



NORTH DAKOTA'S POVERTY FIGHTING NETWORK

Helping People. Changing Lives.

2023

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CORE PURPOSE

The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.

Southeastern North Dakota Community Action Agency

SENDCAA plays a pivotal role in promoting positive change and fostering hope within our communities. Our agency's services and programs directly impact people's lives, empowering them to overcome obstacles and achieve their goals. We strive to ensure our work embodies the spirit of hope that drives meaningful change and inspires others to act.

To improve our communities and make America a better place to live, SENDCAA is dedicated to addressing the diverse needs of our constituents. Through collaborative partnerships, we bring together stakeholders from various sectors to develop and implement innovative solutions to local challenges. By focusing on the entire community, we ensure that our initiatives are inclusive and far-reaching, thereby creating a positive ripple effect that extends beyond the immediate beneficiaries of our programs and services but impacts generations.

Living up to the promise of Community Action means being fully committed to helping people help themselves and each other. We are committed.

As an organization and a team, we achieve this by providing resources, educational opportunities, and support that empower individuals to build self-reliance and contribute to the well-being of our community. By fostering this culture, we not only help strengthen the bonds between community members but also help cultivate a resilient and vibrant society where everyone has the opportunity to thrive.

HISTORY

Community Action: The concept of Community Action was initially pioneered in 1961 by President John F. Kennedy, who recognized the need for a more comprehensive approach to addressing poverty in the United States. The Community Action Program (CAP) was established as part of the Economic Opportunity Act of 1964, which aimed to provide financial assistance to low-income individuals and communities. The program was based on the idea that local communities should have a say in the design and implementation of anti-poverty programs, and that individuals and families should be empowered to take control of their own lives and improve their own circumstances.

The Community Action Program was a response to the growing recognition that traditional anti-poverty programs were insufficient to address poverty's complex and multifaceted causes. Rather than simply providing financial assistance, the CAP sought to engage low-income communities in designing and implementing programs addressing poverty's root causes. This involved building partnerships between local government, private organizations, and community members, and providing resources and support to enable communities to own their anti-poverty initiatives.

Over the years, the Community Action Program has evolved and expanded, with a focus on community development, self-sufficiency, and empowerment. Today, there are more than 1,000 Community Action Agencies (CAAs) across the United States, serving millions of individuals and families in need. These agencies provide various services, including job training, education, housing assistance, health care, and more. The legacy of President Kennedy's vision for Community Action lives on, as communities continue to work together to create positive change and improve the lives of those most in need.

Our History: Cass County Community Action Program was incorporated in 1965. The purpose was to assist the City of Fargo and the County of Cass to mobilize their resources to combat existing poverty. In 1968, our name was officially changed to Southeastern North Dakota Community Action Agency (SENDCAA). In 1972, SENDCAA became a delegate agency, officially designated to serve Region V, a state planning region. SENDCAA serves Region V of North Dakota. Region V encompasses six counties: Steele, Traill, Cass, Ransom, Sargent, and Richland.

HISTORY

Strategic Planning: The strategic playbook represents the next cycle of growth for the agency. It outlines the roadmap for achieving the agency's goals and objectives over the next several years. The playbook is a comprehensive and dynamic document that reflects SENDCAA's vision, mission, and values. It provides a clear direction for the agency's operations, enabling it to focus its resources and efforts toward achieving its desired outcomes. With the strategic playbook, the agency can anticipate and prepare for future challenges and opportunities and adapt its approach as needed to remain effective in a rapidly changing environment.

The agency is grateful for the collaboration and support of all the stakeholders who contributed to the development of this strategic playbook. We sincerely thank the team members, partners, board members and our facilitator partner, Sagency, as each provided expertise, insights, and feedback throughout the planning process. Their contributions were instrumental in shaping the agency's strategic pillars and identifying the key initiatives that will drive growth and success in the years to come. We look forward to continuing to work together to achieve our shared goals and make a positive impact in our region and beyond.



Executive Director

THE PROCESS

Strategic Planning Framework

The strategic planning process began with a healthy growth scan, where the organization took the time to comprehend its internal and external realities thoroughly. The scan included an organization wide survey and individual conversations with 50 randomly selected stakeholders. This step was crucial to gain a clear understanding of the organization's present situation and to identify areas where opportunities exist and improvements could be made. By analyzing the current context, the organization could lay a solid foundation for developing goals and strategy.



Next, the focus shifted towards clarifying the core. During this phase, participants worked together to articulate the organization's mission, define the desired culture, create a compelling vision for the future, and articulate core values. This collaborative process helped to ensure that all stakeholders were aligned and shared a common understanding of the organization's fundamental values and objectives. With a strong core in place, the organization was better equipped to craft impactful goals and strategies. Working across departments, key initiatives and strategic pillars were identified, prioritized, and articulated to maximize organizational health, agency impact, and continued viability.

The final stages of the planning process involved creating action plans and preparation for executing them. Under each goal and strategy, a detailed action plan was developed to accomplish the goal and related strategies. Ongoing action planning will occur in each department of the agency to demonstrate their contributions toward the overall plan's success.

To monitor progress and ensure alignment, scorecards are being developed to track performance and focus on the organization's strategic goals. We believe this comprehensive approach to strategic planning will lay the groundwork for a continued successful and impactful organization able to fulfill the Promise of Community Action.

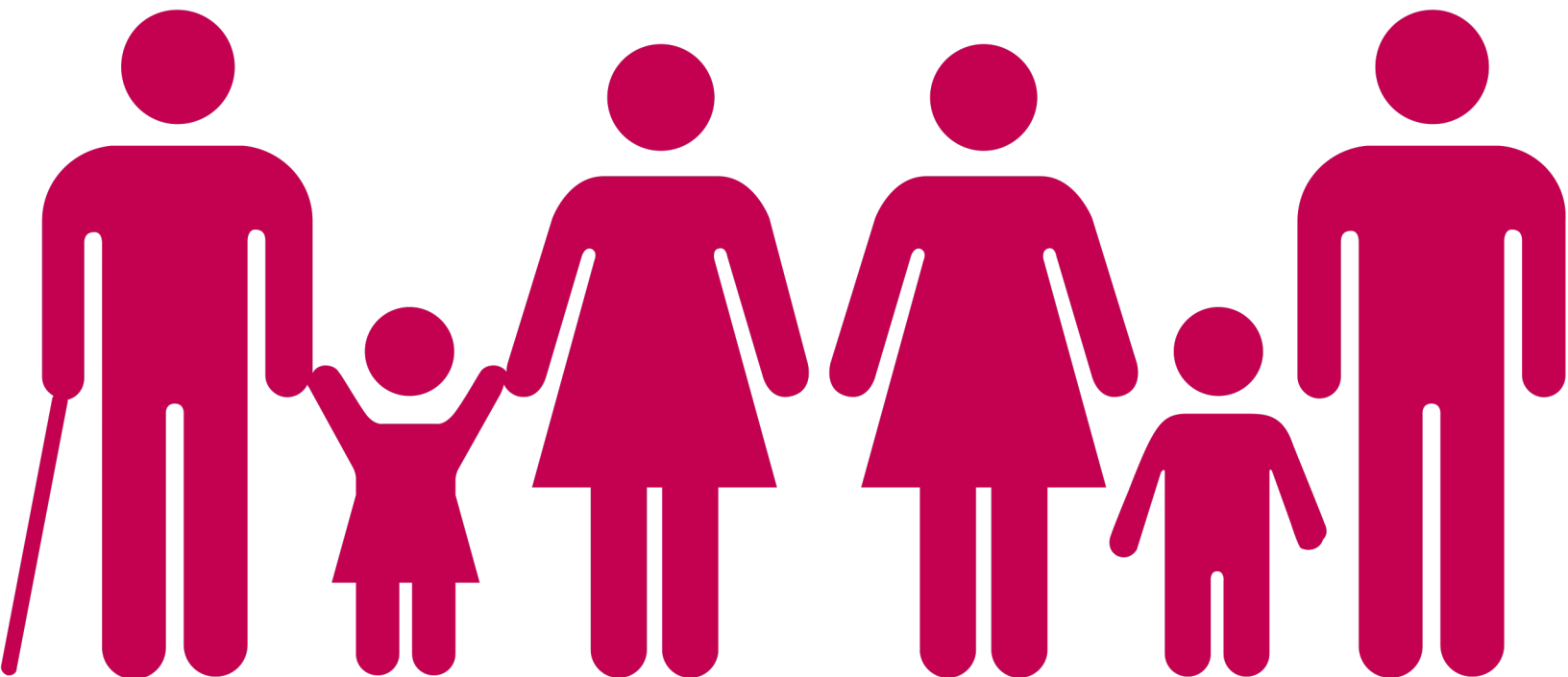
CORE MISSION & VISION

MISSION

To provide a range of services and activities designed to alleviate poverty and give low-income people the opportunity to improve their standard of living and achieve self-sufficiency.

VISION

We envision a community without poverty where everyone has an opportunity to thrive.



CORE VALUES



DEPENDABILITY

SENDCAA's dedicated staff delivers quality and consistent services through trust and teamwork to meet the needs of our community.

EMPOWERMENT

SENDCAA ensures individuals and families are given the resources necessary to thrive in their environment and communities.

SOLUTION FOCUSED

SENDCAA strives to provide goal-oriented services for those we serve to support them in achieving economic stability.

PASSION

SENDCAA has been fighting the war on poverty for over 50 years and is committed to helping our community thrive.

COMPASSION

SENDCAA acknowledges the inequities of poverty and strives to create an atmosphere of dignity for those we serve.

STRATEGIC PILLARS

PEOPLE

Empowering those who lead us, those we serve, and those we employ to reach their full potential to make a positive impact on our community.



TECHNOLOGY

Ensuring technological systems are in place that strengthens the organizational processes necessary to fulfill our mission.

PARTNERSHIPS

Maintaining and advancing healthy relationships within the agency and community.



COMMUNICATION

Committing to transparent and effective communication with those we serve, partner with, and employ.

AGENCY EXCELLENCE

Recognizing the complexity of poverty by responding and adapting to community needs through mission-driven development and growth of our employees, programs, and services.



STRATEGIC PLAN



PEOPLE

Empowering those who lead us, those we serve, and those we employ to reach their full potential to make a positive impact on our community.

GOAL 1	Ensure that, at all levels, staff promote Diversity, Equity, and Inclusion (DEI) by taking actions to increase diversity and equity and maintain an inclusive workplace.
GOAL 2	Enhance SENDCAA's safe and healthy workplace.
GOAL 3	Continue to integrate Results Oriented Management and Accountability (ROMA) with program staff to understand the impact of services we provide.
GOAL 4	Increasing Engagement within the Community. (ROMA Goal)

STRATEGIC PLAN



TECHNOLOGY

Ensuring technological systems are in place that strengthens the organizational processes necessary to fulfill our mission.

GOAL 1

Improve Technological Processes.

STRATEGIC PLAN



PARTNERSHIPS

Maintaining and advancing healthy relationships within the agency and community.

GOAL 1

Enhance partnerships at local, state, and national levels.

GOAL 2

People with low incomes are engaged and active in building opportunities in communities. (ROMA Goal)

STRATEGIC PLAN



COMMUNICATION

Committing to transparent and effective communication with those we serve, partner with, and employ.

GOAL 1

Improve internal communication.

GOAL 2

Improve external communication.

STRATEGIC PLAN



AGENCY EXCELLENCE

Recognizing the complexity of poverty by responding and adapting to community needs through mission-driven development and growth of our employees, programs, and services.

GOAL 1	Individuals and families with low incomes are stable and achieve economic security. (ROMA Goal)
GOAL 2	Ensure facilities provide a productive work environment.
GOAL 3	Commitment to pursue excellence.