



# West Central Community Action

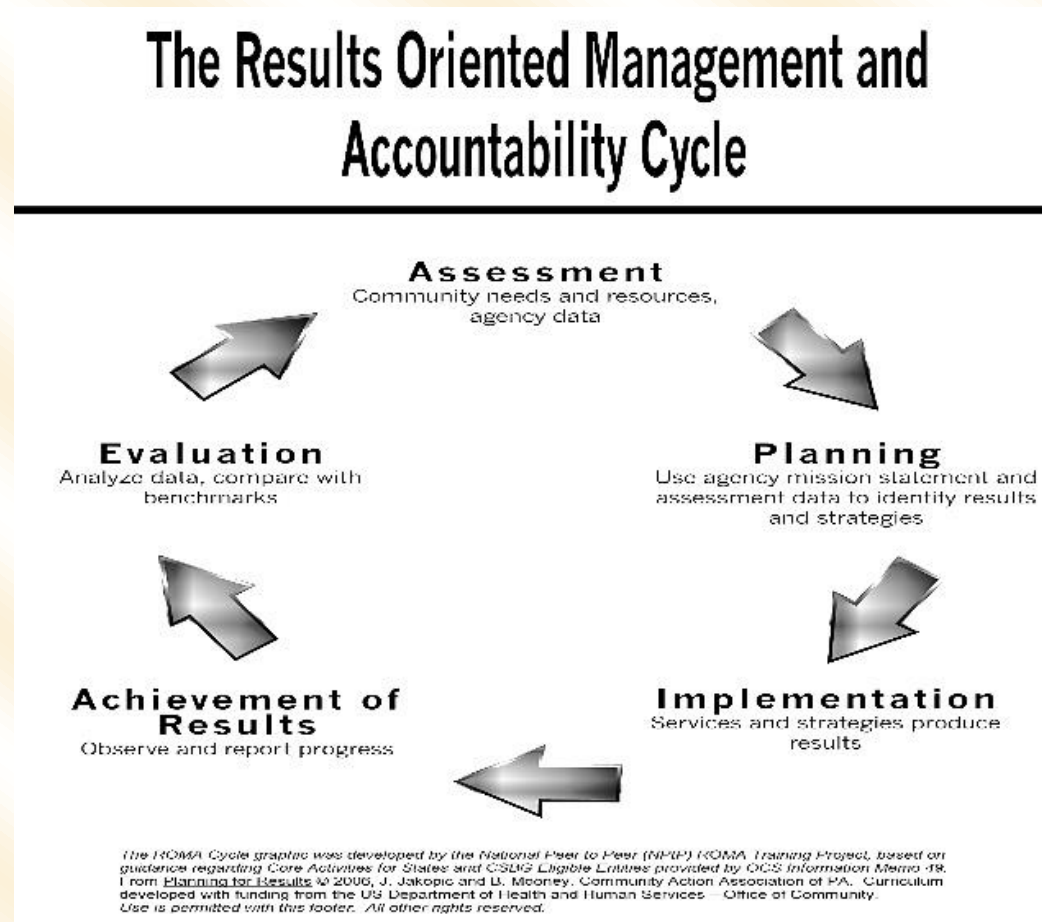
## Strategic Plan

October 1, 2020 to September 30, 2021

1408 "A" Hwy 44 - PO Box 709, Harlan, IA 51537  
Phone: (712) 755-5135, Fax: (712) 755-3235  
Website: [westcentralca.org](http://westcentralca.org)

# 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 West Central Community Action's strategic planning process. This allows the agency to make the most informed strategic decisions possible regarding CSBG (Community Service Block Grant) funding as well as other agency resources.



# 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?

What difference does the network make?

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

- 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.

## 3 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, Vision and Values

Mission, vision and values are the guiding force behind the organization. They are the foundation of all programs and services, and influence our decisions on a daily basis;

### **Mission**

Empowering families and individuals to achieve their highest potential.

### **Vision**

Enhanced quality of life for communities, families and individuals.

### **Beliefs and Values**

We believe...

**Dignity-** In treating everyone with dignity, respect, and compassion.

**Self-Sufficiency-** Opportunities through our programs minimize barriers and lead to increased self-sufficiency.

**Service-** Our priority is to serve the best interests of individuals, families, and the community as a whole.

**Organizational Culture-** Open communication, dedication, creativity, and cooperative relationships are essential to our success.

**Quality Performance-** Excellence in service is solution-based and data driven with transparency and accountability.

**Collaboration-** Partnerships are mutually beneficial to individuals, families, communities, and West Central Community Action.

## Assessment

West Central Community Action strives to improve its programs and services, and to be responsive to the needs of customers, stakeholders, and agency personnel, including the Board of Directors. We recognize there are opportunities to address local, community and regional needs. We have identified needs within the scope of our capabilities and delivered those needs to the Strategic Planning Committee.

WCCA gathers information through surveys from citizens of Southwest Iowa about barriers, challenges, gaps in service, and hardships that programs of WCCA could attempt to address.

WCCA examines the results of our Agency Community Needs Assessment along with the Iowa Community Action Agencies Client Needs Assessment, Iowa Community Action Agency Needs Assessment (Community Stakeholders), Community Action Partnership Assessment, Customer Satisfaction Surveys and U.S. Census Data. This ensures a thorough analysis from WCCA's service area. This information assists WCCA in identifying:

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

An executive summary was written (March 2020) to highlight the needs of low-income clients in our service area, as well as the needs of the community. The executive summary will be used as a guide to direct the agency's strategic planning process.

## Planning

The committee consists of the Executive Director, Executive Secretary, ROMA NCRT & NCRI, several program directors, agency front line staff and several Board of Directors'. The committee will review the assessment data, customer satisfaction surveys and executive summary to formulate the initiatives, people responsible, performance indicators, services/strategies and completion dates. This committee will meet two times a year to receive updates on the plans' implementation and to make adjustments as needed.

## Implementation

Implementation of the Strategic Plan begins October 1, 2020. The family goals are based on the needs identified in the WCCA Executive Summary and are part of the CSBG Grant for FY 2021. Proper implementation starts with intent. The intents of the family goals are to establish accountability for those requesting assistance, and to teach skills which allow families and individuals to determine for themselves their path to self-sufficiency.

Agency outcomes are focused on increasing efficient operation of all Agency Programs, strengthening the West Central Community Action brand and increasing awareness of WCCA Programs available to low-income clients. The agency goals intend to provide direction and

guidance in ensuring the organization does not remain content. The agency must always be responsive and aware of its resources, brand, and image.

Community outcomes emphasize informing the communities, organizations, stakeholders and public about community action and the needs of low-income individuals and households. Increasing the CACFP Program to provide proper nutrition for registered child care facilities and maintaining outreach office hours in each county are two ways that low-income households' lives are improved in the community.

## **Achievement of Results**

The success of the strategic plan will be determined by the lives changed and influenced because of the programs and services implemented in relation to the strategic plan. There are four primary keys to the success of this strategic plan, proper implementation, development of new partnerships, follow through, and follow up.

The strategic plan is organized in a manner that requires continual follow through. Goals of the strategic plan have been set at attainable levels and will require all involved to contribute to the success of meeting specified goals.

The Logic Models with information regarding the specific outcomes, measurement tools, data collection, personnel and reporting frequency are included as the final six pages of this strategic plan.

## **Evaluation**

After the analysis of the strategic plan initiatives and documented results, the committee will make adjustments to the initiatives, performance goals or strategies as needed in order to achieve the desired outcomes. The strategic planning committee will review the strategic plan initiatives with the Board of Directors at least once a year. All Board of Directors will receive a copy of the strategic plan at that time. The evaluation phase is used, in part to help the committee design or determine the future direction of WCCA. This then transitions into the assessment phase of ROMA-as it is a continuous cycle.

## **Summary**

This is a very important moment in the Community Action network. Organizational Standards, ROMA Next Generation, and the programs and services implemented by agencies require direction, transparency, and focus. This strategic plan has taken into consideration the needs defined by people, organizations, and communities affected by the plan. Success will take dedication, commitment, compassion, respect, accountability, responsibility, honor, and trust from agency Board of Directors, management and staff. Most of these elements are defined in the values held by West Central Community Action. Each member of the corporation has valuable interaction with customers, 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.