



# 2024 Strategic Plan

Based on a comprehensive community needs assessment process, and previous Board of Directors and Head Start Policy Council strategic planning discussions, Community Action of Eastern Iowa (CAEI) has developed this Strategic Plan in March 2020, to enhance its ability to carry out its mission through 2024. The Strategic Goals and Objectives presented in this report will be monitored and adjusted by the Board of Directors throughout the period covered by this plan. CAEI will report progress towards the goals and objectives on a monthly dashboard report.

## **1. CAEI Will Expand and Improve Early Childhood Services in Eastern Iowa.**

- a. CAEI will add 16 additional Early Head Start infant spaces by 12/31/2020. (Community-level outcome)
- b. Head Start children and families will receive a minimum of 500 hours of on-site mental health professional services per school year by 12/31/2023. (Family-level outcome)
- c. CAEI will develop a total of 400 new child care center providers and home providers (80 per year) in its 19 county CCR&R service area by 12/31/2024. (Community-level outcome)
- d. CAEI will add 24 additional Early Head Start infant and toddler spaces (for a cumulative total of 40) by 12/31/2024. (Community-level outcome)

## **2. CAEI Will Improve Customer Service Capabilities.**

- a. CAEI will relocate its Clinton office to a location that is more easily accessible by 12/31/2020. (Agency-level outcome)
- b. CAEI will relocate its Davenport office to a location that is served by mass transit by 12/31/2023. (Agency-level outcome)
- c. CAEI will increase employee retention to 80% by 12/31/2024. (Agency-level outcome)
  - i. Strategies:
    1. Increased schedule flexibility.
    2. Increased telecommute opportunities.
    3. Formalize and improve the onboarding process.
    4. Targeted pay increases for positions with high turnover.
- d. At least 2,000 households per year will complete applications for assistance using the online application method by 12/23/2024. (Family-level outcome)

## **3. CAEI Will Expand Its Self-Sufficiency-Promoting Services to Families and Individuals.**

- a. Five people per year will participate in job readiness/work experience opportunities at CAEI by 12/31/2024. (Family-level outcome)
- b. Forty families and individuals per year will receive car repairs so they can gain or maintain employment by 12/31/2024. (Family-level outcome)