

Scott Carver Dakota CAP Agency

Strategic Plan Framework | 2026–2028 (v2.2)

Grounded in the 2025 Community Needs Assessment

This 2026–2028 Strategic Plan was developed following a comprehensive review of the 2025 Community Needs Assessment (CNA). The full CNA document was reviewed in its entirety during strategic planning development to ensure alignment between identified community needs and agency priorities. The Scott Carver Dakota CAP Agency (CAP) Board of Directors reviewed and offered feedback that included: Included the use of Core Programs without numbers indicating priority, CAP has three (3) Core programs where all other programs fall under, and included Education within this plan as it is a Core program.

The 2025 CNA incorporated:

- Direct client surveys capturing lived experience and service feedback
- Community partner input reflecting system-level and collaborative perspectives
- Quantitative data analysis on poverty, housing instability, energy burden, food insecurity, and senior vulnerability
- Review and discussion by the SCDCAP Board of Directors

Themes identified through the CNA directly informed the development of the agency's Core Services: Housing Stability, Food Security, and Education.

Client survey data and partner feedback reinforced the need for:

- Stable and affordable housing interventions
- Support for seniors aging safely in place
- Energy burden relief for low-income households
- Food access stabilization

The Strategic Plan reflects the agency's commitment to incorporating customer voice, data-driven analysis, and Board oversight in accordance with CSBG Organizational Standards 6.1 through 6.5.

The plan aligns service focus, financial stewardship, and operational readiness with documented community demand while acknowledging funding realities—particularly formula-driven and grant-restricted revenue streams. The Agency will maintain disciplined execution within available resources.

Guiding Principles (2026–2028)

- Mission-Centered Service Delivery: All programs, responses, partnerships, and resource decisions are aligned with Scott Carver Dakota CAP Agency's vision: A strong and healthy community of connected individuals and families, with access to high quality education, healthy food, and safe and stable housing.
- In accordance with CSBG Organizational Standards.
- Funding-Constrained Realism
- Formula-Driven Accountability
- Operational Efficiency
- Long-Term Positioning and Readiness
- Governance-Level Transparency

Organizational Sustainability

This section serves as the opening to our strategic plan, grounding the work ahead in a commitment to organizational sustainability and outlining how strong internal systems will support the successful execution of our broader goals. Organizational sustainability remains a central strategic priority, with a clear intent to strengthen governance, financial health, and overall operational infrastructure. This focus is shaped by a challenging context that includes ongoing funding uncertainty, increased compliance expectations, and a heightened board emphasis on measurable outcomes. By prioritizing these foundational elements, the organization ensures it is well-positioned to advance its mission and achieve the outcomes identified throughout the strategic plan.

For the 2026–2028 period, the organization will prioritize maintaining balanced budgets, delivering clear and concise board-level financial dashboards and executive summaries, and sustaining CHDO-level board membership. Progress and accountability will be guided by core governance metrics, including achieving an annual clean audit, tracking sufficient cash flow for payroll on a monthly basis, and ensuring that monthly financial statements and dashboards are consistently delivered on schedule. Together, these efforts provide the financial stability, transparency, and governance strength necessary to support and sustain the full strategic plan.

Adaptive Capacity & Community Responsiveness

Scott Carver Dakota CAP Agency must retain the ability to respond in a timely and disciplined manner when community partners turn to the CAP for support. Should CAP leadership decide to engage, it will be with an eye towards both financial stewardship and operational responsiveness.

CAP leadership is accountable for clearly articulating why the Agency responded, how the response was supported financially and operationally, and what measurable impact was achieved for the community.

Commitments

- Maintain operational flexibility to address emerging community needs within funding parameters
- Ensure financial support for responsive actions is clearly identified and documented
- Provide post-action reporting to the Board outlining rationale, funding source, and impact
- Phase or sunset responsive initiatives when funding or impact does not justify continuation
- Preserve readiness to scale within confirmed funding when demand increases

Measurable Indicators

Stewardship

- Documented funding source for all responsive initiatives
- No unapproved structural budget expansion resulting from short-term responses

Efficiency

- Timely deployment of services when activated by community request
- Post-response impact summary delivered to Board within 90 days when applicable

Readiness

- Review of internal capacity (staff, volunteers, and financial) to respond to emerging needs

Positioning

- Demonstrated ability to respond when requested by county or municipal partners
- Positive partner feedback regarding responsiveness

Housing Stability

Strategic Intent

Preserve and strengthen housing stabilization services within confirmed funding while maintaining compliance excellence.

Context (Community Needs Assessment)

- Sustained demand for rental assistance and homelessness prevention
- Limited affordable housing inventory
- Formula-driven and grant-restricted funding sources
- Ongoing LIHEAP demand
- Seasonal volume fluctuations
- Highly regulated funding structure
- Growing senior population aging in place

2026–2028 Focus Areas

- Maintain housing stabilization capacity within funding allocations
- Strengthen landlord and partner coordination
- Maintain compliance excellence
- Monitor processing timelines (LIHEAP)
- Prepare surge response capacity (LIHEAP)
- Sustain supportive services for seniors

Core Governance Metrics

- 100% grant reporting compliance
- Case documentation ≥95% within 2 business day
- Zero material audit findings
- 6-month housing stability tracking
- Application processing times tracked quarterly (LIHEAP)
- Number of emergency repairs to energy-related appliances (LIHEAP)
- Increase reach in Carver County (LIHEAP)
- Cost per senior service tracked annually (Chore)
- Volunteer engagement maintained or increased (Chore)
- Annual report to include demographics (county, gender, income level, isolation, race/ethnicity)(Chore)

Food Security

Strategic Intent

Stabilize food distribution while managing cost and supply uncertainty.

Context (Community Needs Assessment)

- Persistent food insecurity due to cost
- Increased isolation and food insecurity for seniors
- Growing senior population aging in place
- Gaps in rural and/or other communities
- Reliance on donations and partnerships

2026–2028 Focus Areas

- Maintain distribution capacity
- Extend reach to underserved areas
- Strengthen sourcing partnerships
- Sustain meal services
- Evaluate reimbursement opportunities
- Strengthen staff/volunteer infrastructure

Core Governance Metrics

- Pounds of food distributed
- Households and communities served

- Volunteer shift fulfillment ≥90%
- Balanced senior program budgets annually
- Cost per meal tracked annually
- Annual report to include demographics (county, gender, income level, isolation, race/ethnicity)

Education

Strategic Intent

Head Start and Early Head Start have decades of national research that demonstrate improved educational outcomes, strengthening family stability, and contributing to long-term reductions in poverty.

Context

- 277 children served through Head Start and Early Head Start
- Children enter kindergarten with stronger literacy and math skills
- Improved language development and vocabulary
- Better social-emotional readiness
- Improved parent-child interactions

2026–2028 Focus Areas

- Fully implemented Head Start and Early Head Start programs within federal grant parameters
- Maintain high-quality early childhood education and compliance standards
- Support whole-family stability through integrated services
- Maintain strong enrollment and attendance within funded capacity
- Track and report school readiness outcomes
- Position CAP to expand services if sustainable funding becomes available

Core Governance Metrics

- Children served (funded slots filled)
- School readiness indicators
- Attendance rates
- Compliance and monitoring outcomes
- Family engagement participation

