SOUTHEASTGERN ARIZONA COMMUNITY ACTION PROGRAM, INC. PLAN

SFY 2021

NOTE:
*This document contains text in **GREY** and **BLACK** font. **GREY** indicates that the text is guidance from the Division of Aging and Adult Services. **BLACK** indicates that the text is part of the Community Action Program Plan itself.*

Organization: Southeastern Arizona Community Action Program, Inc. (SEACAP)

ADES Contract No: CTR048025

Executive Summary

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I. Agency Overview

Please provide a description of the CAA as an organization, its primary functions, mission, responsibilities, organizational structure, and its association as a part of a larger entity if appropriate:

SEACAP is a 501©3, private non-profit, multi-county, stand-alone community action agency. The agency's primary function is to provide supportive services and information to participants that will enable them to gain the solid foundation needed to achieve and maintain self-sufficiency. Our mission is to assist families in the movement, transition and achievement of self-sufficiency. SEACAP is responsible for providing contracted services to low-income families within its 4 county service area: Graham, Greenlee, Santa Cruz and Cochise Counties.

Please identify subcontracting agencies, CSBG funding levels, and services provided by each agency:

SUBCONTRACTING AGENCIES

AGENCY NAME ADDRESS TELEPHONE NUMBER	SERVICES PROVIDED	CSBG FUNDS AWARDED
	TOTAL	

II. Assessment of Community and Clients

A Community Needs Assessment (CNA) is an opportunity to not only find out what assistance clients within your community require, but also how a client would need that service delivered. That is, how to create the best implementation processes to deliver a required service. It may become self-defeating for a Community Action Agency (CAA) to plan for and implement a program, service or activity that has little impact, not because it was not a needed service or a good strategy, but because the processes of implementation prevented clients from taking full advantage of the assistance provided. The client knows best how he or she could use a service to its full potential, and so gathering this kind of information during a CNA could inform implementation practices at a later stage.

Time and resources often prevent for in-depth, long term study of problems. An ideal situation would allow for a review of existing information, the creation of a research design, the identification of variables, data gathering, analysis, interpretation and communication of results and a CNA review process. Though all of these steps are no doubt important, the use of standard research practices may not be the most effective way to assist clients, especially in the face of the immediate and dire assistance need. That being said, it should be noted that there should be as much focus as possible on the correct identification and operationalization of variables within the CNA. In other words, Agencies must be very clear about what they want to look at when conducting a CNA (the variables), and how they will measure it (how they are operationalized). Inaccuracies in either of these steps will lead to bad data, false conclusions, low-impact programs, services or activities and therefore an ineffective Strategic Plan.

Given the difficulty of doing in-depth, long-term community needs research, creating tactics to further assist existing CNA practices may strengthen the results of the CNA. One such tactic may be the cataloguing and analyzing of results of all CNAs over time. This will allow your CAA to track changing — or consistent — needs within your community. Good record keeping practices will also allow CAAs to communicate these changing needs in the form of raw data to other Agencies service providers or the Department of Economic Security to help guide policy so as to better suit the needs of the Agency.

Alongside any primary data, a CNA may make use of, amongst other things:

- Direct evidence - tangible, visible, self-explanatory information that allows you to deduce a community need that should be addressed, including information directly from a target audience
- Indirect evidence – Information that allows you to deduce a community need that should be addressed
- Quantitative data and qualitative data – numerical information that is able to measure the size of a community need (e.g. number of clients that need assistance), and descriptive information that is able to give details about that community need (e.g. does a client have a medical condition that prevents them from taking full advantage of a service?)

Once completed, two questions to be asked of any CNA are “What are my key findings?” and “How may I use them in creating my Strategic Plan?”

Describe below (with page or section references) the CNA key findings which informed the Strategic Plan:

The current trends explored during the strategic planning process were: improving transportation, streamline organization to provide better client services, partnerships in place with other agencies for client support services, stability for clients in meeting basic needs/becoming self-sufficient/living independently and more diverse sources of funding. This focus includes developing alternative resources and funding through community involvement, refocusing mission in a changing environment by proactively embracing change and exploring collaboration through leveraging partnerships. These issues were discussed in the context of addressing poverty for families through two-generational and multi-generational approaches.

The importance of addressing barriers associated with meeting basic needs, becoming self-sufficient and living independently were highly emphasized. These were 1) reliable transportation, 2) integration of social services, 3) ability to qualify for employment, 3) early integration of post-secondary education, 4) access to childcare and associated costs, 5) community participation, 6) education, 7) less recidivism, 8) more diverse funding.

Also noted were assumptions, beliefs, attitudes, structures and other real impediments keeping SEACAP from reaching its vision. What is blocking SEACAP from moving towards its vision? The four underlying contradictions were: Fear of and understanding of our relevance, unclear organizational direction, preconceived notion that policies cannot be changed and personal resistance to change both internally and externally.

Strategic Plan

The Strategic Plan is the framework that will guide your Agency’s actions and programs, and it is therefore essential that it is well-thought out. An effective Strategic Plan will be developed along the results of a recent CNA. This will, first and foremost, allow for the identification of the Strategic Plan’s goals and objectives. That is, the results of the CNA will tell you where you want to go, so that you can plan how you will get there. The Strategic Plan will essentially act as a road map on your journey towards your Agency’s various objectives in reaching their ultimate goals. Besides setting out a program’s goals and objectives, a Strategic Plan will outline how best CAA resources, like Community Services Block Grant (CSBG) funds, should be spent in order to achieve those objectives and goals. If the Strategic Plan is the map, then community programs, services and activities is the road upon which an Agency would walk. One must follow the other.

Standard planning procedures often assume that plans are constant in the ways in which they guide programs, and are therefore resistant to change and flexibility. Given the ever-changing landscape that CAAs work in, it is extremely important to create Strategic Plans that are able to evolve and adapt with changes in resource-availability and client needs. Building flexibility into a Strategic Plan may be in the form of various alternatives (options) to choose from in the case of unexpected roadblocks, or contingency plans in case of unpredictable events. For example, Strategic Plan flexibility allows for changes to be made if a program evaluation finds that a program, service or activity is not as effective as it should be. Those changes could be in the form of suspending a program while it is reassessed, replacing the program completely, etc.

A Strategic Plan should detail all actions that are relevant to a program, service or activity, whether they have already happened or will still happen, from how the results of the CNA were used in creating a Strategic Plan, to methods for implementation, to analysis of results, to program evaluation. This is not only in keeping with the Results Oriented Management and Accountability (ROMA) cycle, but also promotes the development of strong practices in program development and management.

The aforementioned actions should certainly include processes for program analysis where feasible. There are several ways to conduct a program analysis. One is to conduct a test for Strengths, Weaknesses, Opportunities and Threats (a SWOT analysis). Another is a Force Field analysis, which assists a program team in identifying what factors – both internal to an Agency, and external – can help them reach desired objectives (forces for change) and what factors might keep them from reaching those objectives (forces against change). Using a combination of two or more forms of program analysis, or combining elements from each, may assist in meeting the needs, or working within the constraints, of your Agency.

Some questions that you could ask of a Strategic Plan may be:

i) Is your CAA's plan based upon the results of your latest CNA?

ii) Does the Strategic plan clearly outline its goals and objectives?

iii) Are these goals and objectives measurable? Is there a way to determine if they are being met? Are they realistic in their expectation (are they too big to achieve?)

iv) Does your program budget clearly and categorically state how funding, like CSBG money, will be used to achieve goals and objectives? Are all stakeholders aware of this?

v) Does your Strategic Plan align with the Statement of CSBG Assurances? For example, one of the assurances provided by the CAA (below) is to "Support activities that are designed to assist low-income families" – does Strategic Plan outline ways in which this will be done over the short, medium and long term?

vi) Does your Strategic Plan include a program-evaluation plan (cf. the Achieve and Evaluate phases of the ROMA cycle)? Is there a way to internally make sure that the plan is being followed, and its objectives are being met?

vii) Does your Strategic Plan align with your CAA's mission statement?

Where a Strategic Plan details an activity, service or program that will be used to achieve specific objectives, it is of vital importance to include a way to measure the results of that activity, service or program. Recording the raw results of an activity or program after implementation allows Agencies to compile a database to be used to not only analyze how well a program or service works (as discussed in the Implementation section), but also a Strategic Plan in its ability to move an Agency towards its goals. Data is the cornerstone in program analysis and evaluation, and it is therefore important to have the ability to gather that data built into any program/service/activity design. Analysis of program results requires careful consideration of data. It would do no good at all if a good program was working well was cut (or vice versa) as a result of bad data interpretation.

Describe below (with page or section references) the Strategic Plan objectives which informed this CAP Plan:

The strategic plan supports SEACAP's overall objective of being a high functioning and adaptive organization, widely known in the community for innovative programming; competent staff; the engagement, commitment and oversight of its board; and its strong partnerships with other organizations that share SEACAP's commitment to addressing human needs. SEACAP's 8 strategic objectives are listed below and described in more detail on the following pages:

- Continue to offer exemplary existing and new outcome-based programs.
- Exploring collaboration through leveraging partnerships.
- Use ROMA to determine SEACAP's overall effectiveness; inform annual and long-range planning; and support agency advocacy and community partnership activities.
- Developing alternative resources and funding through community involvement.
- Develop and implement an integrated communications plan to advocate for services (i.e., transportation).
- Refocus mission on a changing environment by proactively embracing change, making full use of the talent and resources of SEACAP board and staff.
- Enhance agency-wide data gathering to better enable measurement of program effectiveness
- Continue to successfully work with community partners to increase family involvement by adopting a two-generational approach in agency programs.

The top 3 strategic objectives for SFY2019-SFY2020 are:

1. Developing alternative resources and funding through community involvement.
2. Refocus mission on a changing environment by proactively embracing change, making full use of the talent and resource of SEACAP board and staff.
3. Exploring collaboration through leveraging partnerships to include the 2020 Census Count Committees.

The top 3 strategic objectives for SFY2021-SFY2022 are:

1. Continue to offer exemplary existing and new out-come based programs.
2. Use ROMA to determine SEACAP's overall effectiveness; inform annual and long-range planning; and support agency advocacy and community partnership activities.
3. Develop and implement an integrated communications plan to advocate for services (i.e; transportation)

The top 2 strategic objectives for SFY2022-SFY2023 are:

1. Enhance agency-wide data gathering to better enable measurement of program effectiveness.
2. Continue to successfully work with community partners to increase family involvement by adopting a two-generational approach in agency programs.

III. Implementation

Program implementation strategies should emphasize that CAAs are agents of change, and not simply service providers. Each Agency may have its own contextualized methods of program implementation that meet the unique needs of clients in their own service areas. These methods, however, should be consonant with the overall structure of Community Action as laid out in the Community Services Block Grant Act, as amended (Public Law 105-285 §672 et seq.). The following section asks the Agency to describe its service implementation methods in the context of assurances required by the CSBG Act in Section 676. Since part of the planning process (cf. Section III) is to establish the mechanism through which the CAA will deliver programs to serve low-income communities, it is possible that each of these assurances may be closely aligned with a Strategic Plan objective.

The CAA assures that funds made available through the CSBG will be used:

- To support activities that are designed to assist low-income families and individuals [‘676(b)(3)(a)], including homeless families and individuals, migrant or seasonal farm workers, and elderly low-income individuals and families; [‘676(b)(1)]

Describe below how the Agency will target its activities to such populations:

Southeastern Arizona Community Action Program provides a variety of services that are Available through the process of Case Management. Case Management involves the completion of the Arizona Self Sufficiency Matrix, the SEACAP Family Development Matrix and the Roma Assesment. This process allows the Case Manager the opportunity to discuss, with the family, their current and overall situation. All families will participate in the case management process. 15% of the families served, will participate in the Intensive Case Management Program. Intensive Case Management provides the family with the opportunity to see their current situation, the obstacles they are facing and the ability to develop a plan to remove the obstacles to solve some of the problems blocking their achievement towards self-sufficiency. Case Manager will assess, plan, link and monitor the progress toward the goals that were identified by the family. The remaining families served will participate in the Minimal or Moderate Case Management process depending on the services provided. The Case Manager will take the necessary steps to try and alleviate their immediate crisis situation. The success of the case management process relies on the supportive relationship developed by the worker with the family, the volunteers with the family and the professional relationships developed by the worker with the other programs. Due to the current situation of Covid-19, SEACAP Case Managers will implement the process listed above, via telephonically or online communication, to those families who choose not to come into the offices for services.

- To attain an adequate education, with particular attention toward improving literacy skills of the low-income families in communities involved, which may include carrying out family literacy initiatives;

Describe below the Agency's education strategies for the coming SFY:

SEACAP will partner with local schools by referring participants to enroll in the adult basic education courses and/or earn a GED as part of their preparation for entering initial employment. Completion of these activities will improve employment opportunities and eventually increase their income. Because of the current situation, Covid-19, Adult Basic Education Courses and GED's are now available online at Eastern Arizona College for Graham & Greenlee county residents, Cochise College for Cochise County residents and Pima Community College & University of Arizona for Santa Cruz County residents. Case Managers will provide family members with the information needed to guide them in obtaining the necessary steps to enroll in these classes.

- To obtain emergency assistance through loans, grants, or other means to meet immediate and urgent family and individual needs;

Describe below the Agency's emergency assistance strategy for the coming SFY:

SEACAP provides emergency assistance through the process of case management. The case management plan will be the tool, used by the Case Manager, in determining which emergency assistance, such as rent, deposit for rent or utilities, eviction prevention, homeless or utility assistance, will be provided to meet the immediate and urgent family and/or individual needs. The plan will provide a holistic view of a client's situation allowing the Case Manager the opportunity to assist the family with agency services or refer them to other agencies for services not provided by SEACAP. Due to the current situation, Covid-19, the process for applying for emergency services will be made available through SEACAP's website which provides the ability for applying for services by completing the agency pre-questionnaire electronically, via mail or faxing. Once the application is received by the local office, communication will be telephonically between the Case Manager and the applicant to finalize the assistance.

- To achieve greater participation in the affairs of the communities involved. This may include the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to document best practices for grassroots interventions and to strengthen and improve relationships with local law enforcement agencies;

Describe below the Agency's strategy to promote community participation in civic affairs for the coming SFY:

SEACAP will work to make a difference in the civic life of all of our communities and develop the combination of knowledge, skills, values and motivation to make that difference. Civic engagement comes with many benefits and is in the best interests of each community. SEACAP's goal through promoting community participation in civic affairs are:

1. Improved Relationships – Engaged community members develop stronger connections with one another.
2. Increased social cohesion – Community members develop a sense of trust, belonging and reciprocity.
3. Improved community – Engaged people actively work to improve their community and care for it through volunteering, education and other activities.
4. Greater Understanding – The right civic engagement opportunities can help keep the community informed about local events and opportunities.
5. Growth & Development – Civic engagement can mean investing in community members with skills, information and motivation to contribute and make a difference.
6. Individual Responsibility – It encourages individuals to see themselves as part of a wider community and feel responsible for contributing and improving that community for the benefit of all.
7. Better Government – Civic engagement is essential for a functioning democratic government.

SEACAP's strategy for SFY21 is to:

A. Promote active and representative participation toward enabling all community members to meaningfully influence the decisions that affect their lives.
B. Engage community members in learning about and understanding community issues, and the economic, social, environmental, political, and other impacts associated with alternative courses of action.
C. Work actively to enhance the leadership capacity of community members, leaders and groups within each community.
D. Be open to using the full range of action strategies to work toward the long-term sustainability and well-being of the community.

Due to the current situation, Covid-19, these activities/meeting/sessions may have to be done through webinars, online or conference calls until further notice.

- To meet the needs of low-income youth through initiatives like the creation and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime and promotion of the primary role of the family; [‘676(b)(1)]. The CAA will also use CSBG funds to support these innovative community and neighborhood-based initiatives (related to the purposes of CSBG), which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting; [‘676(b)(3)(D)], [‘676(b)(3)(C)]

Describe below the Agency’s youth and family-oriented strategies for the coming SFY2020:

SEACAP will provide financial budgeting/management classes to parents of children enrolled in Head Start classes throughout the 4 counties. We will also provide money management classes (The Money Bunny) to children in kindergarten – 5^{th} grade in collaboration with the schools in the 4 counties. SEACAP has presented the “Money Bunny” workshop in Willcox, Nogales, Pima, Bonita, McNeal and Cochise primary and elementary schools. SEACAP is currently working with Bowie, San Simon, Salomon, Naco and Bisbee school districts to present the “Money Bunny” workshop for their students. SEACAP has also coordinated with Willcox Against Substance Abuse (WASA) to provide money management for the teenagers enrolled in their program. These students ranged from ages 6 thru 18. We are also currently organizing a workshop with the Cochise Credit Union to provide financial budgeting/fraud identity for the elderly in the city of Willcox. Due to the current situation, Covid-19, SEACAP will be communicating with the schools to explore the possibilities of providing these services via webinars until the school districts allow SEACAP staff to return to their classrooms.

- To the maximum extent possible, coordinate, and establish linkages and partnerships between governmental and other social service programs and their providers — including but not limited to religious organizations, charitable groups, and community organizations — to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services. The CAA will coordinate the provision of employment and training activities in the communities with entities providing activities through local workforce investment programs; [‘676(b)(5)], [‘676(b)(9)]. Finally, the CAA will, to the maximum extent possible, establish these aforementioned linkages in order to address gaps in service deliveries, making use of information, referrals, case management, and follow up consultation in order to do so; [‘676(b)(3)(B)]

Describe below the Agency’s linkages strategy for the coming SFY:

SEACAP has ongoing linkages for the provision of information and referral with a variety of agencies such as community organizations (United Way, Salvation Army, Child & Family Resources, Teen Prevention Program, Boys & Girls Club, etc.), Probation Departments, Health Departments, religious organizations (St. Vincent de Paul, Ministerial Association, etc.) food banks (Graham County Interfaith Food Bank, Willcox Food Bank, Nogales Food Bank, etc.), local hospitals, schools, state and county offices. SEACAP partners with a number of agencies, notably Southeastern Arizona Governments Organization, the New Turf Prevention Program funded by Southeastern Arizona Behavioral Health Services, Arizona Counseling and Treatment Services, Forgach House, House of Hope, Safe House, Graham/ Greenlee/ Santa Cruz and Cochise County Workforce Investment Agencies, Chicanos Por La Causa, and San Carlos Apache Nation Social Services.

Linkages will be developed with agencies that can address the gap in services identified from the needs assessment/environmental scan surveys. SEACAP will have cross trainings with these agencies to share information on the services we provide as well as getting information on services they provide. At this time, it will be determined whether an Memorandum of Understanding (MOU) will be signed or the linkage will be for information and referral only. The linkages developed are in some instances for volunteer basis, but also for client monetary services. These linkages are measured on a return on investment ratio.

SEACAP Regional offices are involved in all resource type meetings. All staff participates in the local Community Network Team and Southwest Fair Housing meetings as well as any local community partnership meetings within each county. We provide cross trainings with all the agencies in our communities to share information on the services and/or programs we both provide. This enables staff the opportunity to establish a one-to-one contact relationship with the staff from other agencies. We attend meetings held by other charitable organizations such as United Way, Southwest Gas, Unisource, Arizona Public Service, SEAGO, etc. to secure funding for our agency and to provide their services. Formal partnerships are not necessary because our assistance to their clients is the same as the assistance we give our clients. We do not have any monetary commitments. It is up to the client to participate with our agency and our funding requirements.

SEACAP will work with other public and private organizations to expand services opportunities for individuals or families or to achieve community improvements. These linkages will be developed in 4 different ways.

1) Formal arrangements, such as memoranda of understanding or service contracts, between both entities, to coordinate referral and exchange of program services.
2) Financial agreements, between both entities, to promote individual or community economic development and/or infrastructure investments.
3) Informal working relationships with public or private agencies, organizations or individual service providers that expand service opportunities for low-income participants and their families, including routine service referrals and follow-up contacts.
4) Alliances between both entities that advocate for expanded services or community opportunities for low-income participants.

Due to the current situation, Covid-19, SEACAP staff continues to participate in these meetings via webinars or virtual meetings.

- To remove obstacles and solve problems that block the achievement of self-sufficiency. This may be achieved by making effective use of program coordination related to the purposes of CSBG, (including State welfare reform efforts); [‘676(b)(1)]. Self-sufficiency is defined as the ability to live beyond reliance upon recurring assistance, and is therefore seen to be a product of, amongst other things, finding/keeping meaningful employment, making efficient use of available income, having access to suitable nutrition and social supports, and achieving/maintaining a suitable living environment.

Describe below the Agency’s self-sufficiency strategies for the coming SFY2020:

The impact of the rising cost of living, the erosion of social service eligibility and benefits, and the decline in job quality in the four county region show up very clearly in the development of this needs assessment. It is clear that public benefits will continue to be cut and that more and more people will have a harder time getting by. SEACAP has little control over these trends. However, we do need to be here to help families and individuals maintain a basic level of stability and employability.

♦ ***SEACAP will continue to work to preserve and create opportunities and resources*** such as living wage jobs, affordable housing, fuel assistance, accessible health care, life skill training, affordable and high quality child care, transportation and education and training ***for youth and people with low incomes.***

♦ ***SEACAP will continue to work collaboratively in providing services and mobilizing the community*** on behalf of youth and people with low incomes.

♦ ***SEACAP will continue to build and participate in collaborative efforts*** in order to maximize community resources.

♦ ***SEACAP will continue to mobilize and leverage financial, in-kind and volunteer resources*** in support of an improved quality of life for people with low incomes.

♦ ***SEACAP will continue to provide services needed by and convenient for elders and people with disabilities to live with the maximum feasible independence.*** All
SEACAP sites and services will continue to be accessible. These services may include, but are not limited to, fuel assistance, weatherization, rent/mortgage assistance, heating/cooling system repair/replacement, transportation and food boxes.

♦ ***SEACAP will continue to provide emergency assistance for residents of our service area who have low incomes.*** These services may include information and referral, food boxes, fuel and utilities assistance, heating/cooling repair/replacements, housing services, transportation, weatherization and referrals for emergency medical/mental health care.

♦ ***During the current events of Covid-19, SEACAP will continue to provide all of the above listed efforts/services/opportunities*** via webinars, virtual meetings, online or telephonically as needed by each individual family. SEACAP continues to have its doors open to the public for these services, but understand that the need may arise for providing services in new innovative manners.

IV. National Performance Indicator (NPI) Targets

In eGov, please enter the NPI targets related to your program implementation strategies detailed in Section IV. Check the box when complete:

☒ **Targets Entered**

V. Observing Achievement of Results

Collecting clean and accurate data is a critical step in the ROMA cycle, as it enables the subsequent Evaluate phase, without which the cycle of continuous improvement is broken. Agencies should place great importance on establishing and maintaining data collection systems and procedures which will allow them to gather, organize, and analyze their performance data.

Understanding data results is as valuable as the data itself. Without context, data is almost useless to all who would use it. There are a variety of ways to organize and display data for purposes of analyses and presentation, each with its own benefits. Your Agency will need to know what it is trying to show or determine with the data it has (i.e. how that data will be used for purposes of strategic planning/program implementation/evaluation etc.) in order to decide on the best way of organizing and displaying the data itself.

In observing any data, it is important to understand that, although the data in its raw form may be objective and free of human bias, the interpretation of that data is what will ultimately determine the actions an Agency will take, and it will never be possible to have an interpretation that is truly objective. Whether our biases are conscious or not, they will manifest themselves in our own personal world-views, value systems and, yes, interpretations. It is imperative to realize this when attempting to observe and interpret data, and take steps to minimize the impact that bias may have on the actions that are taken as a result of those interpretations (having multiple people observe data and comparing their findings may be one way of minimizing bias impact). Biases also appear in the ways in which we organize and display data — a pie chart may emphasize data variation more than a line graph, something that may of great importance when presenting to, say, potential funders with limited time and seeking a very condensed description of a problem.

Data collection procedures will always require data organization at some point within the process. That is, whether you decide to conduct focus group interviews, and organize the data to be measured after the fact, or use a pre-organized, pre-set questionnaire, you will have, at some point, needed to organize data into a measurable outcome scale. The outcome scale that ROMA-based Community Action calls for is a five-point continuum that details whether or not an individual or family is Thriving, Safe, Stable, Vulnerable, or In Crisis. If an Agency is to measure their data along this scale, then it is important to ensure that the way in which data is organized will, at some point, allow for comparison against the ROMA scale standard.

Also affecting the ability to use the ROMA five-point scale is that way in which the data is gathered. For example, if an Agency is attempting to gather information on a target population's vulnerability, using either-or questions (that is, questions with answers that are "yes" or "no") may not help one place data accurately along the five-point scale — more detailed method of data collection is required (see any description of nominal ordinal, interval and ratio data scales for more information). Using a yes-no scale to determine placement along the ROMA-sanctioned five-point scale may not yield the information that an Agency hopes to find, resulting in a loss of time and resources. Knowing what you are looking for is a pre-requisite to what kinds of methods you will use to find it.

Describe below the Agency's data collection systems and procedures:

Data Collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results. Typical quantitative data gathering strategies include:

- Observing and recording well-defined events (e.g., counting the number of clients not served at specified locations during the month).
- Obtaining relevant data from management information systems.
- Administering surveys with closed-ended questions (e.g., face-to face and telephone interviews, questionnaires, online, etc).

The **Quantitative data collection methods**, rely on structured data collection instruments that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare, and generalize.

1. **Face -to -face interviews** have a distinct advantage of enabling the case manager to establish rapport with potential clients and therefor gain their cooperation. These interviews yield highest response rates in survey research. They also allow the case manager to clarify ambiguous answers and when appropriate, seek follow-up information.
2. **Computer Assisted Personal Interviewing** is a form of personal interviewing, but instead of completing a questionnaire, the case manager enters the information directly into the database. This method saves time involved in processing the data, as well as saving the interviewer from carrying around hundreds of questionnaires.
3. **Paper-pencil-questionnaires** can be sent to a large number of people and saves the case manager time and money. People are more truthful while responding to the questionnaires regarding controversial issues in particular due to the fact that their responses are anonymous.
4. **Covid-19 procedure** allows for the person to complete the questionnaire online, print and fax it in or print and email it in.

Questionnaires often make use of Checklist and rating scales. These devices help simplify and quantify people's behaviors and attitudes. A **checklist** is a list of behaviors, characteristics, or other entities that the case manager is looking for. Either the case manager or survey participant simply checks whether each item on the list is observed, present or true or vice versa. (https://people.uwec.edu/piercech/ResearchMethods)

Depending on the location, services/project, provided will determine which collection method would be used. The Case Managers are responsible for completing one of these process each time they interact with a client, whether services are provided or not. All persons applying for services must complete a pre-questionnaire, Family Development Survey and Customer Survey. The case manager enters the demographic information from the pre-questionnaire, the self-sufficiency scale information from the Family Development Survey and the Customer Survey responses into the CAP60. This information is collected from all persons, whether services were provided or not. The information gathered from the pre-questionnaire, Family Development Survey and the Customer Survey are compiled into quarterly reports that are presented to the Board of Directors at their quarterly meetings for their evaluation, input and direction. Currently meetings are being held telephonically due to the current situation of Covid-19 and will continue until further notice.

VI. Program Evaluation

Given the limited resources that CAAs must work with, it is imperative that Strategic Plans and their resultant programs are as successful as possible as often as possible. A program evaluation helps an Agency understand key constraints that must be addressed for a program, service or activity to be successful, or continue in its success. Programs, services or activities risk failure if fundamental limiting factors, weaknesses or threats are not addressed. Findings from the program evaluation inform the design of the program and identify clear actions to be taken to enhance the potential for success.

A program evaluation will help CAAs identify the effectiveness of their programs, and the efficiency with which those programs use resources. For example, it would not work for a program to reach thousands of clients but fail to deliver on the promises of that program (effectiveness). Similarly, it would also not work for a single program to use hundreds of thousands of CSBG dollars and only serve five people, regardless of how successfully those five people are served (efficiency). A program evaluation will assist in maximizing both of those aspects of any program, and in doing so help keep a program, and therefore a Strategic Plan, on track. Program evaluation is essentially asking "Does this program work in achieving our objectives as described in the Strategic Plan?"

A program evaluation will also help determine the speed of progress of a program or service. Progress over a certain period of time will give an Agency an indication of the speed at which its target audience (clients, communities etc.) feels the impact of a program, service or activity, and the point at which an Agency may begin to see and measure results. The amount of time it takes a program, service or activity to create an impact for a client or community may be important in deciding on its effectiveness, especially if time is of the essence in addressing client needs. If a program, service or activity is deemed ineffective, the Strategic Plan may need to be changed to bring a program back on track (hence the importance of flexibility in the Strategic Plan, as mentioned previously).

Using the concepts outlined above, what did you learn at your previous evaluation that informed this CAP plan? How did you come to these conclusions? What strategies did you employ in order to vet previous practices for efficiency and/or effectiveness (for example, did your Agency use a SWOT analysis, a client survey, etc.)?

Describe below:

a. Any insights from the most recent program evaluation which informed this CAP Plan
b. Any planned changes to the Agency's program evaluation process to increase its harvest of actionable insights

a. The program evaluation which informed this CAP Plan was derived from the Strategic Planning Session conducted in December 2017 involving all staff and Board of Directors. It was clearly noted that SEACAP needs to focus on what is actually going on with our programs, whether they are meeting our goals and the impact our programs have on our clients. However, because of limited resources, we are forced to prioritize what we need to know to make the necessary decisions to improve our outputs and outcomes. Due to the Covid-19 situation, the Strategic Plan for SFY19-20 has not been presented to the Board of Directors for review. It was planned for presentation at the May 2020 Board meeting, but due to the current situation, the Board of Director meetings have been telephonic conference calls. The Board has postponed the review of the Strategic Plan review until a face-to-face meeting can be held. Staff will continue to work on the SFY21 Strategic Plan goals as directed by the Board and present these at the May 2021 Board Meeting.

b. The Agency's program evaluation process will incorporate more Board of Directors input to ensure that the board is in good working order; staff input to ensure that they have the necessary means needed to be organized to conduct activities to work toward our mission and more agency community/civic engagement to effectively organize, create and collaborate with our partners to ensure positive outcomes in public policy, social and health conditions in our communities.

c. The Agency's evaluation on the effect Covid-19 in our 4 county service area has had far-reaching consequences beyond public health. The impact this outbreak is having on vulnerable families is profound. It is understood that securing public health is of the highest importance, however, the economic fallout of this crisis will disproportionately impact the families that we serve. Unemployment rates have increased in Graham County from 4.7% to 6.0%; Cochise County from 5.5% to 7.2%; Greenlee County from 4.0% to 4.1% and Santa Cruz County from 6.5% to 10.8%. Families accessing the local food banks in these counties has increased by 69% and there has been a 200% increase on families applying for housing assistance (from an average of 300 families annually to 607 families in the last 4 months). 10% of businesses have gone out of business, while many other establishments have furloughed or laid-off employees until further notice. To assist the families affected by Covid-19, SEACAP will research and apply for additional funding/grants that can assist in addressing the increase in the need of food & rental assistance. Because families are currently receiving Cares Act unemployment benefits, these families will not be feeling the total effect of this crisis until August 2020 and beyond.

d. Because our way of business has changed during this period of disruption, SEACAP will find new opportunities that include experimentation and innovation as part of our operations planning that will help us emerge from this crisis stronger than before.

1. Identify the type of service that can be deliver now, how it can be adapted and how SEACAP can create new ways to deliver this service.
2. Identify critical resources including materials, employee skills and essential equipment.
3. Conduct employee cross-training to hone essential skills and contingency plan if an employee gets sick.
4. Contingency plan in place for essential equipment and technology in case staff must work remotely.
5. Prioritize health and safety policies, procedures and equipment required for employees to do their jobs safely.
6. Forecast demand for services and identify resources for the short-term and the recovery period.
7. Identify all the required actions necessary to continue to provide services to include: employee training, materials/technology and creating flexible work schedules.
8. Monitor our steps, prioritizing human resources, safety quality, material/technology resources and product/service quality to ensure that changes will be made with response to new or evolving risks and opportunities.