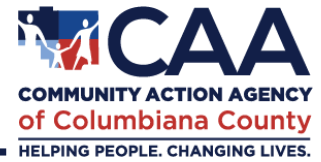


# COMMUNITY ACTION AGENCY OF COLUMBIANA COUNTY STRATEGIC PLAN 2020-2024



The Community Action Agency of Columbiana County's (CAACC) five-year strategic plan is a living and breathing document that will guide us toward our vision **to be the premier community service provider and workplace positively impacting people's lives.** Our plan is a road map to help steer our actions toward alleviating the causes and conditions of poverty, enriching the community, and empowering individuals and families to lead healthy and thriving lives.

Due to the importance of our goals, we created measurable and time-bound objectives to evaluate on an on-going basis for progress and performance. The staff and Board of Directors will ensure that the plan is implemented to achieve organizational and program goals. However, it is paramount that our objectives and action steps remain fluid and ever-evolving to execute our mission **to strengthen the community, foster well-being, and promote self sufficiency.** Along with the development of new our mission, the staff and governing board identified core values that represent the guiding principles that will drive us as we "TAKE ACTION" in helping people and changing lives.

## CAACC Values:

- T**eamwork: We work together for the collective good in supporting our customers and our team.
- A**ccountability: We hold ourselves accountable for our decisions and actions.
- K**nowledge Resource: We serve as the principal source of information regarding community services and needs in our region.
- E**thics: We are committed to ensuring that all our decisions, actions, and stakeholder interactions conform to moral, legal, and professional principals of conduct.
  
- A**dvocacy: We are committed to identifying, fully considering, and appropriately advancing the interests of those we serve while demonstrating our deep empathy for others.
- C**ollaboration: We believe in working together, sharing ideas, bringing change and open communications with our community residents, partners, and stakeholders.
- T**ransparency: We demonstrate our transparency by providing necessary information for collaboration, cooperation, and collective decision making.
- I**nclusion: We will maintain an environment that recognizes everyone's inherent value and encourages achievement of one's potential.
- O**pportunity: We will continuously seek to identify innovative opportunities to better support our customers, improve our performance, and positively enhance peoples' lives.
- N**eeds-based: We will focus our efforts and our resources on the diverse individual needs of our community.

This strategic plan has a simple construct design to guide all of our efforts. It is framed by four key strategies, which when pursued, will lead to the realization of our vision, and the accomplishment of our mission:

- Build Community Awareness
- Build our Capacity to Serve the Community
- Build the Sustainability & Quality of the Agency
- Build our Financial Viability

I want to thank everyone in advance for your support of this plan and look forward to working with each of you as we move forward together to accomplish our objectives, perform our mission, and realize our vision.

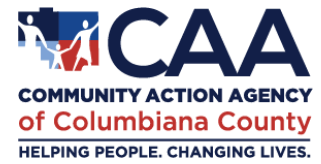
Sincerely,

Thomas E. Andrews  
Chief Executive Officer



# STRATEGIC GOALS & OBJECTIVES

2020 - 2024



## Mission

...to strengthen the community, foster well-being, and promote self-sufficiency.

## Vision

...to be the premier community service provider and workplace positively impacting people's lives.

## Values

Teamwork | Accountability  
Knowledge Resource | Ethnicity | Advocacy  
Collaboration | Transparency | Inclusion  
Opportunity | Needs-Based

### Build Community Awareness

#### Leverage new and existing partnerships

- Complete targeted and meaningful exchange with 10% of existing partnerships quarterly

#### Increase advocacy and education efforts

- Develop and implement an agency-wide communications plan by spring 2020
- Increase department outreach activities by 10%

### Build the Sustainability & Quality of the Agency

#### Cultivate an engaging, effective, and positive work environment

- Develop internal communications plan
- Reduce carbon footprint by 5% in focus areas by 2022
- Improve organization retention
  - Community Services - 90%
  - Health Center - 90%
  - Transportation - 80%
  - Early Childhood Development - 90%
- Staff support and wellness will have a positive perception by 90% of surveyed staff
- Maintain a Step Up to Quality rating of five stars
- 100% of Early Childhood Development staff will successfully complete the on-boarding process
- A minimum of 90% of all classroom staff will receive at least 15 hours of individualized Step-Up –To Quality approved professional development training

#### Promote client engagement and satisfaction

- Maintain high overall customer satisfaction agency-wide
  - Community Services - 95%
  - Health Center - 95%
  - Transportation - 90%
  - Early Childhood Development - 95%
- Track and increase referrals within the agency by 10%
- Maintain compliance with governing bodies
- Decrease the number of “no-show” patients by 3%
- Improve a minimum of one key quality indicator annually

#### Utilize and improve technology usage

- Effectively utilize and update agency-wide technology systems

### Build our Capacity to Serve the Community

#### Strengthen and increase programming and services to maximize impacts on people's lives

- Establish initiatives to improve access to services such as the food pantry and health and dental care
- Develop and align resources to address self-sufficiency and other assessed needs of the community
- Increase services provided to youth and young adults up to age 24 by 50%
- Expand into affordable housing by purchasing one multifamily unit in 2020
- Increase work experience program participation by 5% annually
- Improve veteran and homeless services participation
- Increase integration of services for the whole person
- Add 5 additional services within CAA Health, Behavioral Health and Dental Centers
- Expand transit fleet to 40 vehicles and drivers by 5
- Extend transit drop-off to PA and WV by 2022
- Provide Child Development Associate (CDA) and/or Family Development Credential (FDC) training to at least 10 participants annually
- Foster community engagement through at least four activities each program year

#### Increase funding levels for programs and services

- Improve funding development process for each department
- Generate at least 50% of Non-Federal Share for Head Start

### Build our Financial Viability

#### Improve the financial position

- Increase the agency reserve fund by 25%
- Increase the health center reserve fund by 25%

#### Seek opportunities to diversify funding

- Create a fundraising/philanthropic development plan
- Develop a capital improvement plan