

FIGHTING FOR GOOD
**COMMUNITY
ACTION** LEHIGH
VALLEY

STRATEGIC PLAN FYE 2024 - 2026

EXECUTIVE SUMMARY



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Community Action Lehigh Valley is the primary anti-poverty organization in our region. As such, our services bridge urgent needs like food access and emergency rental assistance and programs that position clients for greater self-sufficiency such as housing counseling, youth development, job training, and small business start-up loans. We have developed a strong ability to aggregate funders and avenues of partnership and we are particularly effective in our endeavors because of our integration of economic and community development work with direct human services.

Every day, we pursue our mission to improve the quality of life in the Lehigh Valley and surrounding communities by building a community in which all people have access to economic opportunity, the ability to pursue that opportunity, and a voice in the decisions that affect their lives. We do this in ways that reflect our core values:

- We believe in community, empowerment, self-sufficiency, and justice.
- We recognize and affirm the dignity of all people in everything we do.
- We act with passion, integrity, and empathy.

In 2022, Community Action engaged board members, staff, community residents, and partner organizations in an in-depth assessment of community needs to ground our plans for the coming three years in a thorough understanding of the current environment, the pressing needs of our neighbors, and the current state of this organization that is charged with responding to those needs. We learned that:

- Dramatic shifts in the housing landscape (with many rents doubling practically overnight) require new strategies and partnerships to respond.
- Numerous barriers prevent residents from accessing services that can benefit them, and Community Action is uniquely positioned to remove some of those barriers.
- Systemic barriers that keep families in poverty need powerful advocacy strategies to remove them and Community Action has access to valuable data and a unique perspective to effectively advocate for change if we systematize and properly resource our efforts.
- Youth in Allentown are at great risk from gun violence and failure to thrive due to challenges at home, in school, and in the community. They need access to mental health care and after school programs to help them attain positive life outcomes.
- Community Action under new leadership is growing in many beneficial ways, but, like other nonprofits, is challenged in the current economic and workplace environments to attract and retain quality staff. Organizational capacity is stretched thin and needs strategic attention and intervention to improve the health of the organization and enhance its capacity to fully realize the mission.

In the coming three-year period comprised of FYE 2024-2026 and beyond, Community Action will continue to provide the range of services for which it is already well known and will take decided action to implement new and enhanced strategies in five areas to bring about beneficial community impact in the identified areas of greatest need.

1. Community Action will partner with government and nonprofit organizations in creative new ways to preserve and expand quality affordable housing in the region we serve. With input from diverse community members, we will build a solid understanding of the factors underlying the crisis and build and execute a new plan of action to address the crisis. Our approach will include economic and community development strategies, including potential restructuring of the Lehigh Valley Community Land Trust, as well as legislative advocacy strategies to address policies and practices at the local and state levels that contribute to housing instability.
2. Community Action will create interdepartmental mechanisms to enable our numerous programs and service delivery locations to consistently and effectively share information with clients about the other services for which they may be eligible and to help them connect to those services on the spot. In addition to developing a pre-screening tool to identify client needs and link them to other services, Community Action will review and update the print and online materials describing our services to remove language and literacy barriers to access. Finally, recognizing that trusted community organizations are a conduit for better access to services, we will prioritize efforts to help small, grass-roots organizations secure funding and we will design, test, and adapt methods of convening and connecting potential partners to create new routes to service access in the region.
3. Community Action will identify, select, and properly resource a coordinated, organization-wide approach to legislative and policy advocacy that is most likely to result in beneficial systems change at the local and regional levels. By improving organizational capacity to collect, compile, and analyze more inclusive data about the clients and communities we serve, our advocacy efforts will be more powerful and impactful.
4. Community Action will create more safe and accessible opportunities for youth recreation, personal development, and skill building for Allentown youth by partnering to deliver programs that are most likely to engage young people and enable them to thrive. Primary among our strategies to accomplish this is to demonstrate the viability of and attract the resources to acquire, renovate, and equip a youth center and partnering to deliver programs that are most likely to engage young people and enable them to thrive. Beginning in the three-year planning period, this strategy will extend several years beyond before fully coming to fruition.
5. Community Action will invest in its number one resource - its staff - through strategies designed to enhance the culture of the organization, develop, and retain current staff members, attract new, mission-motivated staff, and enhance organizational capacity while reducing burnout. We will focus on and invest in the careers and well-being of current staff, imbue all communication, particularly the hiring process, with our mission

and values, and build public awareness of the beneficial role that Community Action and its team members play in the community.

Community Action volunteer and staff leaders are dedicated to investing the knowledge, creativity, and resources to implement these strategies, learn from these experiences, adjust course as needed, and do all that we can to address the most exciting opportunities and pressing challenges of our region at this moment in time. Together, we believe our efforts over the coming three years and beyond will yield numerous beneficial impacts for our communities, our clients, our partners, and our organization.

INTRODUCTION

Community Action Lehigh Valley is a critical resource for people living in the region that includes Lehigh and Northampton Counties and many surrounding communities. Through a wide variety of programs and initiatives, *Community Action improves the quality of life in the region by building a community in which all people have access to economic opportunity, the ability to pursue that opportunity, and a voice in the decisions that affect their lives.*

Community Action engages clients, neighbors, community-based organizations, government entities, and corporations to help meet a wide range of community needs, including food access, emergency rental assistance, home weatherization, housing counseling, and access to small business start-up loans to name only a few. However, there are many barriers to residents making their way out of poverty. These barriers include lack of availability of affordable quality housing, low awareness of and inability to connect to needed services, government policies that don't do enough to support families trying to get ahead, lack of access to mental health services and safe recreational opportunities for young people, and limited funding for Community Action to appropriately and sustainably staff services needed by the community.

Through several community needs assessment and organization-wide stakeholder engagement activities that preceded the strategic planning exercise, Community Action identified five high priority opportunities and/or challenges for which new strategies are needed: (1) expanding the availability of affordable, quality rental housing, (2) expanding community access to the full range of services provided by Community Action, (3) enhancing effective advocacy for systems change based on high quality, primary source, community needs data; (4) improving positive social, emotional, and behavioral outcomes for youth in Allentown, and (5) enhancing staffing and building the organizational capacity of Community Action Lehigh Valley to carry out its mission.

The strategic planning process yielded new and enhanced strategies to guide Community Action's efforts to better meet the critical, emergent needs of the region and help more families make their way out of poverty. This narrative is followed by action plans providing specific and detailed descriptions of intended courses of action. (See attachments A-E.) It is intended to be a living document that grows and adjusts to incorporate what we learn along the way.

OPPORTUNITY 1: EXPANDING RENTAL HOUSING

The housing situation in the Lehigh Valley and surrounding communities has changed significantly in the past 12-18 months. Rents have skyrocketed as demand for property grew in unprecedented ways. The rental vacancy rate is down to 2% at present compared to a healthy vacancy rate of 6-8%. Families in Allentown have seen their rent double practically overnight and have almost no options to which to turn. The real estate market, while bringing prosperity for some, has priced long-term residents of our region out of their homes. These challenges are clearly beyond the capacity of a single organization to address.

In an effort to preserve and expand housing in our service area without squeezing out our neighbors, Community Action is focused on strategies that enhance partnerships and position the organization to take advantage of new funding opportunities to expand quality affordable rental housing. Over the course of the three-year planning period, Community Action will:

- Engage community members with diverse knowledge, experience, and perspectives to review the community-specific data that has been amassed and emerging strategies from across the state and nation to understand the factors underlying the rental housing crisis in our region and select the most promising strategies, identify and develop appropriate partnerships, and create and execute a creative plan of action to preserve and expand access to quality, affordable rental housing.
- Develop a legislative advocacy plan to influence key legislation, policies, and practices affecting affordable housing and housing insecurity in the region.

Through these strategies, we anticipate achieving the following outcomes:

- A targeted legislative advocacy plan secures favorable changes to zoning policies and funding structures at the local, state, and federal levels that make affordable quality rental housing more accessible. (July 2024 - ongoing)

OPPORTUNITY 2: EXPANDING ACCESS TO SERVICES

One source of comparative advantage for Community Action is its presence in many neighborhoods meeting the direct needs of residents. The Second Harvest Food Bank is one of the most significant ways that Community Action reaches into numerous small communities providing emergency food access. This provides the organization with a unique and substantial opportunity to connect individuals and families in need to other services that they may need and for which they may be eligible.

In an effort to leverage the Community Action network of partners and service providers to dramatically expand access to information and services in our service area, Community Action will create tools and update materials to remove barriers to sharing information about services we provide to many more people who come into contact with the agency. While referrals between and among Community Action units already take place to some extent, these strategies are focused on creating interdepartmental mechanisms to consistently and

effectively communicate information about all of the services available within Community Action.

Over the course of the three-year planning period, Community Action will:

- Create, test, and train staff on a pre-screening tool that staff for all services offered by Community Action can carry with them and use to connect clients to other services they may need and help them sign up for those services on the spot.
- Update digital, print, and training materials of staff, volunteers, and key partners to communicate the range of services to eligible participants in a way that removes barriers due to reading levels and language translation needed and allows people to sign up on the spot.

Through these strategies, we anticipate achieving the following outcomes:

- By FYE2025, 90% of service delivery staff confidently and with cultural competency implement the screening tool with 65% of Community Action clients they see.
- By FYE2024, all materials will be vetted for readability across culture/language groups and materials will be developed to encompass and brand the full suite of Community Action programs.

OPPORTUNITY 3: IMPROVING DATA COLLECTION AND EXPANDING ADVOCACY

Due to the wide range of services provided by Community Action, the large number of clients served, and the partnerships and community relationships we have built, we have access to primary data and first-hand perspectives on poverty in the region that positions us as a trusted advocate on these subjects. That trust can be used to advantage when communicating with decision makers about the challenges impacting the community and potential solutions. Through more consistent and inclusive collection and analysis of community needs data, our advocacy initiatives will have more weight. Community Action needs better systems to gather the data and an organization-wide process, structure, and leadership to coordinate effective advocacy for systems change. To ensure that the concerns of the communities served by Community Action are heard and can effectively influence policy, we will focus our attention on improving the ability of Community Action to collect and understand representative community needs data and use that data to effectively communicate advocacy priorities to policy makers and leaders at the local, state, and national levels.

Over the course of the three-year planning period, Community Action will:

- Develop needed competencies to operationalize more inclusive and effective regular surveying of the communities served by Community Action to better understand their needs and the outcomes of service provided. These data collection and distillation competencies are needed for multiple purposes within Community Action and will be most useful for creating effective advocacy strategies.

- Decide how to structure an advocacy function within Community Action, secure funding for and hire an advocacy leader to establish effectively coordinated, impactful advocacy efforts on behalf of the communities we serve. After onboarding, Community Action will create an organization-wide policy for coordinating advocacy efforts and an advocacy plan and implement that plan for maximum impact.

Through these strategies, we anticipate achieving the following outcomes:

- Increase participation of communities served by Community Action (including increased participation by diverse demographic and economic groups living in the service area) by 10% (compared to the baseline participation in the FYE2023 community needs assessment) each year through the three years of the strategic planning period (FYE2024- FYE 2026).
- Increase by 5% each year (compared to activity in FYE2024) the ways in which elected and appointed officials and other decision makers with authority in the area we serve demonstrate awareness of the advocacy positions espoused by Community Action – through behaviors like restating our talking points, consulting with Community Action before key votes are taken or decisions are made, inviting Community Action to testify or otherwise participate in meetings where policy options are being considered.
- Increase by 5% each year (compared to activity in FYE2024) the times media outlets pick up the agency’s messaging, or publish, air, or televise interviews with agency spokespeople, or publish editorials by the agency.

OPPORTUNITY 4: IMPROVING OUTCOMES FOR YOUTH IN ALLENTOWN

Community Action services address both emergent needs and initiatives that lead to greater self-sufficiency. A focus on improving outcomes for local youth does both. The safety and mental well-being of young people is a critical emergent need, while efforts to provide youth with transferrable skills, inspiration, recreational and learning opportunities increases the likelihood that young people will thrive long-term. At present, there is a critical need and a special opportunity in Allentown to engage the school district, community leaders, and numerous partners to provide what young people in this community need to thrive.

In an effort to create more accessible opportunities for youth development, workforce development, and skill building for young people in Allentown, we will focus our attention on acquiring, fundraising for, building out, and operating a youth center in Allentown. The proposed youth center is a massive undertaking with tremendous potential to change and save young lives.

Over the course of the next five years, Community Action will:

- Identify and secure a location for the youth center close to the youth for whom the need is greatest.

- Engage donors and funding partners in a capital campaign to raise the funds needed to build out and furnish the youth center, as well as an endowment to help fund ongoing operating expenses.
- Build and/or enhance the internal and external capacity of Community Action (working with community stakeholders) to successfully plan for, establish, and support a thriving youth center in Allentown.
- Create new and enhancing existing partnerships with other nonprofit organizations to launch, operate, and deliver programs in the youth center.

Because this set of strategies will take a longer time period to carry out, measurable outcomes for youth in Allentown will not be available until after a five-year period at the end of which the youth center will begin to deliver programming. Outcomes are necessarily, then, for this period, limited to realizing time-bound outputs. These outputs include:

- Selecting and securing the physical location for the youth center by October 2023.
- Launching a capital campaign to build out the youth center by January 2024 and completing fundraising for the buildout by June 2026.

OPPORTUNITY 5: ENHANCING STAFFING AND BUILDING ORGANIZATIONAL CAPACITY

The challenges of the post pandemic working world are well known, including a shift in workforce expectations, higher costs, personnel shortages, and burnout. Community Action has already taken significant action to adjust long suppressed wages to provide more just and competitive compensation for staff. Under new leadership, we are building an organizational culture that will attract and retain mission-motivated team members to do the critical work of Community Action. In an effort to further improve and expand the capacity of Community Action to recruit, develop, and retain experienced, quality people (staff and volunteers), we will focus our attention on several strategies to enhance staff recruitment and retention.

Over the course of the three-year planning period, Community Action will:

- Actively enhance a culture of inclusion and inquiry within Community Action.
- Build mechanisms to ensure consistent and transparent communication of the mission, values, vision, and progress of Community Action to current and prospective team members.
- Execute a public awareness campaign to help recruit and retain qualified, mission-centered team members.
- Create professional development resources to help Community Action employees develop their career path.

- Develop a better understanding of Community Action’s current capacity and figuring out how to enhance capacity and reduce burnout.

Through these strategies, we anticipate achieving the following outcomes:

- Improving employee satisfaction by 10% annually.
- Increasing employee participation in a feedback process by 10% annually.
- Decreasing staff turnover rate by 10% or more annually compared to the previous year.
- Increasing applications for open positions by 10% each year compared to the previous year.

CONCLUSION

We at Community Action Lehigh Valley are taking steps to ensure that the organization becomes an even greater resource for residents and stakeholders throughout the region, delivering targeted strategies in direct response to high priority opportunities and challenges of the communities served. Our team of professional and volunteer leaders will work to put these strategies into practice over the coming three-year period (FYE2024-FYE 2026) and beyond, tracking measurable outcomes and adjusting course as we learn which strategies are effective and which need to be adjusted for greater impact. We firmly believe that these actions will contribute to meaningful progress toward our vision of the region served by Community Action as a place where people of every demographic and economic group can live with dignity and equitable opportunity.

OPPORTUNITY 1: EXPANDING RENTAL HOUSING

Question: How can we preserve and expand quality affordable housing in our service area without squeezing out our neighbors?

Impact: Community Action will increase affordable quality rental options in the areas we serve.

Strategy 1-1

Build Community Action's capacity to understand the factors underlying rental housing crisis and the pros and cons of various potential solutions. Develop a detailed plan of action to address the rental housing crisis based on the information gathered.

Goals: By June 2024, Community Action has identified and engaged the participation of 8-10 community members of diverse experiences, qualifications, skill sets, ideas, and demographic and economic backgrounds to inform the process of capacity building in rental housing.

ACTIONS	OUTPUTS	INPUTS	CONTACT	TARGET DATE
Draft a charter for the agency working group including purpose, authority, meeting frequency, and responsibilities of members.	Charter created	Time and effort	Chuck/Mike	Mar-23
Contact Board members and current members of housing committee to see who is interested in joining this new branch on affordable rental housing.	Board members identified and recruited.	Time and effort	Chuck and Mike will guide the development of this entire process due to their current positions in our Housing unit.	Apr-23
Identify and recruit additional members from the communities served by Community Action with focus on diverse experience, skill sets, and geographic, demographic and economic backgrounds.	Members identified and recruited	Time and effort	Chuck/Mike with Development Department and NPP leaders	Apr-23
Convene the working group of 6-8 individuals	Group holds first meeting. Creates work plan.	Time and effort	Chuck/Mike	May-23
Working group meets monthly gathering information and consulting with other community action agencies on successful and unsuccessful strategies to impact the	Report of working group.	Time and effort; travel support if needed.	Working Group; Chuck/Mike	Complete work by June 2023

supply of affordable quality rental housing. Creates report with recommendations.				
Working group transitions to Community Action steering committee; still 6-8 members. Focus on gathering additional information and shaping/creating policy based on information gathered. Efforts are folded into work plan and budget for FYE2024.	Policy recommendations for impacting affordable quality rental housing in the area served.	Time and effort	Steering Committee; Chuck/Mike	Complete work by June 2024
Steering committee transitions into advisory committee of 8-10 members. Continues to gather new information and models to inform strategy. Develops detailed action plan and incorporates it into the budget to move Community Action forward in rental housing program.	Affordable quality rental housing action plan with budget for the Community Action service area.	Time and effort. Funding will come into play for action steps.	Advisory committee will take on these tasks with guidance from Chuck and Mike.	Begin work in July 2024 and continue in perpetuity.

Strategy 1-2

Develop legislative advocacy plan to influence key legislation, policies and practices affecting affordable housing and housing insecurity.

Goals: Secure favorable changes to zoning policies and funding structures at local, state, and federal levels. By June 2024, develop an advocacy plan and from July 2024 forward, implement the action steps.

ACTIONS	OUTPUTS	INPUTS	CONTACT	TARGET DATE
Working Group/Steering Committee formed in BQ#2-Strategy#1 gathers information from community action agencies in Pennsylvania and other states on key targets for advocacy to expand affordable quality rental housing in the service area. (Coordinate with BQ#5.)	Report with recommendations on advocacy strategy.	Time and effort. Potentially funding.	Steering committee with guidance from Chuck/Mike. Possibly also Director of Advocacy (See BQ#5)	May 2023 - June 2024
Steering committee gathers information on best practices and current action items regarding housing advocacy at legislative level. Collect advocacy toolkits developed by national organizations for actionable	Resource library for effective affordable housing advocacy.	Time and effort.	Steering committee with guidance from Chuck/Mike.	Jun-24

ideas and roadmaps for legislative advocacy.				
Steering committee will engage in outreach with local community and politicians around community needs and key legislation, policies, and procedures of critical importance to affordable housing creation. Distill information into a report to influence the advocacy plan.	Report on community input - to be incorporated into Community Action housing advocacy plan	Time and effort. Potential funding for community outreach efforts.	Steering committee with guidance from Chuck/Mike.	Jun-24
Create detailed legislative advocacy plan to increase affordable housing with emphasis on affordable, quality rental housing. Include prioritization of legislative targets based on feasibility of enacting change and potential impact. Incorporate plan for collaboration including identification of local organizations with which to partner.	Plan created for legislative advocacy and collaboration around housing.	Time and effort.	Steering committee with guidance from Chuck/Mike.	Jun-24
Carry out action steps outlined in advocacy plan. (Coordinate with BQ#5)	Visits with elected officials on the local, state, and federal levels.	Time and effort.	Steering committee members, Chuck/Mike, and Community Action Director of Advocacy	July 2024 - ongoing
Engage on social media platforms to build public awareness in support of advocacy priorities as appropriate.	Regular social media campaigns (at least three/year) around affordable quality rental housing.	Time and effort. Possibly advertising expense.	Steering Committee, Chuck/Mike, marketing department	FY2025 and ongoing
Update plan on ongoing basis to adapt to current legislative environment and needs of the community.				Ongoing

Strategy 1-3

Change the model of the Lehigh Valley Community Land Trust to enable Community Action and other collaborating nonprofits to store land for future development and leverage stored land into new (previously inaccessible) sources of funding for affordable rental housing development projects.

Goals: Community Action increases speed of property acquisition by 10%/year compared to activity in FYE2023. Increases partnerships for land storage by 20%/year compared to FYE 2023. Community Action increases access to new sources of funding for project development by 20%/year compared to FYE2023.

ACTION	OUTPUTS	INPUTS	CONTACT	DATE
Research land trust restrictions and costs and recommend changes to allow the LVCLT to affordably store land for development.	Report of research and recommendations.		Steering Committee?? With Chuck/Mike	
Make any necessary policy and structural changes.	Policies and formal adjustments of structure as needed.		Chuck/Mike	
Develop memo of understanding or other necessary model contract to enable other nonprofits to store land confidently and affordably in the LVCLT.	MOU/contract for storing land in LVCLT		Chuck/Mike	
Outreach to potential nonprofit partners to promote the new opportunity, its advantages (economies of scale), and costs.	Communication		Housing team/Marketing Team	
Raise funds to purchase land for development into affordable quality rental housing.	Grant submissions and major gift solicitations		Housing Team/Planning Team/Development Team	
Store land in LVCLT for future development.	Land in storage		Housing Team	
Leverage the LVCLT stored land for development into additional funding for rental housing development projects, particularly through HOME funding.	Successful grant submission for HOME funds.		Housing Team/Planning Team	

Strategy 1-4

Carry out the action plan developed by the affordable quality rental housing steering committee - July 2024 through June 2027.

Goals: Through both Community Action purchase and leveraging other organizations, we help create 10 new affordable rental units in fiscal year ending 2025. Then this number will increase by 25% each year going forward.

To be completed based on the action plan developed by the steering committee referenced in BQ#2-Strategy #1.

OPPORTUNITY 2: EXPANDING ACCESS TO SERVICES

Question: How can we leverage our network of partners and service providers to dramatically expand access to information and services for people in our service area?

Impact: Residents in the areas served by Community Action have reduced poverty and increased quality of life because they are more aware of and can more readily access services they need.

Strategy 2-1

Create, test, and train staff on a pre-screening tool that staff for all services carry and use to connect clients to other services they may need and help them sign up for those services on the spot.

Goals: By FYE2025, 90% of service delivery staff confidently and with cultural competency implement the screening tool with 65% of Community Action clients they see.

ACTIONS	OUTPUTS	INPUTS	CONTACT	TARGET DATE
Identify models for the pre-screening tool	Report of models and recommendations		Amy, Jess, David, and BQ#1 Committee	Jul-23
Develop Community Action pre-screening content	Pre-screening questions and map of links from potential answers to related services.		Amy, Jess, David, and BQ#1 Committee	Jul-23
Research and select software needed to run the pre-screening tool (Meal Connect?)	Report on software options and their pros and cons. Solution selected.	Cost of software tool and hardware (if needed) for multiple locations.	IT Department	Jul-23
Research and identify cultural competency issues to be addressed in the pre-screening tool design and use	Report and recommendations.	Consultant \$ possibly	Amy, Jess, David, and BQ#1 Committee	Jul-23
Test pre-screening tool	Results of pilot test and recommendations for adjustments		IT Department and Food Bank	Nov-23
Develop and pilot test training module for staff using the tool	Training module created. Results of		IT Department and Food Bank	Jan-24

	pilot test and recommendations for adjustments.			
Deliver training to all staff.	Training takes place.		HR Dept, IT Dept, and ?	Mar-24
Implement use of tool across Community Action programs and services.	Data on connections made through first three months of tool in use.		IT Department. All program directors.	Jun-24

Strategy 2-2

Update digital, print, and training materials of staff, volunteers, and key partners to communicate range of services to eligible participants and who to contact. (Account for reading level, translation needed, etc.)

Goals: By FYE2024, all materials will be vetted for readability across culture/language groups, and materials will be developed to encompass and brand the full suite of Community Action programs.

ACTION	INPUT	OUTPUT	CONTACT	TARGET DATE
Inventory existing materials	Complete list of existing materials		Planning team, Marketing team, HR team, program directors, BQ#1 Committee	Jun-23
Identify missing documents	List of documents to be developed		Planning team, Marketing team, HR team, program directors, BQ#1 Committee	Aug-23
Research appropriate readability levels for people served vs. staff vs. volunteers.	Report on findings.		BQ#1 Committee, Marketing team,	Aug-23
Research/select readability formula/tools for agency use	Agency policy around creation of any materials.		Marketing team, Program directors	Aug-23
Identify translations needed based on demographic information	Reference for translations needed based on zip code		Planning team, program directors, pantry directors	Sep-23

Research/identify visual elements to include for people with limited/no literacy skills	Reference for visual elements to include for certain materials based on intended audience.	Consultant \$ possibly	Marketing team and ?	Oct-23
Identify professional translation service	Recommendations of service(s) to use.		Marketing team	Sep-23
Standardize how translations will occur	Procedure for translations	Translation service \$	Marketing team.	Sep-23
Test readability across programs	Focus groups	Consultant \$ possibly	Marketing, IT, and program directors.	Nov-23
Update Communications Manual	Complete updated manual		Planning team, marketing team	Jan-24
Circulate new communications manual to all internal audiences.			Marketing	Mar-24
Create and launch a public awareness campaign to promote new resources. Include government agencies, churches, schools, employers, and hospitals.	E-mail, web, social media outreach	Advertising \$ possible	Marketing	May-24

Strategy 2-3

Working collectively and collaboratively with other partners to develop, fund, and create more services (expanded, accessible, improved services) to address needs in the areas Community Action serves.

Goals: By FYE2025, an additional 10% of all submitted grant proposals will include funding directly for community partners, with an emphasis on small organizations led by people who are representative of the people those organizations serve, to help build capacity across the nonprofit sector.

ACTION	INPUT	OUTPUT	CONTACT	TARGET DATE
Consider and propose criteria for desirable partners (small organizations, led by people representative of the people served, etc.)	Recommendation on criteria		BQ#1 Committee with Program Directors, Marketing and Development Teams	Jun-23
Inventory current partnerships and prospective community partners	List of current and prospective partners		BQ#1 Committee with Program Directors, Marketing and Development Teams	Jun-23

Analyze feasibility, opportunities, and financial impact of increasing collaboration and pass through revenue strategy.	Recommendation around funding impact.		Planning Team. Finance Team	Aug-23
Revisit existing MOU and develop an updated standard MOU for collaboration	Updated MOU	Legal review \$	Planning Team, Compliance Team	Sep-23
Develop partnership orientation	Orientation manual		BQ#1 Committee with Planning Team and Program Directors	Nov-23
Identify strategic areas for partnerships based on community needs and impact opportunities.	Target list		BQ#1 Committee with Planning Team and Program Directors	Nov-23
Initiate outreach to five potential partners who meet the criteria. Explore partnership opportunities. Understand and overcome barriers to partnership.			Planning Team and Program Directors	Jan-24
Apply for funding....	Grants submitted		Planning Team	Mar-24

Strategy 2-4

Create networking opportunities designed to promote creative partnering between/among Community Action and other organizations operating within the areas served by Community Action.

Goals: Each year from FYE2024 forward, four to five new partnership opportunities emerge and are explored and evaluated following the annual summit.

ACTION	INPUT	OUTPUT	CONTACT	TARGET DATE
Research models of organizational networking designed to promote creative opportunities for partnership.	Report of research findings		BQ#1 Committee	May-23
Select one option that seems suited for Community Action and develop into a plan for the second half of the day of the annual meeting.	Plan - draft		BQ#1 Committee, Marketing and Development Teams	Jun-23
Circulate draft plan for feedback by several trusted partners. Tweak plan and finalize.	Recommendations from trusted partners; Updated plan - finalized.		BQ#1 Comm., Marketing and Development	Jul-23

Pilot mini summit with one subset of partners (e.g., housing)	Mini-summit takes place. Results reviewed.	Meeting costs associated with mini-summit	Marketing and Development Teams	Nov-23
Create budget for full partnership summit.	Budget requirements		Planning Team, Finance Team	Jan-24
Submit request for funding for partnership summit.	Grant proposal(s) submitted		Planning Team, Development Team	Jan-24
Create list of potential partners to invite to annual meeting and partnership summit.	Invitation list		Marketing and Development Teams	Jun-24
Craft invitation language	Invitation		Marketing and Development	Aug-24
Circulate invitation to list of potential partners. Register at least ## participants in summit #1.	# registered participants		Marketing and Development Teams	Sep-24
Conduct first full summit. Capture follow up items. Assign follow up to appropriate units within Community Action.	Summit outcomes report and next actions.	Meeting costs associated with a full summit.	Marketing and Development plus program directors	Nov-24
Evaluate quality and effectiveness of first summit. Incorporate ideas into plans for future events.	Evaluation and recommendations.		Marketing and Development	Jan-25

OPPORTUNITY 3: IMPROVING DATA COLLECTION AND EXPANDING ADVOCACY

Question: How do we ensure that the concerns of the communities we serve are heard and can effectively influence policy?

Impact: The needs and priorities of the people we serve are known by us and shared at all levels of government in a way that regularly influences policy outcomes that improve the lives of those we serve.

Strategy 3-1

Develop needed competencies to operationalize more inclusive and effective regular surveying of the communities served by Community Action to better understand their needs and the outcomes of services provided.

Goals: Using the 2022-2023 community needs assessment survey as a baseline, increase the participation of communities served by Community Action (including increased participation by diverse demographic and economic groups living in the area served by Community Action) by 10% each year through years 1-3 of the strategic plan.

ACTION	INPUT	OUTPUT	CONTACT	TARGET DATE
Identify data collection solutions for surveying and demographics reporting that would serve all programs, and that can also provide client relations management functions. Through this process a golden survey form should be set that standardizes a core set of information that satisfies core CSBG data requirements. Funding source requirements in regard to data collection and reporting are reviewed, the result of which is recorded in contract briefs that are included with the program's individualized data collection procedures and standards. Data collection procedures and standards are created to also provide executive summary profiles for the targeted participants per program. The	Analysis of at least three data collection solutions narrowed down to a single solution. Solution is acquired and implemented. Boilerplate form is created and circulated to all programs that represent the baseline for data gathering. Common requirements between funding sources are identified and incorporated in global form, while unique needs are attributed to specific programs. Program needs are recorded and organized into program data collection SOPs. Portfolio of community profiles to target with surveying and marketing based on program target populations.	\$20-50,000 for software, time by staff to implement and transition to from current software, a packet of data collection profiles for each of the programs based on funding sources both long standing and emerging.	IT, Planning, AED's	Dec-23

<p>profiles will be used to guide outreach marketing and later, advocacy efforts.</p>				
<p>Perform community needs assessment every three years. 2023-2024 shall be considered year 1 of the new reporting schedule. Formulate and enact plans to reach participants throughout the service area. One important metric on this piece will be showing an increase in participation throughout the service area. Increase should be proportional to the population density. The second community needs assessment after that would be in line with year 0 of the new 26-27 strategic planning period.</p>	<p>Reports that show as a result of marketing and surveying efforts results that exhibit an increase in participation from the last known community surveying results. Participation should exceed 3% of the total participant population of the total service area population. Most important community needs assessments must provide a mechanism that provides an accurate assessment of a community's concerns and unmet needs.</p>	<p>Time for administration to define and organize profiles that represent both the communities we serve, and ones that we are less familiar with. Marketing material and advertising expense, to market and deliver the survey into the community. Time to perform analysis on participation results.</p>	<p>IT, Planning, AED's</p>	<p>Dec-23</p>
<p>Collect demographics for all served participants throughout the year and implement demographic collection strategies to record information for communities of people we assist indirectly. An increase of non-duplicated participant information by more than 3%.</p>	<p>Increased non duplicated participant demographics by more than 3% or more. Compliance with CSBG and COPOS data collection obligations and showing explainable continuity of participant services and outcomes over time.</p>	<p>Ongoing follow-up time for IT to ensure staff are trained, issues with the system are identified and fixed. Ongoing time for staff to ensure data collection and reporting is integral to processes. Ongoing reporting aggregation, analysis, and reporting by planning and leadership.</p>	<p>Program directors, IT, Planning, AED's*</p>	<p>Jun-24</p>

*Program directors ensure data collection is a required part of workflow. IT ensures systems are accessible, have integrity, and are confidential. Planning ensures data collection standards required by state and funding sources are met. AED's provide accountability for programs, and provide organization perspective on data outcomes (e.g. what does the data signify to the housing

Strategy 3-2

Research, identify, and secure funding and create a position within Community Action to guide, inspire, and coordinate effective advocacy across all the units of the agency. This staff person will coordinate with the ED and Director of Marketing to plan campaigns related to urgent advocacy topics. They will also serve as community outreach coordinator, ensuring that people's voices are heard and relayed back to the agency leaders. The ultimate goal for this

staff person is to track efforts and progress as it pertains to advocating for issues of justice and fairness for the people in our service area.

Goals: Elected and appointed officials and other decision makers with authority in the area we serve demonstrate awareness of the advocacy positions espoused by Community Action - through behaviors like restating our talking points, consulting with Community Action before key votes are taken or decisions are made, inviting Community Action to testify or otherwise participate in meetings where options are being considered. Media outlets pick up the agency's messaging, or publish, air, or televise interviews with agency spokespeople, or publish editorials by the agency. Changes in state or federal laws that are a direct result of advocacy efforts. Community leaders in business and finance provide adequate funding to enact new services to combat issues as a result of advocacy campaigns. Capture baseline data on these activities in FYE2024 and track progress over FYE2025 and FYE2026 to demonstrate a % annual increase in these activities.

ACTION	INPUT	OUTPUT	CONTACT	TARGET DATE
Study existing advocacy staffing models - individual staff leader vs. committee vs. both - to determine which approach is most likely to result in Community Action Achieving the desired impact. Use this information to inform a grant proposal/major gift solicitation and to draft a job description and work plan created to lay the foundation for this program.	Report on options and recommendations, draft job description, draft work plan/schedule	Time and effort of BQ group members	Group #5 members and other board members with interest	Oct-23
Research, identify, and secure funding to support an expansion in organization capacity in the area of advocacy, particularly funding that can support a salaried advocacy director and advocacy program start-up costs. This action will also be used to assess feasibility.	Grant proposals are submitted and/or major gift solicitations take place. \$50,000 for Director/Coordinator for advocacy program. \$10,000 for equipment, software, materials, for advocacy operations.	Time for administrative staff to provide funding sourcing and analysis on financial needs and HR resources.	Development and Planning time to find and secure funding sources. Fiscal team and HR to provide recommendations on budget and personnel considerations.	Mar-24
Allocate internal resources for the role. If unable to hire, an assessment needs to be made and reported to provide insight on how advocacy coordination will be managed without increasing manpower capacity. A last resort will be to task	Budget identified and allocated	Development and Planning fundraising efforts from strategy 1. Time between Development, Planning, Fiscal, HR and BQ5	Development, Planning, Fiscal, HR and BQ5 group	May-24

program directors to lead advocacy initiatives that pertain to their services.		group to create preliminary budget.		
Recruit to fill new position and hire, onboard, etc, or based on assessment in the case of not finding a feasible goal, form a committee to coordinate advocacy, or find volunteers from the community to lead efforts.	Job posted. Interviews conducted. Position filled	Job descriptions, salary and benefits budget, timeline in regard to strategic plan	HR to lead hiring project, coordinating with Fiscal, Planning, Development, and BQ5	24-Jul
Draft and circulate for feedback policy and related procedures to guide all units within Community Action to effectively coordinate advocacy activity. Move policy forward to approval.	Policy and procedures approved	Staff time to communicate about the new role of advocacy program, training to staff on how to utilize this resource.	Leadership, BQ 5 members, Advocacy director/coordinator	Sep-24
Advocacy director updates or redraft advocacy plan based on pressing needs as identified by surveying performed under strategy 1.	Revised plan based on data, timeline for enacting plan. Metrics for showing effort by advocacy staff, for recording effectiveness of communications, for showing indications of issues being addressed by community leaders and decision makers, are to be established as part of these plans.	data from surveying and demographics, information on the local political economy, identifying key players and stakeholders related to services we provide, and issues not currently being addressed.	Advocacy staff, Planning, Program Directors, Ed and leadership, Board	Dec-24
Advocacy Director works with Marketing, Development, and ED to strategize on using communication channels to draw attention to and provide context around the release of data relevant to the community and notify the public of pressing community issues not being adequately addressed. The PR campaign will aim to utilize social media channels, local newspaper publications, press and media events, and local television and radio time.	Advocacy goals are clearly shared with the community through media. Impression and engagements on social media content is tracked. A count of times issues are aired, or published is recorded. The frequency of community engagement on the issues is tracked, be it comments on threads online, letters sent into the stations we are aired	Advocacy plan, community needs data and surveying results	Advocacy director, Marketing, Development, ED	1/1/2025

	on, or direct contact to our offices by community members.			
Advocacy Director, ED, Development, meet with community leaders, government officials, and business leaders, to report on the community needs, and to provide material on why an issue matters, how the issues may be solved with their support, and that they need to also spread the word and gather feedback.	The issues we raise with leaders and officials are mentioned publicly by them. Leaders promise change and provide plans on how to do so. Funding is generated to provide services to address the issues.			7/1/2025
Final Report: Which issues did we address, which efforts succeeded, which issues were solved, which ones were not. What issues took more resources, or presented more challenges than others? Which issues attracted more funding?	Report.			2026-2027

OPPORTUNITY 4: IMPROVING OUTCOMES FOR YOUTH IN ALLENTOWN

Question: How can we create more accessible opportunities for youth development, workforce development, and skill building in Allentown?

Impact: Youth in Allentown have a safe and fulfilling future.

Strategy 4-1

Identify and secure the physical location of a future youth resource center in Allentown.

Goals: Location identified is within # miles of and fully accessible to the youth for whom the need for the youth center is greatest (defined by age, income, race, gender, etc.)

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
Based on study of options, identify and secure site of the youth resource center in Allentown.				
1(A). Evaluate identified site as potential for Youth Center.	Obtain feasibility report from architect evaluating the site.	The expertise from the planning consultant (Owner's Rep.)	Youth Center Committee, Mike Handzo, Chuck Weiss--->	They will bring this info to the Board of Directors by 2/15/23.
1(B). Identify costs to demolish or build site. Are there site-related barriers?	Obtain feasibility report from architect evaluating the site.	The expertise from the planning consultant (Owner's Rep.)	Youth Center Committee, Mike Handzo, Chuck Weiss--->	They will bring this info to the Board of Directors by 2/15/23
1(C). Identify five new partners at community sites.	Expand from 10 to 15 new, engaged community partnerships	Identify receptive site, funding needed and staff	Dan Bosket, AfterZone Part-time Coordinator	7/1/2023
1.(D). Purchase site and assume ownership responsibilities (insurance, security, etc.)	Deed, insurance coverage, security measures in place.	Purchase price.	Dawn Godshall, Youth Center Committee, Facilities Committee	10/1/2023

Strategy 4-2

Engage donors and funding partners in a capital campaign to raise the funds needed to build out and furnish the youth center.

Goals: Community Action meets goal to raise \$(TBD) by 6/2026.

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
1. Conduct fundraising feasibility study to build a clear picture of philanthropic resources available to support the project.	Roadmap for fundraising campaign.	Campaign consultant funding may be needed	Development Director, Dawn, and Development Committee of the Board	
1(A). Create a case statement outlining the reasons for the project, a complete picture of the associated costs, all the features of the youth resource center, and how the center and those features will meet a critical need in the community.	Case statement		Development and Marketing team	6/1/2023
1(B). Amass/enhance the list of donor prospects - including public entities, corporations, foundations, and individuals - to engage in the fundraising feasibility study.	List of prospects		Development Director and Development team	6/1/2023
1(C). Conduct feasibility interviews and create a report indicating how much Community Action can reasonably expect to raise toward the total cost of the project.	Interviews conducted. Report created.	Campaign consultant funding may be needed	Consultant and/or Development Director and Development team	10/31/2023
1(D). Research potential sources of government funding, such as RCAP and consult with legislators/join queue.			ED and Board Chair	10/31/2023
2. Conduct capital campaign to raise funds needed to build out, equip, and furnish the youth center.				11/1/2023
2(A). Form campaign committee. Recruit co-chairs and members.	Campaign committee leadership on board and committee members seated.		ED, Development Committee of the Board, Development team	11/1/2023

2(A). Set campaign goal and donor recognition/naming opportunities - approved by board of directors	Approved goal. Approved list of naming opportunities within youth center. Approved donor recognition plan.		Board of Directors, ED, Development Team, Campaign Committee	12/1/2023
2(B). Launch quiet phase - raise half or 2/3 of goal in leadership gifts.	Half to 2/3 funds raised	Campaign consulting firm funding may be needed.	Campaign Committee, ED, Development Team	1/1/2024
2(C). Groundbreaking event once quiet phase is complete. Recognize leadership donors.	Event takes place	Budget for special event.	Campaign Committee, ED, Development Team	3/1/2025
2(D). Launch public phase - raise balance of goal.	Balance of funds raised	Campaign consulting firm funding may be needed.	Campaign Committee, ED, Development Team	3/1/2025
2(E). Campaign celebration/ribbon cutting once the public phase is complete and goal is reached.	Event takes place	Budget for special event.	Campaign Committee, ED, Development Team	6/30/2026

Strategy 4-3

Build/enhance the internal and external capacity to successfully establish a thriving youth center in Allentown.

Goals: A broad coalition of public, private, and nonprofit partners is eager to participate with Community Action on the project. These partners represent diverse and traditionally excluded members of the community we serve. They have an equal voice at the planning table. The project moves forward with substantial buy-in from across the region.

ACTIONS	OUTPUTS	INPUTS	CONTACT	TARGET DATE
1.Create the internal structure to oversee and support all aspects of the youth resource center initiative, including coordination of all committee and subcommittee involvement.				

<p>1(A). Define the role of a youth resource center initiative coordinator within Community Action and identify staff with the qualities and skills needed to be successful</p>	<p>Job description for initiative coordinator.</p>	<p>Resources to pay a new position or to backfill if a current position is adapted for this purpose.</p>	<p>Youth Center Committee, Human Resources Department</p>	<p>7/1/2023</p>
<p>1(B). Develop a structure for the youth resource center steering committee and its subcommittees to be involved in the youth resource center initiative and understand their individual purposes, authority, and how they will interact and coordinate with each other. Subcommittees should include community impact, fundraising, evaluation, and sustainability.</p>	<p>Committee and subcommittee charters.</p>		<p>Dawn and Community Action leadership team, Youth Center Committee</p>	<p>7/1/2023</p>
<p>2. Build/enhance external capacity to plan and carry out the project. Community Action recruits and engages a coalition of community members (including young people), representatives of the Allentown School District, and youth-serving organizations in Allentown in planning what programs, services, and resources should be available at the youth resource center.</p>	<p>Representative coalition formed</p>			
<p>2(A). Identify partner organizations in the area that are serving youth of diverse demographic and economic backgrounds, with emphasis on including small, grass-roots, organizations led by Black, Indigenous, and people of color to participate in the planning effort. Include existing Community Action initiatives like Generation Next and SHE. Include existing external partners already involved in our youth-serving initiatives. Reach out to additional nonprofits including Caring Place, Girls and Boys Clubs, YMCA, YWCA, and DaVinci Science Center.</p>	<p>List of partner and potential partner organizations and key contact persons for each.</p>		<p>Initiative Coordinator, Youth Center Committee, Planning Team</p>	<p>4/30/2024</p>
<p>2(B). Identify individual community leaders, especially Black, Indigenous, and people of color to participate in the planning effort.</p>	<p>List of key individuals and contact details for each</p>		<p>Initiative Coordinator, Youth Center Committee, Development Team</p>	<p>4/30/2024</p>

2(C). Identify young people from Allentown, especially Black, Indigenous, and people of color, to participate in the planning effort.	List of young people to include and contact details for each.		Generation Next team, SHE team, Allentown NPP team	4/30/2024
2(D). Recruit/invite people to participate in a series of planning meetings in which they have a voice and can influence the programs, services, and resources that should be part of the youth resource center.	Committee membership roster formed		Initiative Coordinator, Youth Center Committee	5/31/2024
2(E). Hold a series of meetings with those who accept the invitation to participate, gathering their input and building it into the plans for the physical design of the facility and the programming and other services and resources to be offered there.	Meetings conducted. Report and recommendations		Initiative Coordinator, Youth Center Committee, Coalition leader(s)	5/31/2025
2(F). Create a plan for programs, services and resources to be offered at the youth resource center and circulate it to the coalition for feedback. Make adjustments. Finalize.	Program/service plan		Initiative Coordinator, Youth Center Committee	12/31/2025

Strategy 4-4

Build out, equip, and furnish the youth center for its intended uses.

Goals: The building is inviting and accessible to young people of all backgrounds and abilities.

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
Undertake site development.	Site development plan. Construction documents.		Initiative Coordinator, Youth Center, Construction Management Company.	
1(A). Site plans are influenced and updated to suit program plans created by community leaders, youth, and organizational partners in strategy #3.	Updated site plans based on program.	Funds to create site plans.	Initiative Coordinator, Youth Center, Construction Management Company.	1/31/2026
1(B). Construction and/or renovations are undertaken and completed.	Completed structure - ready for occupation.		Initiative Coordinator, Youth Center, Construction Management Company.	6/30/2027

1(C). Youth Resource Center finished, furnished, and ready to open for business.	Building opens for first program offerings.		Initiative Coordinator, Youth Center, Construction Management Company.	11/30/2027
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Strategy 4-5

Create new and enhance existing partnerships with nonprofit organizations to launch, operate, and deliver programs in the youth center.

Goals: Organizations with youth development expertise and organizational capacity plan and deliver high quality programs for Allentown youth that position them for a safe and fulfilling future. After one year of participation, youth participants of high school age have school attendance x% better than the Allentown average. [Identify and add one or two other changes that are tied to youth development success. Possibly tying to 40 Assets.]

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
Identify and recruit additional qualified partner organizations, particularly those led by Black, Indigenous, and people of color, to plan and deliver programs, services, and resources at the youth resource center.	Cohort of organizations that have appropriate credentials, capacity, and intent to partner.		Initiative Coordinator, Youth Center Committee, NPP Allentown Director	8/30/2026
Develop a memo of understanding (MOU) for all partner organizations to sign annually that, in addition to upholding standards of caring for the building, requires full participation in tracking and reporting to Community Action on measurable outcomes for program participants.	MOU drafted and vetted, approved for use.	Legal fees?	Initiative Coordinator, Youth Center Committee, Legal Team?	8/30/2026
Identify and contract with one organization to manage the youth resource center, including security, scheduling of the space, etc.	Management contract drafted and approved. Screening process complete. Organization contracted for one year.	Legal fees?	Initiative Coordinator, Youth Center Committee, Legal Team?, Finance Department?	6/30/2027
Identify potential barriers (transportation, perceptions, safety, etc.) to youth access and utilization of the youth resource	Action plan to address potential barriers.			6/30/2027

center and create plans and partnerships to remove those barriers.				
Create a youth participant contract or memo of understanding to make expectations clear on both sides of the relationship - provider and participant. (Class on anti-bullying, rules, etc.)	Youth participant MOU.		Initiative Coordinator, youth-serving partner organizations.	6/30/2027
Create a resource (registration ap, website, brochure, etc.) to describe the program offerings - youth participants and their families can review and select from options.	Program brochure/website	Printing costs, ap/website development costs	Initiative Coordinator, Youth Center Committee, IT Team, Marketing Team	6/30/2027
Promote the opening and ongoing operation of the youth resource center to attract youth participation and ongoing financial support.				September - November 2027
Continuously plan, carry out, evaluate, and adjust efforts to attract and engage youth in the offerings of the youth resource center.	Recruitment plan. Evaluation plan.		Initiative Coordinator, Youth Center Committee, Marketing Team	11/30/2027 - ongoing

OPPORTUNITY 5: STAFFING AND CAPACITY

Question: How can we improve and expand organizational capacity and recruit, develop, and retain experienced, quality people (staff and volunteers) to do the work?

Impact: We have qualified, satisfied, and engaged people with sufficient capacity to carry out the mission.

Strategy 5-1: Culture

Actively build a culture of inclusion and a culture of inquiry within Community Action

Goals: Compare the baseline employee satisfaction survey to collect data that will demonstrate an overall improvement by 10%. Increase employee participation in feedback process by 10% compared to baseline year.

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
1. Understand what a culture of inquiry and inclusion looks like in practice.	Document with definitions and examples for common reference	Manager Training presentation	HR and Managers	Dec-23
1.A. Form a committee to study the culture of Community Action and make recommendations to shift to a culture of inclusion and inquiry.	Committee launched. Report and recommendations shared.	Focus Group Questions/ Consultant Fee	HR/Employees/Managers	Dec-23
1.B. Review and adopt recommendations.	Selected recommendations implemented.	BI Software/ Assistance from Marketing	HR	Dec-23
2. Track changes in employee experience at Community Action	2023 Mid year Check-In; All Staff Survey	Data from Focus Groups and other survey data collected throughout the year; Survey software	HR	June 2023/December 2023
2.A. Research best practice employee satisfaction surveys. Collect and evaluate examples. Make recommendations for an annual survey that will track	Report and recommendations for employee satisfaction survey questions.	SHRM/ HR Resources	HR	Jul-23

progress toward a culture of inquiry and inclusion.				
2.B. Create employee satisfaction survey for Community Action and conduct survey for baseline year.	CA employee satisfaction survey created. Baseline data gathered.	Personnel Committee/ Board	HR	August/September 2023
2.C. Conduct survey and track changes in results for each year of strategic plan.	Survey conducted in years 1, 2, and 3	Past Survey Results	HR	September 2024, 2025, 2026
3. Create an effective mechanism(s) for employee feedback	Create Employee Feedback Section in SharePoint	Reward for Ideas Selected (Funding) / Consult with IT	HR/IT	Jul-23
3.A. Review best practices in collection of employee feedback - most satisfying to the employee; generating most widespread participation.	Report and recommendations .	Staff input from focus group sessions	HR	Jul-23
3.B. Select, define, and roll out a feedback mechanism(s) across all units of Community Action. Policy and related procedures drafted and approved. Pilot test conducted. Mechanism implemented throughout Community Action.	Policy & procedures drafted and approved. Successful pilot test completed. Feedback mechanism operational.	Personnel Committee/ Board	HR	Jul-23
3.C. Establish incentive program for best idea(s) of the month.	Monthly incentives distributed.	Funding for incentives	HR/Dawn	Jul-23
4. Establish a new committee including representation from each program to enable bi-directional decisions and communication. (Communication vehicle.)	Quarterly meetings	Employee Ambassador input for employees/ Marketing to help with graphics	HR/ Employees who are selected for Employee Ambassador Program (Rising Stars/High Performers)	Dec-23

Strategy 5-2: Internal Communication

Build mechanisms to ensure consistent and transparent communication of mission, values (including trust and respect), vision, and progress - with emphasis on employee contributions to progress.

Goals: Staff turnover rate decreases by 10% annually compared to the previous year.

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
1.A. Study best practices in transparent internal communications. Make recommendations.	State of the Agency Report and recommendations.	Collecting data on what transparent communication means to employees	HR/Staff	Dec-23
1.B. Select and implement selected recommendations.	Report from data collected from focus groups and data on SharePoint	Personnel Committee	HR	Dec-23
1.C. Internal newsletter shares vision and progress.	State of the Agency Report will include the internal newsletter	HR Staffing capacity	HR	Dec-23
1.D. Regular employee recognition story carries information about a challenge and how it was overcome, increasing awareness about the various facets of Community Action and recognizing staff who have gone above and beyond.	Create an employee reward and recognition plan	Collect data from employees from focus group session on what employees would like for rewards	HR	2024
1.E. Welcome e-mails introduce each new employee with key information about title, unit, reporting, contact information	Communication email from manager to all staff	Included in the new orientation checklist for managers	Manager	2023
1.F. Thank you e-mails acknowledge each departing employee with key information about accomplishments and who to contact until the position is filled.	Communication email from manager to all staff	Offboarding checklist to be created in SharePoint	Manager	2023
1.G. Complete org chart (available to all staff in shared drive) is updated	Org chart	Hiring Managers and HR	HR	2023

every time someone arrives and every time someone departs.				
1.H. Staff directory (available to all staff in shared drive) is updated every time someone arrives and someone departs.	Updating the address in Outlook, updating the UCC Suite, and website	IT Staff Time	IT/Managers/Marketing	2023
2. Updating mission and values of Community Action.	Updating the Strategic Plan	Communicating to employees, donors, partners, community	Board, Leadership	In progress
2.A.1. Committee reviews and recommends changes to the mission statement.	Draft of mission statement	Board/Leadership	Board/Leadership	In progress
2.A.2. Board reviews and approves any changes to the mission statement.	Edited Draft of mission statement	Board/Leadership	Board/Leadership	Mar-23
2.B.1. Committee reviews and recommends changes to the values statement.	Draft of values statement	Board/Leadership	Board/Leadership	
2.B.2. Board reviews and approves any changes to the values statement.	Edited Draft of value statement	Board/Leadership	Board/Leadership	Mar-23
3. Connect our vision and branding to our hiring, internal communication, and onboarding.	Enhanced the interview process with mission and vision-based questions. Communicate new branding to talent community on job site.	Feedback from members of the Talent Community, employees, social media stats from marketing	HR/Marketing	2023

Strategy 5-3: Brand

Public awareness campaign to help recruit and retain qualified, mission-centered team members. Incorporate vision, values, impact, and scope of services throughout the hiring process.

Goals: Applications for open positions increase by 10% each year compared to the previous year.

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
Recruit marketing consultant to develop public awareness campaign.	Connect with local networking groups to promote awareness of Community Action or present at a community meeting	Staffing capacity, researching additional partnerships, and scheduling time to meet with community partners	HR/Marketing	Throughout 2023
Test messages through focus group and adjust as needed.	Questions for focus group	Data, number of clicks, number of shares, etc. Best places to work survey	HR/Marketing	Feb-23
Roll out public awareness campaign on various platforms (website, e-mail, television, radio, social media)	Talent Community branding on socials, etc.	Promotional opportunities, Showcasing employee stories	HR/Marketing	Dec-23
Gather feedback from job applicants re: how they heard about Community Action and how they found the position. Evaluate what's working. Tweak the campaign based on feedback.	Develop a candidate experience survey	Feedback from candidates	HR	2023

Strategy 5-4: Professional Development

Create professional development resources to help Community Action employees develop their career path.

Goals: Staff turnover rate decreases by 10% or more annually compared to the previous year.

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
Ask staff members (through several listening sessions) what they need and what they would like to have in the way of professional development resources and supports.	Report of listening sessions and focus group feedback.	HR Staff	HR	Jun-23
Provide internal coaching service.	Que scheduling system to track the reason for coaching; Need to develop action plan template	Software	HR/IT	Mar-23
Create IT online learning resources site.	Create best practices learning resources employees and managers	SharePoint; Feedback from leaders on what they feel would be beneficial to their staff	HR/IT	Mar-23

Strategy 5-5: Capacity/Burnout

Develop a better understanding of our organization's current capacity and figure out how to enhance capacity and reduce burnout.

Goals: Staff turnover rate decreases by 10% or more annually compared to the previous year.

ACTION	OUTPUT	INPUT	CONTACT	TARGET DATE
Bring in a consultant to conduct the assessment of our capacity - do we have the right number of seats in each unit. Also look at efficiencies - where can positions be consolidated? Look at where systems can be implemented to improve productivity in different units.	Report and recommendations	Hire Consultant; Need funding for consultant; Staff Time	Operations/HR support/Staff	2024
Wrap the recommendations into a budget analysis. Understand the budget implications of the recommended changes.	Budget/Org chart	Staff time	Operations/Fiscal/HR	Mid 2024
Update organizational chart as needed, adjusting the number of seats in each of the units.	Updated org chart based on recommendations	Dedicated Leadership time to assess the recommendations and create new workflows	Operations/HR/Leadership	End of 2024
Implement recommended efficiency measures and systems improvements	Action Plan to be followed for implementation	Input from leadership	Operations/HR support/Staff	End of 2024