

A photograph of several young children in a classroom setting, focused on playing with colorful plastic blocks. In the foreground, a girl with dark hair is smiling and looking towards the blocks. Behind her, another girl is also smiling. To the right, a boy is reaching for a block. In the background, other children and an adult are visible, creating a busy, educational environment. The blocks are stacked into various structures on a wooden table.

Strategic Framework 2016-2025 (Version 1.0)

cap
Tulsa
Helping Families Succeed

Since CAP Tulsa's inception, the organization's identity as a direct service anti-poverty agency has been steadily evolving.

From the earliest days as a small provider of basic human services in pockets of Tulsa, to the more recent era of county- and state-wide programs garnering national attention, CAP Tulsa has been testing an array of strategies to find out what really works to alleviate poverty. Along this journey, there have been many great successes, but a far greater number of questions raised and lessons learned through trial and error—all reinforcing the incredible complexity of the causes and impacts of poverty, both at the individual and systemic level.

Today, CAP Tulsa remains steadfast in the belief that promoting the healthy development of young children presents the best opportunity to break the intergenerational cycle of poverty. Yet, for children to thrive, their families and communities must also provide a safe and nurturing environment. A high level of parental engagement through which parents act as the primary teachers and supporters of their families is fundamental to children's long-term success.

This **Theory of Change** has shaped CAP Tulsa's current approach which is using early childhood education as a gateway to integrated program options for the adults in low-income families. However, CAP also believes that for children to overcome poverty and the societal and systemic inequities that impact individuals will require a series of additional community supports throughout their life cycle from preconception/birth into early adulthood. CAP Tulsa's **Results Map** captures the positive conditions that support a child's long-term journey toward achieving economic success as an adult—so that their children are not also born into poverty.



CAP Tulsa's Theory of Change:

Combining high-quality early education for young children with supports that promote nurturing parenting and family financial stability will ensure that children reach their full developmental potential by the end of third grade.

RESULTS MAP

CAP Tulsa believes the results below are critical for children in poverty today to escape poverty as adults. CAP Tulsa's own programs focus on children from birth through age four and their families, but we are concerned about child and family progress at all stages.

HEALTHY & PREPARED CHILDREN



Preconception-Birth

Women are healthy before, during and after pregnancy.

Women have planned pregnancies.

Babies are born healthy.

Newborn-Third Grade

Children's cognitive ability, language and literacy, motor skills, and socio-emotional skills develop on time.

Children are physically and mentally healthy.

Children are present, cooperative, and ready to learn.

Children 4th-12th Grade

Children make expected grade level progress.

Children are engaged in pro-social behaviors and not risky behaviors.

Children are physically and mentally healthy.

Children Post-Graduation

Grown children graduate from high school ready for further education.

Grown children are prepared for 21st century jobs.

Grown children have planned pregnancies and their children are not born into poverty.



Children grow up and achieve economic success so that their children are not born into poverty.



NURTURING & SECURE FAMILIES

Families have the knowledge and confidence necessary to raise healthy, successful children and are engaged in their child's education and with their child at home.

Families are financially secure.

Families provide safe and stable home environments both physically and emotionally.

Families are physically and mentally healthy, engage in healthy behaviors and avoid unhealthy behaviors.



SUPPORTIVE & SAFE COMMUNITIES

Children are provided with safe and enriching out-of-school time activities and care.

Children have positive relationships with family and friends and are supported by school staff and the community.

Families are connected to a mutually supportive network of friends, family, neighbors and services.





This **Strategic Framework 2016-2025** (Version 1.0) is intended to serve as a set of guiding principles for the ongoing work ahead, and to provide a broader context for the incremental steps CAP Tulsa intends to make through annual operating plans and budget priorities.

To date, using this Theory of Change and Results Map as a guide, CAP Tulsa's focus has been rather narrow—primarily directed toward children ages two, three, and four—with a short-term goal of kindergarten readiness, and only limited attempts to engage with families before or after children's preschool years. The results of this approach have been mixed, as CAP Tulsa's own outcome data suggests that although the majority of children leave the agency's preschool program prepared for kindergarten, not all children leave ready, and even more troubling - significant numbers of children that were ready for the first year of school will have fallen behind by the end of third grade - a critical transition point at which young children are expected to be able to read with comprehension and fluency.

CAP Tulsa's experience then, which has been to generate great success in the short-term only to find diminished results over time, presents extensive opportunities for redesign and improvement. While much of the important work necessary to revamp CAP Tulsa's approach to service delivery is already well underway, much more work remains to:

- Elongate the time during which CAP is able to positively influence children, both directly and indirectly, by reaching parents as early as possible, and also by continuing to support children and their families into kindergarten and through third grade/age eight - the end of early childhood as defined by child development experts; and
- Further build and refine a comprehensive two-generation strategy that addresses the needs of both vulnerable

children and their families for education, employment, economic assets, social capital, health and well-being; and

- Improve the broader system impacting child and family success through coordination at the community level - including modifications to the policies, programs, and resources directed toward children and their families.

This **Strategic Framework 2016-2025** (Version 1.0) is intended to serve as a set of guiding principles for the ongoing work ahead, and to provide a broader context for the incremental steps CAP Tulsa intends to make through annual operating plans and budget priorities. The following sections help define where CAP is today regarding hypotheses and planned strategies, and the direction the agency aspires to head over the next decade. The Framework identifies the many areas in which CAP must improve performance to achieve desired outcomes; and also raises the big, overarching questions that must be asked and answered in order to progress toward the stated vision: **All children served by CAP reach their full developmental potential by the end of third grade.**

The Framework then, is not an end point or a specific set of action steps; Rather it is a dynamic outline of organizational tools, terminology, perceptions, and disciplines from which to operationalize key strategies, and a declaration of the priority areas of focus deemed essential to future success.



In 2014, CAP Tulsa's Executive Leadership Team initiated a process to develop a new strategic plan to help guide the agency over the next decade.

The same national consultant who had assisted with CAP Tulsa's 2006 strategic plan was again retained to facilitate the current planning effort. A core team of agency leaders (see Appendices) was assembled to begin discussing and documenting the various strategic choices faced by CAP in the coming years.

At the start of the process, numerous interviews were conducted with agency employees, board members, funders, partners, and other stakeholders. The intent was to gather feedback from various perspectives about CAP Tulsa's present state and possible future directions, in order to uncover common themes with strategic implications. This information was reviewed during a series of team meetings to examine the opportunities, threats, and realities faced by CAP, and to utilize various strategic planning tools to reflect upon key issues and challenges. The team then commenced a series of small group assignments to explore the many gaps in CAP Tulsa's existing operations and future aspirations. Dozens of possible gaps were examined by the team, with strong consideration paid to the connection between and recurrence of similar gaps.

What followed was a multi-month discussion about just what CAP seeks to accomplish in the years ahead, what success in the future looks like—and what overarching vision might guide that journey. Numerous fundamental questions were probed including:

- Given the great number of children in poverty, how does CAP make the biggest impact? Should the agency focus on serving specific types of families and/or on individualizing services based on specific types of needs?
- What interventions are necessary to get children from different backgrounds and circumstances ready by the end of third grade?
- How can CAP ensure that gains made by children entering kindergarten are not diminished over time?
- What are the optimal supplemental services for parents that will improve child outcomes?

What became clear is that CAP, in fact, does not yet know exactly which services and supports are necessary to dramatically and predictably improve outcomes for all children born into poverty. Consequently, in the years ahead, CAP must get better at answering the key questions tied to the results being sought, and the goal as an organization must be to experiment in order to learn much more about what might be successful and to incorporate those findings into new and refined approaches. Much of this exploration is already well underway, and many of the future aspirations are interwoven with the realities of the ongoing work today.



Engagement: Before, During, and After Expanding CAP Tulsa's Accountability for Results

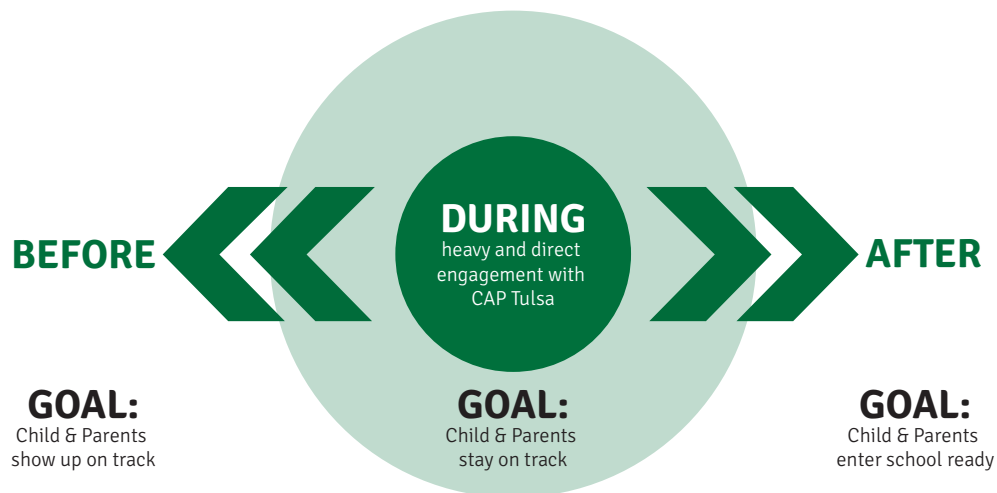
All of CAP Tulsa's current interactions with families unfold across a spectrum of both time and level of engagement:

- Before a child is ever enrolled in CAP Tulsa's Early Childhood Program
- During a child's enrollment
- After a child grows beyond preschool

This recognition, combined with CAP Tulsa's concern about producing primarily short-term gains that can diminish over time, has shaped options for the future direction of the agency. For it is within this reality that CAP strives to build, both directly and indirectly, a continuum of services for children from birth through third grade/age eight. Today, too few children remain enrolled in CAP Tulsa's Early Childhood Program for more than two years, and most are enrolled for much less time. During this very limited period of direct and often intensive engagement with children and their parents, CAP seeks to maximize all possible gains in child development and family advancement. However, ensuring that all children served reach their full developmental potential by the end of third grade will require comparable and complementary progress both before and after CAP Tulsa's brief direct engagement with families.

Given this, in the decade ahead, CAP is committed to expanding its own accountability for results both earlier and later than just the narrow preschool years by exploring how to positively influence families before they ever even enroll in CAP Tulsa's program, and how to remain engaged with families after their child moves on to kindergarten and beyond. The work ahead then, will be divided across these three different tiers of engagement. First and foremost, CAP must continue to strengthen its primary model and core competency - the ability to foster young children's development and improve families' circumstances during the time they are directly engaged with the agency. Simultaneously, however, CAP must also develop new and effective ways, many of which are not yet identified, to indirectly support children and families both before and after the preschool years through partnerships with other providers across a community-wide system.

The intended result of these efforts will be to elongate the 'during' stage of CAP Tulsa's engagement with families by



Ensuring that all children served reach their full developmental potential by the end of third grade will require comparable and complementary progress both before and after CAP Tulsa's brief direct engagement with families.

increasing direct control wherever and whenever possible, sensible, and cost effective; But also to maximize indirect influences by coordinating with other providers that interface with families throughout the years of young children's maturation. Coordinating with other providers, when done well, can dramatically increase the likelihood that children come to CAP on track developmentally, and maintain their progress after they leave.

Note that many of the specific strategies and priority areas of focus described within this Strategic Framework pertain mostly to the 'during' stage of CAP Tulsa's engagement with children and their families. However, over the next decade, CAP is committed to exploring how to work with others providers in the 'before' stage so that children arrive to CAP better prepared, and also to partnering with organizations in the 'after' stage to help ensure that children continue to make great strides upon leaving CAP Tulsa's program. Thus, in short order, CAP must begin the process of developing clear and cogent strategies for both the 'before' and 'after' areas of work ahead—the results of which will inform 'Version 2.0' of this Strategic Framework.

The Children & Families Being Served

CAP has always served a broad segment of the disadvantaged populations in Tulsa—families that are typically similar in terms of household income, but quite different on most other measures of strengths, risks, motivations, and abilities. The results of this all-encompassing approach, it seems, have been as diverse as the children and families themselves. Today, CAP is beginning to re-evaluate its recruitment and enrollment processes—resigned to the reality of not yet knowing exactly who the primary customers might be. For example, given the limited resources available, should CAP always be seeking the most difficult to serve populations and accept that progress for these children and families may not look the same as it would for families with fewer barriers?

While CAP continues to explore the potential makeup of a particular type of target population—comprised of families that fully benefit from a two-generation approach—the agency must strive to achieve the best possible outcomes for the unique population enrolled at any given time. To accomplish this, CAP must more promptly and thoroughly assess the risk and protective factors of children and their families upon admission into the program in an effort to better understand exactly who is being served and to then align appropriate interventions in response to their specific needs. CAP acknowledges that higher child and family risk factors require more resources to

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accommodate and effectuate change; and given the finite nature of available funding—it would not be sustainable if all clients exhibited the highest levels of need. Moving forward, CAP must understand which types of families need greater amounts of services in order to predictably achieve certain types of outcomes. CAP must also understand why it is better today at working with some populations, but not with others, and how to improve performance across a range of family types. What lies ahead is an ongoing, dynamic process of adjusting the service products available to families, both directly and through partner providers, while also better understanding each family being served, and perfecting the match between the two. Ultimately, CAP seeks to determine, along with families, which interventions are worthwhile—for whom and at what cost, to remove barriers, to counteract the impacts of systemic and structural inequities, and to support each child and family's journey toward success.



Expanding the Culture of Innovation

CAP has a long history of exploring various service offerings that might positively impact families with young children. The agency's central characteristics of being inventive and forward-thinking, combined with an unwillingness to settle for anything less than compelling results, ultimately led CAP to embed 'Innovation' as a Core Value. Today, CAP seeks to harness a more disciplined approach to promoting innovations across the agency's programs and processes in order to generate new ideas more rapidly and systematically, while still maintaining a high rate of incremental continuous improvement. Necessarily, CAP must readjust focus from merely getting better and better at current operations, instead committing equally to investigating what else might really work for children and families in poverty across a range of risks and complexities. With both sufficient resources and defined success metrics for producing superior results, fundamental innovation has the potential to dramatically enhance the effectiveness of CAP Tulsa's approach, accelerate scalability, and further position the agency as a national resource in the field.

In the years ahead, CAP commits to nurturing a culture in which teams across departments are empowered to rethink the problems being faced, and ultimately to try to solve them through the testing of new ideas using innovative approaches. Incorporating various techniques and perspectives that can yield insights into how people behave will be essential to expanding the culture of innovation at CAP, including the use

of: behavioral economics, positive deviance, scarcity, and social networks; human-centered design as a primary way of learning from the families being served; and new technologies and advances in behavioral science.

Employees: CAP Tulsa's Greatest Asset

Most critical to CAP Tulsa's past and future success are the employees who directly serve young children and their families, and those who support the administrative and operational systems of the agency. Without excellent, dedicated employees at all levels, CAP cannot make adequate progress toward desired results, and will ultimately fall short of realizing the stated vision. Therefore, in order to attract and retain talented staff, CAP is committed to remaining a great place to work in Tulsa and becoming the employer of choice among those seeking careers in early childhood education, parent training programs, and non-profit, mission-driven work. From the new employee to the seasoned veteran, all staff must be effectively supported with training tailored to individualized needs, guided by strong leaders, within a diverse and inclusive work environment that provides highly competitive benefits and clear opportunities for advancement. In turn, employees must strive to be their best, help to promote a positive work culture, share the commitment to nurturing children's development, and take responsibility for their own professional growth.





CAP Tulsa's Vision:

All children served by CAP Tulsa reach their full developmental potential by the end of third grade.

KEY STRATEGIES



Child Success

Ensure children receive high-quality education and care services from birth through third grade

Family Success

Partner with families to create a nurturing and secure environment for their children



Community Success

Work collectively with other organizations to improve the broader system supporting child and family success

Organizational Success

Optimize process management and resource stewardship while providing a great place to work



Child Success

Ensure children receive high-quality education and care services from birth through third grade

Turning CAP Tulsa's vision into a reality demands unprecedented progress at preparing young children across a range of risk factors for future success. As such, everything that CAP accomplishes in the next decade will necessarily be regarded by a singular measure: Are all children served by CAP reaching their full developmental potential by the end of third grade? Realizing this aspiration will entail more than merely helping children to be academically ready by narrow school standards. Instead, it will require nurturing the broader development of the 'whole child' to ensure that young children are emotionally and physically healthy, feeling safe and supported, and ready to be lifelong learners.

CAP Tulsa's role then, must be two-fold—Directly providing high-quality education and care to children during their earliest years; and equally important, coordinating with partner organizations to rebuild a broader system in which young children's developmental potential will be continuously promoted and fully realized. Assembling this more effective and equitable system of supports will require concentrating not just on children, but also on the critical aspects of helping parents create nurturing and secure environments, within supportive and safe communities, so that their families may advance.



Priority Areas of Focus:

Increasing child outcomes across a range of various risks and abilities

- Advancing children's development beyond simply 'school ready' to 'whole child'
- Providing differentiated instruction (e.g., for four-year-olds; by gender)
- Improving instructional support for young English-language learners
- Improving identification and supports for children with challenging behaviors, disabilities, and mental health needs
- Enhancing teachers' effectiveness through coaching and professional development
- Implementing the most highly effective, research-based curricula
- Improving the quality and frequency with which parents support children's learning and development at home
- Utilizing data to develop early warning risk indicators to inform prompt, appropriate supports
- Embracing new technologies and advances in the science of early learning and brain development



Family Success

Partner with families to create a nurturing and secure environment for their children

The most significant influence on a child's healthy development is their family unit. For children to thrive, families must have knowledge and confidence about parenting, be financially secure, remain physically and emotionally healthy, provide a safe and nurturing home, and connect to a supportive network of friends and neighbors. Thus, CAP Tulsa's ability to positively affect the family environment in ways that promote children's outcomes is an area of great focus. To date, CAP is still exploring how best to effectively engage large numbers of parents, each with unique interests, strengths, and needs, with supports that are both utilized and impactful. Given that parents are the experts on their own lives, CAP must advance the ability to systematically incorporate the views of the families being served about the programs they most need and how to design them.

Too often in the past, CAP has found itself attempting to determine the best interests of families in poverty, predicting the service offerings most likely to be used, and establishing expectations for families about what constitutes acceptable results. CAP Tulsa's ongoing process to implement and refine programs has typically relied upon consultation with outside experts, review of independent research, and past experiences which, although informative, often do not thoroughly capture the insights of the families that the programs are intended to benefit. In the coming years, the agency seeks to learn more directly from families themselves about their needs and to improve the use of service and market segmentation in order to more precisely respond to each family's motivations to enroll their child at CAP, and the desired progress each family intends to make during this time. Only parents themselves can define their family's successful future, and CAP must tailor programs that support parents' individualized plans to act as the primary teachers and supporters of their families. When able, CAP will provide these services directly to families; and when not optimal, CAP will coordinate with other high performing organizations that are equally committed to helping families advance, able to measure progress, and willing to share accountability for reaching shared goals.



Priority Areas of Focus:

Improving the alignment of goals between CAP and the families being served

- Accelerating awareness upon admission into CAP Tulsa's program of each family's risk profile and aspirations for advancement
- Supporting parents to minimize children's absenteeism, tardiness, drops, and transfers
- Strengthening the school-to-home connection by equipping parents with the skills and behaviors that maximize children's cognitive development

Collaborating with families to develop programs and services that appeal to the interests and accommodate the needs of parents

- Optimizing before and after care options for working parents and those in school
- Accommodating families that prefer home visiting or other non-school-based options
- Improving responsiveness to the diverse cultural needs of families
- Broadening service options for adult English-language learners
- Expanding adult education and workforce training options
- Linking families to services that can assist with common challenges (e.g., housing; transportation; healthcare; and mixed-citizenship status)
- Developing supportive services for waitlisted and alumni families



Community Success

Work collectively with other organizations to improve the broader system supporting child and family success

CAP Tulsa's accomplishments have always been and will continue to be tied closely to the performance of many other organizations working across a broad delivery system supporting young children and their families. Although CAP prides itself on directly providing a suite of high-quality programs, it is neither practical nor optimal for a single agency to deliver all of the positive supports from birth through third grade that are believed to help position children for future success. As part of the previous strategic plan, CAP has been methodically decreasing the breadth and increasing the integration of its service offerings, instead seeking unified, performance-based partnerships with other organizations that are equally committed, capable, and accountable for the same set of results that CAP seeks to achieve. Moving forward, CAP will continue to exert and even expand direct control over the areas in which the agency has the expertise and resources to accomplish desired outcomes in a cost effective manner. However, CAP will also develop and utilize set criteria to identify, attract, and select partners that are best positioned to help deliver performance results before, during, and after CAP Tulsa's direct engagement with children and their families. CAP recognizes that significant work remains to improve the agency's own internal capacity to collaborate with others for optimal results; and that improving the success of the entire system will require coordination far beyond individual partnerships between two organizations—instead necessitating community-wide shifts in the policies, programs, and resources allocated to young children and their families.



Priority Areas of Focus:

Defining and deploying successful performance-based partnerships

- Improving skill sets among CAP staff to work effectively as a partner agency with others
- Supporting the capacity building of partner organizations as needed to fulfill performance commitments
- Redesigning the delivery of family support services to optimize impact
- Verifying measurable progress of families post referrals to partner direct service providers

Partnering to build continuity of services and alignment of approach to children's development from birth through third grade

- Acting as a systems coordinator to align individual providers for collective action
- Supporting community-wide campaigns about the importance of early education to increase the odds that more children enter high-quality early learning programs
- Coordinating transitions into CAP with providers that reach very young children, pregnant women, and those that specialize in preconception, interconception, and postpartum care
- Aligning approaches to children's development across pre-/post-kindergarten systems
- Designing ongoing supports for families once they transition out of CAP Tulsa's Early Childhood Program, including the tracking of child and family outcome data through third grade and beyond
- Developing a strategic vision for the Oklahoma Early Childhood Program to expand high-quality services within Tulsa and statewide

Partnering with advocacy and research organizations to improve public policies and programs impacting families with young children

- Working through a community coalition to address the child care needs of parents pursuing education and/or employment
- Engaging in program testing and experimentation with input from others across the field to inform the national learning network
- Supporting efforts to address systemic inequalities that impede low-income families



Organizational Success

Optimize process management and resource stewardship while providing a great place to work

During the past decade, CAP secured additional financial resources from a range of supporters in order to substantially expand the agency's capacity to serve more young children and their families. This growth, combined with a track record of designing innovative, high-quality program offerings, garnered national media attention and accolades from experts across the fields of poverty alleviation.

However, despite the success to date, CAP endeavors to refine its organizational systems and processes to achieve superior outcomes as part of a commitment to incremental continuous improvement. In the years ahead, much work remains to maximize the impact of existing funding streams, while also obtaining flexible, new financial investments to support future initiatives. Lower cost alternatives to current approaches will be explored and perfected, and one-size-fits-all program options will be transformed into more specific, cost-effective interventions based on the precise needs of each child and family served.

Necessarily, CAP must refrain from assuming which forms of assistance low-income families want to receive, and instead design an array of service products that can accommodate a wide spectrum of families' various motivations and goals. Data remains fundamental to gauging success, and CAP will strengthen the ability to collect, analyze, and respond to the information resulting from the agency's efforts. Most importantly, CAP must strive to remain a top employer in the field - one that attracts and retains top talent who, in turn, can design and deliver high caliber services to children and their families.



Priority Areas of Focus:

Achieving optimal balance between best possible outcomes and lowest possible costs

- Redesigning admissions system to assess the risk profile of each child and family upon enrollment and designing services to best meet those specific needs

Providing a great place to work that fosters high employee engagement

- Enhancing services and benefits for employees to strengthen recruitment and retention
- Deepening a diversity and inclusion focus to improve multicultural competency for both employees and the families served
- Creating opportunities for internal growth and advancement to increase bench strength and create a strong and diverse leadership pipeline
- Embedding cutting-edge professional development and individualized coaching techniques to maximize employee performance

Establishing fundraising goals for planned infrastructure projects and non-grant funded functions

- Exploring potential revenue generating activities to diversify flexible funding sources
- Minimizing persistent inefficiencies, such as the inadequately funded extended-hours childcare option, and the substantial gap between the cost of food services and reimbursement rates

Developing a robust outcome measurement system for a two-generation approach

- Improving precision of assessments used with children, families, staff, and systems
- Increasing the correlation between teacher effectiveness ratings and child outcomes
- Achieving a best practice data governance system to improve data quality, integrity, usability, privacy, and security

Building a culture of innovation across all functions of the organization

- Using improvement science to guide the development, revision and continued fine-tuning of new tools, processes, work roles and relationships
- Embedding the discipline of innovation—diligence, persistence, and commitment—within CAP Tulsa's programs and a tolerance for failures between incremental improvements
- Establishing designated space in which to pilot innovative ideas before implementing them system-wide



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Mission

To help young children in lower-income families grow up and achieve economic success.

Vision

All children served by CAP Tulsa reach their full developmental potential by the end of third grade.

Core Values



Accountability

Acting with CAP Tulsa's mission in mind and holding ourselves accountable for intended results



Data-Driven Decision Making

Using data to make thoughtful and well-informed decisions



Diversity & Inclusion

Cultivating an inclusive, respectful and productive work environment



Empowerment

Exercising the freedom and obligation to challenge each other respectfully



Excellence

Achieving the highest measure of quality in all that we do



Growth

Helping all people reach their full potential



Honesty, Integrity & Transparency

Doing what's right and above board



Innovation

Pursuing continuous improvement and encouraging experimentation to achieve desired outcomes



Positive Intent

Assuming the best and giving others the benefit of the doubt



Respect

Treating all people with dignity and respect



Helping Families Succeed

Achievements from the 2012-14 Strategic Plan

Following CAP Tulsa's unprecedented growth between 2006 and 2011 in the number of children and families served—the result of the agency's then-strategic plans to triple its impact by 2012—CAP sought to shift focus from rapidly expanding capacity to instead improving the outcomes derived from the large system that had been built. Adjusting to the new strategic focus required addressing various organizational deficiencies and removing numerous obstacles to improved results. Several key undertakings were essential to this effort, including:

- Development of integrated services for both children and their parents
- Dissolution of programs that did not complement the emerging two-generation approach
- Elongating engagement with families by diversifying and expanding program offerings
- Improving capacity to record and act upon client data
- Increasing effectiveness of teaching staff and enhancing curricula
- Building a strong agency brand to attract new investments

Following are specific milestones CAP reached under the previous strategic plan: Organizational Challenges Faced, and Examples of Major Accomplishments to Address Challenges.

Need to align services for children with complementary programs for their parents

- Repositioned the financial services department to exclusively focus on families with young children
- Implemented two evidence-based parenting skills training programs
- Added remedial adult education tracks to the workforce development program
- Added English as a Second Language classes
- Added Financial Capability Coaching sessions

Need to end legacy programs that did not support a two-generation approach

- Transferred homeownership promotion and free tax preparation programs to other community service providers
- Spun off the neighborhood revitalization and public policy departments into separate standalone entities
- Exited housing acquisition/rehab program and bilingual taxpayer education services

Need to elongate the length of time to serve families

- Tripled the number of home visiting slots available
- Converted to a year-round early education program
- Launched a summer enrichment program for children



Need to improve the capacity to record and act upon child and family data

- Implemented an online client application and benefit screening process
- Implemented a Client Relationship Management system to create one primary point of client reference and tracking
- Implemented a Family Success Plan assessment to capture and track goal attainment by parents
- Piloted a series of child assessments that broadened the range of developmental areas being evaluated
- Partnered with university researchers to design, conduct, and publish program evaluations
- Completed a city-wide assessment of children's kindergarten readiness and risk factors

Need to develop the effectiveness of staff and improve curricula

- Implemented an online talent management system to improve professional development and performance reviews
- Implemented a Teacher and Leader Effectiveness rubric
- Became a summer training site for Teach For America corps members
- Implemented an evidenced-based early mathematics supplemental curriculum

Need to build and communicate a strong agency brand to attract new investments

- Established a Marketing Department and brought graphic design capabilities in-house
- Revamped website and developed robust social media and client video storytelling capabilities
- Added a Donor Relations staff position and established a Donor Advisory board committee to assist with fundraising
- Received national coverage by press including CBS Evening News, The New York Times, The Washington Post, and National Public Radio

The achievements made under the prior strategic plan have positioned the agency well for the next decade. Enormous strides were made in many areas deemed critical to future success, and CAP Tulsa's clarity about the desired progression of the organization over time has never been sharper. However, despite these past accomplishments, some of the most challenging work still lies ahead. While CAP possesses significant expertise and experience with educating young children in preschool settings, the agency's ability to simultaneously advance the prospects of entire families will require years of additional learning and refinement. It is an unrelenting resolve to do better for more with the resources available that tempers satisfaction with current results and lays the foundation for the upcoming work.



