



## **Strategic Plan 2020 - 2025**

Community Action develops a five-year strategic plan to guide the agency. This plan is in accordance with regulations for all Community Action agencies from the Office of Community Services (OCS) Community Services Block Grant (CSBG) Organizational Standards. The strategic plan is agency wide, outlines the agency's goals and strategies, and is approved by the governing board.

Strategic plan development for 2020 began in the early fall of 2019. Executive Director and Nationally Certified Results Orientated Management and Accountability Trainer (NCRT) Sheri Wilson and Planning Director and NCRT Rachel Albrecht met together to sketch out an approach to planning, meetings to have, data to review, and partners to engage in the process. Albrecht directed a planning session with the agency management staff at their quarterly meeting on September 4, 2019. Directors identified top needs in the areas of safe and adequate facilities, community support, quality and supportive staff, and additional and varied funding sources. On September 17, 2019 Albrecht worked with the board to develop what they thought were the top needs of the agency and community. They identified community partnerships, community exposure, funding, and updated facilities as top needs. On October 22, 2019 the community and stakeholders were brought together with staff from various agency programs, clients, and strategic partner organizations including faith groups, local government representatives, and other non-profit agencies. There were 17 partner organizations represented, 7 agency staff, and 4 agency clients in attendance. This community group identified top needs as housing, community health care and mental health, employment, childcare, transportation, and education and awareness.

After these meetings Albrecht and Wilson reviewed and analyzed the information collected, reviewed local data, and consulted with Director of Training & Technical Assistance Master Results Orientated Management and Accountability (ROMA) Trainer Tiffany Keimig with Iowa Community Action Association (ICAA). On February 20, 2020 Keimig led a final review session with management directors to choose and further develop the top needs that had been identified. Among the directors, a consensus rose to the top that the agency needs safe and adequate facilities and the agency needs to increase the number of community partnerships to carry out its mission. Albrecht, Wilson and Keimig collaborated to develop a chart which could be used for instruction and reporting throughout the life of the strategic plan. It was filled in with tasks, performance goals, and measurement tools collected throughout the process.

Area data and reports were consulted as the strategic plan was developed. Many of these reports can be found on our website under 'About Us' and then 'Reports'. They included: 2016 Client Needs Survey, 2016 Client Satisfaction Report, 2017 Community/Stakeholders Needs Assessment, 2014 Strategic Plan, 2019 Client Satisfaction Survey, FY 2018 and 2019 Advisory Committee Qualitative Data/Input, 2018 Staff Needs Evaluation, 2019 Head Start Community Needs Assessment, American Community Survey, Census data, NIFCAP Community Action Client Database, and the 2020 Client Needs Assessment.

The developed charts for the strategic plan were based on the ROMA logic models. They were presented to the board at the April 21, 2020 meeting. The board approved the 2020-2025 strategic plan on April 21, 2020.



# Strategic Plan

2020-2025

Dedicated to alleviating the conditions and causes of poverty by building partnerships and strengthening people through quality services.

## THE AGENCY HAS SAFE AND ADEQUATE FACILITIES



> Site status/need assessments developed for each location

Tour prospective locations

Community strategic partners identified to connect with regarding site needs

New locations aquired

Site safety inspections

Site needs communicated to strategic partners

Renovation/safety projects

## THE AGENCY INCREASES COMMUNITY PARTNERSHIPS TO CARRY OUT ITS MISSION



> Public speaking

Brainstorm new partnerships

Media exposure

Approach new non-traditional partners

Communicate agency data with partners

Host issue related meetings inviting current and potential partners

Standardized presentation checklist

\*Providing equal opportunity in employment and program participation



**NEED: The agency needs safe and adequate facilities to carry out its mission.**  
**GOAL: The agency has safe and adequate facilities to carry out its mission.**

Intervention	Performance	Tasks	Reporting	Actual Results
Site status/need assessments developed for each location	2 site assessments developed by 2021  Remainder of site assessments developed by 2022	<ul style="list-style-type: none"> <li>Programs evaluate program facility needs and budgets               <ul style="list-style-type: none"> <li>HS, WIC, CSBG, PAT, FaDSS, Finance Director</li> </ul> </li> <li>Directors provide program facility needs to ED</li> <li>Directors meet together regarding combined location needs for each location/site.</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually directors report locations toured</li> <li>Completed assessments provided to ED upon completion</li> <li>Finalized assessments provided to Building Committee</li> </ul>	
Community partners/leaders strategically identified to connect with regarding site needs.	10 strategic partners identified	<ul style="list-style-type: none"> <li>After needs are documented: For each location brainstorm a list of those to that may benefit from addressing the identified site needs</li> <li>Communicate with Building Committee so they can communicate with partners as well</li> </ul>	<ul style="list-style-type: none"> <li>Lists of potential community partners/leaders</li> <li>Building Committee</li> <li>Meeting minutes</li> </ul>	
Site needs communicated to local partners	Site needs provided to 10 strategic partners	<ul style="list-style-type: none"> <li>Building Committee, HS Director, and Center Director communicate with local strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>Building Committee</li> <li>Directors report communication connections and outcomes to ED bi-annually</li> </ul>	
Tour prospective locations	4 prospective locations toured	<ul style="list-style-type: none"> <li>Identify potential locations</li> <li>Building Committee, HS Director, Center Director, or ED will schedule tours of potential locations</li> </ul>	<ul style="list-style-type: none"> <li>Details from the prospective new spaces will be reported bi-annually at directors meetings</li> </ul>	
New location(s) acquired	Lease agreements	<ul style="list-style-type: none"> <li>Communication regarding moves</li> <li>Media exposure</li> </ul>	<ul style="list-style-type: none"> <li>ED signs lease</li> <li>Media contact/release</li> </ul>	
Quarterly site safety inspections	All site safety inspections completed.	<ul style="list-style-type: none"> <li>Quarterly site safety inspections completed by Center Director (or delegates), WIC Director, and Planning Director</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly provided to Planning Director</li> <li>Planning Director reports on at safety committee and directors meetings</li> </ul>	
Complete renovation/safety projects as needed	2 renovation projects completed  1 improvement or safety grant applied	<ul style="list-style-type: none"> <li>Directors be aware of projects that need completed from site safety inspections.</li> <li>Notify planning director of needs that may qualify for a grant</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually at directors meetings report</li> <li>Planning director maintains facility needs list for grants</li> <li>Grant application</li> </ul>	

Community Action of Southeast Iowa is dedicated to alleviating the conditions and causes of poverty by building partnerships and strengthening people through quality services.



**NEED: The agency needs to increase the number of community partnerships to carry out its mission.**

**GOAL: The agency increases community partnerships to carry out its mission.**

Intervention	Performance	Tasks	Reporting	Actual Results
Public speaking	40 speaking engagements to groups by 2025	<ul style="list-style-type: none"> <li>One speaking engagement per year per director</li> <li>Contact current partners – they may “up the ante” – or maybe we need to reconnect</li> <li>Contact potential partners about speaking opportunities</li> <li>Doesn’t have to be a large group, could invite to tour the center, or go to lunch with you</li> </ul>	Directors quarterly update online shared spreadsheet of places spoken at or provide to Planning Director	
Media exposure	10 positive CA initiated news/media stories published	<ul style="list-style-type: none"> <li>Lisa, Rachel, Sandy S will make a contact list for area newspapers/media</li> <li>If you have a positive story, client who’s willing to share, cool thing, grant accepted, etc contact Sheri/Rachel then contact 2 media sources offering them a story</li> <li>Each director do this at least 1x/year</li> </ul>	Directors quarterly update online shared spreadsheet of media stories or provide to Planning Director. Include media stories in reporting that were declined.	
Communicate agency data with partners.	5 sharable data graphics created	<ul style="list-style-type: none"> <li>Directors provide Planning Director with client data reports when completed for reporting agencies.</li> <li>Planning director creates graphics, sends to directors, website, Facebook, interagency</li> <li>Directors share one report/graphic with 3 partners each year</li> </ul>	<p>When submitting reports provide a copy to the Planning Director</p> <p>Directors will share annually at the director’s meeting how/who they shared with</p>	
Standardized agency informational/ presentation sheet.	Informational talking sheet developed and distributed by 2021	<ul style="list-style-type: none"> <li>Executive Director and Planning Director will develop it to include common language, agency history, whole agency data, and an ask.</li> </ul>	Distributed to directors, coordinators, all employees, board, policy council, and CAP committees.	
Brainstorm new partnerships.	New ideas for partnership list	<ul style="list-style-type: none"> <li>Each director/coordinator will do this at one of their upcoming staff meetings</li> </ul>	Turn in the list of potentials to the planning director and keep a copy	
Approach 10 new non-traditional partners.	Increase of 8 partnerships. 219 partnerships on FY2019 CSBG report.	<ul style="list-style-type: none"> <li>Each director/program increases by one partnership in the next 5 years</li> <li>Maintain current partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Potential partnership list</li> <li>Potential partnerships approached list.</li> <li>CSBG Partnership List</li> <li>Annual director’s meeting</li> </ul>	
Host issue related meetings inviting current and potential partners	Host 3 issue related meetings	<ul style="list-style-type: none"> <li>Directors brainstorm issue meetings to host</li> <li>Directors develop a plan and implement it</li> </ul>	Attendance rosters from meetings – report annually at director’s meetings	