

AppCAA Strategic Plan 2017-2020

Goal 1. Individuals and families with low-incomes are stable and achieve economic security.

Objectives:

- 1.1:** Develop a long-range plan to address client Stabilization needs
 - Activity 1.1.1:* Develop a Stabilization Program to incorporate agency emergency assistance funding streams and efforts
- 1.2:** Increase the quality and sustainability of area housing, with particular attention to energy, health and safety, and modifications for seniors aging in place
 - Activity 1.2.1:* Develop an outreach program to increase residents' ability and willingness to access USDA 504 loans for home repair.
 - Activity 1.2.2:* Pursue funding for additional home repair programs
 - Activity 1.2.3:* Pursue funding for additional Weatherization activities
- 1.3:** Develop a long-range plan to address hunger and nutrition
 - Activity 1.3.1:* Provide and support programs to ensure local children receive nutritious food

Goal 2. Communities where people with low-incomes live are healthy and offer economic opportunity.

Objectives:

- 2.1:** Develop a financial empowerment program to help people move up the financial ladder
 - Activity 2.1.1:* Apply for HUD Certification for AppCAA's Housing Counseling Program
 - Activity 2.1.2:* Develop and fund a financial education/credit improvement program
 - Activity 2.1.3:* Develop partnerships with financial institutions, churches, employers, education providers and human service providers to both start the program and provide supports to clients
- 2.2:** Develop a program to supply employment supports
 - Activity 2.2.1:* Increase the number of high-quality day-care providers and facilities
 - Activity 2.2.2:* Work with partners to develop a Wheels for Work program
- 2.3:** Participate in structured partnerships to address and reduce regional substance abuse
- 2.4:** Support the developing regional food network and partners in efforts to connect healthy food, farms, markets, processing, employment and community economic development
- 2.5:** Work with communities, partners and individuals to develop healthy, stable water systems

Goal 3. People with low incomes are engaged and active in building opportunities in communities.

Objectives:

- 3.1:** Work with area churches to establish a partnership and process to work together to serve people in crisis
- 3.2:** Create volunteer opportunities to maximize community participation
- 3.3:** Work with people and communities to develop necessary community facilities

Goal 4. Appalachian Community Action is an agency of excellence

Objectives:

- 4.1:** Strengthen the agency's fiscal functions
 - Activity 4.1.1:* Transition to new accounting system
 - Activity 4.1.2:* Produce reliable and relevant financial reporting
 - Activity 4.1.3:* Develop an agency-wide budget
 - Activity 4.1.4:* Develop and refine monthly/quarterly/annual checklists

- 4.2:** Become a data-driven agency in order to better serve clients and demonstrate outcomes
 - Activity 4.2.1:* Transition to new client information system
 - Activity 4.2.2:* Develop outcome assessments for staff and Board analysis and use in planning
 - Activity 4.2.3:* Develop an agency reporting dashboard with both fiscal and programmatic elements
- 4.3:** Meet all CSBG Organizational Standards
 - Activity 4.3.1:* Develop a Client Satisfaction policy and process to measure client perceptions of AppCAA at least annually
- 4.4:** Develop a Public Relations and Marketing Plan with particular attention to underserved parts of AppCAA's service area
- 4.5:** Develop a strong and supportive Human Resources function
 - Activity 4.5.1:* Review and update all job descriptions
 - Activity 4.5.2:* Develop training and professional development plans for all staff
 - Activity 4.5.3:* Develop a defined pay scale
 - Activity 4.5.4:* Develop a user-friendly Employee Handbook separate from the agency's Personnel Policies
- 4.6:** Create a Board Development Strategy that helps build the Board's capacity and membership
 - Activity 4.6.1:* Create and document a Board training calendar
 - Activity 4.6.2:* Create and document a structured Board orientation process
 - Activity 4.6.3:* Develop a structured Board recruitment plan
- 4.7:** Develop for-profit income streams
 - Activity 4.7.1:* Home repair and modification
 - Activity 4.7.2:* Weatherization
- 4.8:** Develop a strong risk mitigation function
 - Activity 4.8.1:* Complete an agency-wide risk assessment
 - Activity 4.8.2:* Develop a policy and ongoing process for risk assessment and mitigation
- 4.9:** Create a long-range plan to meet the Community Action Excellence Standards