MID-IOWA COMMUNITY ACTION

Strategic Plan FY18-FY22
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**METHODOLOGY**

**Integration**

Integration is how well the different parts of an agency work together.

**The importance of integration**

We believe integration is the key to further improving our programs and services. Through integration, we will provide a better experience for the families we serve, help these families achieve stronger outcomes, and foster an environment where all staff work in support of one another.

**The focus of our plan**

Program directors and key staff began by evaluating MICA’s FY15-FY17 Strategic Plan. Early discussions focused on identifying the elements required to produce the best results in a challenging funding environment. We decided to focus on integration as the result of a series of exercises envisioning how a “perfect” MICA would function.

**The foundation of our plan**

We considered industry best practices, MICA’s strengths and weaknesses as an organization, survey data, and publicly available data about the agency’s core service area.
RESULT AND INDICATORS

Result

All MICA programs and services are integrated.

Indicators of Integration

Co-location: Delivering as many programs and services as possible from the same physical location.

Cross-training: Training to better understand the work of others in the organization.

Coordinated intake: A system enabling families to apply for all services from any location.

Development of resources to support integration: Funding, materials, and support that make integration possible.

Data and systems integration: Streamlining systems and processes to reduce double entry, produce an agency-wide unduplicated count, and ensure data access across locations.

Generalist (navigator): A staff person who guides families through the enrollment process and coordinates service delivery.

Increased efficiency through use of technology: Using new technology to streamline systems and processes.

Interdepartmental collaboration: Strengthening connections between departments and facilitating greater cooperation in service delivery.
AN AGENCY-WIDE PERSPECTIVE

MICA’s strategic plan allows the agency’s departments the flexibility to pursue the strategies they believe will most benefit their department and best contribute to the agency’s integration. As such, several departments have developed strategies outside their typical work. In instances where these strategies overlap with the function of another department, these departments will work together to execute the strategy while ensuring quality and avoiding duplication of effort. The agency’s leadership team meeting will facilitate this coordination.

MICA’s leadership team meets monthly to discuss issues facing the agency and the communities we serve as well as plan the agency’s future work. At these meetings, the team will discuss the progress of each department’s action steps and any work that requires coordination.
Indicators, Strategies, and Action Steps
STRATEGIES & ACTION STEPS

Each department developed strategies that contribute to greater agency integration. Strategies are grouped by indicator, and departments are color-coded. This format makes it easy to see how departments are working together as well as identify the work of each individual department.

Duration of strategy & action steps

Some departments developed strategies or action steps that span the five-year plan, and others have developed short-term strategies or action steps. These strategies and action steps allow departments to explore an approach or set a foundation for future work. Action step date ranges are based on the earliest start date in the current fiscal year and the latest completion date in the five-year plan. Some strategies will be ongoing and others will be modified or replaced as progress toward integration is achieved.

Represented indicators

It is likely that most, if not all, indicators will be represented in at least one of the plan’s five iterations. However, departments are not required to pursue particular indicators.
## Indicators: Cross-Training

### Fiscal

**STRATEGY:** Increase the fiscal department’s communication with and understanding of other agency departments.

**Action Steps for FY19-FY22:**
1) Invite different program representatives to a monthly fiscal meeting to share perspectives and ask/answer questions.

### Housing

**STRATEGY:** Create program learning sessions for Weatherization staff that foster open communication between the department and the rest of the agency.

**Action Steps FY19-FY22:**
1) Invite program representatives to present to Weatherization staff about their department’s work.
2) Arrange for follow-up contact opportunities between Weatherization staff and program representatives.

### Early Childhood

**STRATEGY:** Better understand the work of others in the organization

**Action Steps for FY19-FY22:**
1) Invite staff from other departments to talk about their program(s) or greet staff at classroom in-service trainings.
STRATEGY: Integrate Family Development data into a centralized agency data system.

Action Steps for FY19-FY20:
1) Schedule the integration of Family Development programs into the agency’s centralized data system (THO/CIS).
2) Create question sets to pull program-specific data for the Family Development programs in the centralized data system.
3) Complete training for the staff of the Family Development programs in the centralized data system.
4) Complete integration of Family Development programs into the centralized data system.
5) Close out the Apricot for Case Management system by extracting data for retention.
6) Support Family Development staff in use of the centralized data system.
INDICATOR: DEVELOPMENT OF RESOURCES TO SUPPORT INTEGRATION

**Fiscal**

**STRATEGY:** Help other departments better understand the agency’s fiscal policies and procedures.

Action Steps for FY19-FY20:
1) Fiscal staff will create a series of FAQ videos answering common agency questions about fiscal policies and procedures.

**Health Services**

**STRATEGY:** Develop Quick Access Resource Guide to increase Health staff’s knowledge about programs in other MICA departments.

Action Steps for FY19:
1) Review agency brochures and website.
2) Interview agency program directors.
3) Determine which programs will be included in guide.
4) Assign Health Services staff to teams that will gather the needed information.
5) Gather the information.
6) Compile the information into the guide’s format.
7) Create strategy for keeping information current.

**House**

**STRATEGY:** Develop a memorable publication that showcases the Weatherization program’s work to aid in recruitment and staff training.

Action Steps for FY19-FY22:
1) Assess types of multimedia needed for publication.
2) Document impactful Weatherization projects including audio and/or video, statistics, and stories with appropriate releases.
3) Coordinate development of final product with Resource Development.

**Housing**

**STRATEGY:** Increase visibility of the MICA brand through the permanent installation of MICA Sprites logo art outside of centers.

Action Steps for FY19-FY22:
1) Plan for the installation and assess feasibility/method for project.
2) Begin crafting art pieces.
3) Install art pieces outside centers.
4) Work to get media coverage or other community visibility for new art pieces.
STRATEGY: Strengthen brand recognition.

Action Steps for FY19-FY21:
1) Develop a content bank and staff toolkit.
2) Refine brand standards and deploy those throughout the agency via the toolkit.
3) Establish a participative process to drive alignment and train staff.
4) Refine the success story process.

STRATEGY: Institute agency-wide grant writing processes to improve coordination of efforts and expand the agency’s funder base.

Action Steps for FY19-FY20:
1) Identify new funders and assess viability of opportunities (ongoing).
2) Integrate existing opportunities and identified opportunities into grant writing calendar (ongoing).
3) Create content bank to simplify application writing and increase application quality.

STRATEGY: Strengthen donor engagement through increased and varied donor contacts.

Action Steps for FY19-FY20:
1) Continue to improve donation experience for our donors by training front-line staff and refining internal processes.
2) Build capacity for future fundraising efforts by reconfiguring administrative workflow.
3) Pursue funding for capacity building trainings for resource development staff.
**INDICATOR: INCREASED EFFICIENCY THROUGH USE OF TECHNOLOGY**

**STRATEGY: Support staff in use of technology to increase efficiency.**

Action Steps for FY19-FY22:
1) Support all ITDS and classroom staff in using the Teaching Strategies GOLD® application on the iPad or iPhone to increase efficiency in data collection for child assessment.

**STRATEGY: Enhance orientation and on-boarding processes, including ongoing support of staff and supervisors.**

Action Steps for FY19:
1) Maintain improvements to orientation and on-boarding training (MICROIX, purchase orders, MPulse, and online systems).
2) Support all supervisors, regardless of tenure, by continuing to host quarterly supervisor trainings.
3) Restructure training responsibilities in anticipation of upcoming HR staff changes.
4) Monitor impact.

**STRATEGY: Refine process to purge (secure deletion) personally identifying information (PII) and protected health information (PHI) from MICA's network to ensure privacy requirements are met, and delete extraneous non-PII/PHI to increase the efficiency of MICA's network.**

Action Steps for FY19:
1) Determine who can purge and delete PII and PHI from department drives and the P:Drive.
2) Work with IT vendor to determine process.
3) Write policy to ensure process is maintained.
4) Meet with program directors to explain process and answer questions.

**STRATEGY: Create systems that encourage greater print efficiency.**

Action Steps for FY19-FY22:
1) Continue to analyze forms and documents used by staff, and make a plan for restructuring or simplification of forms where possible.
INDICATOR: INCREASED EFFICIENCY THROUGH USE OF TECHNOLOGY

STRATEGY: Move toward becoming a paperless agency, as much as processes and compliance will allow.

Action Steps for FY19-FY22:
1) Assess ability to go paperless in purchase order requests, mileage sheets, and travel advances.
2) Require new vendors to be paid via ACH, while also converting as many existing vendors as possible.
3) Conduct Fiscal’s annual audit without paper as well as any other audits/site reviews as compliance allows.

Support Services & Fiscal

1) Analyze forms and documents used by staff, and simplify where possible.
2) Work with Human Resources and IT vendor to replace paper forms requiring approval/signatures with digital solutions.
3) Work with Resource Development to integrate approval and signature software into agency website.
4) Work with Software Support to integrate software training into tech training during orientation.
STRATEGY: Utilize trauma-informed care practices as both a service provider and employer.

Action Steps for FY19:
1) Identify Trauma-Informed Care Model that aligns with MICA’s goals.
2) Secure funding to support the implementation of identified model.
3) Continue efforts of Core Implementation Team.

STRATEGY: Increase classroom staff and parents’ awareness and knowledge of other MICA programs.

Action Steps for FY19:
1) Create a directory of MICA staff, including photos, for Early Childhood Programs staff.
2) Include a visit to the family development office in initial orientation.
3) Use the MICA website/Facebook page to announce weather related closings, which will encourage staff and families to engage with the website/Facebook page.

STRATEGY: Implement quarterly county meetings that include all MICA programs serving the county.

Action Steps for FY19-FY20:
1) The Family Development Partnership Manager (FDPM), or designee, will establish quarterly meeting dates and invite direct service staff in designated county to participate.
2) The FDPM, or designee, will facilitate interdepartmental meetings with agenda items focused on team building, program education, and interdepartmental planning.
3) Monitor success.
STRATEGY: Increase collaboration between Health Services and other agency departments by inviting representatives from MICA programs to Good Neighbor Meetings.

Action Steps for FY19:
1) Health Services coordinators will determine level of interest.
2) Health Services coordinators will develop strategies for implementation.

STRATEGY: Health Services will invite staff from other MICA programs to present during the department's monthly meeting.

Action Steps for FY19:
1) Invite staff.
2) Create calendar of presentations.
3) Host presentations monthly.
4) Evaluate usefulness of presentations.