



**OPERATION THRESHOLD**

## 2023 Strategic Framework

Collaborating, educating and providing services to help meet the basic needs of people and create opportunities for self-sufficiency

Reviewed/Updated by the Operation Threshold Board of Directors on May 18, 2023

# Strategic Framework



**Review Timeline:** Data will be collected by program staff on an ongoing basis. Each program will be reviewed by applicable program managers and department directors. Staff will review Community Assessment data, including customer satisfaction data. Information gathered will be used to update the Strategic Framework to address new or emerging community and/or client needs. The Strategic Framework, including essential management and service delivery processes, will be reviewed twice each fiscal year by the Management Team and Board of Directors. Generally reviews will occur each January and May. Updates will be made to pertinent portions of the Framework as needed.

Throughout the year, customer satisfaction surveys will be conducted. Surveys will be reviewed quarterly by program and management staff. Results will be presented to the Board of Directors twice each year.

The Strategic Framework as whole will be reviewed and updated on a regular basis. The next comprehensive review/updates for 2023 will occur in January and May 2023.

# Result Area: Individuals & Families



## Goals for 2023:

1. **Operation Threshold clients will reside in safe, decent, and affordable housing units.**

Operation Threshold will work with individuals and families to obtain, and retain, housing.

|  |                                    |                     |
|--|------------------------------------|---------------------|
| <i>Operation Threshold Rental Units</i>  | <i>Weatherization</i>              | <i>Embrace Iowa</i> |
| <i>Pocket Change</i>                     | <i>LIHEAP</i>                      | <i>LIHWAP</i>       |
| <i>Crisis Assistance</i>                 | <i>Safe &amp; Stable Housing</i>   |                     |
| <i>Weatherization-Plus/Minor Repairs</i> | <i>Homelessness Case Manager</i>   |                     |
| <i>Rent &amp; Mortgage Assistance</i>    | <i>Security Deposit Assistance</i> |                     |

2. **Operation Threshold will enable individuals and families to establish or maintain stable living environment, reduce the risk of homelessness, and have a better quality of life.**

Operation Threshold will work with individuals and families to obtain housing and retain housing.

|   |  |                          |                     |
|---|--|--------------------------|---------------------|
| <i>Operation Threshold Rental Units</i> | <i>Weatherization</i>                    | <i>LIHEAP</i>            | <i>Embrace Iowa</i> |
| <i>Safe &amp; Stable Housing</i>        | <i>Deposit Assistance</i>                | <i>Crisis Assistance</i> | <i>LIHWAP</i>       |
| <i>Rent &amp; Mortgage Assistance</i>   | <i>Weatherization-Plus/Minor Repairs</i> |                          |                     |

3. **Operation Threshold will help individuals and families prevent past due utility accounts, maintain utility service for the health and safety of household members.**

Operation Threshold will work with individuals and families to obtain housing and retain housing.

|                            |                          |                       |               |
|----------------------------|--------------------------|-----------------------|---------------|
| <i>LIHEAP</i>              | <i>Crisis Assistance</i> | <i>Weatherization</i> | <i>LIHWAP</i> |
| <i>Weatherization-Plus</i> | <i>ECIP</i>              | <i>Embrace Iowa</i>   |               |

# Result Area: Individuals & Families, cont.



## Goals for 2023, continued:

4. Operation Threshold clients will reduce dependency on government assistance, increasing the number of stable families that are self-sufficient and nurture and protect their children.

Operation Threshold will work with families to increase family safety, stability and self-sufficiency.

*Nest Program*                      *FaDSS*                      *Parents As Teachers*  
*Pocket Change*                      *OT Refugee Services*  
*Maternal, Infant, & Early Childhood Home Visitation (MIECHV)*

5. Operation Threshold will help clients reduce family stressors and empower parents to make healthy choices resulting in safe and healthy families.

Operation Threshold will work with families to address family stressors, improve child and family safety, and make healthy choices.

*FaDSS*                      *MIECHV*                      *Parents As Teachers*  
*Nest Program*                      *WIC*                      *Breastfeeding Peer Counselors*  
*OT Refugee Services*                      *Diaper Grant*

6. Operation Threshold will provide child development programming promoting positive parenting skills, baby/child safety, and school readiness.

Operation Threshold will work with families to support parent education, prevention of child abuse and promotion of early childhood education.

*Parents As Teachers*                      *Nest Program*                      *MIECHV*

# Result Area: Individuals & Families, cont.



## National Performance Indicators Impacted

### Goal 1: Low-Income People Become More Self-Sufficient (Stable)

- **Outcome:** Families have economic assets.
  - As a result of Operation Threshold's programming, low-income households will achieve an increase in financial assets and/or financial skills.

### Goal 2: The Conditions in Which Low-Income People Live are Improved

- **Outcome:** Communities develop and sustain resources and services.
  - As a result of Operation Threshold's programming, housing preservation initiatives will be completed.

### Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems.

- **Outcome:** All individuals achieve their potential.
  - As a result of Operation Threshold's programming:
    - Senior households will maintain successful independent living.
    - Households will receive food assistance from our Food Pantry.
    - Households will receive emergency energy assistance.
    - Households will receive emergency water assistance.
    - Households will receive emergency rent and mortgage assistance.
    - Households will receive emergency crisis assistance.
    - Households will receive emergency transportation assistance.
    - Households will receive emergency clothing assistance.
    - Veterans will receive emergency housing assistance.
    - Households impacted by COVID-19 will receive crisis assistance.



# Result Area: Community



## Goals for 2023:

1. **Operation Threshold clients will receive the training, education, and support required for them to bring about the change they desire for their community.**

Operation Threshold will provide training for and encourage community building and advocacy, leadership development and other anti-poverty issues.

*FaDSS*

*Nest Program*

*Parents As Teachers*

*MIECHV*

*OT Refugee Services*

2. **Operation Threshold will partner with community stakeholders to identify issues impacting the poor; collaboratively the community will identify effective strategies to address these issues.**

Operation Threshold will partner with community organizations, residents and other stakeholders to pursue advocacy issues that improve the lives of low-income families and individuals.

*Cedar Valley's Promise*

*Local Homeless Coordinating Boards*

*MIECHV*

*Black Hawk Basic Needs Committee*

*Grundy Community Partners*

*Together 4 Families*

*OT Refugee Services*

*Buchanan County Interagency*

*Cedar Valley Readers\**

*Iowa Northland Regional Housing Council*

*One Cedar Valley*

*Black Hawk County Housing Coalition*

*\*Community collaboration*

# Result Area: Community



## Goals for 2023, continued:

3. **Operation Threshold will address underlying social and economic conditions that limit opportunities for self-sufficiency.**

Operation Threshold will promote collaborative approaches to raise awareness around the social determinants of poverty and a community focus on anti-poverty efforts.

*Local Homeless Coordinating Boards  
Cedar Valley's Promise*

*Grundy Community Partners  
Buchanan County Interagency*

# Result Area: Community



## National Performance Indicators Impacted

### Goal 3: Low-Income People Own a Stake in Their Community

- **Outcome:** Communities benefit from the involvement of low-income participants.
  - Persons will volunteer their time to Operation Threshold programming.
  - Persons will serve on community boards and committees.



# Result Area: Agency



## Goals for 2023:

- 1. Operation Threshold will continue to develop highly-skilled, well-informed community action professionals and promote leadership inside and outside the agency.**

All staff will receive annual training related to community action as well as training related to their specific position, including but not limited to topics such as cultural competency, client confidentiality, abuse reporting, ROMA, etc.
- 2. Operation Threshold will coordinate its services internally to ensure all customers receive high quality services.**
  - Operation Threshold staff will continue to evaluate programs and service delivery to ensure continued provision of high quality services.
  - Operation Threshold will establish a system for customer feedback.
- 3. Operation Threshold will expand and diversify its resource base to provide a more solid foundation to achieve its mission.**

Operation Threshold will work to reduce the proportion of its revenue that comes from government grants.

# Result Area: Agency



## National Performance Indicators Impacted

### Goal 4: Partnerships Among Supporters and Providers of Service to Low-Income People Are Achieved.

- **Outcome:** Agency capacity is strengthened through partnerships.
  - Operation Threshold will partner with community organizations to promote and provide services for low-income people.

### Goal 5: Agencies Increase Their Capacity to Achieve Results

- **Outcome:** Community Action maintains financial and operational efficiencies.
  - Operation Threshold will employ fully qualified persons to complete necessary job duties. In addition, employees will receive community action related training.
  - The members of Operation Threshold's Board of Directors will receive a community action related training as well as board member training.