

2024-2027  
MATURA Action Corporation  
Strategic Plan



A guide to implement changes to accomplish MATURA's mission and goals.

## About our Strategic Plan

The 2024-2027 MATURA Strategic Plan is the result of a concentrated effort to identify the community's most urgent needs and to put new approaches into practice to assist individuals and families facing poverty.

In the process, our organization is establishing goals to address the unmet needs of individuals and families, and continue to grow as a leading force in issues pertaining to poverty in the counties that MATURA serves with its programs and services.

## Results Oriented Management and Accountability (ROMA)

ROMA Cycle Phases:

- **Assessment:** Examine community needs and resources, review agency data
- **Planning:** Use mission statement and assessment data to identify outcomes and strategies
- **Implementation:** Execute strategies and carry out services to produce
- results.
- **Achievement of Results:** Observe outcomes, collect data, and report progress.
- **Evaluation:** Analyze data, compare with benchmarks.

Strategic planning is an essential element and representation of the ROMA framework. The second stage of the ROMA cycle is strategic planning. But strategic planning actually goes through all five ROMA phases. MATURA will place a significant emphasis on execution, achieving outcomes, and assessment.

The three national goals stated by ROMA also guide the plan's objectives:

**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.

## Strategic Planning Timeline

Aug 2023-March 2024: Step 1-Complete CNA

CSBG Organizational Standard 3.1

The agency conducted a community assessment and issues a report within the past 3 years.

May 2024: Step 2-Board Acceptance

CSBG Organizational Standard 3.5-

The governing board formally accepts the completed community assessment.

June 2024: Step 3-Compile Core Data Resources

Existing strategic plan, Community assessments (CAA, HS), Financial budget and Audit, NPI reports, and Customer Satisfaction data.

July-August 2024: Step 6-Write the Plan

Finalize goals and objectives. Use ROMA framework. Complete Assessment Summary.

August 2024: Step 7 – Board Approval

CSBG Organizational Standard 6.1

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

Ongoing: Board Receives Updates

CSBG Organizational Standard 6.5

The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.

## Resources Used

- MATURA 2021-2024 Strategic Plan
- MATURA 2024 Community Needs Assessment Executive Summary
- Head Start 2023 Community Assessment Report
- Financial Reports and Budget
- Customer and Partner Satisfaction Data
- CSBG 6 Month and Year-End Reports—Outputs/Outcomes

The Strategic Planning Committee ensured that all MATURA programs and services are in alignment with the MATURA Mission Statement:

*MATURA Action Corporation partners with the community to 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.*

A SWOT Analysis was conducted by June 20, 2024 to quickly paint a comprehensive picture of where the agency stands in relation to its internal and external environments.

## Strengths

- Provide an array of services; all ages
- Great mission
- Great partnerships in each core county
- Outreach locations in each core county
- County boards support to keep outreach centers in place
- Know our communities
- Involvement in community groups
- Hand up, not hand out
- · Solid blend of long-serving team members with knowledge & expertise along with newer team members providing new ideas and perspective
- Traveling WIC clinics serve participants locally
- Consistent and dedicated volunteers in Head start and outreach centers Website and Facebook pages

## Weaknesses

- Funds not guaranteed to always being available
- As a result, can be difficult to fund wages— few programs have capability for yearly wage increases
- Short staffed/too many hats
- Lack of HR
- Cross-training
- So many standards/small program and agency
- Stigma of MATURA—seen as a hand out and not hand up
- Turnover in specific positions
- Limited translator services and materials printed in other languages
- Marketing— CNA partner satisfaction survey showed many do not know our partnerships or what we do
- Governing board vacancies—not filling low-income or business representative seats in timely manner

## Opportunities

- Social Media/Press Release—share our success stories & partnerships
- Use volunteers
- Create more partnerships with community agencies
- Enlarge target audience beyond English speaking population
- Ongoing training opportunities
- Zoom available for more training opportunities and connecting team members more
- Look for/write for more grants
- Find events to partner with to promote MATURA
- Educate policy makers
- Invested in becoming trauma-sensitive program
- Fundraisers
- Educate about poverty

## Threats

- Competitive grants— Losing program/s to other organizations or community action agencies
- Rural vs. urban
- Do we have a voice?
- Budget doesn't allow for substantial growth of assistance
- Losing program/s to other community action agencies
- Staff retention due to rising healthcare costs/wages
- Potential for programs to be cut resulting in loss of program or staff
- If public were required to do all online, could become issue
- Contingency plan for the unexpected natural or unnatural disaster.
- Keeping key staff, would be difficult to train someone new

## **2020 CLIENT NEEDS ASSESSMENT REPORT (FEBRUARY 2020)**

Two hundred seventy-nine individuals completed the survey.

Conditions of Poverty The analysis of the survey results revealed that being able to meet basic needs, financial management needs, food and nutrition, housing conditions and transportation were the most significant needs.

## **IOWA COMMUNITY ACTION AGENCIES NEEDS ASSESSMENT-COMMUNITY STAKEHOLDERS RESULTS (2022)**

Conditions of Poverty Survey respondents indicated there are employment issues, lack of childcare programs during weekends and evenings, lack of affordable housing, lack of transportation, and lack of health care resources within our service area.

Transportation was identified as a barrier in the most recent Client and Stakeholder Needs Assessments. Additionally, each year, Embrace Iowa applicants request help with tires or car maintenance. We are aware of the significant impact that transportation constraints may have on rural Iowan households. Being forced to buy locally might lead to significantly higher food prices and less options, make it more difficult for individuals to commute to work, and have a significant impact on healthcare resulting in missed or skipped doctor's or dentist's appointments in another town.

## **Head Start 2023 Community Needs Summary**

In summary, for over 50 years Head Start has served children and families in five out of six MATURA counties.

According to our current research:

- Our classrooms are currently located in the communities most at need.
- With recent new Leadership, we are looking into new collaboration opportunities.
- Awareness of our programs/services should become more prominent in the communities we serve.
- Family engagement will continue to be a focus, as also determined by our program information report.
- Madison and Union counties report a high number of confirmed or founded child abuse cases in children five and younger.
- Mental Health consultation opportunities through Crossroads for children/families should continue.
- Determine/establish collaborations within Madison and Taylor county pertaining to foster participants to ensure proper recruitment efforts.
- Prioritize family food insecurity needs per county by providing resource information for SNAP and/or WIC to families through Family Service efforts.
- Monitor service areas for Early Head Start need by seeking to build stronger relationships with child care centers so provider options are in place if/when an EHS Expansion Grant becomes an opportunity.
- Establish collaborations for families to attend Asset Building opportunities within their communities to encourage healthy budget skill building.
- Follow proposed changes to AEA services moving forward that could affect disabilities support for families within our program.
- Strengthen relationships with Public School systems.

In closing, through collaborations in the counties we serve, we are currently able to meet many

needs. With intentional focus on promoting our agency and its services, and by taking advantage of any available funding opportunities that should arise, we can continue to help area families be successful while improving the quality of our program overall.

## **COMMUNITY SATISFACTION (Partner Satisfaction Survey)**

*Community Stakeholders were asked to rate MATURA on several factors on a scale of 1-5: 1 being **poor**, 2 being **fine**, **adequate**, **okay**, 3 being **good**, 4 being **very good**, and 5 being **excellent**.*

1. Relationship or partnership with MATURA within the community
  - 44.71% of the Stakeholders rated between a three and a five
  - 44.71% selected Unsure/No relationship
2. How familiar they were with MATURA's programs and services
  - 43.44% of the Stakeholders rated between a three and a five
  - 38.52% selected Unsure/No relationship
3. How well MATURA is valued in the community
  - 48.78% of the Stakeholders rated between a three and a five
  - 40.65% selected Unsure/No relationship
4. How well is MATURA meeting the needs of low-income people in the community
  - 43.90% of the Stakeholders rated between a three and a five
  - 39.84% selected Unsure/No relationship

Recommendations based on the above results:

This report shows us that the agency needs to ensure that community partners are better informed of what the agency offers. Considering we want to be the “first stop”, this again, shows the need to get the word out better of what we do. The number of responses that stated they were “unsure” are in the community and therefore have the ability to refer anyone our way. We need to do better.

## **CUSTOMER SATISFACTION—March 2024 MATURA CNA Executive Summary**

- *Clients were asked to rate their overall satisfaction of MATURA programs and employees; 9.5% of the Client Needs Assessment*
- *Survey respondents did not answer the Satisfaction questions.*
- 94.9% stated they had a positive experience when receiving services (3.8% were undecided/neutral)
- 95.3% stated they were helped in a timely manner (4.2% were undecided/neutral)

- 78.9% of clients said they received information about other agency or community services that could help them with their needs (17.7% were undecided/neutral)

Most experiences with our agency appear to be very positive. There were 48 responses using the words "help, helped, or helpful" and 10 using the word "good".

### **Recommendations based on results:**

The results show that the programs/services utilized the most through MATURA were food assistance, rental assistance, or utility assistance programs. Most people completing the survey stated that the biggest barrier was that MATURA did not have the funds available. The data does indicate that there is a gap between need and the funding abilities. Hours/days of service operation appear to be a barrier for some households.

1. Though there were more positive experiences than negative, we need to ensure that all locations are aware of the results. Even though families may not be able to obtain all they came for, we try to give available resources to give a pleasant experience.
2. Open additional days/more hours- MATURA Outreach Centers are willing to expand past the normal working hours when needed, to be available, especially during LIHEAP season. We have learned and increased our capacity through the pandemic to assist families through electronic means in order to address this issue.
3. The agency will continue to pursue making our programs and services more known. Data revealed the need to work on reaching diverse populations where language barriers exist.

## Motives for Suggested Goals and Objectives

### **Goal #1 Identify opportunities to engage in its communities to create more positive awareness.**

Community Needs Assessment showed there are certain populations with a much higher poverty rate in our counties of service.

Head Start Community Assessment Summary noted they are looking into new collaboration opportunities and strengthening relationships with Public School Systems.

Partner Satisfaction Survey results showed a large number of responses indicating they were unsure of their relationship or partnership with our agency.

SWOT Analysis indicated we still deal with a stigma of a handout rather than a hand up.

Goal #1 is on existing Strategic Plan—Still relevant and important to continue.

**Goal #2 Engage all programs to gain wider sampling of survey results from communities when distributing surveys wanting agency wide responses.**

MATURA was given a goal of 200 completed surveys issued through ICAA. Though we had months to have the survey completed, we fell short.

The Client Satisfaction Survey responses gave a limited view of satisfaction results due to the low number of surveys completed.

**Goal #3 Research grants to see if there are discretionary funds to assist with transportation needs.**

Embrace Iowa always shows a need for vehicle repair or tires.

Agency receives requests asking for assistance with Trolley tickets, gas assistance and car repairs throughout the year.

**Goal #4 Communication within and outside the agency.**

According to partnership satisfaction surveys, community partners should have more information about our mission and identity.

When it comes to the population living in poverty, there is still a stereotype that MATURA is a handout rather than a hand-up.

**Goal #5 Board Development and Succession Planning.**

The FY24 CSBG Monitoring Report showed a deficiency found related to open Board seats.

During CSBG Monitoring Exit Interview-noted, that board member missed nine consecutive board meetings. Active participation is needed from all board members to ensure that all six counties are represented well. Danna will share report information with the board.

**Goal #1: MATURA will identify opportunities to engage in its communities to create more positive awareness. (Agency)**

**Objectives:**

A. MATURA will increase community awareness by developing new partnerships or maximizing existing partnerships.

**Key Results:**

1. MATURA will identify one new partner with each of the 6 core counties within one year.
2. Strategic Plan Updates at each board meeting.

**Responsible Parties:**

Program Directors, Governing Board  
Executive Director, Governing Board

B. MATURA will create or expand relationships to better serve diverse populations within one year.

**Key Results:**

1. MATURA will make a plan to identify what systems are available to help with translator services.
2. MATURA will identify one partnership to identify and reach the diverse populations.

**Responsible Parties:**

Program Directors  
Executive Director

**Goal #2: MATURA will engage all programs to gain wider sampling of survey results from communities when distributing surveys wanting agency-wide responses. (Agency)**

**Objectives:**

A. MATURA will increase the number of surveys collected through each of our programs for surveys wanting agency-wide responses.

**Key Results:**

1. MATURA will set up goals for minimum number of surveys to be sent out by each program and/or location.
2. Program Directors will report number of surveys sent out and how surveys were made available.

**Responsible Parties:**

Program Directors  
Executive Director

**Goal #3: MATURA will research grants to see if there are discretionary funds to assist with transportation needs. (Family)**

**Objectives:**

- A. MATURA will make a concerted effort to locate financing to assist with the rising expense of transportation; the specifics of this endeavor will be determined by grant standards.
- B. MATURA will locate local businesses to collaborate with if funding is available.

**Key Results:**

1. MATURA will track sites and amount of time researching grant sites to assist with transportation needs.
2. MATURA will check with other agencies or partners to see if they have any leads for funding.

**Responsible Parties:**

Energy & Development Director, Administrative Assistant  
Executive Director

**Goal #4: Communication within and outside the agency. (Agency)**

**Objectives:**

A. MATURA will maintain communication of anyone going to meetings along with information shared/obtained that may be relevant to pass on. We will ensure we are providing information and bringing back to share what others are saying.

**Key Results:**

1. MATURA will ensure we are providing information and bringing back to share what others are saying.
2. Have two Zoom meetings each year with all team members to ensure we stay connected, conduct any necessary training, and boost overall morale.

**Responsible Parties:**

Program Directors  
Executive Director

**Goal #5: Board Governance (Vacancies and Attendance). (Agency)**

**Objectives:**

- A. MATURA Board of Directors will review Articles in bylaws pertaining to vacancies and attendance.
- B. MATURA will watch for attendance issues.

**Key Results:**

1. MATURA Board of Directors will review Bylaws ARTICLE II BOARD OF DIRECTORS, Section 3 NUMBER, TENURE, and QUALIFICATIONS, Section.4 MEMBERSHIP; ARTICLE III MEETINGS, Section 9. TERMINATION, Section 10. VACANCIES.
2. MATURA will track consecutive meetings missed by any board member. After three unexcused consecutive missed meetings, executive director will reach

out to board member.

**Responsible Parties:**

MATURA Board of Directors

Executive Director

## STRATEGIC PLAN SUMMARY

This is an adaptable strategic plan that will evolve as the community's low-income conditions and challenges do. MATURA must adjust to these changes in order to be relevant and successful in the fight against poverty. Over time, the services offered to low-income people may vary according to shifting needs and resources.

Updates on the progress in meeting the goals identified in this strategic plan will be presented to MATURA's Board of Directors at each regular meeting.