



2024 Community Action Plan

I. Purpose

- The CSBG Act 42 U.S.C. § 9908: US Code – Section 9908 Application and plan requires “an assurance that the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community services block grant made under this chapter for a program, a Community Action Plan (CAP) that includes a community-needs assessment for the community served, which may be coordinated with community- needs assessments conducted for other programs”
- The Community Action Plan (CAP) is **outcome focused** and describes the community-wide approach the agency will take when making decisions on the anti-poverty programs it will administer. The CAP should tie directly to the agency’s most recent Community Needs Assessment, and document the full use of the ROMA cycle. (*Organizational Standards 4.2 and 4.3*)
- The CAP is a required, foundational element for CSBG funds and is a roadmap for implementing community changes – the CAP provides the focus and identifies the what, the who, and the how of these changes. The CAP notes the specific strategies and outcomes to show success.
- The CAP is the annual operation plan for the strategic plan (which is usually 3-5 years), and gets into more of the nuts and bolts of how the agency will actually achieve the goals set in the strategic plan. It should include everything that the agency plans to do – whether or not it is directly funded by CSBG. The CAP must, at a minimum, address all questions included within this template, but the agency may also include additional information as needed to make it an operation plan that is useful to the agency.

II. Introduction, agency mission and local theory of change

Executive Summary

CDSA’s goal is to use these processes to ensure that we addressing the needs of our communities in meaningful ways and that our services are directly tied to outcomes. Programs are evaluated at least annually and outcomes are reported to the CDSA board of directors. Programs may be modified, discontinued, or created based on our process of needs assessment, strategic planning, and action planning.

Agency Description

CDSA is a private non-profit community action agency established in 1980 to provide effective anti-poverty initiatives. Our primary service area is Garfield and Grant Counties. However, over the years we have expanded to provide some services in multiple counties.

Current programs:

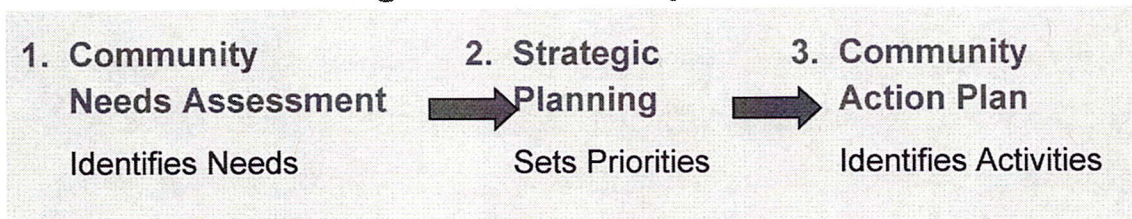
- Housing, including weatherization, emergency repair, housing counseling, emergency services, homeless services, and affordable housing.
- Employment and Training, including YouthBuild
- Health Services, including Rx for Oklahoma, emergency prescription assistance
- Early Childhood Services, including the Diaper Bank, developmental assessments, parent support services, infant mortality/safe sleep, and post partum depression support programs
- Community Coalitions, including the Human Services Alliance, the Mental Health Coalition, the Health Planning Committee, and the Early Childhood Coalition
- Operation of The Non-Profit Center

Process used to develop the CAP, stakeholders who participated

CDSA conducts three planning processes:

1. A *Community Needs Assessment* (“CNA”) every 3 years identifying community needs;
2. A *Strategic Plan* (“SP”) every 5 years setting agency priorities and outcomes; and
3. A *Community Action Plan* (“CAP”) every year identifying the plan to implement programs that meet the community needs.

Planning Processes/Purposes/Goals



Stakeholders who participated in creation of the strategic plan include:

- Community Survey respondents (from 7 sectors across service area)
- Focus group participants (service recipients)

- YouthBuild students
- CDSA Staff
- CDSA Board of Directors

How the process addresses CSBG mandates

This process addresses the CSBG mandates for a community action plan that includes community needs assessment for the area served as the CAP is directly tied to needs identified in the assessment. In addition, the process meets the requirement for outcome focus as each service is tied to a logic model with identified outcomes, regularly reported and analyzed.

The CAP is the annual operation plan for the strategic plan and provides the nuts and bolts of how the agency will meet strategic plan goals.

Mission: *“CDSA works with others to identify needs, secure resources, and deliver services that improve lives.”*

Our mission reminds us that we provide services based on identified needs and that our final purpose to work collaboratively to improve lives.

Local theory of change

The theory of change requires that the agency asks -How will CDSA affect the movement of people with low incomes to stability and economic security and how will this impact the community? This requires that board and staff be fully trained on results oriented management and accountability (ROMA) and that we ensure that low-income people are fully involved in deciding what we do and how we do it. CDSA has fully embraced organizational standards that support full implementation of this theory.

The needs assessment, strategic planning, and CAP processes have resulted in program selection and outcome identification. These outcomes are directly tied to the national community action goals:

- Individuals and families with low incomes are stable and achieve economic security
- Communities where people with low incomes live are healthy and offer economic opportunity.
- People with low incomes are engaged and active in building opportunities in communities.

III. Assessment

Community Assessed: Garfield and Grant Counties, Oklahoma

Assessment Processes: The Community Needs Assessment included collection of data through interview and survey as well as the analysis of demographic data.

Customer Satisfaction is also used in the needs assessment process and is reported to the CDSA board of directors and used as a tool to improve services. Surveys highlight areas where we excel as well as areas where we might improve. Customer satisfaction is considered critical information when determining whether or not our services are delivered in the appropriate manner to meet customer needs. Poor satisfaction could result in program redesign.

Top Needs Identified in the 2024 Community Needs Assessment

1. Decent affordable houses to rent
2. Safe neighborhoods, sidewalks, and parks
3. Home Repair
Utility assistance

Changes that may have occurred within the service area or agency that have impacted needs identified in 2024:

The 2021 assessment was conducted in the midst of a global pandemic and during a federally mandated eviction moratorium. Decent affordable housing has been identified as a top 5 need for several years, but shot up to number one in 2021 and remained there this year.

Safe neighborhoods and parks is a new top need. During the pandemic, people spent more time outside. This may have contributed to the desire for more outdoor amenities.

Home repair and utility assistance were tied for third place this year. Both point to a need for direct emergency assistance.

Process for selecting programs/services based upon results of the needs assessment

Once the needs assessment and review of customer satisfaction is complete, it is reviewed by agency staff and board of directors and formally accepted by the board. As part of this review, the board considers whether or not current services are targeted to meet identified needs. These considerations result in continuation of services, realigning of services, changes in services, or the development of new services.

Reference resources identified in the CNA and how they are connected to services in the CAP.

Data Sources

1. **Surveys**-Surveys were administered and collected via Survey Monkey (on-line survey design and collection system) as well as through paper survey collected at the Non Profit Center.
2. **Census Data**- US Census Bureau, American Community survey 5 year estimates.
3. **Employment and Education Data**-US Department of Census
4. **Housing Data**- US Department of census (estimates) and survey of CDSA low-income tenants
5. **In Person Key Informant Interview**-Key Informants are people who are identified as having special knowledge about potential needs within the community.
6. **Focus Group**-An in-person group interview was conducted by CDSA staff with Low-income persons.

The data collected was analyzed to provide direction to agency staff and board of directors, resulting in the identification of the top three needs.

IV. **Planning**

Strategic Planning Process

CDSA's Strategic Plan was completed in 2023.

Along with providing agency history and background, the strategic plan documents the following processes and outcomes:

Phase I-Analysis

1. Identifies the self- assessment committee
2. Identifies our customers and stakeholders
3. Identifies what our customers value
4. Identifies how we ensure our work makes a difference
5. Identifies our strengths and weaknesses
6. Identifies our opportunities and threats

Phase II

1. Establishes our goals
2. Outlines obstacles we must overcome

Phase III

1. Identifies strategies to meet our goals

Phase IV

1. Creates the strategic plan matrix
2. Entire plan is reviewed and approved by the board of directors
3. Plan is distributed to the community

How the CAP is connected to the strategic plan

The CAP provides the nuts and bolts of how the agency will implement the strategic plan.

Final logic models for top three needs 2023 with outcomes
Planning logic models for top three needs 2024 (Outcome Projections)

Family Need-

1. People need decent affordable housing

ROMA Planning Logic Model Outcomes January-December 2023

Organization: CDSA, Inc. **Program:** Health Services Family Community Agency

Mission: CDSA works with others to identify needs, secure resources, and deliver services that improve lives in our communities.

Need	Service/Activity	Outcome	Indicator	Results	Measurement Tool	Collection Procedures, Personnel (Where, How, Who)	Frequency of Data Collection & Reporting
Low-income people need energy efficient homes	Wx	Energy use reduced	Over 12 months 35/35 will reduce energy use	53/53	NEAT Audit	Documents maintained by coordinator and provided to fiscal	monthly
Homeless people need shelter to become self-sufficient	Operation of Emergency Shelter and rapid re-housing	Homeless person sheltered	Over 12 months 25/25 will become sheltered	94/113	CAPtain	Maintained by coordinator	monthly

People need emergency assistance to maintain housing	Provide direct emergency assistance	Housing maintained	250/300 84% Will maintain housing with CDSA assistance	294/565	CAPtain	Maintained by Coordinator	Annually
Low-income people need high quality affordable rentals	Develop and maintain	# of units eveloped and maintained	45/45 units will meet outcomes 2 new units will be developed	41/45	CAPtain	Maintained by Coordinator	Annually
Low-income people need affordable housing to purchase	Develop and maintain	# of units developed and sold	4/4 units will be developed and sold	4/4	CAPtain	Maintained by Coordinator	Annually
Low-income homeowners need repairs to remain in their homes	Emergency home repairs	Homes Repaired	25/35 72%	52/131	CAPtain	Maintained by Coordinator	Annually

Community Need:

2. Higher paying jobs with benefits

ROMA Planning Logic Model Outcomes January-December 2023

Organization: CDSA, Inc. **Program:** Employment/Training Family Community Agency

Mission: CDSA works with others to identify needs, secure resources, and deliver services that improve lives in our communities.

Need	Service/ Activity	Outcome	Outcome Indicator	Results*	Measurement Tool	Collection Procedures, Personnel (Where, How, Who)	Frequency of Data Collection & Reporting
HS dropouts need diploma for employment	HS Curric. And instruction	High School Graduation	Over 9 months, 22/29 (72%) will achieve outcome	28/29	Diplomas earned	Copies of the diploma will be maintained in client files. Coordinator will report.	Collected monthly, reported annually

Youth need occupational skills for employment	Job Skills training	Industry recognized credentials	Over 9 months, 20/29 (69%) will achieve outcome	28/29	Credentials earned	Copies of documentation maintained in client files by case manager	Collected monthly, reported annually
Youth need assistance for employment or post-secondary school after program completion	Follow-up Services	Placement	Over course of program including followup after exit, 21/29 (72%) will achieve outcome	13/21 12/23 (two cohorts)	Employer documentation	Documentation maintained by case manager	Collected monthly, reported annually
Youth need community involvement and tuition assistance	AmeriCorps	Volunteer hours/tuition award amount	Over 9 months 15/25 (60%) will earn at least partial award	27/29	Systems coordinator data	Spreadsheet maintained by Systems Coordinator	Monthly Collection and reporting

*Actual results only entered after services are provided.

Family Need:

3. Emergency Rental Assistance

This top need is incorporated into the logic model above.

ROMA Planning Logic Model Outcome Projections January 2024

THE TOP NEED LOGIC MODELS FOR 2024 (projections):

Family Need-

- 1. People need decent affordable housing**

ROMA Planning Logic Model Outcome Projections Report January 2024

Organization: CDSA, Inc. Program: Health Services Family Community Agency

Mission: CDSA works with others to identify needs, secure resources, and deliver services that improve lives in our communities.

Need	Service/Activity	Outcome	Indicator	Results	Measurement Tool	Collection Procedures, Personnel (Where, How, Who)	Frequency of Data Collection & Reporting
Low-income people need energy efficient homes	Wx	Energy use reduced	Over 12 months 35/35 will reduce energy use		NEAT Audit	Documents maintained by coordinator and provided to fiscal	monthly
Homeless people need shelter to become self-sufficient	Operation of Emergency Shelter and rapid re-housing	Homeless person sheltered	Over 12 months 25/25 will become sheltered		CAPtain	Maintained by coordinator	monthly
People need home repair to maintain housing	Provide direct emergency assistance	Housing maintained	84/100 84% Will maintain housing with CDSA assistance		CAPtain	Maintained by Coordinator	Annually
Low-income people need high quality affordable rentals	Develop and maintain	# of units developed and maintained	45/45 units will meet outcomes 2 new units will be developed		CAPtain	Maintained by Coordinator	Annually
Low-income people need affordable housing to purchase	Develop and maintain	# of units developed and sold	3 rental units will be developed		CAPtain	Maintained by Coordinator	Annually
Low-income homeowners need repairs to remain in their homes	Emergency home repairs	Homes Repaired	25/35 72%		CAPtain	Maintained by Coordinator	Annually

Community Need:

2. Safe neighborhoods, sidewalks, and parks

Organization: CDSA, Inc. **Program:** Employment/Training Family Community Agency

Mission: CDSA works with others to identify needs, secure resources, and deliver services that improve lives in our communities.

Need	Service/ Activity	Outcome	Outcome Indicator	Results*	Measurement Tool	Collection Procedures, Personnel (Where, How, Who)	Frequency of Data Collection & Reporting
People need safe places to live and play	Targeted community improvement projects	Improved neighborhoods	In 12 months 10/12 (83%) projects will be completed in a target neighborhood		Housing Coordinator data	CAPtain	Monthly collection and reporting
Youth need community involvement and tuition assistance	AmeriCorps	Volunteer hours/tuition award amount	Over 9 months 15/25 (60%) will earn at least partial award		AmeriCorps Specialist data	Spreadsheet maintained by AmeriCorps team	Monthly Collection and reporting

*Actual results only entered after services are provided.

Family Need:

3. Emergency Home Repair (included in logic model #1 above)

Target population to be served

CDSA target population is individuals and families making less than 80 percent of median income, adjusted for family size, in Garfield and Grant County. However, some programs and services have more stringent income limits.

How Performance Goals Are Set

Program goals are set in consultation with the CDSA Executive Director and program staff for each service area. These goals are set each year and presented the CDSA board of directors as part of outcomes reporting.

A Performance Outcomes Spreadsheet has been prepared as an attachment to the Community Action Plan. In addition, this spreadsheet will be used to assist in strategic planning.

How the agency addresses the needs of youth in low-income communities through youth development programs.

CDSA operates the YouthBuild program and partners with WIOA Youth program. Both programs provide support to at risk youth.

In addition, The YouthBuild program partners with the city of Enid to complete neighborhood improvement projects in target areas. The City of Enid provides materials and expertise, the YouthBuild students provide labor.

Outcomes: (1) Low-income neighborhoods are improved
(2) Students gain skills and support their communities instead of being a burden on the community.

CDSA offers comprehensive services to assist families to overcome barriers to success. These barriers range from substance abuse problems to a need for further training to enable better success in the job market. Services offered include:

- Education and planning
- Early Childhood Resource Center, Diaper Bank
- Post Partum Depression prevention services
- Child Care Resource and Referral, and provider training
- Housing Counseling
- Development of affordable housing
- Weatherization
- Emergency Repairs
- Job coaching/job development services
- Emergency assistance and advocacy
- Homeless assistance programs
- Rx for Oklahoma prescription assistance
- YouthBuild

CDSA employs trained professionals who access whatever services are necessary to assist individuals to resolve crisis situations and develop skills to become self-sufficient. Other agencies participate by serving as referral sources that provide additional services in a coordinated manner. This could include providing emergency shelter, food, clothing, or other necessities.

Description of how the agency coordinates the provision of employment and training activities with the Workforce Innovations and Opportunity Act (WIOA) programs for services.

The area provider for Workforce Innovation and Opportunity Act (WIOA) programs is stationed in the Oklahoma Works office, co-located with CDSA in the Nonprofit Center. This program closely collaborates with CDSA programs, including the CDSA YouthBuild and AmeriCorps programs. Achievement of training or educational goals is often the surest method used to obtain and maintain family self-sufficiency. With the addition of the YouthBuild, we are able

to help young people complete their high school education and receive job skills and training while working to improve their community.

Partnerships have been developed with providers of training and educational services including Autry Tech, Pioneer Tech, and Meridian Technology Center, as well as with providers of higher education and job specific training. The focus on upgrading skills in order to meet personal and family goals has resulted in numerous successes for CDSA clients. In addition, programs like Rx for Oklahoma and Navigator services help CDSA to meet community health needs. Given our poor health indicators, this is particularly important.

And, the development of the Nonprofit Center now allows nonprofits to co-locate, share resources and reduce costs of operation while making it easier to access services for people most in need. After three years, the Nonprofit Center is now 100% occupied with multiple nonprofits sharing the space, and the costs of overhead.

Since December 2016, the area Workforce office is co-located in the Nonprofit Center with CDSA and our programs.

How funds will support innovative community and neighborhood-based programs such as fatherhood initiatives, and other initiatives aimed at strengthening families (e.g. Asset Building projects).

CDSA strives to assist families to improve their lives through an integrated system of service delivery that is individualized, comprehensive, and leads to family self-sufficiency. The problems low-income families face cannot be isolated and treated separately. Health problems may be impacting the ability of parents to maintain employment. Lack of training closes doors to advancement. Poor quality housing may mean that utility bills are unmanageable, or substance abuse by the parent may be contributing to the poor school performance of children.

CDSA addresses these family barriers through referral and the operation of programs that empower families to make good decisions and take charge of their lives. CDSA staff members connect families to resources including CDSA's early childhood program, CDSA's emergency shelter program, Housing Assistance, Rx for Oklahoma, YouthBuild, or other community services not provided by CDSA.

The agency may provide training that improved the ability of community members to understand and respond to the needs of low-income families. Examples of training provided by the agency include: Bringing in experts on early brain development, understanding the culture of poverty, and child discipline.

CDSA is also taking the lead in helping our communities understand how early childhood development and economic development are directly tied and that our

children's ability to reach their full potential depends on what we provide for them in early childhood.

Often, when funding can be identified, individual programs are developed to meet needs identified in the community needs assessment. For instance, CDSA is the region 1 director for Rx for Oklahoma and is working to provide prescription assistance to uninsured and underinsured people who cannot afford their long-term prescriptions.

CDSA staff members understand that the multiple problems families face cannot be resolved by one program or agency. Connecting to services provided by others in the community ensures that the family receives all the help available in the most efficient manner, and providing information to build assets helps families to become stronger and more self-sufficient in the long term.

CDSA's strategy to counteract conditions of starvation and malnutrition. How we address needs for emergency food provisions, and coordination with other programs to provide nutritious foods, nutrition education, shopping techniques, assistance in growing your own foods, etc.

While CDSA does not operate a complete nutrition program, the agency does work with other agencies to coordinate food delivery within the community. CDSA serves as a referral source for area food pantries and is the required food referral source for the area Food Resource Center, Loaves and Fishes, where the CDSA executive director is a founding member.

Services at Loaves and Fishes include emergency food, nutritious/healthy food choices, nutrition education, shopping techniques and growing your own food. CDSA supports the community garden through our YouthBuild program that provides community service there.

Meals are served daily at Salvation Army and Our Daily Bread. Saturday meals are served at noon at the First Presbyterian Church. Mobile Meals are delivered Monday – Friday and Wheat Heart nutrition provides a noon meal five days per week.

CDSA publishes and distributes an emergency assistance card that describes food resources and other community resources. Thousands of these are distributed annually through the police department, CDSA programs and other agencies. People seeking food assistance are not required to document income status.

Limitations to providing services include remote rural communities where few services are available and poor transportation to and from rural areas.

Strategy to ensure appropriate emergency services based on the needs assessment and established linkages for short and long term supports.

Historically, limited emergency financial assistance to persons in crisis has been available through the housing counseling program. Funding for these services comes from multiple sources including ESG, United Way, and local donations. The agency coordinates emergency services throughout the community through staff services provided to the Human Services Alliance. This process has been operating for over 20 years. CDSA is a well-recognized community resource that has developed significant collaborative relationships to address community needs.

Temporary housing may be provided through the CDSA emergency shelter program, the YWCA domestic violence shelter, the Salvation Army shelter, or through the HOPE Outreach homeless day center. Emergency solutions grant, homeless prevention funds, and private donations are expended to support families who are homeless or at risk of homelessness. This may include rental assistance or utility shut-off prevention. In addition, a partnership with Enid Street Outreach Services helps us connect with unsheltered persons and operate a mobile toilet/shower.

Other agency programs provide housing counseling services to help clients who are in danger of eviction or foreclosure or who made need landlord/tenant services. Emergency heating system repair or other life/health/safety repair needs are addressed through the CDSA emergency repair program.

Eligibility requirements for emergency services are often dictated by the funding source. This usually includes income limits. CDSA does have private donors who support our emergency services programs. These donors generally allow for more flexibility of eligibility criteria than do government sources that often restrict services to very low-income families. These more flexible funds are spent immediately upon receipt as the demand for them is great.

The Human Services Alliance supports area emergency service delivery, understanding of need, reduction of duplication of services, and ensures that we are delivering services that are most needed. However, we never seem to be able to fully meet the need and often are faced with the choice of serving people in the most desperate circumstances.

How the agency partners with other entities and what efforts are in place to avoid duplication of services. Service Coordination to Fill Service Gaps

Collaborative Community Planning

CDSA provides staff services to the Human Services Alliance of Greater Enid and its committees including: The health planning committee, the mental health

coalition, education committee, and the Early Childhood Coalition. This structure was established to identify emerging community needs, and avoid unnecessary duplication of services. The model also serves to keep the community well informed about what services are available, and gaps in services.

Because the Human Services Alliance is in place, social service providers and others are able to coordinate services and avoid duplication of services as well as collaborate to meet identified community needs.

Areas of concentration for the Alliance include:

- Identifying urgent community problems
- Researching existing programs' possible solutions to local problems
- Making the best use of available funds
- Reducing duplication of effort by encouraging and coordinating joint community service initiatives
- Involving local citizens in solving local problems

In addition, the CDSA board of directors is careful to avoid duplicating services provided by other entities. New program development is based on identified community needs. The development of the nonprofit center, where nonprofits co-locate and join forces will also help to avoid service duplication.

Successes demonstrated through these collaborative efforts include:

- Better use of emergency assistance funds and systems that ensure clients are not receiving multiple services means that more people are served
- Development of the Diaper Bank and Infant Safe Sleep program
- Better knowledge of regional services and a system to share that knowledge
- The Health Planning Committee collaborates with BeFitKids on a health and fitness fair/fun run
- CDSA housing counselors and the Salvation Army work together to provide emergency assistance and fill needs when the other agency is short of resources
- A community event to support early childhood development had 100 attendees who learned about the impacts of poverty
- Autry Tech works with our YouthBuild program so participants are OSHA certified, have forklift drive credentials and have completed first aid/CPR training.
- CDSA, the Human Services Alliance, the Health Department, and area hospitals work together to distribute safe sleep information to the parents of every child born in Enid.
- The Homebuilders Association supports our YouthBuild program with annual donations.

- Hundreds of young children received developmental assessments to identify developmental delays.

Faith Based partnerships (Informal):

CDSA has a long history of working with local churches and faith-based organizations. Many churches regularly contribute to our emergency assistance program. CDSA also provides eligibility screening for church benevolence programs. Donors and partners include:

Hope Outreach	Seventh Day Adventist Church
Calvary Baptist Church	Waukomis United Methodist Church
Catholic Charities	Mennonite Brethren
Central Christian Church	First Baptist Church
First Presbyterian Church	Oakwood Christian Church
St. Gregory's Church	University Place Christian Church
Zoe Bible Church	The Salvation Army
Faith Lutheran Church	
First United Methodist Church	

Outcome for the above faith based partnerships: Emergency financial needs are met, resolving crisis and stabilizing families.

CDSA's active participation in these committees enables agency staff to constantly interact with the staff of other local agencies. This interaction results in closer working relationships and better access to services for the people we serve. Examples of interagency collaboration include:

- Coordination of Christmas assistance programs
- Emergency shelter grant projects with Youth and Family Services and others
- Staff services to the area Continuum of Care
- No cost training provided at the Nonprofit Center
- Emergency assistance collaboration with the Salvation Army
- Early childhood program development with the Enid Public Schools and area businesses
- Referral relationships with the Department of Vocational Rehabilitation
- Transportation assistance with the Enid Transit
- Distribution of donated medical supplies and durable medical equipment
- Initiatives to reduce infant mortality
- Dental care initiatives
- Expanded emergency services through the United Way
- Strategic Planning services to other nonprofits

- Partnership with the health department to distribute free condoms to at-risk sexually active youth
- Operating as a warming/cooling station for unsheltered people during extreme weather

In addition, the agency has numerous well-established partnerships for which memoranda of understanding or contracts exist. Most relationships date back many years.

What success under this CAP will look like

Ultimate success would be reduction in the need for services to address the top three identified needs. In addition, the annual review of the CAP helps CDSA to understand our strengths/weaknesses and to amend services as needed when outcomes are not as expected.

V. Implementation of services and strategies

The implementation of the CAP is the responsibility of the Executive Director who provides the document to the program coordinators and holds programs accountable for implementation.

Description of what case management services are provided. And how the risk assessment report in CAPTAIN is used.

Case managers work in nearly all direct service programs, including:

YouthBuild
 The Early Childhood Resource Center
 Rx for Oklahoma
 Housing Counseling
 Emergency Assistance
 Weatherization/Emergency Repair

Case managers meet in a private location with clients and work with the client to discover barriers and develop plans for success. The intake process includes completion of the risk assessment form. Staff will monitor risk assessment ratings for various programs by reviewing pre-assessment risk assessment and tracking the decrease of points in the risk assessment report as milestones are attained.

Process for tracking outcomes and outputs

Outcomes and outputs are tracked by each program coordinator, using established logic models.

How CSBG funds will be coordinated with public/private resources

CDSA currently integrates funding from approximately forty sources to accomplish the community's vision and broad plan. In addition, each key partner brings a financial contribution to the collaborative process. CDSA uses MIP fund accounting software, designed to account for multiple funding streams. The fiscal department is directed by the chief fiscal officer, who is a certified public accountant, and supported by two fiscal assistants. High levels of expertise in the area of fiscal management have allowed CDSA to successfully manage multiple grants while ensuring that all monies are spent according to regulatory requirements and in a manner that encourages the most effective use of funds.

CSBG provides core funding to the agency that has allowed CDSA to continue to expand services and develop collaborative partnerships. In this way, CSBG funds are leveraged many times. Often small non-profits come to CDSA seeking assistance to increase funding. We have found that the critical difference between CDSA and other non-profits has been the ability to access CSBG funding. Without CSBG, CDSA might not have been able to hire staff to develop the partnerships necessary to grow. The CSBG funding stream ensures that the agency will continue to grow and change as community need dictates.

CDSA will continue to upgrade skills and create innovation as the nonprofit environment becomes more competitive, more complex, and more driven to produce quantifiable results. CSBG funds will continue to be an important part of the overall financial structure of the agency and is invaluable to fund development because of its flexible nature.

Over the years, services change dependent on community need and funding streams. However, the model of accessing all services that are necessary and providing family support until the crisis is resolved has continued to be an effective way to help families fulfill their own goals. All our services are self-sufficiency focused. Stronger families help build stronger communities that are more able to respond to and overcome emergencies as they arise.

CSBG funds are used to fill funding gaps and support eligible activities that improve lives for low-income families. For instance, small portions of administrative costs are supported with CSBG funds with other sources picking up the largest share. Our housing counselor is also partially funded with CSBG as other funds are not enough to cover the position. CSBG may also be used to fund direct client supportive services when no other source of funds is available.

How customer satisfaction is assessed

Customer satisfaction cards are collected throughout the year and compiled annually into a report that is presented to the CDSA board of directors in January.

VI. Observations of Results and Reporting the Achievement of Results

How data is collected and aggregated into reports

Data is collected through the CAPTAIN system and reports are generated by the system. This information is presented to the board and staff as part of the CAP planning process and during preparation of the strategic plan.

How information for the CSBG annual report is collected and used

CSBG IS information is generated from the CAPTAIN system and provided to the Oklahoma Department of Commerce for review. This information is also used by the Executive Director, Program Coordinators, and Board of Directors to better understand agency activities and results.

How Results Oriented Management and Accountability (ROMA) and outcome data is shared across programs.

CDSA programs report through the CAPTAIN, outcome based system. In addition, some programs have additional reporting systems required by funding sources. Rx for Oklahoma reports through the Rx Assist Plus system, Housing Counselors report through a HUD on-line reporting system and the Homeless Management Information System (HMIS), Early Childhood programs report through an additional system. YouthBuild reports through a Department of Labor outcome reporting system.

CDSA board and management staff use data generated through these reporting systems to understand program successes and failures and make changes as necessary. All agency staff is responsible for gathering and reporting program outcomes. However, coordinators are primarily responsible for ensuring that data collection and reporting is accomplished within their programs. The information technology manager provides CAPTAIN data input and support as needed. The executive director works carefully with each coordinator to make programmatic changes when needed. Results are reported to the board of directors and program managers at least annually. Employees responsible for program data collection and reporting:

Cheri Ezzell	Executive Director
Kellan Hohmann	Chief Fiscal Officer
Jade Powell	Systems Coordinator
Cheila Armour	Early Childhood Coordinator
Mike Biggers	Housing Coordinator
Kathy Miller	Rx for Oklahoma Coordinator

Rachel Harris YouthBuild Coordinator

How the leadership is advised of achievement of outcomes

Achievement is reported to the CDSA board of directors monthly.

VII. Analysis of Data and Evaluation

The process of data analysis

Logic models are created for each program. The need, service, measurement tool, outcome and reporting are included in each model, as well as projected outcomes for the coming year. At the end of the year, logic model outcome data is collected and analyzed. This process is completed with support from the Executive Director, Program Coordinator, and Systems Manager.

How this year's evaluation might be done differently, and how actual results last year compared to projections.

This process has been completed successfully for several years and is working well. Projections are generally on target.

How actual results will be used to make changes to the CAP and strategic plan.

The CDSA board receives regular outcome information and logic model completion early each year. The community action plan is reviewed every year and includes detailed logic model information. A new strategic plan was completed in 2018. This plan was developed based on the needs assessment. Program effectiveness was considered during the planning process and development of the strategic plan.

How comparisons between the demographics of the population served and the population in need as identified in the CNA will be done.

CAPTAIN allows the agency to compare the demographics of those actually served with the perceived demographics of people in need.

Describe how recommendations to the board will be made regarding actions to be taken based on analysis

The board of directors reviews the community action plan annually. During this process, they receive recommendations for action based on the analysis of program staff and board committees.

Describe how the agency will adjust performance goals when needed as evidence by actual performance

As previously discussed, annual review of program goals and projected outcomes as compared to actual outcomes of the previous year are reviewed annually. Variances are discussed and changed made at that time.

VIII. ROMA Implementation Plan- Attached

IX. Partnership List

Addendum 1

2024 Agency Partnership List

Partner	Outcomes
Hope Outreach	Emergency Resolved with Assistance
Calvary Baptist Church	Emergency Resolved with Assistance
Catholic Charities	Counseling Received
Central Christian Church	Emergency Resolved with Assistance
First Presbyterian Church	Emergency Resolved with Assistance
St. Gregory's Church	Emergency Resolved with Assistance
Faith Lutheran Church	Emergency Resolved with Assistance
First United Methodist Church	Medication Received
Seventh Day Adventist Church	Emergency Resolved with Assistance
Waukomis United Methodist Church	Emergency Resolved with Assistance
Mennonite Brethren	Emergency Resolved with Assistance
First Baptist Church	Emergency Resolved with Assistance
Oakwood Christian Church	Emergency Resolved with Assistance
The Salvation Army	Temporary Housing Established
City of Enid	Neighborhood revitalized, Emergency assistance received
Oklahoma Department of Commerce	Anti-Poverty Initiative Outcomes
Department of Human Services	Temporary Assistance Received
OHFA-Section 8	Affordable Housing
OK Child Care Resource and Referral	Child Care Quality Improved
Youth and Family Services	Youth safe
Calvary Baptist Church	Emergency Resolved with Assistance
Enid Public Schools	Early Childhood Initiatives Completed
United Way	Emergency resolved
Garfield County Health Department	Teen Pregnancy Rate reduced
AmeriCorps	Volunteers recruited
Enid Street Outreach Services	Unsheltered people receive services

Continuum of Care	Homeless people move to housing
Enid Homebuilders	Youth learn construction skills
Autry Tech	Youth earn employment credentials
Northwestern Oklahoma College	Youth skills improve
Park Avenue Thrift	Youth have clothing for work, babies have diapers
YWCA of Enid	Women move to permanent housing
Human Services Alliance of Gr. Enid	Community needs identified
Workforce Oklahoma	Training completed, employment
Cherokee Strip Community Found.	Organizational funding received
Purple Ink	Staff and board training completed
Alzheimer's Association	Community understands disease
Child Advocacy Center	Children are safer
Enid Chamber of Commerce	Business supports anti-poverty work
Security National Bank	Agency clients have parking
Central National Bank	Babies have clean diapers
Osteopathic Foundation	Babies have clean diapers
Central Christian Church	Teen pregnancy is reduced
Enid Transit	Low-income have transportation
4RKids	People learn job skills
Loaves and Fishes	People have food to eat
Our Daily Bread	People have food to eat
Red Cross	Disaster Relief
Northwest Behavioral Health	People stay in housing
Area Agency on Aging	Seniors understand Medicare/Medicaid
Enid Community Clinic	People receive free health care
Forgotten Ministries	Homeless people sleep safe/warm
Great Salt Plains Clinic	People receive medications they need
Head Start	Children are ready for school
Hedges Speech and Hearing	Children improve speech and learning
Lincoln Alternative School	Youth graduate from high school
Vance Air Force Base	Home for Disabled Veteran
Pearl Parlor	Diapers
The Commons	YB Construction Plus training
Numerous providers of building mats.	Home for Disabled Veteran
Feed the Children	Teacher Supply Store
Work Experience Employers	YB Work Experience
Enid Street Outreach Services	Homeless outreach for safe housing
OK Assoc. of Infant Mental Health	Training
Potts Foundation	Improved workplace
*Foster Feet	Provides shoes
*New	