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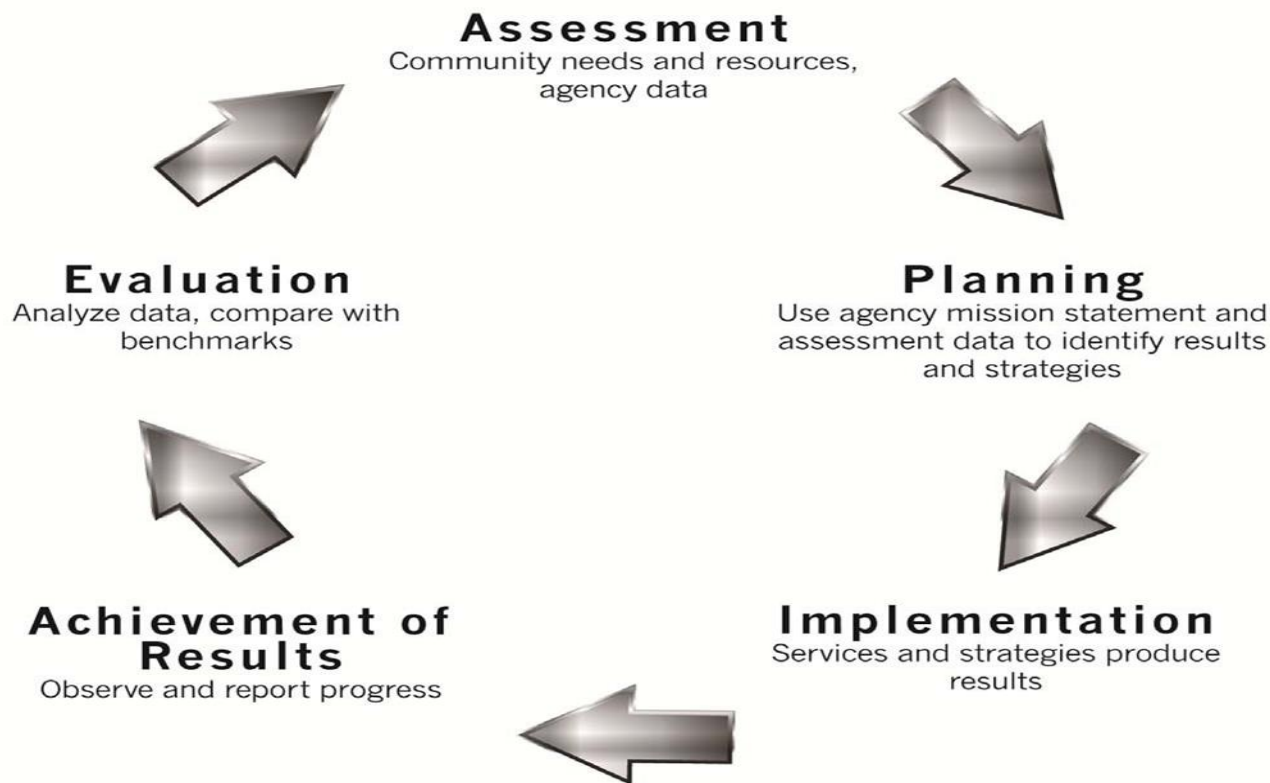
A circular inset photograph showing a family of four (mother, father, and two young children) sitting together and reading a large book. The mother is on the left, smiling, and the father is on the right, also smiling. The two children are in the foreground, looking at the book. The background is a bright, out-of-focus indoor setting.

Strategic Plan

Executive Summary

The purpose of this document is to provide documentation of the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle in South Central Iowa Community Action Program's strategic planning process. This allows the agency to make informed strategic decisions and to ensure our work achieves results regarding CSBG (Community Service Block Grant) funding as well as other agency resources.

The Results Oriented Management and Accountability Cycle



The ROMA Cycle graphic was developed by the National Peer to Peer (NPtP) ROMA Training Project, based on guidance regarding Core Activities for States and CSBG Eligible Entities provided by OCS Information Memo 49. From Planning for Results © 2006, J. Jakopic and B. Mooney, Community Action Association of PA. Curriculum developed with funding from the US Department of Health and Human Services – Office of Community. Use is permitted with this footer. All other rights reserved.

The National Community Action Network Theory of Change

Community Action Goals

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in communities.



Services and Strategies

Employment



Education & Cognitive Development



Income, Infrastructure & Asset Building



Housing

Health/Social Behavioral Development



Civic Engagement & Community Involvement



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 citizens in solutions
- Leverage state, federal, and community resources

Performance Management

How well does the network operate?



- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

What difference does the network make?



- Individual and Family National Performance Indicators
- Community National Performance Indicators

A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.

This publication was created by NASCSP in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Grant Number 90ET0451.

Three National Goals

Nationwide, Community Action Agencies address three goals in their work.

Goal 1: Individuals and families with low income are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in communities.

Mission

SCICAP uses the Community Needs Assessment results, along with our Mission Statement to design all programs and services to meet the needs of low-income families and individuals.






“SCICAP empowers individuals and families with services to become self-sufficient and contribute positively to their communities.” *(4-28-2021)*

Assessment

South Central Iowa Community Action Program endeavors to improve its programs and services, and to be responsive to the needs of clients, stakeholders, and agency personnel, including the Board of Directors and Policy Council. We recognize there are opportunities to address local, community and regional needs. We have acknowledged needs within the capacity of our resources and presented those needs to the Strategic Planning Committee.

SCICAP collects information through surveys from residents in our service area including barriers, challenges, gaps in service, and hardships that Agency programs can attempt to address. While SCICAP is not able to meet every need identified in the surveys, the Agency has services and referral options in place to tackle many of the issues that clients are facing in our communities.

As part of the South Central Iowa Community Action Program's overall Community Needs Assessment, we incorporated data from a Client Needs Assessment (which included client satisfaction data), a Community Stakeholders Assessment, The Community Action Partnership's Community Assessment Tool, and the U.S. Census Bureau, American Community Survey. The information we obtained assists SCICAP in identifying:

-  Precedence
-  Areas of need
-  Program design and opportunities
-  Gaps in service
-  Emerging trends that may affect programming

An executive summary was written (January 2021) to emphasize the needs of low-income clients in our service area, as well as the needs of the community. The executive summary will be a tool to guide SCICAP's strategic planning process.

Planning

The planning committee consists of the Executive Director, CSBG Service Coordinator, Administrative Assistant, program directors, agency front line staff, Policy Council, and the P&E Committee from the Board of Directors. The committee will review the assessment data, customer satisfaction surveys and executive summary to plan the initiatives, measurement tools, people responsible, outcome indicators, services/strategies, and completion dates. The Executive Director will give the Board of Directors updates on the plans' implementation at board meetings and adjust as needed.

Implementation

Implementation of the Strategic Plan begins June 1, 2021. The family goals are based on the needs identified in the SCICAP Executive Summary and are part of the CSBG Grant for FY 2022. The intention of the family goals is to establish accountability for those requesting assistance, and to teach skills which allow families and individuals to decide for themselves their way to self-sufficiency. Agency outcomes are directed at enhancing resourceful operation of all Agency Programs and cultivating awareness of SCICAP Programs available to low-income individuals and families. The intention of agency goals is to provide leadership and guidance to ensure that the agency continues to strive for excellence. The agency must be attentive to needs and knowledgeable of its resources and representation. Community outcomes focus on making the communities, organizations, stakeholders and public aware of community action and the needs of low-income individuals and families

Achievement of Results

The strategic plan is prepared in a way that requires continual follow through. Goals of the strategic plan have been set at attainable levels and will require everyone involved to contribute to the success of meeting the specified outcomes. The success of the strategic plan will be determined by the lives affected and changed because of the programs and services implemented in relation to the strategic plan. Success will involve proper implementation, development of new partnerships, follow through, and follow up.

Evaluation

After the analysis of the strategic plan initiatives and documented results, the committee will adjust the initiatives, performance goals or strategies as needed to achieve the desired outcomes. The Executive Director will review the strategic plan initiatives with the Board of Directors at least once a year. The strategic plan will be available on the agency website. All Board of Directors will receive an updated copy of the strategic plan if any adjustments are made. The evaluation phase is used, in part to help the committee design or determine the future direction of SCICAP. The evaluation phase then transitions into the assessment phase of ROMA as it is a continuous cycle.

Summary

Organizational Standards, ROMA Next Generation, and the programs and services implemented by agencies require direction, transparency, and focus. The strategic plan has taken into consideration the needs expressed by individuals, organizations, and committees impacted by the plan. Success will involve commitment, concern, respect, accountability, responsibility and trust from agency Board of Directors, management, and staff. Each person involved with SCICAP has valuable interaction with clients, partners, funders, and other agencies. There will be challenges and obstacles. It is our duty to adapt and overcome barriers, while we fight the War on Poverty, and be the voice for the poor. It is also our responsibility to tell our story by identifying the impact and sharing the results.