



LMATURA



2018—2021

STRATEGIC PLAN



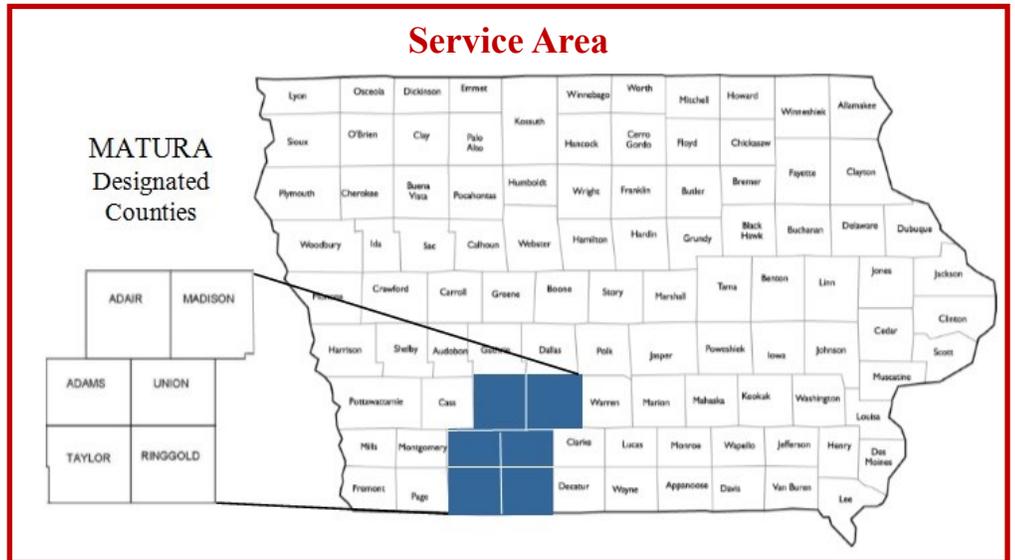
Executive Summary

Agency History

MATURA was funded in 1965 by the Regional office of Equal Opportunity. MATURA Action Corporation was organized by its Articles of Incorporation on September 14, 1965. An Executive Board was selected. This Board was selected from the counties of MATURA Action Corporation. MATURA is the designated Community Action Agency for the counties of Madison, Adair, Taylor, Union, Ringgold, and Adams. MATURA provides some services beyond the six core counties.

MATURA has a strong desire to serve its community. For over 50 years the agency has worked toward helping families become self sufficient. This mission drives all agency decisions. In 2017 agency employees worked on a project to highlight values they felt defined the agency. Those values are compassion, empathy and honesty.

MATURA has devoted itself to a theory of change. Agency, governing board, executive leadership, staff and volunteers continually assess the environment for unmet needs and how they can best adapt to deliver services effectively.



Mission

MATURA Action Corporation shall provide quality programming for families and individuals in need, assisting them in achieving self-sufficiency, in strengthening families and in improving their quality of life.

MATURA Values

- Compassion
- Empathy
- Honesty

MATURA will incorporate a Theory of Change

- What are the underlying causes of poverty in our community identified in the needs assessment?
- What actions can we take to address these causes?
- Why do we think these actions will be effective?

Process

MATURA has taken a multifaceted approach engaging layers of participation in the agency needs assessment and strategic planning processes. The agency will engage stakeholders in the assessing, planning, executing and evaluating stages. Stakeholders include governing board, executive leadership, program directors, front-line staff, volunteers, clients and partners. This approach strengthens organizational performance and culture.

The agency strategic plan will incorporate Head Start initiatives. Adding this component forms an inclusive agency-wide document. The strategic plan will address family, community and agency needs. The agency will integrate the plan goals into routine management and operational processes.

Mandates



THREE NATIONAL GOALS

- Goal 1.** Individuals and families with low incomes are stable and achieve economic security. **(Family)**
- Goal 2.** Communities where people with low incomes live are healthy and offer economic opportunity. **(Community)**
- Goal 3.** People with low incomes are engaged and active in building opportunities in communities. **(Family)**

Head Start Requirements

1. The number of eligible infants, toddlers, preschool age children, and expectant mothers. (Homelessness, foster care, children with disabilities)
2. Education, health, nutrition and social service needs of eligible children
3. Typical work, school, and training schedules of parents
4. Other child development programs that serve eligible children
5. Resources that are available in the community to address family needs
6. Strengths of the community

Environmental Scan

SOCIAL FACTORS

Misconceptions of poverty

Long-term community engagement lacking

Generational poverty

Transiency

Aging Population

Sense of entitlement

Safety from drug-oriented criminal activity

81% surveyed responded there is not safe affordable housing units available

30% surveyed housing foreclosures are an issue

29% responded homelessness is an issue

Parents having to work multiple jobs

TECHNOLOGICAL FACTORS

Texting to communicate

Social media replacing social skills

For many, technology takes priority over basic needs

Workers with less expertise and education get left behind, taking on lower-paying jobs

ECONOMIC FACTORS

Not enough skilled workers

Rise in cost of health care

Household, Student loans and other debt burdens increasing, creating inability to cover basic needs

Predatory business practices impacting families (Check and Go)

Loss of manufacturing jobs

60% surveyed responded underemployment is an issue

73% surveyed responded there were is not sufficient jobs that pay over \$15 per hour

95% surveyed responded there is not sufficient affordable childcare evening or weekend services

More part-time jobs with less benefits

Families have less reserve

POLITICAL FACTORS

Political environment

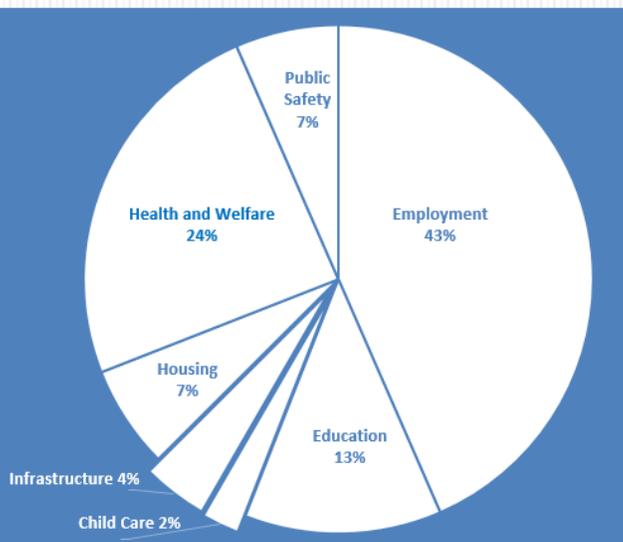
State and local government budget crisis

Misunderstanding of poverty

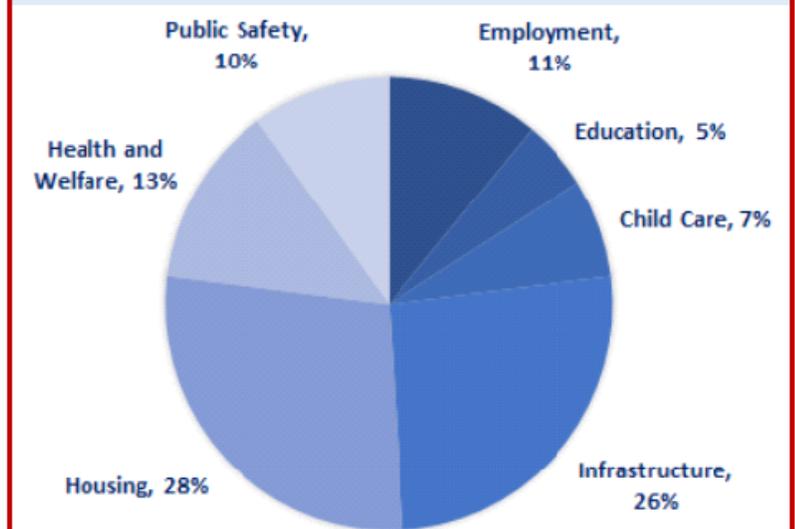
Increases in benefits programs in one area negated by decrease or elimination in another

Increased spending on natural disasters equal less money for poverty programs

Causes Of Poverty Forecast Data



Areas Needing Most Improvement Data



Key Strategies

The findings of Environmental Scan and Shareholder surveys were analyzed to determine four new key strategies on which to focus over the next three years. As a result of the needs assessment the agency highlighted four goals that will help fulfill their mission to strengthen families and improve quality of life. Leadership staff within each program will develop an action plan for their programs using the goals, strategies, and objectives for the key result areas.

Goal #1: Improve awareness of MATURA Services to promote community engagement - Community- Health & Welfare

Objective 1: Document the number of meetings hosted, attended, presented and/or facilitated by MATURA.

Objective 2: Establish a list of community events/activities that align with MATURA's mission within the service area.

Objective 3: Provide and promote poverty education to change perceptions.

Goal #2: Increase available safe affordable housing - Family - Education

Objective 1: Weatherize 30 homes.

Objective 2: Continue the TBRA Program.

Objective 3: Continue to promote and operate the SICOG GAP program for housing repair.

Goal #3: Increase and strengthen agency communication and technical skills - Agency - Education

Objective 1: Clear concise internal communication when appropriate.

Objective 2: Improve agency use of new technology for efficiencies.

Goal #4: Increase services to support a skilled workforce- Family - Employment

Objective 1: Increase referrals to childcare services for evening and weekend.

Objective 2: Increase participation in Skills Lab and other WIOA Services. (Family)

Governing Board

Adair County

Dave Homan
John Gruss
Jack Brown

Adams County

Leland Shipley
Megan Boswell

Madison County

Diane Fitch
Bob Duff
David Courtney

Ringgold County

Kraig Pennington, *Secretary*
Dan Cunning
Michell Ricker

Taylor County

Charles Ambrose, *Board Chair*
Patty Weese
Laura Jones

Union County

Rick Friday
Elizabeth Green, *Vice Chair*
Catherine Bristow

Early Childhood

Kristie Nixon

Attorney

Todd Nielsen

Programs and Services

1st Five

Public-private partnership bridging primary care and public health services. 1st Five supports health providers in earlier detection of social, emotional and developmental delays and family risk-related factors in children birth to 5, and also coordinates referrals, interventions and follow-up.

Breastfeeding Peer Counselor (BFPC)

Mother-to-mother support for breastfeeding moms and promotion of breastfeeding before and after delivery.

Child Health Program

Preventative healthcare for infants and children, assistance for families who have no insurance or insurance does not pay for well-child visits.

County General Assistance

Emergency assistance for low-income residents in Taylor, Adair, Adams & Union Counties.

Disaster Assistance Programs

When a state issues disaster declaration and activates programs to assist persons, outreach staff work with local emergency management coordinators to identify families in the community that may have unmet needs. MATURA is able to then provide both Iowa Individual Assistance and Disaster Case Management Services for those families.

Family Development and Self-Sufficiency (FaDSS)

Assists families in focusing on strengths that the family has and how to build upon them to gain self-sufficiency.

Head Start

Provide eligible preschool children with a comprehensive program that focuses on: Early childhood education and development, Health, Nutrition, and Parent Involvement.

Healthy And Well Kids in Iowa

(hawk-i)

Family outreach for no cost or low cost health care coverage.

Homeless Prevention/Crisis Programs

Counseling and advocacy services to clients facing eviction and disconnection, and emergency direct payment assistance to prevent families from becoming homeless.

I-Smile

Designed to ensure dental access to all children regardless of insurance coverage.

Low-Income Home Energy Assistance Program (LIHEAP)

Program funded by Health and Human Services through the Iowa Department of Human Rights/DCAA, and has been established to help qualifying low-income Iowa homeowners and renters pay for portion of their primary heating costs. Applications are taken annually November through April.

Madison Chore

Services to elderly low/moderate income residents to maintain their homes in chores such as washing windows/putting up storm windows or cleaning yards.

Maternal Health Program

Preventative healthcare program for pregnant and postpartum women, health education/nutrition counseling and support to encourage healthy pregnancy.

Taylor County Volunteer Program

Medical transportation, Friendly visiting, and Payee services to DHS-referred clients.

Utility Program

Various utility companies have established a fund for providing financial assistance to eligible persons, and most funds come from customer contributions.

Weatherization

Works closely with LIHEAP to help families increase their comfort and decrease home energy usage and cost.

Workforce Innovation and Opportunity Act (WIOA) Youth, Adult, and Dislocated Worker

Help participants develop a plan designed to lead them to employment. Provides guidance to career choices, information about local jobs and financial aid for training and on what employers are looking for on applications, résumés, and interviews. Provides supportive services and training assistance to help participants complete training to gain skills for work and with job search using information received from employers.

WIOA Promise Jobs

Works directly with recipients of public assistance who are referred into the program by DHS and help participants develop a self-sufficiency plan.

Women, Infant, and Children Program (WIC)

Provides the following services: nutrition education, health screenings and referrals, supplemental food assistance, and food packages tailored by dietitian to meet specific need of each individual. WIC is designed to serve: Pregnant women, Postpartum women, Nursing mothers, Infants and children 0-5.