

# Community Action, Inc.'s (CAI) 2023 - 2028 Strategic Plan



***Community Action, Inc.***  
*(Primarily Serving Clarion and Jefferson Counties)*

## **Mission**

**Community Action, Inc. partners with community members to improve low-income situations by assisting families with activities to overcome barriers, improve economic status, and enhance their quality of life.**

## **Vision**

**Community Action, Inc. will be recognized as a premier organization dedicated to solving social and economic problems of the community.**

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## INTRODUCTION

Community Action, Inc. (CAI) is a charitable 501(c)(3), non-profit corporation established in 1965 and has a successful history of delivering services, helping families achieve economic independence, and improving the community.

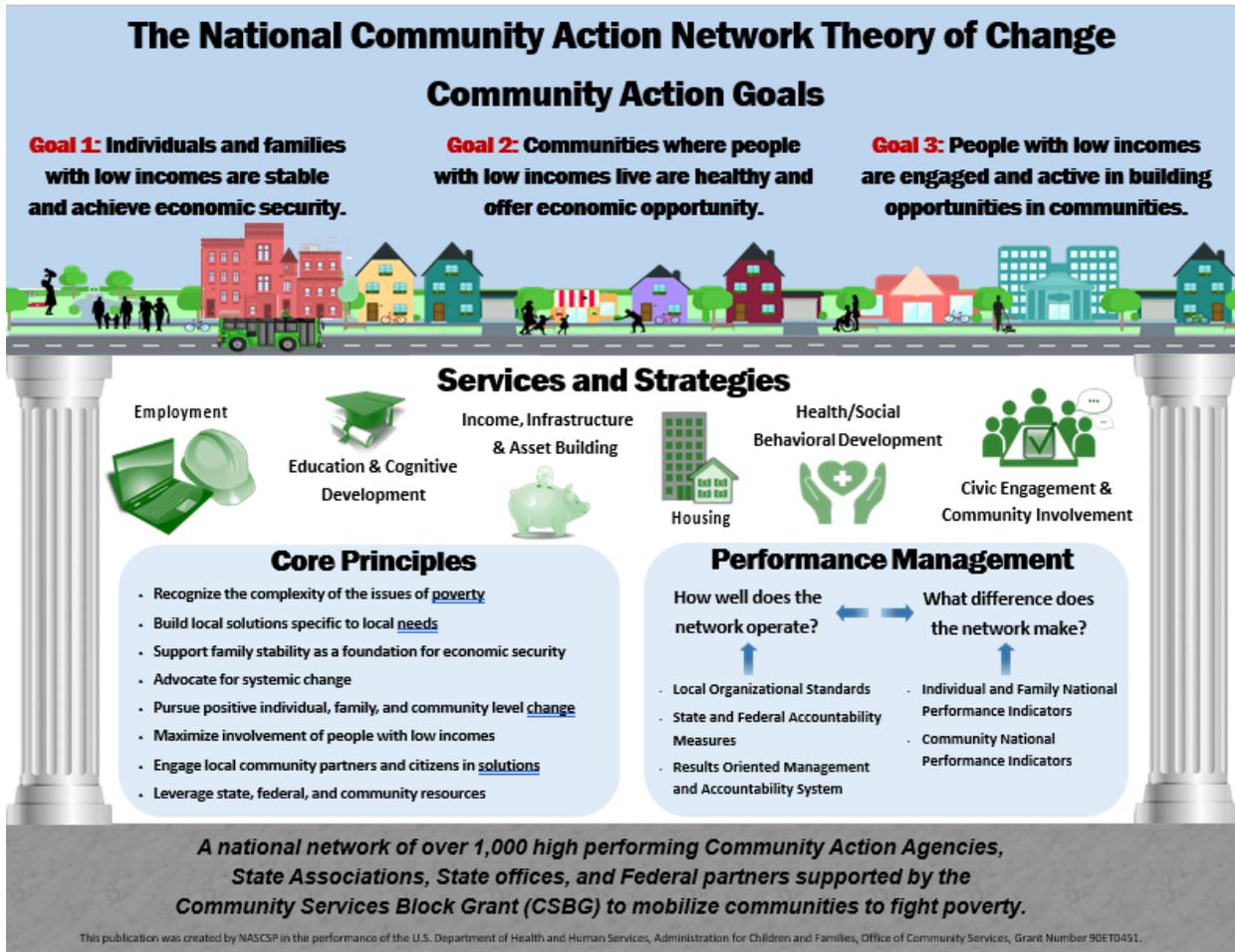
Prior to preparing this Strategic Plan, CAI completed a community needs assessment which included collecting information by surveying community-based organizations, faith-based organizations, private sector, public sector, and educational institutions; obtaining input from consumers through needs assessments and satisfaction surveys; examining demographics of the service area; and receiving input and analysis from CAI's Planning Committee. The information was presented to CAI's Planning Committee on April 25, 2023. As required by CSBG Organizational Standards, a survey was (and continues to be used) to assess customer satisfaction and problem resolution.

CAI believes the complex problem of poverty requires the pooling of resources and the collaboration of community organizations, educational institutions, businesses, social and faith-based organizations, and government, as well as individuals accepting personal responsibility to meeting their full potential.

As such, CAI will engage in activities which produce outcomes which meet one or more of the Three National Community Action Goals consistent with The National Community Action Network Theory of Change.

- Goal 1. Individuals and families with low incomes are stable and achieve economic security.**
- Goal 2. Communities where people with low incomes live are healthy and offer economic opportunity.**
- Goal 3. People with low incomes are engaged and active in building opportunities in communities.**

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This Strategic Plan is a dynamic document that may change over time. CAI's hallmark is being adaptable and responsive to ever changing conditions to meet community and family needs.

## COMMUNITY NEEDS ASSESSMENT FINDINGS

Community Action, Inc.'s (CAI) mission is to partner with community members to improve low-income situations by assisting families with activities to overcome barriers, improve economic status, and enhance their quality of life. To serve our community better, CAI conducted a community needs assessment of Clarion and Jefferson Counties to identify unmet needs. CAI will use this information to adjust its activities and target unmet needs in the community through being a catalyst and collaborating with others to promote family self-sufficiency and advance community prosperity, as well as, providing direct services.

In the key stakeholders' survey, many identified unmet needs of individuals and families seem to center around insufficient financial resources. The poverty rate according to

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the American Community Survey 5-year averages for 2016 – 2020 for Clarion-Jefferson Counties is 14.93%, which is substantially higher than Pennsylvania's rate of 11.99%. According to the U.S. Department of Labor quarterly census of employment and wages for the third quarter of 2021, the weekly wages for Clarion-Jefferson Counties is approximately 67% of the weekly wages of Pennsylvania. The poverty rate and wage data help to support the reasoning behind the survey showing difficulty affording utilities and heat as a considerable challenge for residents, with difficulty affording rent and limited access to a reliable vehicle as severe challenges for residents.

Stakeholders identified lack of available job training opportunities, and limited previous education or skills as being considerable challenges. This suggests many workers may not be qualified for current job openings. This is consistent with the thoughts of many in the region who believe our schools need to do a better job of promoting the trades and technical jobs for our youth and tailoring education to prepare the youth for these jobs, thereby matching our workforce to the existing jobs in the region.

The key stakeholders survey included questions regarding the following categories: transportation; housing; employment; adult education related issues; health care access; children's education issues; youth related issues; senior related issues; basic needs; and social issues. The top seven challenges in the survey as identified as severe challenges are adult drug abuse, youth drug abuse, limited access to a reliable vehicle, alcohol abuse, and preventable diseases (diabetes, smoking, obesity, etc.), domestic violence, and difficulty affording rental rates.

## **Analysis of the Key Stakeholders Survey**

Analysis of the Key Stakeholders Survey shows those responding represent a broad cross section of the community having primary contact with a wide variety of populations in the community.

### **1. Priorities identified over the next three years are as follows:**

- a. **Essential** – None.
- b. **High Priority** – Improving public transportation, Expanding affordable housing, Expanding recreation opportunities, Expanding access to health care, Expanding quality of health care, Providing greater access to Medicare and Medicaid, Providing greater access to utilities assistance, Providing greater access to heating assistance, Providing greater access to rental assistance, Increasing access to food assistance, Increasing employment opportunities, Increasing employment training opportunities, Increasing access to affordable child care, Increasing access to affordable pre-school, Improving quality of K-12 education, Improving post-secondary educational

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opportunities, Enhancing family financial management skills, Increasing literacy, Improving senior citizen services, Improving veterans' services, Increasing access to drug and alcohol services.

- c. **Moderate Priority** – None.
- d. **Low Priority** – None.
- e. **Not a Priority** – None.

## 2. Level of challenges residents experienced over the past two years are as follows:

- a. The consensus of the Stakeholders is **TRANSPORTATION** is a considerable to severe challenge for the bi-county residents. Access to public transportation, public transportation affordability, and having limited access to a reliable vehicle are a considerable challenge for residents. With Clarion and Jefferson Counties being rural, and with limited public transportation available, it is understandable having limited access to a reliable vehicle is a greater challenge for those residents lacking needed transportation service.
- b. The consensus of the Stakeholders is **HOUSING** is a considerable to severe challenge for the bi-county residents with the issues of homelessness, eviction from their place of residence, difficulty affording utilities and heat, and having difficulty accessing housing being a considerable challenge for residents but having difficulty affording rental rates being a severe challenge for residents. With nearly 15% of the bi-county households living in poverty, it is understandable being able to afford utilities, heat, and rent is a considerable to severe challenge for residents.
- c. The consensus of the Stakeholders is **EMPLOYMENT** is a moderate to considerable challenge for the bi-county residents with lack of available employment opportunities being a moderate challenge but the issues of lack of available job training opportunities, limited previous education or skills, and difficulty-affording childcare as all being a considerable challenge for residents. The trend over the last many years has been major manufacturing and the coal industry jobs have been leaving the region and replaced by service industry jobs that typically pay lower wages and are part-time. These lower paying jobs make it difficult to be able to afford day care and support a family.
- d. The consensus of the Stakeholders is **ADULT EDUCATION RELATED ISSUES** are a moderate to considerable challenge for the bi-county residents with lack of available post-secondary educational programs being a moderate challenge for residents, but having difficulty affording additional training or

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education, lack of information related to existing education and training opportunities, difficulty acquiring financial management training or information, and limited availability of literacy training/education are all a considerable challenge for residents.

The value of education is in the knowledge achieved which leads to well-rounded functioning adults who have the skills to successfully interact in society and be self-sufficient. In order to reduce poverty, it is critical adults acquire the knowledge and skills for the jobs currently available in the community.

- e. The consensus of the Stakeholders is **HEALTH CARE ACCESS** is a moderate to considerable challenge for the bi-county residents with lack of available primary care and family doctors, area medical providers not accepting Medicare or Medicaid, and not having health insurance being a moderate challenge for residents. Also, having difficulty affording health insurance, having difficulty affording dental services, and having difficulty affording prescriptions are a considerable challenge for residents. With the area's poverty rate being nearly 15% and the average private weekly wage only \$813 it is understandable residents find it difficult to afford health insurance, dental services and prescriptions.
- f. The consensus of the Stakeholders is **CHILDREN'S EDUCATION ISSUES** are a moderate to considerable challenge for the bi-county residents with a lack of available pre-schools; affordable pre-schools; available K – 12 educational alternatives all being a moderate challenge for residents. Also, public schools not meeting children's educational needs; lack of adequate educational resources for children with special needs; and inadequate knowledge related to existing educational resources for children are a considerable challenge.
- g. The consensus of the Stakeholders is **YOUTH RELATED ISSUES** are a considerable challenge for the bi-county residents with lack of accessible youth mentoring opportunities; after-school programs; accessible youth recreation opportunities, as well as, difficulty accessing affordable youth programs and events all being a considerable challenge for residents. With Clarion and Jefferson Counties being very rural, transportation can be a major problem for youth being able to access the available youth opportunities.
- h. The consensus of the Stakeholders is **SENIOR RELATED ISSUES** are a moderate to considerable challenge for the bi-county residents with elder abuse being a moderate challenge for residents, and inability to meet basic needs, access to required medical care, inadequate home accessibility for those with physical disabilities, transportation to needed services, and inadequate knowledge regarding estate planning all being a considerable

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challenge for residents. Overall, the survey found the need for improving senior citizen services as a high priority over the next three years.

- i. The consensus of the Stakeholders is **BASIC NEEDS** are a moderate to considerable challenge for the bi-county residents with difficulty acquiring food assistance; rental/mortgage assistance; and utility assistance being a moderate challenge, but homelessness assistance; financial medical assistance; and transportation assistance being a considerable challenge for residents. With nearly 15% of the bi-county households living in poverty and with limited assistance for basic needs, it is understandable residents find it difficult to acquire assistance sufficient to meet all their basic needs.
- j. The consensus of the Stakeholders is **SOCIAL ISSUES** are a moderate to severe challenge for the bi-county residents with homicide being a moderate challenge for residents, and underage drinking, assault and battery, sexual abuse, rape, and burglary/robbery being a considerable challenge for residents. However, preventable diseases, adult drug abuse, youth drug abuse, domestic violence, and alcohol abuse are a severe challenge. Clarion and Jefferson Counties are like much of the rest of the country regarding needing to find a solution to the problems of drug and alcohol abuse.

The dynamics of a community are complex. The observation of the survey data demonstrates there are many correlations existing in a community and making a single change can affect many other sectors of the community. Information obtained through CAI's Community Needs Assessment is being used in the development of this strategic plan.

## Analysis of CAI's Consumer Needs Assessment and Satisfaction Surveys

The purpose of the needs assessment is to identify all the services the consumer needs, not just those provided by CAI. Monthly, these forms are tallied to determine the areas of greatest need and the areas for which services are not available.

**During 2022 the Needs Assessment was completed by 618 of the over 2,500 households served, and a summary follows.**

1. Need help with **paying utilities** – 221 (need help with utility bills – 221, and other – 0).
2. Need help with **transportation** – 254 (lack a car or it needs repaired – 97, need transportation to medical appointments – 129, need a child safety seat – 10, and other – 18).
3. Need assistance with **other basic needs** – 69 (need furniture, household items, or clothing – 69)

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4. Need help with **employment** – **97** (need a job – 37, need assistance searching for a job – 15, need to improve their job skills – 14, need assistance with preparing resumes – 7, need to improve their interviewing skills – 6, want to volunteer – 9, and other – 9).
5. Need help in dealing with **family issues** – **141** (need to improve parenting and coping skills – 7, need to learn how to manage stress and/or self-esteem building – 29, need assistance with children having behavioral problems – 12, need help with children's problems with school (attendance, homework) – 14, need help with alcohol and drug problems – 8, need help dealing with loneliness and depression – 37, need more family activities/recreation opportunities – 23, and other – 11).
6. Need help **maintaining housing** – **117** (need telephone service – 13, need repairs to the home – 27, need running water to their house – 4, need furnace repaired/replaced – 5, need hot water tank repaired/replaced – 3, need house weatherized – 36, and other – 29).
7. Need help with **medical/health care** – **38** (can't afford health insurance – 8, can't afford regular exams and/or prescriptions – 5, need dental, eye and hearing care aids, glasses – 19, and other – 6).
8. Need help with **education** – **53** (need a GED – 16, need help reading, writing or understanding – 5, need help with identifying suitable schools/training opportunities – 9, need to improve computer skills – 9, interested in tutoring others – 2, and other – 12).
9. Need help with **managing finances** – **88** (need help with budgeting – 40, need help collecting child support – 10, need help dealing with creditors and managing debt – 38).
10. Need help to resolve **homelessness and prevent homelessness** – **326** (need housing currently homeless – 24, living doubled up with friends or family – 10, endanger of eviction or foreclosure – 83, can't afford rent and mortgage payments – 200, having landlord problems – 9).
11. Need assistance with **nutrition** – **52** (can't afford food – 21, need assistance applying for food stamps – 18, and other – 13).
12. Need assistance with **childcare** – **34** (need money to pay for childcare – 13, need assistance finding childcare – 11, and other – 10).

CAI's Consumer Needs Assessment represents the needs of low-income consumers but has a tendency to be skewed based on the services the consumer is requesting. In addition, participation in completing the Consumer Needs Assessment is voluntary with only a small number of consumers choosing to complete it. However, the fact that over

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2,500 households sought and received available services through CAI demonstrates the overall need to assist low-income households.

**During 2022 the Consumer Satisfaction Survey was completed by 913 of the over 2,500 households served, and a summary follows.**

1. Was your problem solved or needs met?  
Yes 788 No 27
  
2. How satisfied were you with the service(s) you received?
  - a. Very satisfied 692
  - b. Satisfied 177
  - c. Disappointed 3
  - d. Very disappointed 5
  
3. Were you referred to another organization for additional help?  
Yes 126 No 629
  
4. Do you have other needs but not sure who to contact?  
Yes 43 No 717
  
5. Are you interested in volunteering?  
Yes 42 No 742
  
6. Are you interested in serving on the CAI Board of Directors or advisory council?  
Yes 4 No 707

CAI's Customer Satisfaction Survey shows over 99% of CAI's consumers are satisfied or very satisfied with the CAI services they received and over 96% acknowledged their problem was solved or their need was met.

## Key Findings

According to the U.S. Census Bureau, American Community Survey 5 year averages, an average of 14.93% of the people in the bi-county area lived in a state of poverty during 2020. To highlight one issue as being the cause of poverty is difficult, so to examine the results, multiple issues must be addressed to help identify what factors are preventing families from being able to move to self-sufficiency. Throughout the community assessment process, the following categories were reviewed: transportation; housing; employment; adult education; health care access; children's education; youth related issues; senior related issues; basic needs; and social issues. However, just like there is not one specific cause to poverty, the effects poverty has on the bi-county area does not occur on one level. Poverty can be examined at the family, community, and agency levels to help obtain a clearer picture of what is occurring where we live and work.

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Reviewing the results from the surveys, focus groups, and CAI consumer needs assessments, CAI staff analyzed the causes and conditions of poverty at each level (family, community, and agency). At the family level, families lack the skills and resources to move themselves out of poverty and into self-sufficiency. Families do not have reliable transportation (which affects going to work, appointments, or schools) or they do not have enough income to cover their expenses (which could lead to utility shut-off notices, evictions, or homelessness). Families also lack basic living skills like budgeting, planning, and advocating for themselves or their children. By not having enough resources or skills, families spend more time trying to resolve crises in their daily lives and are not able to focus on future goals. In addition, families suffer from generational poverty, and are unable to break the cycle. When families do obtain resources, such as an increase in income, then they are at risk of losing their supportive services. This cliff effect leaves families with the choice of decreasing their income to continue to utilize the supportive services or increase their income but struggle to maintain their housing, food costs, medical costs, etc.

At the community level, there are a lack of supports offered to families. Due to both counties being rural, there is a lack of public transportation offered to residents, which can affect many daily activities, especially if the family does not have transportation of their own. Although the lack of public transportation is an overwhelming and consistent issue, some members of the community within the Clarion Area School District are creating their own solutions through purchasing vans to transport parents and children to school meetings. There is also a lack of family emergency shelters, so if families are experiencing homelessness, they might have to separate to receive help, which disrupts the structure of the family unit. Both communities try to address this issue through the Shelter Task Force, a group of community partners who address homelessness issues within the community, but still lack the resources to develop more shelter opportunities. Another issue the community faces is a lack of medical providers who accept Medicare and Medicaid. There is also a lack of day care centers open during various shifts in the community.

Within the agency level, there is a lack of consistent funding available to help with consumer needs. Although funding is available for rent, utility, weatherization, etc. assistance, the funding streams for programs are volatile. If funding is not consistent, it can be difficult to analyze the long-term effects of a program. Agency programming and funding for transportation, financial assistance with health-related costs, and financial assistance for housing when one has a criminal record is limited or non-existent.

When key stakeholders in the community were asked to rank the priority for 21 issues over the next 3 years as: not a priority; low priority; moderate priority; high priority; and essential, the priority for all 21 issues were ranked as high priority. This indicates even with existing services and activities being provided to residents of the bi-county area, there is much more work to be done in all of these areas.

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The key stakeholders' survey identified all 21 issues listed on the survey as being a high priority over the next three years, including increasing employment opportunities and increasing employment-training opportunities. The survey also identified adult drug abuse, youth drug abuse, and alcohol abuse as issues considered a severe challenge over the past two years. These are critical areas where collaborating among community organizations, schools, government, etc. are necessary in order to have an impact on resolving these issues. These results are interesting from the perspective that many employers state they have a difficult time finding employees who can pass a drug test and show up for work sober and on time.

Poverty is a complex issue to resolve. Providing safety net services typically provides temporary stability to a family but does little or nothing to prevent poverty or moving families out of poverty. Personal responsibility is a key factor to moving out of poverty and becoming economically secure. However, if this is not learned from within the home, there has not been a practical way to reach our youth and instill personal responsible behavior consistently and on a large scale. The only chance of breaking the cycle of poverty is to reach youth living in poverty, instill in them personal responsibility and provide them with a pathway to becoming economically secure. This is our challenge.

While there are available resources to address each of the ten categories of issues addressed in the Key Stakeholders Survey (Transportation, Housing, Employment, Adult Education, Health Care Access, Children's Education, Youth Related, Senior Related, Basic Needs, and Social), they are not sufficient to resolve every need. This is evidenced by every item in all of the categories being identified as a moderate, considerable, or severe challenge. Since there are way too many issues to address at one time, issues should be evaluated one at a time, starting with the highest priority issues being identified and determining what resources currently exist, what other resources are needed, and who in the community is best suited and has the capacity.

The results obtained through the key stakeholders' survey are very similar to the results obtained from the same survey three years earlier.

## **SWOT ANALYSIS (Strengths, Weaknesses, Opportunities & Threats)**

On March 10, 2023, Executive Management and key staff met and conducted a SWOT analysis. The results are as follows.

### **Strengths**

1. CAI has a long history of working with federal, state, and local agencies and is very proficient at providing direct services to consumers.
2. CAI has dedicated and competent staff who care about the consumers they serve.

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3. CAI is well-known throughout the social services network & the population seeking and receiving services.
4. CAI has strong organizational internal controls which provides the framework for a strong organization.

## **Weakness**

1. CAI is not well-known to the general population and community at large.
2. CAI needs to increase its community engagement.
3. CAI needs to recruit and utilize more volunteers.
4. CAI staff need to become more knowledgeable of other programs in the organization beyond the programs they are working on.
5. CAI needs to develop a strong vision for where the organization would like to be in the future.
6. CAI has insufficient resources for adequate staff & staff training (time and money) which results in a high-stress work environment.
7. CAI needs to increase revenue through fundraising.
8. CAI doesn't utilize online presence effectively (lack of utilizing social media effectively).
9. CAI currently does not have a certified ROMA trainer on staff.

## **Opportunities**

1. CAI needs to explore opportunities to expand partnerships.
2. CAI needs to explore opportunities to increase funding.
3. CAI needs to utilize technology to improve outreach through the use of online resources (website and social media).
4. CAI needs to increase its involvement in community activities to improve CAI's recognition in the community.

## **Threats**

1. CAI is threatened by reduction and level funding of programs.
2. CAI is threatened by programs requiring matching funds.
3. CAI is threatened by staff turnover and difficulty in being able to hire skilled staff.
4. CAI is threatened by funders increasing unfunded mandates.
5. CAI is threatened by funding Instability.
6. CAI is threatened by untimely passing of federal and state budgets.

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## PLAN

In developing this strategic plan CAI evaluated data collected through CAI's community needs assessment, including quantitative and qualitative data collected through community surveys and focus groups. In addition, CAI evaluated the data collected through CAI's consumer needs assessment and satisfaction surveys. CAI also completed a SWOT analysis to identify the organization's strengths and weaknesses, possible available opportunities and threats to the organization. The knowledge gained through these processes combined with the organizational and program knowledge obtained through the many years CAI has been providing services to the community are being used to develop this plan focused on reducing poverty, revitalizing low-income communities, and/or empowering people with low-income to become more self-sufficient.

CAI recognizes all unmet needs in the community cannot be resolved over the next five years, so CAI is focusing on those identified unmet needs where CAI has the most experience and resources to produce positive outcomes. As such, CAI's focus will be on National Goal 1. Individuals and families with low incomes are stable and achieve economic security.

### Family Level Goals

#### National Goal 1

**Individuals and families with low incomes are stable and achieve economic security.**

Identified Need	Strategies	Outcomes
1. Transportation	<ul style="list-style-type: none"> <li>• Provide consumers transportation to medical appointments through the Medical Assistance Transportation Program</li> </ul>	<ul style="list-style-type: none"> <li>• Consumers will overcome their transportation needs for medical appointments</li> </ul>

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Identified Need	Strategies	Outcomes
<b>2. Housing</b>	<ul style="list-style-type: none"> <li>• Provide consumers with emergency shelter and transitional housing.</li> <li>• Provide consumers with weatherization service.</li> <li>• Provide consumers with rent &amp; utility assistance.</li> <li>• Provide consumers with rental housing.</li> <li>• Provide Veteran services</li> </ul>	<ul style="list-style-type: none"> <li>• Homeless consumers become temporarily housed.</li> <li>• Consumers' homes are more energy efficient, heating and cooling systems are operating properly.</li> <li>• Consumers are living in homes which are handicapped accessible.</li> <li>• Homeless veterans receive veteran services to overcome barriers and become housed</li> </ul>
<b>3. Employment</b>	<ul style="list-style-type: none"> <li>• Provide Job skills training</li> </ul>	<ul style="list-style-type: none"> <li>• Consumers are better prepared to enter the job market</li> </ul>
<b>4. Education</b>	<ul style="list-style-type: none"> <li>• Provide Adult education services.</li> <li>• Provide Nurturing parenting training.</li> <li>• Provide Financial fitness training</li> </ul>	<ul style="list-style-type: none"> <li>• Adults improve their education.</li> <li>• Parents learn how to become better parents and interact with their children.</li> <li>• Consumers improve their financial literacy</li> </ul>
<b>5. Youth Related Issues</b>	<ul style="list-style-type: none"> <li>• Provide Teen Parenting training</li> </ul>	<ul style="list-style-type: none"> <li>• Students have a better understanding of what is involved when becoming a parent.</li> </ul>
<b>6. Senior Related Issues</b>	<ul style="list-style-type: none"> <li>• Provide senior volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Seniors stay active in their communities</li> </ul>

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Identified Need	Strategies	Outcomes
<b>7. Basic Needs</b>	<ul style="list-style-type: none"> <li>• Provide food.</li> <li>• Enroll consumers into SNAP.</li> <li>• Provide Income Tax preparation services.</li> <li>• Provide domestic violence prevention services</li> </ul>	<ul style="list-style-type: none"> <li>• Consumers will receive food to supplement their resources.</li> <li>• Consumers obtain additional resources for food.</li> <li>• Consumers receive assistance in preparing and submitting their income taxes.</li> <li>• Domestic Violence Survivors receive a wide range of services to improve their safety</li> </ul>

CAI's performance will be measured based upon achieving family level goals as reported annually through the COPOS report.

### Agency Level Goals

Community Action, Inc.'s Executive Management and key staff conducted a SWOT analysis of the organization on March 10, 2023. As a result, organizational weaknesses and threats were identified. Some of what was identified is within CAI's control while some lies outside of CAI's direct control. These Agency Level Goals will focus on those items which CAI has significant control over.

Identified Need	Strategies	Outcomes
<b>1. CAI is not well-known to the general population and community at large.</b>	<ul style="list-style-type: none"> <li>• Increase community engagement in areas of the community other than social services (such as taking active roles in community and business organizations)</li> </ul>	<ul style="list-style-type: none"> <li>• CAI becomes better known to the general population and the community at large.</li> </ul>

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Identified Need	Strategies	Outcomes
<p><b>2. CAI needs to increase its community engagement.</b></p>	<ul style="list-style-type: none"> <li>• The executive director takes the leadership role in developing and implementing an action plan. The executive director needs to be the face of CAI recognized in the community</li> </ul>	<ul style="list-style-type: none"> <li>• CAI increases its engagements with the community and CAI as well as its executive director become recognized throughout the community.</li> </ul>
<p><b>3. CAI needs to recruit and utilize more volunteers.</b></p>	<ul style="list-style-type: none"> <li>• CAI needs to complete an analysis of the organization and determine which tasks could be handled through volunteers. Additional, CAI needs to recruit volunteers and develop a system to manage the volunteers in such a way that when a volunteer calls off a replacement can be called upon</li> </ul>	<ul style="list-style-type: none"> <li>• More volunteers are used to complete tasks on a regular basis reducing the workload on staff and improve timeliness providing services to consumers</li> </ul>
<p><b>4. CAI staff need to become more knowledgeable of other programs in the organization beyond the programs they are working on.</b></p>	<ul style="list-style-type: none"> <li>• CAI needs to obtain additional funds to pay for cross training staff. Once staff are trained, they need to regularly trade and complete these tasks, so they remain current with their skill set</li> </ul>	<ul style="list-style-type: none"> <li>• Staff will be more knowledgeable of other programs in the organization as well as being capable of filling in when primary staff are not available</li> </ul>
<p><b>5. CAI lacks a strong vision for where the organization should be in the future.</b></p>	<ul style="list-style-type: none"> <li>• While CAI has a broad vision statement, CAI needs to develop a specific vision strategy with details and timelines so progress and accountability can be tracked</li> </ul>	<ul style="list-style-type: none"> <li>• CAI's strong vision will provide CAI with specific directions on how to arrive at the desired future</li> </ul>

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Identified Need	Strategies	Outcomes
<p><b>6. CAI has insufficient resources for adequate staff &amp; staff training (time and money) which results in a high-stress work environment.</b></p>	<ul style="list-style-type: none"> <li>• CAI needs to incorporate the use of more volunteers into its operation, needs to fundraise, seek funding to build capacity, and cross-train staff. CAI also needs to complete a thorough analysis of the organizations structure, processes, and compensation and make adjustments to the organization which make it more efficient and effective.</li> </ul>	<ul style="list-style-type: none"> <li>• CAI will be a more efficient and effective organization</li> </ul>
<p><b>7. CAI needs to increase revenue through fundraising.</b></p>	<ul style="list-style-type: none"> <li>• CAI needs to develop and implement a fundraising plan to increase the amount of its unrestricted funds</li> </ul>	<ul style="list-style-type: none"> <li>• Having unrestricted funds available provides CAI the ability to fund needs not permitted through grants, meet match requirements; and become involved with community events</li> </ul>
<p><b>8. CAI doesn't utilize online presence effectively (lack of utilizing social media effectively).</b></p>	<ul style="list-style-type: none"> <li>• CAI needs to have a staff person assigned to be responsible for managing and utilizing CAI's website and social media effectively to advance CAI's Mission</li> </ul>	<ul style="list-style-type: none"> <li>• CAI's messaging will reach more of the community and CAI will become more recognized in the community</li> </ul>
<p><b>9. CAI currently does not have a certified ROMA trainer on staff.</b></p>	<ul style="list-style-type: none"> <li>• CAI needs to have one or more staff become ROMA certified (Trainer, Implementor)</li> </ul>	<ul style="list-style-type: none"> <li>• CAI will have the internal capacity to remain compliant with the organizational standards</li> </ul>

# Community Action, Inc.'s (CAI) 2023 - 2028 Strategic Plan

## Community Level Goal

CAI primarily attacks poverty and its effects through the delivery of services to low-income families. However, CAI needs to increase its efforts to make positive changes in the community which ultimately benefit low-income families.

Identified Need	Strategies	Outcomes
<p><b>10. CAI needs to have more input into the resolution of community issues that affect low-income</b></p>	<ul style="list-style-type: none"> <li>• CAI's executive director needs to take the lead role in developing relationships within the community and identifying the roles CAI can actively participate in and contribute to resolving issues affecting low-income</li> </ul>	<ul style="list-style-type: none"> <li>• The low-income are represented in community decisions</li> </ul>

This strategic plan is dynamic and will change over time as issues and conditions affecting low-income change within the community. Services provided to low-income will change over time based on changing needs and resources and the agency will need to adapt to these changes to remain relevant and effective in the battle against poverty.

CAI's Board of Directors will be updated annually on the progress in meeting the goals identified in this strategic plan.