



2018 Strategic Plan

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PLANNING

This plan was developed by the Staff, Head Start Policy Council, and Board of Directors of Community Action of Eastern Iowa.



1. More than 1,500 customers, Head Start Parents, child care providers, business leaders, and community partners provided input regarding community needs.
2. 14 need statements were identified, classified into three broad categories: Family Level Needs, Community Level Needs, and Agency Level Needs.
3. The Policy Council and the Board of Directors approved this plan at their November 2017 meetings.

The Community Assessment process identified 14 needs:

14 Needs

1. Families lack transportation to get to school or work.
2. Families do not have enough food.
3. Individuals need more information about household financial matters.
4. Individuals lack a high school equivalency (HiSet/GED).
5. Individuals need job training experience and opportunities.
6. Families with young children need more behavior support/parenting help.
7. The community needs more high quality, affordable infant and toddler care.
8. The community needs more affordable housing options.
9. The community needs more quality-rated child care options.
10. The agency needs to increase job satisfaction for employees.
11. The agency needs to enhance customer service.
12. The agency needs to improve its capacity to utilize volunteers.
13. The agency needs to increase services in rural areas (non-QC metro area).
14. The agency needs increased ability to connect families to multiple services to maximize outcomes.

These are all valid and substantial needs, and Community Action of Eastern Iowa will work to address them all. The Board of Directors, Policy Council, and staff have decided to focus on 5 of these needs as formal Strategic Plan objectives, as detailed on the following pages. For more information about all 14 needs, please see our Community Assessment.

Intentionally Bundled Services



"Early evidence indicates that clients who receive bundled services are three to four times more likely to achieve a major economic outcome (such as staying employed, earning a vocational certificate or associates degree, or buying a car) than clients receiving only one type of service."

- Annie E. Casey Foundation

Need Statement: The agency needs increased ability to connect families to multiple services to maximize outcomes.

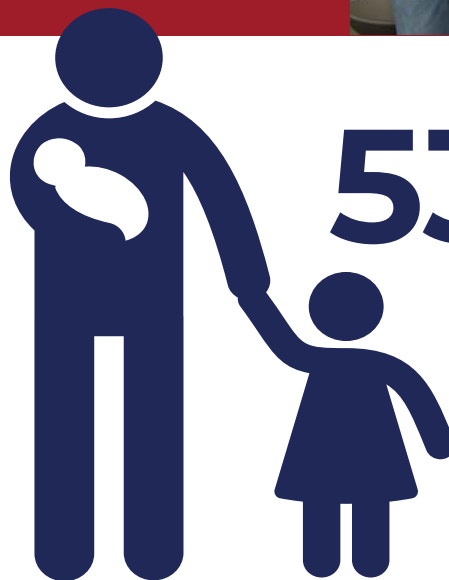
Outcome: The agency develops and implements a system to connect families to multiple services.

Outcome Indicator: The agency develops and implements a system to assess families, and intentionally connect them to multiple services in the agency and the community by 12/31/2018.



Key Strategies

- Develop assessment tools
- Modify databases to track across departments
- Consider realignment of departments based on bundling services, not grants or programs
- Train staff on assessment, services, and data
- Develop follow-up systems to capture outcomes
- Track families impacted
- Adopt a "no wrong point of entry" staff approach to customer service



53%

of Head Start families accessed LIHEAP services (90%+ are eligible)



Just 1 out of every 20 Head Start families are aware that Community Action could help them figure out how to handle a short term financial emergency.

Transportation

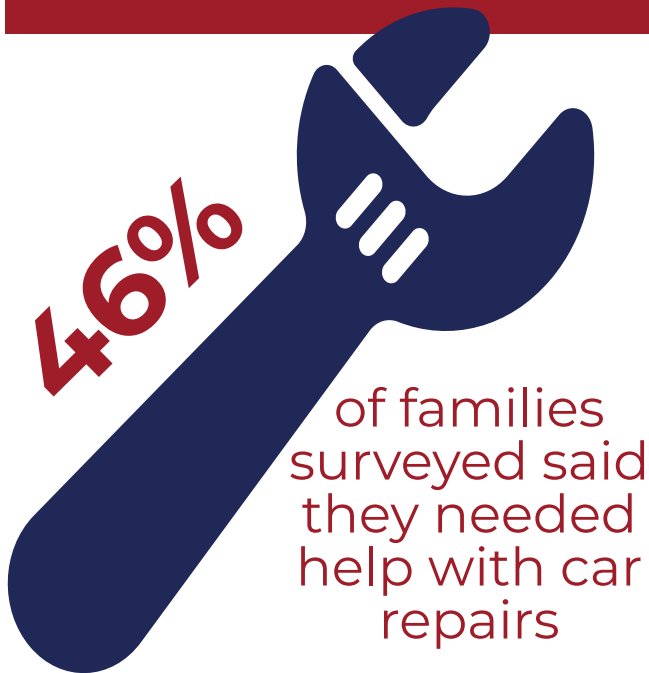


Need Statement: Families lack transportation to get to school or work due to the need for car repairs.

Outcome: Families obtain car repairs to have reliable transportation .

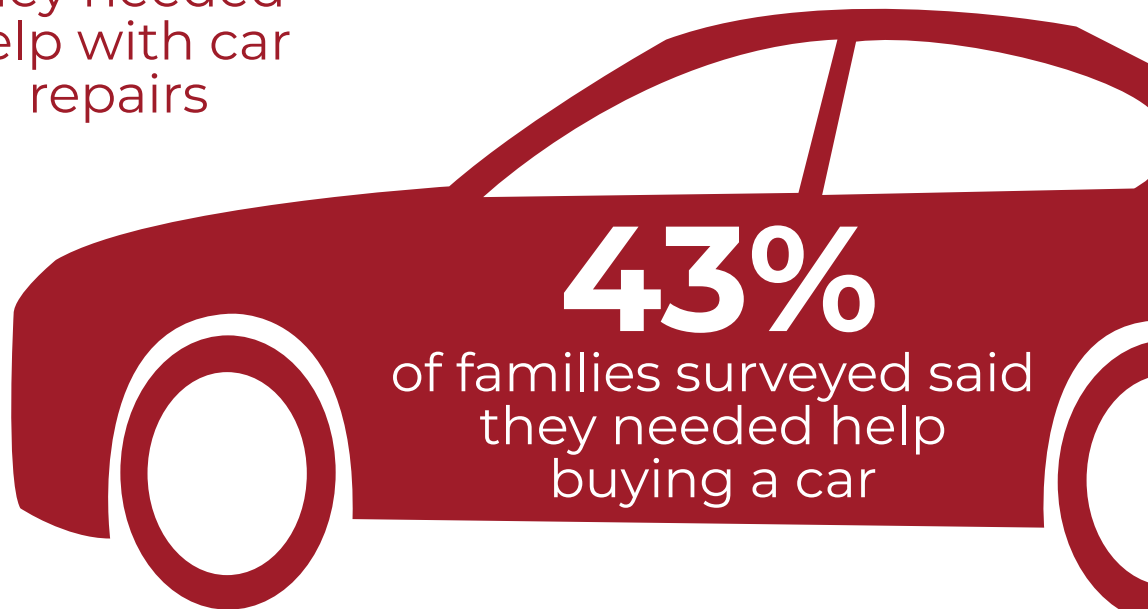
Outcome Indicator: 40 of 60 (67%) families receive assistance with car repairs to make their transportation more reliable for school/work by 12/31/2018.

In addition to the outcome indicator above, Community Action of Eastern Iowa is exploring the development of a revolving loan fund for car purchases, for families and individuals with lower income. A report on this initiative is due to the Board of Directors by the end of 2018.



Key Strategies

- Set aside CSBG funding to co-fund car repairs for eligible families
- Apply for local grant funding to assist with repairs
- Develop community partnerships to explore car loan program
- Visit other CAAs to learn about their car programs



Food Insecurity



Need Statement: Families do not have enough food.

Outcome: Families obtain healthy, nutritious food.

Outcome Indicator: 275 of 300 (92%) families obtain needed food by 12/31/2019.

The agency's current nutrition services include participation in the Child Adult Care Food Program (CACFP) on both the center and Child Care Home Sponsor level, and operating a food pantry service in our Clinton Office.

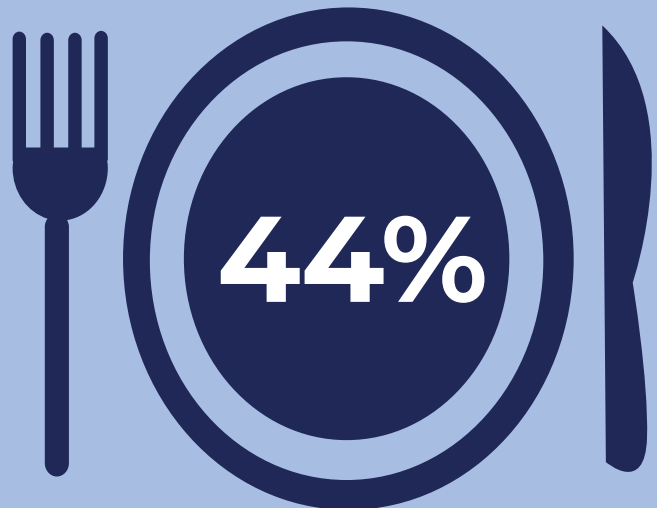


of families surveyed said more food pantry services are needed



Key Strategies

- Set aside CSBG funding to co-fund food and nutrition services
- Consider realignment of departments and staff to maximize nutrition services to families
- Develop community partnerships with farmers markets and other nutrition providers
- Apply for local grant funds
- Evaluate the need and opportunity for developing emergency food pantries in Davenport and Muscatine



of 534 agency customers surveyed said they regularly do not have enough to eat at home.

Affordable Housing



Need Statement: The community needs more affordable housing options.

Outcome: The community increases the number of affordable housing options.

Outcome Indicator: The community adds 50 housing units (apartments or homes) that are safe and affordable, with the agency's involvement, by December 31, 2020.

In addition to the outcome indicator above, Community Action of Eastern Iowa is exploring the merits of becoming a Community Housing Development Organization (CHDO). A written report is due to the Board of Directors by December 31, 2019.



**#
People
Below 30%
Area Median
Income for Every
Affordable Unit by
County:**

**Cedar: 21.8
Scott: 16.9
Muscatine: 16.7
Clinton: 7.5**

Key Strategies

- Work with housing development companies to partner on housing development projects
- Explore becoming a CHDO to meet the needs of rural areas
- Work with local economic development organizations and cities to assess and meet the needs, especially in rural areas

75%  **of 355
Community
Stakeholders
Say
Homelessness
is a problem in
our Community**

Increased Employee Job Satisfaction

One measure of employee job satisfaction is turnover. Satisfied employees are not as likely to leave. Turnover affects all parts of the organization. It is financially costly, and impacts the overall quality of services.

Employees working in the agency's early childhood education classrooms are the most likely to resign. The percentage of staff with more than one year on the job in early childhood classrooms is far lower than for non-classroom staff. The agency's total retention rate (78%) is slightly lower than the national average. The retention rate for non-classroom staff is 87%

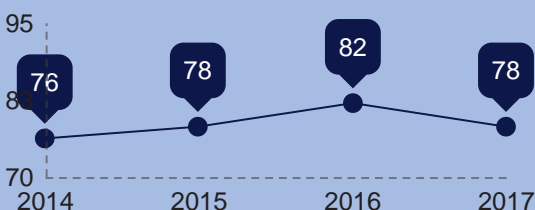
Need Statement: The agency needs to increase employee retention.

Outcome: A greater number of employees are retained.

Outcome Indicator: 150 of 175 (86%) employees will have been retained for more than one year by 12/31/2020.



Community Action of Eastern Iowa: % Employees With 1+ Year on the Job (2017 = YTD)
Goal = 87%



81%

**National Average
1 Yr Retention
Rate for
Nonprofit
Sector**

44%
of employees
currently make
\$15+/hr

Key Strategies

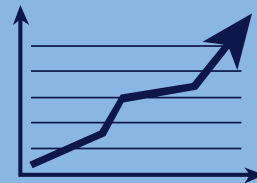
- Increase pay, especially for classroom staff
- Implement a policy to permit flexible scheduling to the extent possible
- Improve employee fringe benefits
- Increase supervisor training and development
- Conduct employee meetings
- Continue exit interviews, begin conducting "stay interviews"
- Improve agency onboarding



Mission Statement

Community Action of Eastern Iowa provides education, financial assistance, and child care resources to individuals and families to promote self-sufficiency and quality care for children.

We are a 501c3 nonprofit organization.



Monitoring Plan Progress

You are invited to monitor Community Action of Eastern Iowa's progress toward the outcomes detailed in this plan. Regular progress reports will be posted on our website. This is a living plan, so expect to see revised goals and new opportunities included in future status progress reports.

GET IN TOUCH WITH US



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