

STRATEGIC PLAN 2025 - 2030



FUNDING



Grants

Donations

Non-Federal

Fundraising

Cost Sharing

STAFF



Recruitment

Wages

Benefits

Equipping

Retention

Strategic Plan 2025 – 2030



We develop a five-year strategic plan to guide our 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 agency-wide strategic plan outlines the agency's goals and strategies and is approved by the governing board.

Plan development began in the summer of 2024. Sheri Wilson, Executive Director and Nationally Certified Results Oriented Management and Accountability Trainer (NCRT), and Rachel Albrecht, Planning Director and NCRT, met together to sketch out an approach to planning, meeting organization, data reviews, and partners planned to engage in the process. This resulted in gathering information from discussions with the management team, an in-person community session with 22 individuals representing five counties, clients, staff members, and stakeholders in January 2025, and board input and discussion sessions in January and February 2025. Surveys were distributed and collected from 73 staff members at the agency's All Staff Training Day in October 2024, eight management directors at their meeting in November 2024, and 57 online responses from the community in January 2025.

Area data and reports were consulted as the Strategic Plan was developed. Many of these reports are on our website under 'About Us' and then 'Reports'. They included the 2024 Head Start Community Needs Assessment, 2024 Client Satisfaction Survey, 2023 United Way of Southeast Iowa Needs Assessment, 2022 Community Action Community Needs Assessment, 2022 Southeast Iowa Regional Medical Center Community Health Needs Assessment, 2021 Burlington Community School District Assessment, 2021 Empowering Families Needs Assessment, 2019 Iowa Workforce Needs Assessment, and prior agency strategic plans.

Many agency and community needs were identified through this process. Primary needs identified include staffing, funding, communication, leadership, community engagement, partnerships, facilities, and volunteers. Funding and staffing needs were revealed as top priorities. With the collected information, a plan was developed with categories, tasks, and key leaders to be involved in the plan. In March 2025, a draft of this plan was discussed with management and then presented to the board with the opportunity for input.

The final 2025-2030 Strategic Plan was presented and approved by the board on April 15, 2025.

FUNDING: The agency needs funding to carry out its mission.

Goal: The agency has funding to carry out its mission.

What	Action Steps	Key Leaders
Current Grants <ul style="list-style-type: none"> • Grant listings • Communications 	<ul style="list-style-type: none"> • Year-over-year grant comparisons <ul style="list-style-type: none"> ○ Grant application list • Analysis of federal, local, state, and other grants <ul style="list-style-type: none"> ○ Approval grant list • Identify decreases, gaps, and opportunities • Brainstorming sessions • Gap planning outline 	<ul style="list-style-type: none"> • Fiscal • Directors • Planning Director
New Grants <ul style="list-style-type: none"> • Committee 	<ul style="list-style-type: none"> • Research • Application for one new grant each year <ul style="list-style-type: none"> ○ Grant spreadsheets • Examine for strengthening the agency <ul style="list-style-type: none"> ○ Indirect, admin, cover program’s cost • Advocate for admin and indirect costs in grants 	<ul style="list-style-type: none"> • Directors • Planning Director
Donations <ul style="list-style-type: none"> • Increase Funds • Raise In-Kind • Community Engagement 	<ul style="list-style-type: none"> • Collect data <ul style="list-style-type: none"> ○ Year-over-year comparisons ○ Develop baseline ○ Donor spreadsheet • Organize information <ul style="list-style-type: none"> ○ Categorize by donor type • Analyze <ul style="list-style-type: none"> ○ Identify gaps and opportunities • Plan <ul style="list-style-type: none"> ○ Develop a donation plan ○ Create a donation map ○ Assign recruitment efforts • Educate on poverty, programs, resources, and challenges • In-kind increase 	<ul style="list-style-type: none"> • Directors • Office Manager • Volunteer Leads <ul style="list-style-type: none"> ○ Head Start ○ Pantry
Non-Federal <ul style="list-style-type: none"> • Committee • Events • Campaign 	<ul style="list-style-type: none"> • Identify a leader and team • Brainstorm session • Choose a direction, goal, and plan 	<ul style="list-style-type: none"> • Directors • Board • Community Members • Volunteers • Human Resources
Cost Sharing <ul style="list-style-type: none"> • Buildings • Infrastructure • Building Maintenance 	<ul style="list-style-type: none"> • Research <ul style="list-style-type: none"> ○ Communicate with other organizations that have a fundraising position • Formulate agency ideals, job description, cost • Seek funding for the position 	<ul style="list-style-type: none"> • Directors • Board Building Committee

STAFF: The agency needs staff to carry out its mission.

Goal: The agency has quality staff to carry out its mission.

What	Action Steps	Key Leaders
Recruitment <ul style="list-style-type: none"> • Outreach • Hiring processes • Communications 	<ul style="list-style-type: none"> • Wage surveys <ul style="list-style-type: none"> ○ Participate in, conduct, and analyze • Offer competitive wages • Advertising, paid and free <ul style="list-style-type: none"> ○ Current, plan, additions 	<ul style="list-style-type: none"> • Human Resources • Hiring Supervisors
Wages <ul style="list-style-type: none"> • Competitive wages • Internally balanced 	<ul style="list-style-type: none"> • Wage examinations <ul style="list-style-type: none"> ○ Pre and post-wage data spreadsheet • Budget planning • Middle management pay evaluation • Head Start COLA and agency capacity <ul style="list-style-type: none"> ○ Board minutes regarding wages 	<ul style="list-style-type: none"> • Directors • Board Personnel Committee
Benefits <ul style="list-style-type: none"> • Communications • Plan benefits 	<ul style="list-style-type: none"> • Highlight benefits <ul style="list-style-type: none"> ○ Interviews, orientation, meetings, communications ○ Flyers, emails, staff news, meetings • Yearly benefit renewal research and meetings <ul style="list-style-type: none"> ○ Offerings maximized 	<ul style="list-style-type: none"> • Human Resources • Directors • Board Personnel Committee
Equipped Staff <ul style="list-style-type: none"> • Trainings <ul style="list-style-type: none"> ○ Individualized ○ Supervisors ○ All Staff • Equipment • Communications • Retention 	<ul style="list-style-type: none"> • Staff input on trainings desired • Individual training or upskill plans • Research and communicate training opportunities • Offer and support staff to attend trainings • Training spreadsheets 	<ul style="list-style-type: none"> • Directors • Human Resources
Evaluations <ul style="list-style-type: none"> • Employee • Team 	<ul style="list-style-type: none"> • Employee evaluations completed according to policies • Supervisors receive yearly training on evaluations • Exit interviews • Team assessments and planning 	<ul style="list-style-type: none"> • Directors • Human Resources • Supervisors
Retention <ul style="list-style-type: none"> • Recognition and incentives • Communications • Mentoring program • Leadership development 	<ul style="list-style-type: none"> • Staff data collection and organization • Share stories of longtime employees • Stay interviews • Emails, flyers, staff news, meetings • Workload balancing 	<ul style="list-style-type: none"> • Directors • Human Resources • Supervisors