

# **Indiana County Community Action Program, Inc.**

## **ICCAP**

### **STRATEGIC PLAN**

**2020-2025**



**April 22, 2021**

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**Approved by the Board**

## HISTORY

*"This administration today, here and now, declares unconditional war on poverty in America. I urge this Congress and all Americans to join with me in that effort ....  
...Our aim is not only to relieve the symptom of poverty,  
but to cure it and, above all, to prevent it."*

---President Lyndon B. Johnson's Annual Message  
to Congress on the State of the Union, 1964

The **War on Poverty** is the unofficial name for legislation first introduced by United States President Lyndon B. Johnson during his State of the Union address on January 8, 1964. This legislation was proposed by Johnson in response to a national poverty rate of around nineteen percent. The speech led the United States Congress to pass the Economic Opportunity Act, which established the Office of Economic Opportunity (OEO) to administer the local application of federal funds targeted against poverty.

As a result of that legislation, the **Indiana County Community Action Program (ICCAP)** was organized in 1965 as a private, non-profit corporation. For over 55 years, ICCAP has demonstrated a sustained commitment to mobilizing the necessary resources needed to empower families and individuals towards self-sufficiency. Whether it is organizing food banks, providing emergency or transitional housing for individuals without shelter, or furnishing case management services and transportation, ICCAP continues to deploy a panoply of services to those of us unfortunate enough to be economically disenfranchised from the broader community, largely through no fault of our own.

Despite the earnest effort over these last 55 years, the need for such services continues to grow. The "war on poverty" here in Indiana County cannot yet claim victory. Our work is not done. The strategic plan herein presented builds on the accomplishments of the 2019-2024 plan, renews and strengthens efforts to address needs still unmet, and allocates resources to new, emerging priorities.

## AGENCY CREEDS

## MISSION STATEMENT

To serve as the community agency to mobilize services and resources needed to empower individuals to progress toward self-sufficiency.

*---Affirmed by the ICCAP Board of Directors,*

## VISION STATEMENT

ICCAP is the recognized authority in Indiana County, PA, on issues of poverty. The agency has the wherewithal to assemble federal, state, county and local governments, private and community resources to sustain financial life-lines for those in most need, while also providing the organizational structure and skills to develop the means to empower all county citizens to reach self-sufficiency.

## PURPOSE

Indiana County Community Action Program, Inc. (ICCAP) defines a Strategic Plan as “an agency-wide document, approved by the Board of Directors, that includes the Mission and Vision statement of the organization and the goals and strategies it hopes to achieve over a period of time, usually 3 – 5 years. The Community Services Block Grant requirements are set according to IM 138 through the U.S. Department of Health and Human Services Administration of Child and Families. The requirements are outlined in the Organizational Standards and monitored by the PA Department of Community and Economic Development. The requirements that this Strategic Plan is intended to fulfill include:

**Standard 4.3:** The organization’s Community Action plan and strategic plan document and the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

**Standard 6.1:** The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.

**Standard 6.2:** The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low-incomes to become more self-sufficient.

**Standard 6.3:** The approved strategic plan contains **family, agency, and/or community goals**.

**Standard 6.4:** Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.

In addition to these Standards, the Governing Board is required to receive an update on progress meeting the goals of the strategic plan at least once every twelve (12) months (Standard 6.5).

## **NATIONAL ANTI-POVERTY GOALS OF THE COMMUNITY SERVICES NETWORK:**

- GOAL 1:** Individuals and families with low income are stable and achieve economic stability.
- GOAL 2:** Communities where people with low incomes live, are healthy and affect economic opportunity.own a stake in their community.
- GOAL 3:** People with low incomes are engaged and active in building opportunities in communities.



## COMMUNITY NEEDS ASSESSMENTS AND FOCUS GROUPS

In the fall of 2018 through 2019 ICCAP participated in several needs assessments conducted in the county by the following: Dept. of Human Services, United Way, and Indiana Regional Medical Center. In addition, ICCAP held four Focus Groups in collaboration with Urban Institute of Washington D.C. to address Food Insecurity in Indiana County. Summary results were as follows:

### TOP NEEDS IDENTIFIED FOR INDIANA COUNTY FROM EACH ORGANIZATION

1. Reduce drug and alcohol use/abuse among youth and adults
2. Help youth develop life skills to become successful in school, work and personal independence
3. Reduce the top health concerns which include mental health, obesity, diabetes, cardiovascular disease and strokes
  - a. Increase access to mental health, primary and specialty care for both prevention and treatment.
  - b. Provide recreational opportunities
  - c. Increase education about healthy lifestyle choices with regard to physical activity, nutrition, smoking, etc.
4. Decrease domestic violence and abuse
5. Increase Suicide Prevention education in schools and community
6. Reduce juvenile delinquency
7. Strengthen parental engagement in building strong families.
  - a. Provide parenting education
8. Increase access and awareness of emergency food and locations
9. Increase family support and caregiving services for the elderly
10. Increase affordable housing for low to moderate income households

### URBAN INSTITUTE FOCUS GROUPS “TO TACKLE FOOD INSECURITY IN INDIANA COUNTY”

ICCAP collaborated with Urban Institute to hold five focus groups within the county; one with community stakeholders, three with low-income consumers, and one with students of Indiana University of Pennsylvania. The groups were brought together to assess and review information of a study that was conducted prior to Representatives from Urban Institute coming to Indiana County. The groups then presented their ideas, and what they saw as some of the root causes of food insecurity in households in Indiana County. The focus groups were centered on the root causes of food insecurity in Indiana County. Urban Institute’s study showed that 62% of Indiana County residents are food insecure. Eighteen percent (18%) of the household’s residing in

Indiana County receive SNAP benefits compared to overall Pennsylvania numbers of 13%. One in five children are Food Insecure (2,930). Of that total, 46% of Indiana County students receive free or reduced lunches at school. Unemployment in Indiana County is higher (7.3%) than the national rate of (5.4%). Some reasons determined by the focus groups for Food Insecurity in the county are as follows: Transportation - Residents and stakeholders identified transportation as one of the biggest barriers for families. Given Indiana County's large size, and rural community, residents struggle to access grocery stores, childcare, and jobs. Residents listed car payments and insurance as some of their highest monthly costs outside of rent. Seniors also struggle with access to food because of health care costs and a lack of transportation options. Housing - is especially expensive relative to incomes in larger towns; 28% of Indiana County residents are housing cost burdened; 46.98% are spending 30% or more of their income towards rent. Someone making minimum wage of \$ 7.25 per hour would have to work 68 hours per week to afford a one-bedroom. A person would need to make \$ 14.81 an hour or an income of \$ 30,800 a year to afford a two-bedroom apartment compared with \$ 13.94 in peer cities. Young adults, especially college students at Indiana University of Pennsylvania (IUP), reported significant challenges affording an adequate diet. Nearly 40% of IUP students experienced food insecurity which is higher than other regional universities (37% compared to Carnegie Mellon 19%, University of Pittsburgh 27%, Chatham 30%, Seton Hill 23%, Penn State Duquesne 28%, and Community College of the Allegheny County 31% to name a few). Residents noted childcare costs (\$ 29.53 per day) is often unaffordable. While some agencies provide assistance, it is still not enough for some residents. High rates of substance abuse in Indiana County; 8th highest in the state in 2019 (Drug Overdose Mortality rate per 100,000: Indiana County 48, PA 35, and U.S. 22) mean more grandparents are raising children. These older adults face many challenges in paying for childcare.

Most of our Health Indicators are average or better than peer counties and Pennsylvania. Residents without health insurance: Indiana County 8%, PA 6%, and peer counties 11%. Residents with medical debt in collections: Indiana County 14%, PA 29%, and Peer counties 20%.

**Summary: Five Actionable Strategies were provided by the groups to work with ICCAP, community members and stakeholders to help address and alleviate food insecurity throughout Indiana County.**

### **1. Expand the Reach of the Power Pack Program**

Indiana County Community Action Program's Power Pack program sends food—including breakfast, lunch, dinner, snacks, and drinks—home with elementary school students. But middle and high school students would also benefit from the program. The Power Pack program serves close to 800 students in 12 Indiana County elementary schools. Unfortunately, 65 percent of eligible children up to age 18 in Indiana County do not have access to the program. Additional funding is needed to expand services



## 2. Increase Food Access for IUP Students

Indiana University of Pennsylvania students, parents, and other residents agreed that student access to food needed to be improved. Students recently launched a food bank on campus. The following are some ideas for additional food programming on campus:

- ☐ Advertise food banks and soup kitchens to reduce stigma.
- ☐ Run a social media campaign to increase awareness about food-related issues and to reduce the stigma associated with asking for help.
- ☐ Restructure dining hall swipe system to promote healthy options so that healthy options are available in lower priced all you can eat buffets in addition to the more expensive retail vendors.
- ☐ Allow students who do not use all of their meal plan dollars to donate them to other students.
- ☐ Expand food storage options in dorms—for example, by providing more refrigerators, reusable food containers, and cutlery in either rooms or community areas.
- ☐ Open a soup kitchen or harvest share (program where students and county residents can purchase bulk amounts of fresh produce) that uses produce and local food leftovers (from farms, grocery stores, gas stations, and restaurants). 13 IUP students who need to offer community service and are food insecure could staff it.
- ☐ Invite nutrition students to do presentations and share recipes at the campus food bank.
- ☐ Create a system (via mobile app, social media, or web page) to inform students of available food left over from campus-catered events.
- ☐ Create a partnership between the campus food bank and a SNAP outreach coordinator to enroll eligible students in the program.

## 3. Improve Outreach to Rural Parts of Indiana County

Although many programs are reaching outlying parts of the county, efforts to reach remote populations should be increased. Many services and events occur in or near Indiana Borough/WhiteTownship, and some of those could be moved to or expanded to other towns. Residents said they would like more education and resource Centers in those towns, as well as monthly community meetings that inform residents about resources and/or provide them. Stakeholders have effectively conducted outreach for programs, but the radio station the county uses to advertise is not available in some of the outlying area of Indiana County. Stakeholders spoke of using newspapers, word of mouth, electronic bulletin boards, Facebook, Twitter, Instagram, and email newsletters for outreach. Residents also suggested advertising services via flyers in grocery stores, medical facilities, and churches. We also heard about the need to engage the whole community to reduce stigma around food insecurity and food assistance, and broader outreach could be a part of that effort. Given the large number of churches in the county—168—faith communities could be a starting point for increased outreach to rural areas.

## 4. Increase Public Transportation Infrastructure

Residents were frustrated with the lack of public transportation, which is a major barrier to accessing food, employment, and health care. Residents use the IndiGo bus service but were frustrated with its limited routes and hours. Because service is limited, residents often use other modes of transportation. Stakeholders are understandably hesitant to spend money on service expansion when ridership is low. Residents stated that walking to grocery stores is a challenge not only because of the distances, but also because the sidewalk and lighting infrastructure is poor. Residents and stakeholders offered the following solutions:

- ☐ To grow IndiGo ridership to an economically sustainable level, stakeholders could consider fielding a survey to residents to learn about their needs and then meet enough of them to attract a critical mass of ridership. The bus service could pilot expanded routes and hours to see if ridership does increase and build a longer-term plan based on these insights.



- The County could increase ride-sharing infrastructure, either through local volunteers or subsidies from services like Uber or Lyft. Should it expand to rural communities, Lyft's Grocery Access Program could be one option to implement this initiative.
- Grocery stores could partner with gas stations to provide discounts on gas; this would help people who are driving long distances to shop for groceries.
- The County could provide vouchers for grocery delivery services like Insta-cart and Shipt.
- Improving pedestrian access to grocery stores could go a long way toward improving food access.

## **5. Pair Health Services with Food Services**

Residents consider substance abuse the county's most pressing health issue, but we also heard about lung disease, congestive heart failure, diabetes, obesity, thyroid cancer, and mental illness. A partnership between New Life Community Church and a nearby halfway house has helped people going through rehabilitation to participate in the church community. The church is also part of a group of churches providing free weekly meals to residents. This model could be valuable for pairing health services, particularly drug treatment, with food services. Although many organizations are partnering across sectors, we heard the need to do more. The following are some ideas for doing so:

- Strengthen partnerships between rehabilitation facilities and food agencies.
- Engage students in nutrition education and drug use prevention, and provide meals or food for students to take home.
- Expand Carenet, a county-run health program for homebound seniors who need transportation for food access or medical services.
- Bring health care providers to residents by holding screening events, immunizations, or appointments in community centers alongside meals or food assistance.
- Provide vouchers or discounts for health programs at food programs and vice versa

## **Conclusions From The Survey:**

The community needs identified from the 2015 key stakeholder survey, when compared to the results of both the 2018-2019 *Surveys* and the Urban Institute Focus Groups, reveal some remarkable similarities and differences in the perceived priorities of problems that existed then and now.

In 2018-2019—Under health concerns, the need to reduce top health concerns such as Drug/Alcohol addiction, the need for more Suicide Prevention, mental health, obesity, etc. Among services Housing, and food remain among the top 10 as in years past. ICCAP is the lead housing agency in the County in providing housing assistance to those who are homeless or imminently homeless. ICCAP staff also represent the agency on various task forces, and boards in and out of the county. ICCAP's executive director is Vice-Chair of the local Housing Consortium, Vice Chair of Hunger Free PA, and sits on the Governance Board of the Western Continuum of Care.

ICCAP is also the lead agency, designated by the County Commissioners, to distribute food to needy, Indiana County residents. The perceived need for food assistance between the 2012 and 2019 surveys demonstrates, that food assistance continues to rank in the the top ten needs and is identified priority for the next five years. Let this be as attestation that food assistance should always be a strategic priority of ICCAP.



# ICCAP'S STRATEGIC PLAN 2019-2024

## Approach – The Nonprofit Strategy Revolution

Traditional strategic planning is based on a snapshot of where an organization is at a given time – and develops strategy on that reality – rather than the constantly changing environment we operate in. ICCAP desired to adopt a new approach to strategic planning – one that would be flexible, adaptable, and help us respond to our rapidly changing environment. Accordingly, we used David La Piana's Real-Time Strategic Planning in a Rapid Response World as our guide.

As a result of using this real time strategic planning process, ICCAP was able to:

- Gain clarity and consensus about our identity, who and where we are now, and who and where we want to be as an organization.
- Develop a better shared understanding among staff and board of our current and future situation.
- Develop the ability to continuously recognize and address trends and factors in the environment that may impact our organization.
- Strengthen our capacity for strategic thinking and acting.
- Create a process that can be used continually to build, implement and revise successful strategies.

## Our Vision and Values

As an organization, our vision for the community is:

- All people are valued, cared for and healthy, regardless of their socioeconomic status.
- All people live in safe, affordable, and decent housing.
- All people should have access to good, quality, and nutritious food.
- Provide people with the skills and opportunity to progress them towards self-sufficiency.

We are guided in our work by these principles and values:

- We actively pursue, embrace and depend upon collaborative partnerships to pursue our mission.
- Our Agency culture embraces improvement and presents an opportunity for individuals to learn and build new skills.

## Business Model

ICCAP has taken the lead as a multi-service human service organization; providing services to Indiana County residents since March of 1965.

### • Geographic Area

ICCAP's primary service territory is Indiana County. However, we provide services for two of our programs to residents in other counties; Representative Payee Program serves individuals residing in Indiana, Armstrong, Jefferson, Westmoreland, and Cambria Counties. Our Homeowner's Emergency Mortgage Assistance Program serves households residing in Indiana, Armstrong, Westmoreland, Jefferson, Clearfield, Cambria, and Elk counties.

- **Customers**

Our customers are primarily people with low incomes of all ages; serving seniors, children, young adults, homeless, disabled, mental health consumers, families, and individuals.

- **Programs and Services**

ICCAP is one of more than 1000 Community Action Agencies in the United States and one of 43 in the state of Pennsylvania. Partnerships with state and federal Community Action Agency organizations, such as the Community Action Association of Pennsylvania and the National Community Action Foundation, provide advocates and lobbyists for low-income.

ICCAP has a 21 member tri-partite board made up of one third representing the low-income sector, one-third public sector, and one-third private sector.

Low-income individuals in Indiana County face many barriers to self-sufficiency due in part to the rural composition of the County and the lack of a comprehensive transportation system. ICCAP currently operates programs that provide integrated services that complement the workforce development and human service systems, provide emergency services, assist in addressing transportation needs, income management, improving nutrition, securing and maintaining adequate housing, create home ownership opportunities, financial management, creating linkages to other community agencies and most importantly, achieving self-sufficiency.

- **Funding**

ICCAP is funded through state and federal grants and fees for service, corporate and private donations, and limited foundation grants, rental property income, and fundraising. We do not require clients to pay for most services, although some funders require that clients cost share for certain services. We do not accept funds with stipulations that conflict with our values.

Board and Staff identified ICCAP's current service "buckets": housing, food and nutrition, fee for service, and information/referral. The group outlined the funding opportunities that ICCAP can take advantage of to facilitate the programs within the buckets. See Below:

- There is an abundance of housing within Indiana Borough to utilize for housing programs
- Many food pantries among partner agencies can help with emergency food needs
- ICCAP rental properties provide an additional housing source
- Inmates from SCI Pinegrove help support the food bank and emergency food initiatives
- Faith based community partnerships provide additional funding for our food & nutrition programs and our shelter.
- Can expand the Representative Payee Fee for Service Program
- Fundraising - Marketing – Corporate Sponsorships – Business Volunteers



- Collaborating with Partner Organizations, and Businesses for grant opportunities

- **Market**

In order to understand our position in the market place, we must have a clear sense of the community and its needs, identify our competitors, and continually assess the needs of the people and communities we serve. ICCAP regularly conducts community needs assessments, with a particular focus on the populations we serve, and uses that data and findings to guide program planning.

In addition, we remain mindful that there are many quality organizations and businesses with whom we compete for resources, including volunteers. In many cases, we partner with our competitors to achieve a win/win outcome, particularly where the people we serve are concerned. As part of this planning process, we identified our key competitors and analyzed their key strengths and advantages. In particular, we noted admiration for our competitors' specialization, marketing, presence and reputation.

- **Competitive Advantages and Challenges**

Competitive advantage is one of the most important components of strategy. Competitive advantage exists when an organization possesses a unique and desirable asset or capability. ICCAP possesses these competitive advantages in our market:

Accessible to clients –Pathway open 365 day/year	Provide Comprehensive services
Good reputation in the community	Lead Agency in county to provide food & housing
Solid Tripartite Board of Directors	Dedicated/knowledgeable staff and volunteers
Key community partnerships	Strong relationships with funders
Respected board membership and staff that provide consistency to the agency.	

While recognizing our advantages, we are cognizant of our challenges as well as opportunities for our organization to strengthen. These represent areas for strategy development.

Large rural geographic area with limited access to public transportation
ICCAP compared to its competitors, restrictions imposed by government funding
Public perception that ICCAP is a government agency that is fully funded
Limited funds for training
Limitations managing under a union contract

## • Trends

To succeed, we must continually monitor our environment, and understand and forecast social, political, economic, and technological trends that may impact us as an organization. These are some of the trends that are affecting our current and future plans, and the way in which we conduct our business.

- The growing crisis of the opioid epidemic, specifically, the impact on children and families
- Workforce turn over due to inability to offer competitive wage
- Grandparents raising their grandchildren
- Declining volunteerism
- With the regionalization of programs, government grants and grant funding have become increasingly competitive and harder for individual counties to secure.
- Performance based funding contracting
- Generational differences in the work environment
- A focus on use of evidence based practices in programming
- Growing population of Homeless Youth
- How mental health is viewed by society determines how individuals interact in Social environments
- Housing/Job barriers for those coming out of the prison system

Each of these trends will shape our organization in some fashion. It is imperative that we remain focused on our changing environment and plan proactively to respond to other changes and trends as they emerge.

## **What is Strategy?**

Our overall goal is to continually strengthen our capacity to advance our mission. To be viable, ICCAP must use our resources in the most effective way possible to achieve our mission. We have to be flexible and adaptable so that we can change quickly, as our environment changes, and be prepared to obtain the resources we need to achieve the results we seek. We use organizational, programmatic and operational strategies to intentionally strengthen our capacity.

Strategy is simply a coordinated set of actions designed to create and sustain a competitive advantage in achieving a nonprofit organization's mission.

Organizational strategy is built on the mission, vision, trends, competitors, partners and market position of the organization. Our programmatic and operational strategies must be consistent with our organizational strategy.

Operational strategies define how our organization will do its work – what systems, policies, procedures, and administrative tools will be used to achieve the programmatic and organizational strategies.



Programmatic strategies determine what approaches our organization will take, and what programs and activities will be undertaken to achieve specific outcomes or results for the people we serve.

ICCAP has built our strategies on our business model, our awareness of the environment we work in, and our competitive advantages.

Most importantly, we've developed a strategy screen as a tool to guide our future decision making about our strategies and approaches.

## Strategy Screen

The strategy screen is the specific decision-making criteria used to evaluate our potential strategies. It's a simple, but powerful tool. The screen is a guide to help us determine if a particular strategy or approach is consistent with our identity, values, business model and market position. As our environment changes, we can quickly evaluate opportunities and challenges by running possible strategies through our screen.

- Meets And Advances ICCAP's Mission
- Does It Duplicate And/Or Jeopardize A Private Or Non-Profit Initiative
- Does It Fit Our Business Model
- Outcomes Can Be Measured
- Is There A Big Enough Need
- Are We The Best Provider Of The Service
- Does It Increase Our Liability and Exposure To Risk
- Community Supported and Acceptance
- Financially Sustainable Within An Acceptable Specified Timeframe
- Do We Have The Resources Such As Trained Staff, Space, Investment
- Is It Board and Staff Supported

Our strategies were developed in response to the “big questions” facing our organization. Some key questions we identified are:

- Should we use our available resources and staffing to conduct fundraising events?
- We can provide food, but how can we fully address food insecurity to those households who lack the skills to prepare the food?
- How can we expand our Power Pack Program to ALL food insecure students and have the resources to fund the program?
- What role can we play in helping our community respond to the growing drug abuse crisis?
- How can we better support our clients and their journey to self-sufficiency?
- What training can we offer to increase staff's ability to address the needs of clients in crisis and improve their movement toward self-sufficiency.

- In the redesign of our website, what software applications and information should we consider for organizational effectiveness and efficiency?
- How do we effectively communicate our services to the public, clients and stakeholders?
- How can we effectively accept more food without the capacity to house it at a safe level?
- What is the most manageable and cost effective way to access more grants?

Throughout the next five years, we intend to address other challenges and opportunities as they present themselves. We will use our strategy screen to help devise the best possible solutions and strategies to those “big Questions”.

### **Organizational Strategies**

1. Expand funding and/or partnerships to provide Power Pack meals to all food insecure students that reside in Indiana County public schools.
2. To develop a plan to generate organizational funds through Corporate Sponsorships that do not overtax limited resources and staffing.
3. To collaborate with agencies and organizations in and out of Indiana County who have obtained funding for Indiana County residents (regionalized grants) to better serve the homeless and justice involved population.

### **Programmatic Strategies**

4. To have program forms/documents on website with the ability to sign enabling those in the outlying areas of the county to apply for services online.
5. Continually strive for increased programmatic outcomes and results by increasing accountability standards for staff.
6. To provide more trainings for staff; providing them the skills necessary to progress families and individuals toward self-sufficiency.

### **Operational Strategies**

7. To develop a plan for next union negotiations to align the agency with Federal Minimum Wage Standards, thus being more competitive in the job market.
8. To redesign our website to make it more accessible to the public.
9. Hire a grant writer to research grants that will fund capital projects (food bank warehouse), and fund operational costs for the shelter, and agency.
10. To develop a plan to acquire a Foodbank Warehouse with a larger capacity to meet increased food demands of the county.
11. Partner with Agencies, Non-Profits, Fire Departments, and Faith Based Community to host and provide community outreach workshops i.e. cooking, canning classes for those receiving fresh produce and other foods obtained through food bank.



## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 1:** Expand funding and/or partnerships to provide Power Pack meals to ALL food insecure students that reside in Indiana County public schools.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Increase teacher involvement by offering payroll deductions for sponsoring children.	Executive Director, Executive Assistant, Food Bank Director, Fiscal Director	1/1/2020- 12/31/2024	Attend School Board Meeting to discuss payroll deductions for child sponsorships to meet the needs of at least 100 students
Offer Direct donor link on website for the Power Pack Program to make donating easier	Executive Director, Executive Assistant, Fiscal Assistant, Fiscal Director	1/1/2020- 7/01/2021	Create a Power Pack Donor button on our website to link to our Qgiv and/or paypal site
Identify new partnerships within the community	Executive Director, Executive Assistant, Food Bank Director, Fiscal Director	1/1/2020-12/31/2024 - ongoing	Acquire partnerships to create sustainable funding for the Power Pack Program
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<b>Mission:</b> To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.			

## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 2:** To develop a plan to generate organizational funds through Corporate Sponsorships that do not overtax limited resources and staffing.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Determine the agency's historical fundraising event trends	Fiscal Director	1/1/2020-2/31/2020	Fiscal Director will prepare a trend analysis for the top three fundraising events
Work collaboratively with fundraising committee to develop a corporate sponsorship outline	Executive Director, Executive Assistant, Fiscal Director, Fundraising Committee	1/31/2020-12/31/2021	Fundraising Committee and Administrative staff will create an outlined incentive package with a 3-Tiered sponsorship level
Identify local businesses/corporations that consistently donate to Agency events	Executive Director, Executive Assistant, Fiscal Director, Fundraising Committee	07/1/2021-12/31/2021	Create a list of donors that may benefit from corporate sponsorship based on historical donation requests for each agency event separately
Initiate Corporate Outreach to determine interest in corporate donations	Executive Director, Executive Assistant, Fundraising Committee	7/1/2021-12/31/2021	Create a Business/Corporate outreach letter to record the interest level for Corporate Sponsorship within Indiana County
Board vote on start date for the implementation of Corporate sponsorship plan	Board	1/1/2022-12/31/2024	Launch corporate sponsorship plan

**Mission:** To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.



## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 3:** To collaborate with agencies and organizations in and out of Indiana County who have obtained funding for Indiana County residents (regionalized grants) to better serve the homeless and justice involved population

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Research grant opportunities available in the county and with members of Western CoC	Administrative Staff and Directors	1/1/2020 - 12/31/2024 ongoing	Will determine if grant opportunities align with mission and business model
Will sign MOU's and/or Cooperation Agreements with Partners	Executive Director and/or Board Officer	1/1/2020-12/31/2024 ongoing	Will review contracts and scope of services with Staff and Board and implement the program

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**Mission:** To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.

## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 4:** To have program forms/documents on website with the ability to sign enabling those in the outlying areas of the county to apply for services online.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Communicate with Software Representatives to discuss electronic signature capabilities	Executive Director, Executive Assistant, Fiscal Director	1/1/2020-12/31/2021	Choose the appropriate software/application for our website to increase client accessibility to agency forms
Partner with local Website redevelopment company to implement electronic signature capability	Executive Director, Executive Assistant, Fiscal Director, Fiscal Assistant	1/1/2020-7/1/2021	Launch redesigned website with electronic signature capabilities
Determine appropriate forms necessary to complete application process electronically	Agency Management and Staff	1/1/2020-12/31/2024	Serve 25% of clients in outlying areas online through electronic forms/signatures
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<b>Mission:</b> To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.			



## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 5:** Continually strive for increased programmatic outcomes and results by increasing accountability standards for staff

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Strive to meet each funding sources guidelines for expected thresholds and/or performance measures	Directors and Staff	1/1/2021-12/31/2024 ongoing	Conduct quarterly reviews of each program, measure the program's performance
Pull reports monthly from all program data bases to be analyzed to ensure data is accurate, updated, and complete	Directors and Staff	1/1/2021-12/31/2024 ongoing	Data quality in all data bases is complete, thorough and continually updated for reporting purposes
Hold program/management meetings, implement improvements, and convey results to staff.	Directors and Staff	1/1/2021-12/31/2024 ongoing	Increased credibility and funding

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**Mission:** To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.

## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 6:** To increase trainings for staff to provide skills necessary to progress families and individuals toward self-sufficiency.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Meet with staff to discuss trainings they would like to complete to assist clients progress towards self-sufficiency	Executive Director and Management team	1/1/220 - 12/31/2020 ongoing for new staff	Comprise a list of trainings for staff to take
Discuss funding availability/apply for training fees	Executive Director Fiscal Director	7/1/2020 - 12/31/2024 ongoing	Schedule staff for trainings.
Research training options available that align with agency mission and have staff register for trainings	Executive Director and Management team and staff	7/1/2020 - 12/31/2024 ongoing	Agency will see an increase in family self-sufficiencies due to well trained staff
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<b>Mission:</b> To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.			



## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 7:** To develop a plan for next union negotiations to align the agency with Federal minimum wage standards, thus being more competitive in the job market.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Research minimum wage standards and/or new standards proposed by PA Governor	Fiscal Director Executive Director	1/1/2021 - 7/01/2021	Will have budget prepared for union negotiations
Will negotiate three year contract with agency and union Personnel	Administrative Staff with Labor Consultant and Union Negotiating Team	1/1/2021 - 10/01/2021	Will have a plan in place to meet minimum wage standard and above to be more competitive in the job market

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**Mission:** To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.

## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 8.** To redesign our website to make it more accessible to the public.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Request board approval to receive bids for Website redesign services	Executive Director, Executive Assistant	1/1/2020 - 2/27/2020	Board Voted will approve the website redesign action item
Request board approval to apply for CSBG Discretionary Funds to cover associated costs with website redesign	Executive Director, Fiscal Director	3/1/2020 - 4/30/2020	Board will approve the request to apply for funds for the website redesign action item
Accept bid from local company and work collaboratively to update information and create a more user friendly website	Executive Director, Fiscal Director, Fiscal Assistant, Planful	6/1/2020-7/1/2021	Website will be current and allow for electronic signatures, and incorporate donation buttons
Website launch and maintenance	Executive Director, Fiscal Director, Fiscal Assistant, Planful	8/1/2021-12/31/2024	Feedback from clients and community members after using the website will allow the agency to measure the success of the redesign

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**Mission:** To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.



## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 9:** Hire a grant writer to research grants that will fund capital projects (food bank warehouse) and fund operational costs for the shelter.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Aquire funding to support a grant writer for the agency	Executive Director, Fiscal Director, Board	4/1/2020-12/31/2020	Will secure funding for Grant Writer
Request bids for grant writing services to determine who will best serve the agency	Executive Director, Fiscal Director, Board	9/1/2020-12/31/2020	Award the grant writing contract
Provide background agency information to grant writer to use while completing applications	Executive Director, Executive Assistant, Fiscal Director,	1/1/2021-12/31/2024	Identify capital grants for Food Bank Warehouse acquisition, identify foundations most likely to support homeless shelters

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**Mission:** To serve as the community agebcy to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.

## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 10:** To develop a plan to acquire a Foodbank warehouse with a larger capacity to meet increased food demands of the county.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Measure current warehouse and estimate how much space will be needed, work with representatives from the County to locate property and assist with project	Executive Director, Food Bank Director	1/1/2020-6/30/21	Will work with ICOPD to develop blueprints of the layout of new facility
Once a site has been found, will work with County or independently have completed the building phases to ensure the safety and construction aspects are concluded as well as all rehabilitation costs outlined before purchasing new property.	Executive Director, Food Bank Director, Building Committee, Financial Director, Executive Assistant	6/30/2021-12/31/21	Phases will be completed to move forward with acquiring the building
Work with representatives from the county and a Grant Writer to find qualifying grants. Work with the GPCFB and other sources to secure funding.	Executive Director, Food Bank Director, Building Committee, Financial Director, Executive Assistant	1/1/20-12/31/22	Secure building and move into new space

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**Mission:** To serve as the community agency to mobilize services and resources to empower families and individuals to progress toward self-sufficiency.



## STRATEGY LOGIC MODEL: 2019-2024 PLAN

**Goal 11:** Partner with Agencies, Non-Profits, Fire Departments, and Faith Based Community to host and provide community outreach workshops i.e. cooking, canning workshops for those receiving fresh produce and other foods obtained through food bank.

**Organization:** Indiana County Community Action Program Inc.

Service Activity	Responsible Persons	Time Frame	Outcomes/Measurement
Conduct meetings to plan for workshops and outreach. Plan for locations and volunteers to instruct the workshops	Executive Director, Food Bank Director	1/1/2020 - 12/31/2022	Will have designated sites in areas of the county that are the most food insecure with staff to instruct the workshops
Apply for CSBG/other funding to provide incentives and other costs associated with workshops	Executive Director, Food Bank Director, Fiscal Director	1/1/2020 - 12/31/2020	Acquire funding for workshops
Launch outreach and workshops	Executive Director, Food Bank Director	1/1/2021 - 12/31/2021	Will provide community workshops for 50 individuals

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