



Helping People, Changing Lives

Strategic Plan 2026 - 2031

The Promise of Community Action

*"Community Action changes people's
lives, embodies the spirit of hope,
improves communities, and makes
America a better place to live."*

Approved by the Board of Directors on

September 18, 2025

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EXECUTIVE SUMMARY

On August 6, 2025, Anne Arundel County Community Action Agency (AACCAA) hosted a virtual strategic planning retreat to chart a clear course for the agency’s work over the next five years. This retreat was a pivotal moment in a strategic planning process that began in July 2025 and concluded in September 2025 with the formal approval of the plan by AACCAA’s Board of Directors.

The strategic planning committee was composed of a diverse group of individuals with broad experience and expertise, including board members, executive leadership, key management staff, and dedicated frontline professionals. Together, the group engaged in meaningful dialogue and forward-thinking discussions to help shape AACCAA’s future direction.

To ensure a high-quality planning process, AACCAA enlisted the services of an experienced consulting firm. The firm’s President and CEO brought over 25 years of specialized experience in developing, implementing, and evaluating strategic plans for community action agencies.



The planning process began with internal stakeholders completing either an electronic survey or a paper workbook designed to collect input and insights. The data collection process was intentionally aligned with Results-Oriented Management and Accountability (ROMA) principles and met requirements of the Community Services Block Grant (CSBG) Organizational Standards.

Steps in the Strategic Planning Process:

- **Data Gathering:** During this phase, the committee reviewed and updated AACCAA’s mission, vision, and core values. A key element of this step was the review of AACCAA’s most recent Community Needs Assessment (CNA), which provided crucial insights into the agency’s service population and community landscape. The committee also conducted a SOAR (Strengths, Opportunities, Aspirations, and Results) analysis to assess internal capacity and future aspirations.
- **Data Analysis:** This interactive phase involved a thorough review and interpretation of the data collected. Based on these findings, the committee developed targeted strategic goals focused on individuals and families, the agency, and the broader community. These goals were directly aligned with the needs identified in the CNA and were crafted to support the three National Community Action Goals and the six ROMA goals.

The committee developed the following four strategic goals:

Goal #1	AACCAA will provide opportunities that empower individuals and families to enhance quality of life and overall well-being.
Goal #2	AACCAA will provide high quality and outcome-driven early childhood educational services for children and their families.
Goal #3	AACCAA will implement intentional strategies to enhance its performance and capacity to achieve outcomes.
Goal #4	AACCAA will collaborate with residents and establish meaningful relationships that promote thriving communities.

AGENCY PROFILE

On January 8, 1964, President Lyndon B. Johnson declared a national War on Poverty, introducing legislation that expanded the federal government's role in reducing poverty. The Economic Opportunity Act of 1964 established the foundation for Community Action Agencies (CAAs), built on the belief that local citizens are best equipped to address the challenges of poverty in their own communities.

Community Action empowered individuals who had been marginalized, providing them with opportunities to achieve economic and social progress. Through programs designed to foster self-sufficiency, CAAs continue to help people help themselves. Today, over 1,000 Community Action Agencies operate across the United States.

Since 1965, the Anne Arundel County Community Action Agency (AACCAA) has served residents of the City of Annapolis and Anne Arundel County. As the county's designated anti-poverty agency, AACCAA administers programs that assist individuals and families in obtaining stability and achieving self-sufficiency.



AACCAA is governed by a Board of Directors comprising representatives from the business, faith-based, human services, education, and government sectors. The agency is staffed by 45 dedicated professionals who are committed to delivering high-quality services that enhance overall quality of life. The Community Action Agency serves more than 22,000 Anne Arundel County residents each year through six program areas: 1) Diversion and Reentry Services; 2) Early Head Start; 3) Energy Assistance; 4) Health and Wellness; 5) Housing Assistance; and 6) Youth Development Services. These programs embody the agency's mission to foster self-sufficiency, resilience, and economic mobility for individuals and families across the county.

Fiscal Year 2023 Report Card demonstrates the breadth and impact of the agency's efforts:

- 9,057 households were supported with services aimed at increasing economic stability and improving financial conditions.
- 26,391 individuals received assistance addressing critical barriers that impede self-sufficiency, reinforcing pathways to independence.
- 1,525 households were provided with housing services totaling \$238,682, which included support for first month's rent and eviction prevention.
- 4,072 households received direct payments to home energy suppliers amounting to \$857,548.04, ensuring continuity or reconnection of vital home utilities.
- 126 youth benefited from therapeutic, preventative, and educational services, enhancing their emotional and developmental well-being.
- 58 individuals demonstrated successful reentry with no recidivating events for at least six months, underscoring the effectiveness of AACCAA's reentry and diversion programs.
- 25 children in South County, ages 0-5, exhibited measurable improvement in emergent literacy skills and school readiness, affirming AACCAA's commitment to early childhood development.

COMMUNITY NEEDS ASSESSMENT KEY FINDINGS

Between September and November 2024, AACCAA conducted a Community Needs Assessment (CNA) that engaged approximately 1,000 voices across diverse segments of the population. Input was gathered through community and customer surveys, stakeholder interviews, public forums, focus groups, customer satisfaction data, and listening sessions. This robust, multi-faceted approach ensured the inclusion of residents’ lived experiences and expert perspectives to identify persistent challenges and emerging opportunities.

The findings highlight critical needs across seven key domains, with a focus on systemic barriers and targeted solutions.

- Access to affordable housing emerged as a top priority, with rising costs and limited stock disproportionately impacting low- and moderate-income families.
- Workforce reentry challenges, particularly for justice-involved individuals, underscore the need for vocational training and employer incentives to reduce the 35% recidivism rate.
- Persistent transportation inequities restrict residents’ access to employment, education, and healthcare, particularly in rural and underserved areas.
- Additionally, healthcare access, including high costs and limited availability of mental health services, exacerbates disparities for seniors, low-income families, and uninsured individuals.



This needs assessment reflects a clear vision for creating measurable and transformative change in Anne Arundel County.

Domain	Key Insight
Affordable Housing	Rising costs hinder mobility for low- and moderate-income households.
Employment Stability	Reentry barriers and underemployment limit economic progress.
Transportation	Insufficient infrastructure restricts access to jobs, healthcare, and education.
Healthcare Access	High costs and limited services exacerbate disparities, particularly for vulnerable populations.
Food Security	Persistent food insecurity negatively affects long-term health outcomes.
Social Services	Fragmented delivery complicates access to critical support; improved coordination is essential.
Early Education Services	Expanding Early Head Start and Head Start services is critical for breaking the cycle of poverty.

CUSTOMER SATISFACTION RESULTS AND INPUT

AACCAA is deeply committed to engaging customers in shaping the services provided to families and individuals across Anne Arundel County. The agency values the voices of the communities it serves and actively includes low-income representatives on its tripartite Board of Directors to ensure authentic representation in decision-making.

Customer input is an integral part of AACCAA’s planning and evaluation efforts. Feedback is gathered through the Community Needs Assessment and customer satisfaction surveys, which are completed by individuals with low incomes. These responses are carefully collected, analyzed, and used to: 1) Identify and prioritize community needs to guide funding decisions; 2) Effectively target and prioritize services for maximum impact; and 3) Continuously assess and adjust service delivery to better meet the evolving needs of the community.

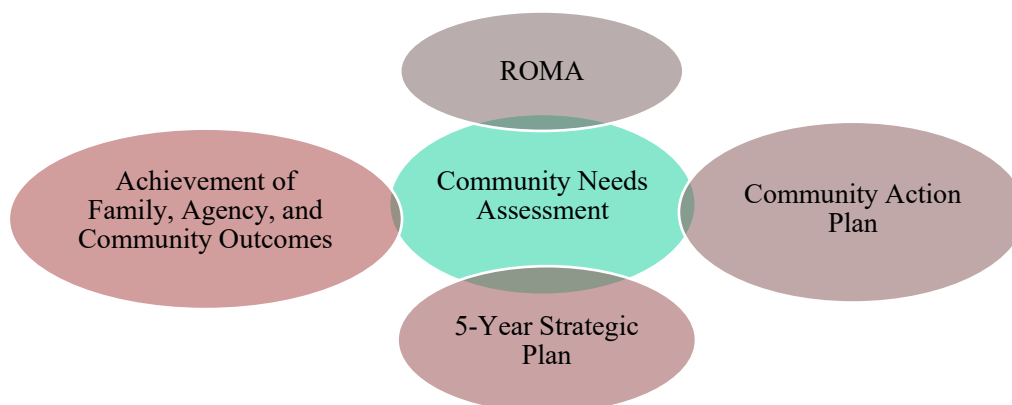
AACCAA also prioritizes excellence in service to external clients, internal team members, and partners. The agency fosters a culture of respect, responsiveness, and care, consistently striving to exceed expectations. Customer satisfaction surveys consistently reflect high levels of satisfaction with the quality of services received at AACCAA.

EFFORTS TO COMBAT POVERTY

AACCAA has established four strategic goals designed to effectively address the evolving needs of families, communities, and the agency itself. As part of its commitment to combating poverty, AACCAA’s Board of Directors annually approves a Community Action Plan (CAP) in alignment with the Community Services Block Grant (CSBG) Organizational Standards.

The Community Action Plan (CAP) presents a comprehensive and integrated strategy designed to strengthen agency operations, improve service delivery, foster greater coordination and collaboration, and identify and address service gaps throughout Anne Arundel County. The plan also establishes clear, agency-wide targets and measurable outcomes aligned with the National Performance Indicators (NPIs). As this strategic initiative spans a five-year period, AACCAA will develop and implement a series of five annual Community Action Plans, each aligned with and supporting the broader strategic framework.

To ensure the successful execution of its goals, AACCAA will leverage the strengths of its internal programs and build strategic, mutually beneficial partnerships. Through these efforts, AACCAA remains committed to delivering high-quality, results-driven services that uplift individuals and families. Ultimately, AACCAA’s vision is to strengthen communities and empower families to overcome the root causes of poverty, leading them toward greater stability and long-term well-being.



MISSION, VISION, AND CORE VALUES

Mission

The Community Action Agency promotes economic opportunity and long-term self-sufficiency by delivering comprehensive services and cultivating partnerships that empower individuals and families to overcome poverty and improve their overall well-being.

Vision

As the designated anti-poverty agency for Anne Arundel County, the Community Action Agency will provide opportunities and resources to empower residents to thrive and enhance their quality of life.

Core Values

Community Collaboration: We promote open communication, shared ideas, and strong partnerships with residents, collaborators, and community organizations to drive meaningful change.

Excellence in Service: We deliver respectful, equitable, and high-quality service to our clients, partners, and colleagues.

Respect for People: We value our staff, partners, and those we serve, recognizing the dignity, contributions, and diverse perspectives of all individuals.

Integrity: We act with honesty, transparency, and ethical responsibility in all that we do.

Responsible Stewardship: We manage our resources with accountability, sustainability, and a long-term vision for community impact and organizational strength.

Innovation and Learning: We foster a culture of continuous improvement and forward-thinking solutions to meet evolving community needs.



STRENGTHS, OPPORTUNITIES, ASPIRATIONS, AND RESULTS (SOAR)

As part of its comprehensive strategic planning process, AACCAA conducted a SOAR analysis to gain a clearer understanding of the organization's current strengths and long-term vision. Unlike traditional SWOT assessments that emphasize weaknesses and threats, the SOAR framework is a strengths-based approach designed to identify what the organization does well and how it can build upon those strengths to achieve meaningful results.

The SOAR process examined both internal and external factors that may influence AACCAA's future direction and effectiveness. It was rooted in a positive and forward-thinking approach that explored how to enhance existing practices and leverage opportunities for sustainable growth and impact. The analysis revealed a number of significant strengths that position AACCAA as a leader in community service:



- **Engaged and Inclusive Board of Directors:** AACCAA has a diverse and actively involved board that reflects the community's voice and guides strategic direction.
- **Visionary Leadership and Committed Team:** AACCAA benefits from an experienced, compassionate, and mission-driven staff and leadership team.
- **Longevity and Deep Roots in the Community:** With over 60 years of service, AACCAA has a well-established presence and trusted reputation.
- **Excellence in Early Childhood Education:** AACCAA is recognized for delivering high-quality early childhood programs that produce strong outcomes for children and families.
- **Successful Program Implementation:** AACCAA implements a 2-generation whole-family approach to service delivery and has a proven track record of delivering a variety of impactful programs and services.
- **Consistent Compliance.** AACCAA complies with statutory and regulatory requirements, performance standards, and funding sources mandates.
- **Expertise in Community Needs Assessment and Program Design:** AACCAA has a proven ability to identify service gaps through effective assessments and develop targeted programs that meet those needs.
- **Strong Partnerships and Collaborative Networks:** AACCAA maintains effective and strategic relationships with local partners, agencies, and community organizations.
- **Adaptability and Resilience:** AACCAA has demonstrated the ability to respond to changing needs and challenges with flexibility and innovation.

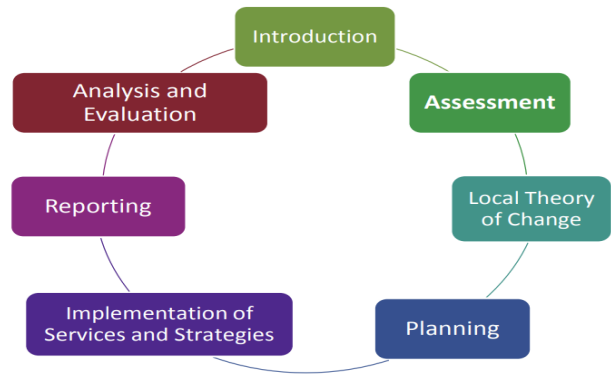
In addition to identifying strengths, the SOAR process explored key opportunities that AACCAA could leverage to strengthen its impact and efficiency. Members of the strategic planning committee also articulated shared aspirations for the organization's future and envisioned the results they hoped to achieve. These conversations served as the foundation for identifying five strategic priority areas.

RESULTS-ORIENTED MANAGEMENT AND ACCOUNTABILITY (ROMA)

ROMA Goals

- Goal 1:** Low-income people become more self-sufficient. **(Family)**
- Goal 2:** The conditions in which low-income people live are improved. **(Community)**
- Goal 3:** Low-income people own a stake in their community. **(Community)**
- Goal 4:** Partnerships among supporters and providers of services to low-income people are achieved. **(Agency)**
- Goal 5:** Agencies increase their capacity to achieve results. **(Agency)**
- Goal 6:** Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. **(Family)**

AACCAA used the ROMA framework in developing its strategic plan. ROMA will also be utilized by AACCAA as follows during the implementation of the plan: 1) To help AACCAA generate robust outcomes for the agency, individuals, families, and communities in its service area; 2) For continuous quality improvement to enable AACCAA to measure, analyze, and communicate performance; 3) To help AACCAA focus on continuous learning, while also achieving results-oriented outcomes; and 4) To build on ROMA principles and practices to support AACCAA as it gathers and uses data at all points of the ROMA cycle.



Data will be collected and analyzed documenting use of the ROMA cycle (assessment, planning, implementation, achievement of results, and evaluation) to identify successes and challenges. The Agency will make use of information for continuous quality improvement and intentional planning. AACCAA will implement ROMA agency-wide and remain dedicated to strategic review and analysis, while also developing forward-thinking approaches for delivering services and combating poverty.

NATIONAL COMMUNITY ACTION GOALS

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

STRATEGIC PRIORITIES

To identify strategic issues, the committee examined key findings from the Community Needs Assessment, Self-Assessment, and SOAR analysis. Through a collaborative brainstorming process, five priority areas emerged. These strategic priorities formed the foundation for developing the agency's goals, objectives, strategies, and anticipated outcomes.



AACCAA's Strategic Goals

Goal 1: AACCAA will provide high quality and impactful early childhood educational resources and services that benefit whole families. **(Family Goal)**

Goal 2: AACCAA will provide opportunities that empower individuals and families to enhance quality of life and overall well-being. **(Family Goal)**

Goal 3: AACCAA will implement intentional strategies to enhance its performance and capacity to achieve outcomes. **(Agency Goal)**

Goal 4: AACCAA will coordinate efforts with residents and establish meaningful partnerships that promote thriving communities. **(Community Goal)**

FAMILY LEVEL GOAL

Goal 1: AACCAA will provide high quality and impactful early childhood educational resources and services that benefit whole families. (Family Goal)

Objective 1.1

Support children in making measurable progress across all areas of learning and development.

Objective 1.2

Provide family development resources that promote well-being and long-term stability, while fostering parent and guardian involvement and skill enhancement.

ACTION PLAN

Support children in making measurable progress across all areas of learning and development.

- Ensure every classroom delivers developmentally appropriate instruction grounded in an effective curriculum, with intentional opportunities for growth in social-emotional, language and literacy, cognitive, physical, and mathematical development.
- Use child observations and classroom assessments to collect ongoing data that informs planning and drives continuous improvement.
- Offer coaching and set professional development goals for teachers based on individual needs identified through classroom observations and other monitoring tools.
- Enhance professional development offerings by expanding workshops and training opportunities informed by staff needs and feedback.
- Conduct monthly progress monitoring and reporting on curriculum fidelity, teacher-child interactions, child assessments, and individualization practices.
- Create opportunities for families to actively engage in their child’s development through school-to-home activities, home visits, family conferences, and socialization events.



Offer family development resources that support well-being and long-term stability, while encouraging parent and guardian engagement and skill-building.

- Apply a 2-generation whole-family approach to strengthen family units and support long-term success.
- Offer strength-based family development services that include collaborative goal setting and effective case management.

- Connect families to a full range of internal and external resources to support household stability, economic independence, and quality of life.
- Collaborate with local agencies, colleges, and businesses to provide access to job training, education, counseling, and emergency support services.
- Provide referrals and follow-up services to ensure families receive the supports they need to achieve both child and family outcomes.
- Advocate continuously for resources that improve the well-being of children and their families.
- Partner with families to identify and utilize resources to help them have an enriched quality of life.
- Provide opportunities for parents/guardians to volunteer, participate on committees, and attend trainings.
- Embed family engagement activities into program operations so that participation is a consistent, expected, and celebrated part of the Early Head Start experience.
- Use surveys and informal conversations to continuously gather parent input and adjust programming to better meet their needs.

EXPECTED OUTCOMES

Improve growth, development, and learning for children.

Maintain high quality staff with an increased skill set to work with families and children.

Enhance functioning skills of parents/guardians.

METRICS

Number of children who demonstrated improved development and learning.
Number of parents/guardians participating in center activities, parent meetings, trainings, and other programs sponsored by Early Head Start.
Number of parents/guardians who set and completed goals to improve their family outcomes.
Number of Early Head Start families who achieved stability and self-sufficiency.
Number of professional development activities implemented or created.

FAMILY LEVEL GOAL

Goal 2: AACCAA will provide opportunities that empower individuals and families to enhance quality of life and overall well-being. (Family Goal)

Objective 2.1	Objective 2.2	Objective 2.3	Objective 2.4
Deliver comprehensive services with a strong emphasis on effective case management and a 2-generation whole-family approach.	Connect individuals to educational, training, and employment resources that support financial stability.	Facilitate access to housing-related resources and services that assist individuals in obtaining and maintaining safe, affordable housing.	Provide opportunities that assist families with improving their overall well-being.

ACTION PLAN

Deliver comprehensive services with a strong emphasis on effective case management and a 2-generation whole-family approach.

- Enroll families in individualized, holistic case management designed to meet each household’s specific needs.
- Utilize a 2-generation whole-family approach that supports both adults and children in achieving long-term goals.
- Coordinate efforts between Early Head Start and other programs to deliver cohesive and effective case management.
- Offer resources and opportunities that help families overcome barriers and reach their full potential.
- Provide targeted stabilization services to meet immediate and essential needs.
- Refer families to internal and external service providers to ensure access to a broad network of support.

Connect individuals to educational, training, and employment resources that support financial stability.

- Collaborate with Anne Arundel Workforce Development Corporation (AAWDC) to assist unemployed, underemployed, and justice-involved individuals with obtaining employment.
- Collaborate with AAWDC to provide job readiness and job placement assistance.
- Continue mutually beneficial relationships with partners that provide workforce development training and resources.
- Address reentry barriers and underemployment that limit economic progress.
- Expand vocational training opportunities that remove barriers to living wage employment.
- Connect individuals to resources that support income growth and access to employment-related benefits.



Facilitate access to housing-related resources and services that assist individuals in obtaining and maintaining safe, affordable housing.

- Advocate consistently for the creation and expansion of affordable housing options across Anne Arundel County.
- Offer emergency rental assistance to eligible households to secure and maintain stable housing.
- Link individuals to first-time homebuyer programs, educational tools, and available financial support.
- Facilitate access to financial literacy training and credit repair services to strengthen pathways to homeownership and renting eligibility.
- Refer individuals to additional housing service providers and resources when appropriate.



Provide opportunities that assist families with improving their overall well-being.

- Continue offering stabilization services that support independent living for older adults and individuals with disabilities.
- Link elderly and disabled individuals to essential resources and provide comprehensive services to help them maintain dignity and quality of life.
- Assist individuals with navigating the application process to obtain the health insurance policy aligned with their needs and household budget.
- Enhance food assistance programs and partner with organizations to improve access to nutritious foods.
- Increase funding for mental health services and forge community partnerships to reduce cost.

EXPECTED OUTCOMES

Increase the number of individuals who obtained and maintained safe and affordable housing.

Increase number of individuals receiving energy assistance and/or improving energy efficiency in their homes.

Increase the number of individuals who obtained skills and/or employment.

Increase the number of individuals who improved overall well-being.

METRICS

Number of individuals who received comprehensive case management.
Number of individuals who obtained supportive services.
Number of unemployed adults who obtained employment up to or exceeding a living wage.
Number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills.
Number of individuals who obtained safe and affordable housing.
Number of individuals who became homeowners.
Number of individuals receiving energy assistance and/or improving energy efficiency in their homes.
Number of individuals who avoided evictions or foreclosure.
Number of individuals who improved financial well-being.

AGENCY LEVEL GOAL

Goal 3: AACCAA will implement intentional strategies to enhance its performance and capacity to achieve outcomes. (Agency Goal)

Objective 3.1

Develop a sustainable funding strategy with diversified revenue.

Objective 3.2

Develop internal talent and deepen board engagement to long-term success in serving the community.

ACTION PLAN

Develop a sustainable funding strategy with diversified revenue.

- Engage the fundraising committee through regular meetings and targeted, goal-driven campaigns.
- Complete a comprehensive fundraising and sustainability plan focused on increasing unrestricted income and expanding access to grant opportunities.
- Actively pursue funding from diverse sources including private foundations, corporations, and local, state, and federal agencies.
- Apply for performance-based grants that support the delivery of high-impact, community-responsive programs.
- Secure new funding to expand services, address unmet needs, and improve outcomes for low-to-moderate-income families.

Develop internal talent and deepen board engagement to ensure long-term success in serving the community.

- Foster a positive organizational culture and implement policies that position AACCAA as an employer of choice and a leader in community service.
- Continuously build and sustain a workforce capable of successfully advancing the agency's mission.
- Conduct a needs assessment survey with board members and staff to identify professional development priorities.
- Develop an annual training plan informed by survey results to support ongoing learning and capacity-building.
- Offer regular training sessions focused on leadership, skills development, and operational excellence.



- Develop internal talent and deepen board engagement to ensure the organization’s long-term success in serving the community.
- Cultivate a knowledgeable, committed internal team equipped to drive meaningful community impact.
- Implement a high-quality new board member orientation process and curriculum.
- Facilitate effective, purposeful board committee meetings to enhance strategic engagement.

EXPECTED OUTCOMES

Increase revenue and grant funding for programs and services.

Increase unrestricted income.

Increase professional development and capacity-building opportunities provided for board and staff.

METRICS

Number of community events participated in.
Number of outreach activities and events developed in various neighborhoods and communities.
Number of individuals attending outreach and community events.
Number of professional development and training opportunities provided for board and staff.
Number of board members who attend at least 75% of board meetings.
Number of activities designed to enhance board engagement.
Total amount of new revenue obtained to provide services and resources.
Total amount of unrestricted income obtained.

COMMUNITY LEVEL GOAL

Goal 4: AACCAA will coordinate efforts with residents and establish meaningful partnerships that promote thriving communities. **(Community Goal)**

Objective 4.1	Objective 4.2	Objective 4.3
Provide opportunities for individuals to participate in activities and programs that improve community conditions.	Engage in regular advocacy to enhance services and resources available for individuals and families.	Increase and strengthen partnerships and community collaborations.

ACTION PLAN

Provide opportunities for individuals to participate in activities and programs that improve community conditions.

- Leverage AACCAA’s programs to foster greater community engagement, including the active involvement of low-income individuals.
- Offer diverse resources that build leadership, strengthen capacity, and empower individuals to address challenges within vulnerable communities.
- Promote volunteerism by encouraging clients, community members, and supporters to engage in AACCAA-led activities.
- Maintain representation of low-income individuals on AACCAA’s Board of Directors to ensure authentic community voice in decision-making.
- Collect client feedback through community needs assessments and customer satisfaction surveys to guide program planning and service improvements.
- Incorporate client data and input into strategic planning and program evaluation to better prioritize assistance and enhance overall impact.



Engage in regular advocacy to enhance services and resources available for individuals and families.

- Pursue partnerships and collaborations that increase access to affordable housing, workforce development, and community services for families in need.
- Review existing partnerships agreements and determine the type of new community collaborations that are needed to bridge the gaps in current services and foster innovation and outcomes in new programs.
- Support the creation of skills training and educational opportunities that lead to stable, living-wage employment.

- Engage elected officials to expand access to resources and advocate for systemic changes that benefit families and communities.
- Continually advocate for affordable housing resources, early childcare education, transportation, food security programs, healthcare access, and workforce development opportunities.

Increase and strengthen partnerships and community collaborations.

- Cultivate strong relationships with new and existing partners to maximize service delivery and resource availability.
- Formalize partnerships through mutually beneficial Memorandums of Understanding that support AACCAA’s mission and program goals.
- Increase involvement with the business sector to gain support for community initiatives and secure additional funding opportunities.
- Enhance community relations by improving AACCAA’s visibility and actively supporting partner organizations and stakeholders.
- Leverage vendor partnerships to secure in-kind contributions, additional resources for clients, and financial support for agency operations.

EXPECTED OUTCOMES

Enhance partnerships and community collaborations.	Increase the number of community initiatives AACCAA participates in.	Increase volunteer hours.	Increase civic engagement opportunities for individuals to increase skills or knowledge that will improve community conditions.
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METRICS

Number of additional partnerships and new community collaborations.
Number of volunteer hours donated.
Number of low-income individuals who obtained skills or knowledge to improve the communities in which they live.
Number of community initiatives developed or participated in.
Number of community and nonprofit boards served on.

IMPLEMENTATION STRATEGY

To bring its strategic vision to life, AACCAA will implement a comprehensive strategy that emphasizes teamwork, accountability, and alignment across all levels of the organization. Both staff and the Board of Directors will work collaboratively to achieve the goals, objectives, and outcomes defined in the agency’s Strategic Plan. As part of this approach, staff members will carry out their respective duties to deliver services and support to clients, while ensuring that available funding is utilized effectively in alignment with the agency’s Community Action Plan. AACCAA’s implementation efforts will be guided by the following key actions:

- **Cultivate a Mission-Driven Culture** – Ensure all internal stakeholders, including staff and board members, are fully committed to a results-oriented mindset that is rooted in AACCAA’s mission and focused on measurable outcomes.
- **Strengthen Partnerships and Community Collaborations** – Develop and maintain mutually beneficial partnerships and actively pursue new collaborations to expand access to resources and services for individuals, families, and communities.
- **Deliver Integrated Services Through a Holistic Model** – Implement an effective service delivery model that combines comprehensive case management with direct services to help families achieve stability and long-term well-being.
- **Promote a Culture of Continuous Improvement and Professional Growth** – Foster an organization-wide commitment to ongoing quality improvement, staff development, and operational excellence.



EVALUATION STRATEGY

The Executive Committee of AACCAA’s Board of Directors will oversee the execution of the Agency’s strategic plan. The Board will receive quarterly strategic updates and conduct a review every six months that references goals, objectives, and outcomes achieved. Progress reports will be shared at board meetings and with AACCAA’s executive leadership and management team. The Agency will utilize the ROMA framework to evaluate its achievement of strategic goals. Additionally, AACCAA will complete the following steps:

- Step 1:** Design a strategic plan report based on the approved plan.
- Step 2:** Provide strategic planning reports to the Board of Directors. (Organizational Standards 6.5)
- Step 3:** Complete reviews by tracking progress, challenges, and accomplishments of goals and outcomes.
- Step 4:** Annually review strategic accomplishments and challenges and recommend annual strategic updates and adjustments that will enhance effectiveness. (Organizational Standard 9.3)
- Step 5:** Revise the plan as needed if there are significant changes to the environment.

COMMUNITY ACTION PROMISE

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live.

We care about the entire community, and we are dedicated to helping people help themselves and each other.



Helping People, Changing Lives