

Community Action, Inc.'s (CAI) 2017 - 2021 Strategic Plan



Mission

Community Action, Inc. will be a community catalyst to provide and coordinate activities which promote family self-sufficiency and advance community prosperity.

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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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 December 15, 2016. 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. CAI will be a catalyst to improve the lives of persons of low-income by: 1) focusing awareness on the needs of low-income; 2) creating solutions through community partnerships; and 3) by providing direct assistance and mentoring.

This Plan is not designed to identify CAI's operational details but rather four strategic issues:

1. Retain youth in the community
2. Remain relevant and responsive to the needs of the community
3. Improve the economic conditions of families
4. Improve the social conditions of families and communities

The 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.

#1 STRATEGIC ISSUE **Retaining youth in the local community**

Historically the focus on Clarion and Jefferson County youth has been on obtaining a college education; graduates then usually leave the area to obtain career employment. However, most local jobs require vocational and technical training. CAI intends to increase family awareness of available local jobs and the related training youth will need

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to obtain living wage local jobs, remain in the community, and contribute to community prosperity. Over the next five years CAI will focus on the following:

1. Goal: Youth and parents become knowledgeable of the local job market and the skills and education required to obtain these jobs.
 - a. Objective: Develop partnerships with businesses, schools, and Workforce Development Boards to obtain and present to middle and high school students information regarding the local job market, the skills and education required to obtain these jobs, and the annual wage local jobs can yield.
 - i. Performance Measure: Number of middle and high school students able to identify the local job market, the skills and education required to obtain these jobs, and the annual wage local jobs can yield.
 - ii. Performance Measure: Increase in the percentage of middle and high school students who enroll in the Jefferson County-DuBois Area Vocational-Technical School (Jeff Tech) and the Clarion County Career Center.
2. Goal: Youth will gain vocational and technical training for local jobs.
 - a. Objective: Provide comprehensive case management and supportive services to fifteen vocational technical at-risk students to prevent or recover dropouts.
 - i. Performance Measure: Number of vocational technical at-risk students who successfully complete vocational and technical training and receive a diploma.
 - b. Objective: Provide co-op opportunities for ten vocational technical students to achieve work experience with local businesses.
 - i. Performance Measure: Number of vocational technical students who successfully complete local business co-ops and obtain employment.

2 STRATEGIC ISSUE

CAI remains relevant and responsive to the needs of the local community

For organizations to remain relevant and responsive to community needs they must remain connected to the community, operate at the highest organizational standards, and be financially sound. CAI recognizes the need to abide by these operational strategies. CAI will shift to increase community catalytic work as the method for finding solutions. Over the next five years CAI will focus on the following.

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1. Goal: CAI increases community catalytic work to advance community prosperity.
 - a. Objective: CAI will be a core organizer and/or actively collaborate with multi-partner initiatives to advance community prosperity.
 - i. Performance Measure: Number of multi-partner initiatives and their results.
 - b. Objective: CAI will collaborate with Clarion and Jefferson County municipalities to assist with revitalizing low-income communities.
 - i. Performance Measure: Number of revitalization initiatives CAI provides assistance.
 - c. Objective: Annually evaluate all direct services and identify those utilizing resources needed for community catalytic work.
 - i. Performance Measure: Amount of resources transferred from direct services to community catalytic work.
 - d. Objective: Partner to develop and implement PA 2-1-1 service in Clarion and Jefferson Counties.
 - i. Performance Measure: PA 2-1-1 is created and fully operational in Clarion and Jefferson Counties.
2. Goal: Increase and diversify funding to support CAI's Mission.
 - a. Objective: Research new funding opportunities to support community catalytic work.
 - i. Performance Measure: New funding acquired to support community catalytic work.
3. Goal: Strengthen CAI's organizational structure and capacity.
 - a. Objective: Management will regularly review CAI's compliance with the CSBG Organizational Standards.
 - i. Performance Measure: Level of compliance achieved in meeting the CSBG Organizational Standards.

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- b. Objective: Screen potential hires for skills required for upward mobility.
 - i. Performance Measure: The percentage of vacant positions filled with existing staff through upward and lateral mobility.

3 STRATEGIC ISSUE **Improve the local economic conditions of families**

CAI will work to improve the economic conditions of families through service provision and partnerships. Through the reduction in employment barriers, persons of low-income are empowered to become more self-sufficient. Over the next five years CAI will focus on the following.

- 1. Goal: Unemployed and under-employed persons reduce employment barriers and become employed.
 - a. Objective: Provide and/or advocate for services which reduce employment barriers for unemployed and under-employed persons.
 - i. Performance Measure: The number of unemployed and under-employed consumers who overcome employment barriers and gain employment.
 - b. Objective: Develop partnerships with service providers, businesses, and educational institutions to assist unemployed and under-employed persons overcome employment barriers and gain employment.
 - i. Performance Measure: The documented partnerships developed to assist unemployed and under-employed persons overcome employment barriers and gain employment.
- 2. Goal: Improve the lives of persons of low-income.
 - a. Objective: Provide and/or advocate for services which resolve crisis situations and/or augment limited needed resources for essentials (food, housing, medical care, etc.) for persons of low-income.
 - i. Performance Measure: Number of consumers who overcome a crisis and/or augment their limited resources.

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4 STRATEGIC ISSUE

Improve the local social conditions of families and communities

CAI will work to improve the social conditions of families and the community through providing and/or advocating for services. Over the next five years CAI will focus on the following.

1. Goal: Strengthen family relationships.
 - a. Objective: Develop partnerships to establish additional family activities.
 - i. Performance Measure: Number of family activities established.
 - b. Objective: Implement group activities which promote resiliency and healing for domestic violence victims and their children.
 - i. Performance Measure: Number of families participating in parent and child group activities and support groups.