

**Community Action Committee of Pike County
2023-2025 Strategic Plan**

STRATEGIC PRIORITY 1: Invest in our workforce to ensure excellence in all we do.

OUR COMMITMENT: 1.1 We will attract the best talent to CAC.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
1.1.1 Make positive improvements to our hiring processes to help us hire more successfully.	HR Director	1.1.1.a. Review and revise recruitment plan. Communicate and implement changes. Evaluate performance.	1/1/2023	9/30/2023
	HR Director	1.1.1.b. Review and revise hiring processes. Communicate and implement changes. Evaluate performance.	1/1/2023	9/30/2023
1.1.2 Develop a transparent system for review and communication of our total compensation structure and decisions.	VP Excellence	1.1.2.a. Establish market analysis cycle, process plans for off-cycle market microanalyses, and position compensation reviews. Communicate and implement changes. Evaluate performance.	1/1/2023	10/31/2023
1.1.3 Improve candidate funnel to drive more well-qualified applicants to CAC.	President/CEO, VP Excellence	1.1.3.a. Cultivate relationships with educational and training entities to develop a pipeline of well-qualified candidates for hard-to-fill positions. Identify target positions, research opportunities for partnerships with educational entities, develop processes.	1/1/2023	12/31/2023
	VP Excellence, HR Director	1.1.3.b. Research candidate sourcing opportunities and make a plan to provide training, guidance, and support to hiring leads. Communicate and implement change. Evaluate performance.	1/1/2023	12/31/2023

OUR COMMITMENT: 1.2. We will retain the best talent at CAC.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
1.2.1. Employee Development	VP Excellence, HR Director	1.2.1.a. Develop career paths that present employees in targeted positions with professional growth and job advancement opportunities.	1/1/2023	9/30/2023
	VP Excellence, HR Director	1.2.1.b. Develop CAC employees at all levels to equip them with valued skills and competencies and to prepare them for their next employment opportunity. Curate and/or create skills-building opportunities for CAC employees to achieve competency in needed skills.	1/1/2023	3/31/2024
1.2.2 Improve the onboarding process for newly-hired and promoted employees to ensure that they are well prepared to excel in their roles.	HR Director	1.2.2.a. Build a meaningful onboarding program that includes agency orientation, on-the-job training, and cultural integration during the first six months in a job.	1/1/2023	6/30/2023
1.2.3 Address "compassion fatigue" and employee burnout.	VP Excellence	1.2.3.a. Research compassion fatigue and employee burnout. Develop a strategy for early identification of signs of compassion fatigue, as well as strategies for mitigating/preventing.	1/1/2023	6/30/2024

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1.2.4 Organizational needs analysis	VP Excellence, Program Directors	1.2.4.a. As needed, conduct an organizational needs analysis to compare current skills and number of employees to what is needed to meet our current and future business objectives.	1/1/2023	4/30/2024
1.2.5 Employee rewards and recognition	VP Excellence, Human Resources Director	1.2.5.a. Research, develop, and implement meaningful system of rewards and recognition for CAC employees.	1/1/2023	12/31/2023 and ongoing

OUR COMMITMENT: 1.3. We will work towards providing a liveable wage for CAC employees.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
1.3.1 Establish liveable wage for CAC employees.	President/CEO, VP Excellence, VP Finance	1.3.1.a. Research and establish criteria for a liveable wage for CAC employees.	1/1/2023	6/30/2023
	President/CEO, VP Excellence, VP Finance	1.3.1.b. Identify positions below liveable wage. Develop plan for revising pay structure to allow for liveable wage.	1/1/2024	4/30/2024
	President/CEO, VP Excellence, VP Finance	1.3.1.c. Develop and implement incremental plan to bring employee wages up to liveable as needed.	1/1/2024	12/31/2025 and ongoing

STRATEGIC PRIORITY 2: Foster an organizational culture that is consistent with our values.

OUR COMMITMENT: 2.1. We will improve communication at all levels of the organization.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
2.1.1 Develop an organizational communication plan that encourages the unencumbered two-way flow of information and feedback.	VP Excellence	2.1.1.a. Develop and publish an organizational communication plan, as well as related policies and procedures. and provide training for all employees.	1/1/2023	5/31/2023
	VP Excellence, IT Manager	2.1.1.b. Investigate options for a unified communication and collaboration platform.	1/1/2023	12/31/2023
2.1.2 Improve the quality and quantity of employee feedback through a variety of communication channels, identify opportunities for improvement, and develop meaningful action plans.	VP Excellence	2.1.1.b. Develop employee feedback plan.	1/1/2023	4/30/2023

OUR COMMITMENT: 2.2. We will improve service offerings and planning through interdisciplinary collaboration.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
2.2.1. Incorporate community empowerment support within all client-facing areas of the organization.	President/CEO, VP Empowerment	2.2.1.a. Develop and implement an organizational structure and related policies, procedures, and communications, that encourages referrals to our comprehensive case management program.	1/1/2023	3/31/2023

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2.2.2 Develop a means for better collaboration among programs to better identify opportunities and plan for cohesive programming and services.	President/CEO, VP Empowerment, VP Innovation	2.2.2.a. Develop and implement a plan for identification of interdisciplinary planning of grant proposals and service offerings.	1/1/2023	12/31/2023 and ongoing
	President/CEO, VP Empowerment, VP Innovation	2.2.2.b. Develop and implement a plan for improved employee knowledge around services and offerings from other programs/departments.	1/1/2023	3/31/2023
2.2.3 Encourage proactive identification of opportunities by program directors	President/CEO, VP Empowerment, VP Finance	2.2.3.a. Provide education and resources to program directors that will ensure more proactive identification of new/increased funding opportunities and service offerings.	1/1/2023	6/30/2023

OUR COMMITMENT: 2.3. We will be excellent to one another!

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
2.3.1 Develop and implement a positive leadership program that identifies provides opportunities for enhancement and development of CAC leaders and supports their continued growth.	HR Director	2.3.1.a. Conduct research, develop plan for identifying aligning skills with competencies and supporting growth. Implement changes and evaluate performance.	1/1/2023	12/31/2023 ongoing
2.3.2 Develop and implement a rich customer focus curriculum aimed at achieving best-in-class internal and external customer services.	VP Excellence	2.3.2.a. Conduct research, develop plan for benchmarking and establishing targets, and related training plans. Implement changes and evaluate performance.	1/1/2023	11/30/2023 and ongoing

OUR COMMITMENT: 2.4. We will use our strategic plan as our roadmap.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
2.4.1 Develop a meaningful strategic planning process that includes input and participation from stakeholders, including our governing board, agency leaders, customers, community partners, and employees at all levels.	VP Excellence	2.4.1.a. Develop and implement strategic planning cycles, input and feedback activities, and communication plan.	1/1/2023	6/30/2023
2.4.2 Develop an employee training and communication plan to keep every employee connected with MVV and our strategic plan.	VP Excellence	2.4.2.a. Develop and implement training and communication plan for strategic planning.	1/1/2023	6/30/2023
2.4.3 Develop a meaningful review and evaluation cycle for our strategic plan that keeps it relevant, actionable, and on-track.	VP Excellence	2.4.3.a. Develop and implement review and evaluation cycle for strategic plan.	1/1/2023	6/30/2023

OUR COMMITMENT: 2.5. We will strive for performance excellence.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
2.5.1 Implement a performance excellence framework to help us reach our goals, improve results, and drive improvement and innovation.	VP Excellence	2.5.1.a. Research frameworks, implement performance excellence program, develop measures of organizational performance, and plan for improvement.	1/1/2023	12/1/2024

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OUR COMMITMENT: 2.6. We will plan for optimal and efficient use of our physical space.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
2.6.1 Develop and implement a plan for flexible work location options.	VP Excellence	2.6.1.a. Develop policy around flexible work philosophy, to include fully onsite, fully remote, and hybrid considerations.	1/1/2023	1/19/2023
	President/CEO, VP Excellence, VP Empowerment, VP Finance, Program Directors	2.6.1.n. Review each position in the agency and assign to appropriate work location category (e.g. fully onsite, fully remote, hybrid).	1/1/2023	5/31/2023
	President/CEO, VP Excellence, Director of Energy & Maintenance, VP Finance	2.6.1.c. Evaluation each work location for flexible work space potential and plan for needed reconfiguration.	4/1/2023	TBD
	VP Excellence, HR Director, Program Directors	2.6.1.d. Develop and implement fully remote and hybrid work plans and expectations for employees assigned to those work location categories.	6/1/2023	TBD

STRATEGIC PRIORITY 3: Provide partnership and advocacy to improve and empower our communities.

OUR COMMITMENT: 3.1. We will participate in networking activities within the community.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
3.1.1. Regularly attend community meetings to gather continuous feedback on community needs.	President/CEO	3.1.1.a Develop and implement a plan for identifying key meetings/collaboration opportunities and identifying appropriate individuals to represent CAC.	1/1/2023	Ongoing
3.1.2. Serve in civic groups and on boards that promote community development and represent the needs of our client base.	President/CEO	3.1.2.a. Develop and implement a plan for identifying key meetings/collaboration opportunities and identifying appropriate individuals to represent CAC.	1/1/2023	Ongoing
3.1.3 Network and engage at the state and national levels.	President/CEO	3.1.3.a Identify networking opportunities and identify appropriate individuals to carry-out networking to engage in these opportunities	1/1/2023	Ongoing

OUR COMMITMENT: 3.2. We will pursue funding/project opportunities to meet community needs.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
3.2.1. Serve as the lead agency for Pike County projects for the Technical Assistance phase of the Appalachian Community Grant (ACG)	VP Empowerment	3.2.1.a. Gain governing board support and identify/deploy resources as needed to accomplish.	1/1/2023	Ongoing
3.2.2. Guide and nurture Pike County ACG projects through the planning and technical assistance phase to facilitate strong projects for the development phase of the ACG	President/CEO, VP Empowerment, VP Innovation	3.2.2.a. Gain governing board support and identify/deploy resources as needed to accomplish.	1/1/2023	Ongoing
3.2.3. Create a community development/economic development initiative within the organization to assess CD/ED opportunities.	President/CEO, VP Innovation	3.2.3.a. Research approaches to economic development initiatives, identify funding, and implement project.	1/1/2023	Ongoing

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3.2.4. Develop grant writing bench strength to aid community initiatives.	VP Empowerment	3.2.4.a. Explore grant writer hire.	1/1/2023	TBD
3.2.5. Develop project management bench strength to aid community initiatives	VP Innovation	3.2.5.a. Hire project manager	1/1/2023	1/1/2024

OUR COMMITMENT: 3.3. We will maintain organizational integrity.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
3.3.1. Seek collaboration with community partners to benefit our client population in the most effective ways possible.	President/CEO, VP Empowerment, VP Innovation, VP Excellence, VP Finance, Program Directors	TBD	Ongoing	Ongoing

OUR COMMITMENT: 3.4. We will advocate for the needs of our community

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
3.4.1 Engage in grassroots advocacy to engage local individuals and organizations.	President/CEO, VP Empowerment, VP Innovation, VP Excellence, VP Finance, Program Directors	TBD	Ongoing	Ongoing
3.4.2 Engage lawmakers to advocate for the needs of our communities and for resources that will help to end poverty.	President/CEO, VP Innovation	TBD	Ongoing	Ongoing
3.4.3 Educate, empower, and engage employees to advocate for the needs of our communities.	President/CEO, VP Empowerment, VP Innovation, VP Excellence, VP Finance, Program Directors	TBD	Ongoing	Ongoing
3.4.4 Engage other influencers to support the advocacy needs of CAC and its constituents.	President/CEO	TBD	Ongoing	Ongoing

STRATEGIC PRIORITY 4: Seek continuous improvement and innovation in every aspect of our business.

OUR COMMITMENT: 4.1. We will improve the quality and quantity of data, its analysis, and our data-based decision making.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
4.1.1. Establish key performance indicators (KPIs) at the program and organizational levels.	VP Excellence, Program Directors	4.1.1.a. Assist program directors to understand what makes a good KPI and facilitate director's establishment 3 to 5 KPIs for each business unit.	1/1/2023	6/30/2023
4.1.2. Develop plan for collecting data related to selected KPIs.	Program Directors	4.1.2.a Program Directors will work with Executive Leadership team to determine an effective way to measure each KPI, evaluate performance, and to establish benchmarks/goals.	1/1/2023	8/31/2023
4.1.3 Identify and implement centralized data dashboard solution.	IT Manager	4.1.3.a Research available solutions, receive quotes, make selection, and implement solution.	1/1/2023	12/31/2023
4.1.4 Communicate organizational performance	President/CEO	4.1.4.a Ensure regular, meaningful communication of organizational performance at all levels of the organization.	1/1/2023	Ongoing

OUR COMMITMENT: 4.2. We will improve outcomes for customers that engage with CAC.

SMART Objective	Project Responsibility	Action Item	Start Date	End Date
4.2.1. VVHC - Improve the health outcomes for the patients we serve.	Director of Health Center Operations	4.2.1.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Director of Health Center Operations	4.2.1.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023

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4.2.2. W&B - Improve employment opportunities for individuals who want a job.	Director of WBD	4.2.2.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Director of WBD	4.2.2.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.3. ECE - Prepare preschool children and infants for school readiness.	Director of ECE	4.2.3.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Director of ECE	4.2.3.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.4. Empowerment - Improve the well-being and independence of individuals and families in our communities.	Director of Community Empowerment	4.2.4.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Director of Community Empowerment	4.2.4.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.5. WIC - Improve the health outcomes of expectant mothers and children up to age 5 years.	WIC Manager	4.2.5.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	WIC Manager	4.2.5.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.6. Transportation - Improve the well-being and independence of our transit clients.	Transit Director	4.2.6.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Transit Director	4.2.6.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.7. Improve the well-being, independence, and quality of life of our senior the senior citizens in our communities.	Senior Center Director	4.2.7.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Senior Center Director	4.2.7.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.8. Energy & Weatherization - Improve the well-being and quality of life of our energy and weatherization clients.	Director of Energy, Weatherization & Maintenance	4.2.8.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Director of Energy, Weatherization & Maintenance	4.2.8.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.9. Social Services - Improve the well-being and independence of our social services clients.	Director of Social Services	4.2.9.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	Director of Social Services	4.2.9.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023

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4.2.10. Administration - Improve the well-being and independence of our employees and with those who engage our services.	President/CEO	4.2.10.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	President/CEO	4.2.10.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
4.2.11. Fiscal - Provide accurate, timely, efficient, and compliant financial management.	VP Finance	4.2.11.a. Identify relevant outcomes to be measured and establish baseline measures.	1/1/2023	4/30/2023
	VP Finance	4.2.11.b. Develop and implement plans of action for improving identified outcomes.	1/1/2023	9/30/2023
OUR COMMITMENT: 4.3. We will grow a continuous improvement process that encourages meaningful improvement in all we do.				
SMART Objective	Project Responsibility	Action Item	Start Date	End Date
4.3.1. Develop and implement a meaningful continuous improvement system.	VP Excellence	4.3.1.a. Develop and implement continuous improvement process, train and communicate with staff about process, monitor and evaluate system.	1/1/2023	12/31/2023
	VP Excellence, Program Directors	4.3.1.b. Engage organizational learning to disseminate and replicate successes discovered in continuous improvement processes.	12/31/2023	12/31/2024
OUR COMMITMENT: 4.4. We will grow an innovation process that encourages best-in-class, cutting edge services and exceptional outcomes.				
SMART Objective	Project Responsibility	Action Item	Start Date	End Date
4.4.1. Develop and implement a meaningful innovation system.	VP Innovation	4.4.1.a. Develop and implement innovation process, train and communicate with staff about process, monitor and evaluate system.	1/1/2023	Ongoing
	VP Excellence, Program Directors	4.4.1.b. Engage organizational learning disseminate and replicate successes discovered in continuous improvement processes.	12/31/2023	12/31/2024