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# strategic plan

## 2018-2020



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## A MESSAGE FROM OUR LEADERS

The Community Action Partnership of North Alabama's Strategic Plan is a result of a comprehensive, intentional process of reflection, research and refinement. This agency-wide three-year plan provides an overarching framework of Strategic Priorities and specific outcomes designed to fulfill the potential found within the mission, vision and values of the Community Action Partnership of North Alabama. The governing Board will work with the CEO and Leadership Team to develop a tactical Strategic Plan document of Agency Action Plans with specific timelines and measurable outcomes. This tactical document will reflect the Strategic Priorities and specific outcomes detailed in this Strategic Plan.

Annual business unit/programmatic work plans are not reflected in this strategic planning document. Business units will use this Strategic Plan to guide their annual programmatic work plans to ensure that both the agency and programmatic goals are well planned and the full use of the ROMA cycle is followed.

Special thanks is extended to Master ROMA Trainer and Consultant Shawn Howell for his assistance in helping us to use ROMA tools as we reflected upon our past results and discovered opportunities to leverage current assets in innovative ways. The three-year Strategic Plan was cooperatively constructed with the collaborative efforts of the Partnership's three internal ROMA professionals, the Board and a cross-section representation of staff.

*Tim Thrasher*

**Tim Thrasher**  
**Chief Executive Officer**

*David Mathews*

**David Mathews**  
**Board Chair**

## **HISTORY OF THE PARTNERSHIP**

### **1965-1969**

On **August 25, 1965**, the Marshall Morgan Community Action Committee was incorporated to serve poor families in Marshall and Morgan County. Its main objective was to identify the needs of the poor and develop an organization and resource development strategy to meet those needs identified. Its first director was S.M. Dollar, a retired Army Officer from the Tennessee Valley area, who retired in **mid-1968** and was replaced by Mary Chambers. Lawrence County was annexed into the service area in 1968 and in **October 1969**, Marshall County withdrew to form its own organization.

Early activities of the organization included:

- Information and referral services
- Emergency food and medical service
- Community organization
- Self-help program development
- Summer Head Start

### **1970-1979**

In **June of 1970**, Mary Chambers resigned and the Board of Directors hired Thomas M. Wood III as her replacement. Mr. Wood assumed the helm of a struggling agency plagued with interagency coordination issues and a service delivery system accused of fast-shuffling clients and making brief referrals. During this decade, Head Start services expanded from a Summer Head Start Program to a Full-day/Full-year Head Start Program serving Morgan and Lawrence Counties. In **1975**, the Agency provided Meals-on-wheels service to Morgan, Lawrence and Cullman County through an initiative of the Alabama Pensions and Securities System. In **1976**, the agency officially adopted the name of Morgan Lawrence Community Action Committee.

Services during this decade included:

- FD/FY Head Start
- Transportation
- Winterization/Weatherization
- Manpower employment services
- Emergency food and medical service
- Summer feeding programs

### 1980-1989

In **1981**, the Foster Grandparent program added the Senior Companion program to its National Older American Volunteer Program list of services. Later in 1981, the Morgan Lawrence Community Action Committee added Comprehensive Housing Counseling and Section 9 and 18 Transportation Services to its portfolio of services to help low-income people move out of poverty. In **1982**, Alabama Pension and Security eliminated State funding for the Meals-on-wheels program and a Decatur church affiliated organization, the Committee on Church Cooperation, stepped in with local community funding to continue the work of the Meals-on-wheels program in Morgan County. In **1985**, Cullman County was annexed into the service area of the Morgan Lawrence Community Action Committee and its name was changed to Morgan Lawrence Cullman Community Action Agency on **September 19, 1985**.

Services in the 1980's included:

- Comprehensive Housing Counseling (1981)
- FEMA Emergency Food and Shelter (1983)
- Low Income Home Energy Assistance Program - LIHEAP (1984)
- Exxon Oil Overcharge Fund Program – EHEAP (1986)
- Weatherization - Department of Energy (1986)
- USDA Commodity Food Distribution (1986)
- Discretionary programs fund through a State General Fund appropriation (1987)

### 1990-1999

The 1990's generated significant growth. Head Start of Cullman County merged with the Morgan Lawrence Cullman Community Action Agency Head Start program in 1989. Winston and Blount County Head Start was added by expansion in **1991**. Marion, Franklin, and Colbert County Head Start joined the agency as a result of a competitive bidding process. In May of **1994**, Morgan Lawrence Cullman Community Action Agency changed its name to the Community Action Agency of North Central Alabama, Inc. then to Community Action and Community Development Agency of North Alabama, Inc. in July of **1996**. Also in 1996, East Coast Migrant Head Start contracted with the Community Action and Community Development Agency of North Alabama to provide Migrant Head Start Services to Blount County migrant families - this contract ended in 2003. In **1999**, the Partnership produces its first affordable housing complex in Morgan County Alabama.

### 2000-2009

From 2001 to 2010, the agency saw another decade of growth and change. The Community Action and Community Development Agency of North Alabama added Early Head Start classrooms in Morgan and Blount Counties in 2001, Alabama Pre K classrooms were added in Blount, Morgan and Cullman Counties in **2002**.

In **2004**, the Weatherization Program expanded into Marion and Winston Counties, and in **2008** to Walker County. In 2004, the agency changed its name to the Community Action Partnership of North Alabama and adopted the current national brand to better align its identity with the national network.

In **2005**, long-term CEO Tom Wood retired and the Board of Directors selected Michael Tubbs as the agency's fourth executive director and CEO.

In **2008** the agency took on responsibility for Head Start classrooms in Marshall, Jackson, Cherokee, and DeKalb counties, adding over 100 new employees and 737 children to the existing Head Start Program.



## 2010 - Present

In **2010**, after a rigorous and lengthy effort, the company was approved and chartered as an affiliate of NeighborWorks America. In early 2010 the Lead Team of the agency developed its first strategic plan in conjunction with establishing a vision, value statement and refreshed mission statement.

From **2011 to 2018** the company continued to grow and add additional Head Start classrooms by taking on the responsibility to serve in Madison and Limestone Counties.

In **2013** the Florence City Board of Education relinquished the Lauderdale County Head Start/Early Head Start grant and that county was added which increased the Head Start footprint to 17 north Alabama counties. The company also was heavily involved in post-tornado recovery in west and north Alabama which resulted in hundreds of residents being restored to pre-2011 housing conditions.

From **2011 to 2018** the Housing Business Unit added over 300 units of affordable housing and developed subdivisions in Montgomery and Decatur. Block and Street makeovers during NeighborWorks Week were held since **2013** in Decatur, Alabama, results in many dozens of homes being rehabilitated.

In late August 2018, the Board of Directors selected Timothy Thrasher to be the agency's fifth Executive Director and Chief Executive Officer. With Michael Tubbs' October 1st retirement, Mr. Thrasher assumed the helm of a thriving agency.

Today The Partnership is led by an 18 member Board of Directors and 10 advisors and the company continues to fulfill its mission through multiple funding sources, hundreds of volunteers and valuable partnerships, and over 500 dedicated employees. From senior programs to educating young children, from meals to the doorstep and developing quality, affordable housing, from energy conservation to developing homeowners, from moving people out of crisis to enabling families to move out of poverty and changing whole communities. The Partnership changes lives and improves communities.

## Geographic Profile

North Alabama, home to the Alabama Mountain region, is such a striking contrast to the rest of the state that many consider it a “state within a state.” The 16 counties in this region are enhanced by the southern foothills of the Appalachian Mountains. Local residents often refer to this area as the “Tennessee Valley” in reference to the Tennessee River which flows through the northernmost part of the state.

The anchor city of this region is Huntsville, but other cities of notable size include (in order of population): Decatur, Madison, Florence, and Athens. Decatur is considered a quasi-anchor city as the largest economic center north of Birmingham and west of Huntsville.

The region ranges from densely populated urban areas, to rural areas accessible only by locally named back roads. Each county in the Partnership’s 16-county service area has unique characteristics based on geography, population, economics, and other demographics.

COUNTY	TOTAL POPULATION	POPULATION WITH INCOME AT OR BELOW 200% FPL	PERCENT POPULATION WITH INCOME AT OR BELOW 200% FPL
Area Population	1,250,501	475,960	38.06%
Winston	23,500	11,624	49.46%
Franklin	31,191	15,234	48.84%
DeKalb	70,108	34,231	48.83%
Walker	64,630	30,130	46.62%
Marion	29,574	13,689	46.29%
Marshall	93,300	42,993	46.08%
Cherokee	25,465	11,011	43.24%
Jackson	52,043	22,361	42.97%
Cullman	80,126	34,259	42.76%
Lawrence	33,096	13,189	39.85%
Blount	57,099	22,258	38.98%
Lauderdale	90,480	34,807	38.47%
Morgan	117,554	43,428	36.94%
Colbert	53,910	19,348	35.89%
Limestone	87,161	29,201	33.50%
Madison	341,264	98,197	28.77%
Alabama	4,720,592	1,851,965	39.23%
United States	310,629,645	104,390,198	33.61%



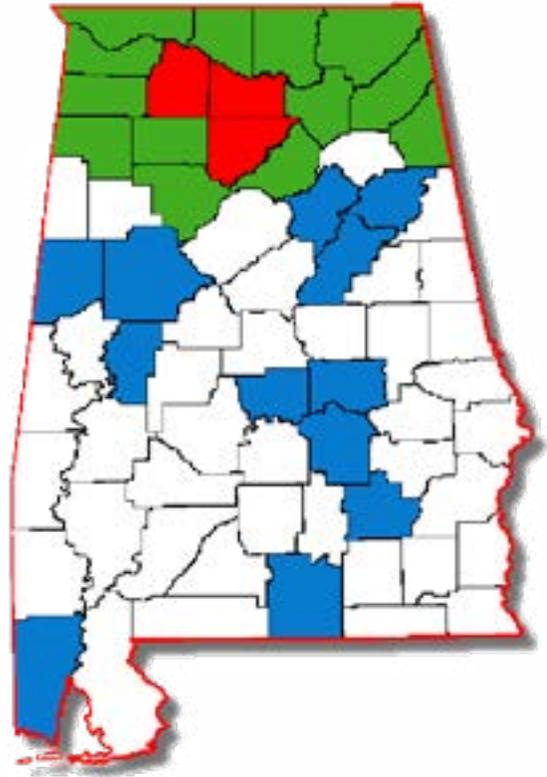
## Geographic Service Area

The Partnership’s geographic service area includes three (3) CSBG core counties, 13 extended counties, and 12 counties exclusively served by the Housing Business Unit (HBU).

The 3-core-county service area provides the full range of services offered by The Partnership.

The 13-county extended service area includes secondary services beyond those programs funded according to CSBG and other guidelines.

The remaining 12 counties served by The Partnership receive services limited to those provided through the HBU, including affordable housing and homeownership services.



## Services Provided by Area

### 3-County Core Service Area

- Affordable Housing (single family, multi-family, senior)
- Children’s Services
- Community Development
- Energy Assistance (LIHEAP)
- Financial Capabilities
- Foster Grandparents
- Homeownership Services
- Meals on Wheels & More
- Senior Companions
- Weatherization and Disaster Rehab

### 13-County Expanded Service Area

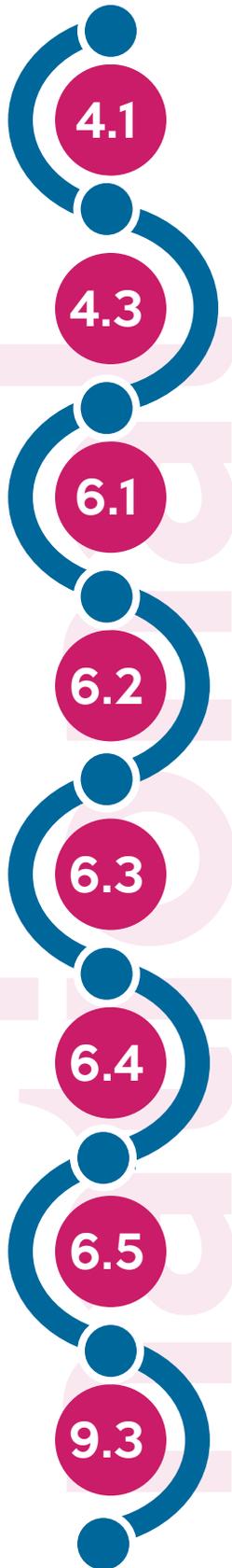
- Affordable Housing (single family, multi-family, senior)
- Children’s Services
- Financial Capabilities
- Homeownership Services
- Weatherization and Disaster Rehab

### 12-County Affordable Housing Services Only Area

- Affordable Housing (single family, multi-family, senior)
- Financial Capabilities
- Homeownership Services

## ORGANIZATIONAL STANDARDS

### Provide Guidance for Strategic Planning



4.1 The governing board has reviewed the organization’s mission statement within the past 5 years.

4.3 The organization’s Community Action Plan and Strategic Plan document the continuous use of the full ROMA cycle. In addition, the organization documents having used the services of a ROMA Certified Trainer to assist in implementation.

6.1 The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years (recommended 3 years).

6.2 The approved strategic plan addresses the reduction of poverty, revitalization of low-income communities, and/or the empowerment of people with low incomes to be more self-sufficient.

6.3 The approved strategic plan contains family, agency, and/or community goals.

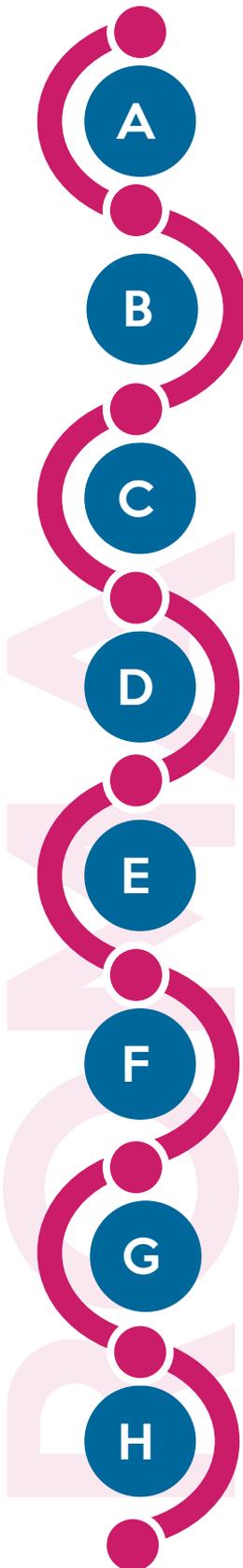
6.4 Customer satisfaction data and customer input, collected as part of the Community Assessment, is included in the strategic planning process.

6.5 The governing board has received an update(s) on progress of meeting the goals of the strategic plan within the past 12 months.

9.3 The organization has presented to the governing board for review or action, at least once within the past 12 months, an analysis of the agency’s outcomes and any operational or strategic program adjustments or improvements identified as necessary.

## CORE ELEMENTS OF ROMA

### Provide a Framework for Strategic Planning



A

The organization has an established mission statement that contains all four basic mission elements of population, services, results, and relationships in its purpose.

B

The organization implements multiple data sources and types in its identification of the causes and conditions of poverty in its local communities.

C

The organization conducts regular internal assessments that evaluate capacity to serve, available resources, and actual and potential risks.

D

The organization creates a long-term plan that identifies strategies for addressing family, agency, and community needs within local communities for results-oriented outcomes.

E

The organization creates short-term plans that implement identified strategies for the achievement of long-term, measurable results.

F

The organization integrates partnerships and community members in the planning process and delivery of services.

G

The organization utilizes data collection and reporting processes that accurately reflect outcomes of plans and services.

H

The organization incorporates data-driven evaluations of organization efficiency and program effectiveness.



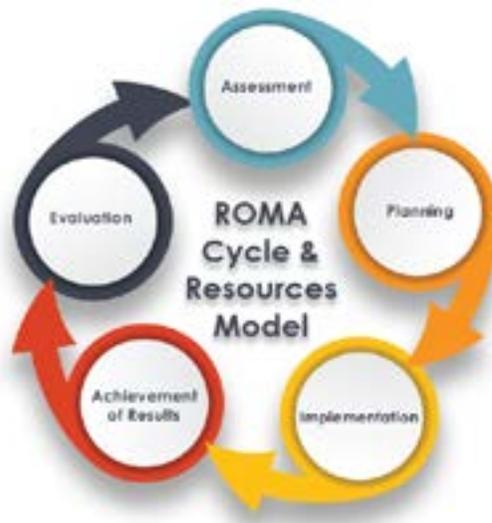
## PROCESSES, PROCEDURES & RESULTS

Cornerstone to the Strategic Planning process were the needs revealed in our 2017 Community Needs and Resource Assessment, guidance found in Organizational Standards, a ROMA-centric foundation, current poverty trends, and agency data-driven sources. A cross-section of agency staff and Board members evaluated agency methods and expertise from agency experiences and determined strategic priorities to produce a deliberate framework targeted at addressing the top needs in the communities we serve.

Central to the selection of participants for this process was the desire to have an appropriate representation of staff and Board members who had frequent interaction with customers and were able to bring an additional layer of customer satisfaction viewpoints to the perspectives revealed in the Community Needs and Resources Assessment.

While the agency has three ROMA professionals on staff, it was important to agency leaders to provide a balance of internal and external expertise to ensure the most thorough evaluation of agency methods, strengths, weaknesses, opportunities and threats (SWOT). The Leadership Team reviewed and refreshed the Mission, Vision, and Values (MVV), adding a tagline of "One Agency, Many Programs". ROMA Master Trainer Shawn Howell was commissioned to work alongside the agency's ROMA professionals and leadership to scale each Business Unit and conduct a SWOT analysis. During this phase of Strategic Planning, each business unit had the opportunity to intentionally reflect upon the business unit's methods, performance, customer service and other aspects prior to considering a whole agency perspective. The Business Unit SWOTs were then used to craft the Organizational SWOT. A couple of weeks later, Mr. Howell returned to facilitate the crafting of strategic priorities and the selection of outcomes. The culmination of the MVV, scaling, SWOT, strategic priorities and outcomes fed the internal crafting of the Strategic Plan summary and local Theory of Change.

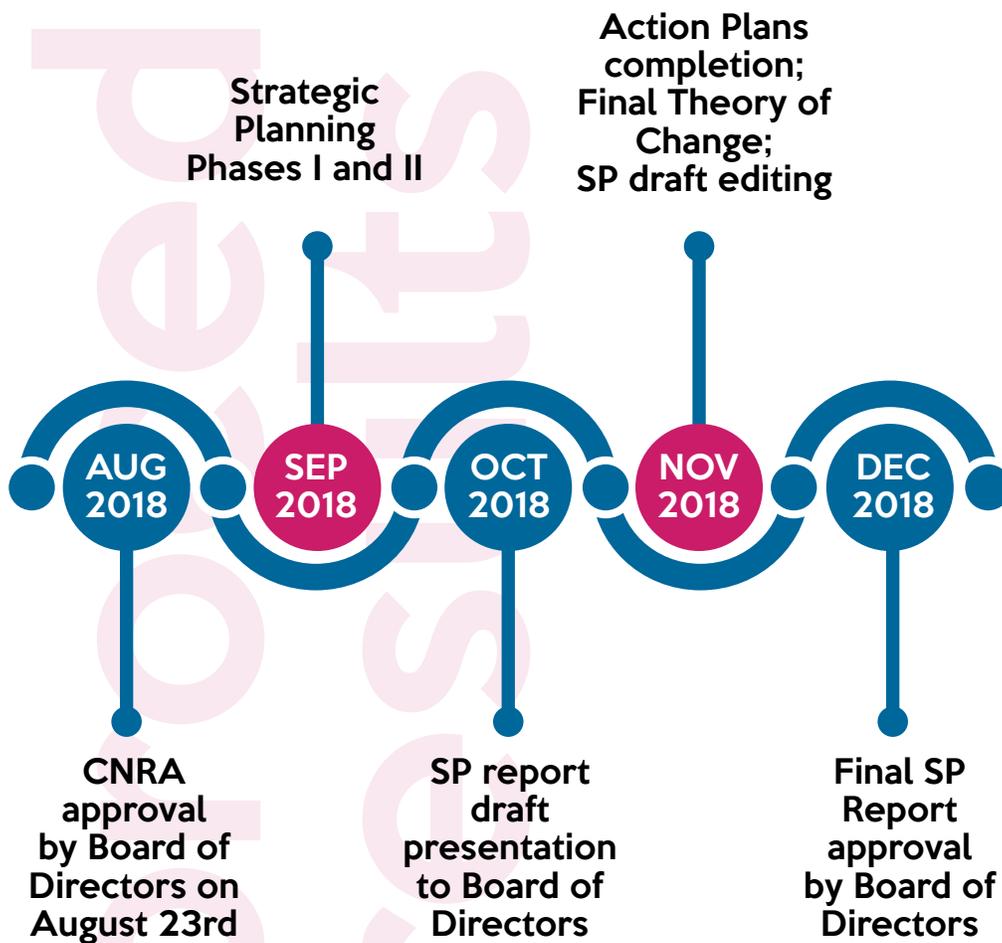
### ROMA CYCLE



Within these pages is the Community Action Partnership of North Alabama’s road map for improving internally to strengthen our services locally, stimulating family stability and inspiring families to engage in building healthy communities where both can fulfill their potential.

An additional tactical Strategic Plan document of Agency Action Plans with specific timelines and measurable outcomes will be developed. This tactical document will reflect the Strategic Priorities and specific outcomes detailed in this Strategic Plan and will provide a means for the regular reporting of progress to the Board and throughout the agency.

## TIMELINE



## MISSION, VISION, AND VALUES

### MISSION

Community Action Partnership of North Alabama is a results-driven, non-profit business committed to reducing or eliminating the causes and consequences of poverty for families and communities in need through comprehensive services and strategic partnerships.

### VISION

As a unified comprehensive business, to be a premiere and preferred service partner that creates opportunities resulting in thriving communities.

### CORPORATE VALUES

Financial Integrity  
Operational Excellence  
Exceptional Customer Service  
Leader of Change

### PEOPLE'S VALUES

Engaged  
Compassionate  
Innovative  
Collaborative

### TAGLINE

One Agency, Many Programs



# BUSINESS UNIT: CHILDREN'S SERVICES

## STRENGTHS

- No compliance issues
- Awareness of state of org
- Meeting program goals
- Strong partnerships
- Technology (state of the art)
- Qualified staff
- Experience (48+ years)
- Strong leadership/mission
- Strong reputation
- Adaptability

## WEAKNESSES

- Tracking/reporting in-kind
- Lack of quantitative data supporting school readiness
- FACSPRO/ChildPlus integration
- On-boarding/training processes
- HR/Finance data integration
- Managers lack of access to Fiscal/HR data
- Lack of security at centers

## THREATS

- Financial instability due to re-competition
- Pre-K provided by school systems
- Climate against immigrant families
- Opioid addiction

## OPPORTUNITIES

- Corporate partners in education
- Tracking students after transition into school
- Bi-partisan support
- Opioid Funding
- Preschool development grants

# BUSINESS UNIT: MEALS ON WHEELS & MORE

## STRENGTHS

- Quality kitchen equip
- Strong technology infrastructure
- High customer satisfaction
- Quality food delivered to the door
- Strong customer/volunteer relationships
- Internal marketing assets
- Strong reputation
- Partnerships
- No debt

## WEAKNESSES

- Staff dependability
- Inactive advisory council
- Staff morale/motivation
- Unable to fully meet the need (30+ on waitlist)
- Need for diverse funding partners

## OPPORTUNITIES

- On-site for-profit opportunities
- Social media volunteer and donor recruitment
- College web-based volunteers/class credit
- CM for clients/linkages to other programs
- Recruitment of younger advisory board members
- MOW rep on BOD
- Technology for meal tracking
- Financial sponsorships

## THREATS

- Volunteers aging out
- Advisory Council members aging out
- Funders aging out
- Donors aging out



# BUSINESS UNIT: HOUSING

## STRENGTHS

- High-quality units
- Experience
- Results-oriented
- Skilled/certified staff
- Strong partnerships
- Awareness of tenant needs
- Post-placement involvement
- Ability to resolve negative customer feedback
- Strong technological infrastructure
- Good morale

## WEAKNESSES

- Utilization of data (cost, file management)
- Strategic planning
- Asset mgt software
- Asset mgt staffing (growth)
- Housing Committee involvement
- Weatherization program morale

## THREATS

- Politics and funding
- Bad deals
- State/Federal tax assessors (not at NP level)
- Increased competition
- Challenging timelines (tax credit deals)

## OPPORTUNITIES

- Explore other types of RED beyond tax credit work
- Additional community partnerships
- NWW/WAP/CIM volunteers
- Strengthen CIM, Montgomery, community engagement

# BUSINESS UNIT: SENIOR PROGRAMS

## STRENGTHS

- New motivated staff
- Program uniqueness
- Committed volunteers (stipend)
- Well-established
- Diverse/experienced staff
- Intern to FT experienced marketing staff
- Customer satisfaction
- Strong/engaged AC
- Strong/stable partnerships

## WEAKNESSES

- Inadequate volunteers - compliance (SCP)
- Data integration and utilization
- Integration/communication with other community programs

## THREATS

- Politics/funding
- For-profit providers pay higher wages
- Volunteer age restrictions

## OPPORTUNITIES

- Strong relationships with funders
- Untapped local/private funds
- Continuing education
- Increasing senior population is a potential volunteer opportunity



# BUSINESS UNIT: ENERGY ASSISTANCE

## STRENGTHS

- Technology
- Convenient location
- Intake and award process
- Strong partnerships
- Qualified, reliable, diverse, and experienced staff
- Prompt notification and vendor payments
- High customer satisfaction
- Ability to do household assessments
- No compliance or audit issues
- Strong reputation

- ## WEAKNESSES
- Grant-based
  - Reconciliation reporting
  - Safety and security inside offices
  - Organization-wide data integration and client tracking

- ## OPPORTUNITIES
- Additional partners
  - Additional revenue streams (TVA)
  - Workplace safety
  - Tracking client referrals
  - Advocate for system change

## THREATS

- No federal funding or major cuts
- Workplace safety

# ORGANIZATION

## STRENGTHS

- Strong leadership
- Strong partnerships
- Respected in the industry
- High customer satisfaction
- Highly experienced (48+ yrs)
- State of art tech infrastructure
- Well-established and respected in community
- No compliance/audit issues
- Legal advisory council
- Board officer succession
- Engaged/active Board
- Strong fiscal processes
- Strong accountability
- Cross-trained staff
- Low administrative costs
- Results-oriented

## WEAKNESSES

- Org-wide data integration
- Understaffed IT department
- Lack of funding diversity
- Mgt access to fiscal/HR data
- Financial communication to the Board of Directors
- Succession plans need to be revisited
- Org accomplishments communicated agency-wide
- Aging Buildings

## OPPORTUNITIES

- Explore other types of RED beyond tax credit work
- Additional community partnerships
- NWW/WAP/CIM volunteers
- Strengthen CIM, Montgomery, community engagement

## THREATS

- Expiration of the administrative office lease

## UNDERSTANDING COMMUNITY NEEDS



### CHILDCARE: INFANTS, TODDLERS & PRESCHOOLERS

#### CAUSES AND CONDITIONS

- Costs are too expensive for families
- Communities lack resource options
- Community childcare operation hours are not conducive with real-life work hours

#### STATISTICAL POVERTY DATA

The 16-county service area of Community Action Partnership of North Alabama reports 27% of children are living in poverty and 12% of those children are living in extreme poverty, as compared to a state average of 27% in poverty and 13% in extreme poverty. Just over 50% of mothers with children ages 0 -5 are employed, as compared to 60% of Alabama's mothers with children the same ages.



### FOOD: SOUP KITCHENS, FOOD PANTRIES & FOOD PROGRAMS

#### CAUSES AND CONDITIONS

- Families lack knowledge of community resources
- Communities lack food assistance options
- Community food assistance programs do not provide a variety of food choices

#### STATISTICAL POVERTY DATA

Alabama's low income household population with low food access is 22%, as compared to 19% to the U.S. Of the children in the 16-county service area living in poverty, 10% have limited access to food and 16% of the seniors (aged 65 +) have limited food access.

## UNDERSTANDING COMMUNITY NEEDS



### HEALTHCARE: DENTAL, PHYSICAL, PRESCRIPTION ASSISTANCE

#### CAUSES AND CONDITIONS

- Jobs in the community do not offer benefits
- Healthcare costs are too expensive for families
- Communities lack healthcare options
- Government healthcare programs have strict requirements

#### STATISTICAL POVERTY DATA

The majority of the 16-county service has a population of 26% or greater living below 200% Poverty Level (ACS 2011-15). All counties except for Madison County report a shortage of Primary Care HPSA.



### HOUSING: SAFE/AFFORDABLE RENTAL, HOME REPAIR, WEATHERIZATION, HOMEOWNERSHIP

#### CAUSES AND CONDITIONS

- Communities have limited affordable housing options
- Communities lack skilled/honest labor for home repairs
- Home repair costs are too expensive for individuals/families

#### STATISTICAL POVERTY DATA

The Community Commons reported that 21-35% of the households in the 16-county service area have housing costs that exceed 30% of the household's income, with 22% - 34% of that housing stock considered to be substandard based on ACS 2011-2015 data.



## UNDERSTANDING COMMUNITY NEEDS



### JOBS: YOUTH, OLDER ADULTS, FORMERLY INCARCERATED

#### CAUSES AND CONDITIONS

- Communities lack job options
- Communities resources are needed to bolster training programs/job attainment
- Formerly incarcerated individuals experience obstacles transitioning into the work force

#### STATISTICAL POVERTY DATA

According to the Bureau of Labor Statistics, the unemployment rate for the 16 county service area is 5.4% which is greater than both the state and national unemployment rates.



### UTILITIES: ELECTRIC, PROPANE, NATURAL GAS

#### CAUSES AND CONDITIONS

- Family financial burdens prevent from paying utility bills
- Communities lack assistance options

#### STATISTICAL POVERTY DATA

The 16-county service area population that is below the 200% Federal Poverty Level is 39%. The Alabama population below 200% Poverty Level is 40%, significantly over the U.S. rate of 34%.

## AGENCY RECOMMENDATIONS

Based on the findings of the **2017 CNRA**, the following are recommendations to guide Community Action Partnership of North Alabama in decisions relating to services, service delivery strategies, prioritization of resources allocated to services and create opportunities to leverage current assets to address the top key needs of families and the community.

**Childcare: Infants, Toddlers & Preschoolers.** The Partnership is justified in its continuation of Head Start, Early Head Start and other Childcare programs. It is recommended that The Partnership work with the community to

- explore avenues to reduce the cost of childcare for low-income families
- expand childcare hours of operation to meet the need for childcare that is the most conducive to parental work schedules.

**Food/Hunger Prevention and access to Groceries.** The findings of the CNRA warrant the continuation of The Partnership’s Meals on Wheels & More, as well as the nutrition and meal provision component of the Children’s Services and Foster Grandparent programs. It is recommended that The Partnership

- acts as a catalyst for gathering food pantry and food assistance providers to consider partnerships and other opportunities to
  - increase food availability
  - provide more nutritious foods
  - greater variety in food choices
  - recipes to help stretch food provisions
- revisits the information pertaining to area food resources shared with clients across Partnership programs designed to increase the knowledge of available community food resources.

**Healthcare and Prescriptions.** In light of the CNRA data, it is recommended that The Partnership

- continues its partnerships with area healthcare clinics and increase the number of clients funded for wellness care
- explores a community level initiative in its 3 core counties designed to educate employers, bring healthcare providers together to discuss

affordability and solutions with the possible (long term) outcome of advocating for a partnership with the community to create a program for those who fall in the age bracket of the coverage gap.

**Housing and Home Repair.** The findings of the CNRA support the continuation of The Partnership’s development of safe, affordable single and multifamily housing units for low-income renters and those desiring homeownership. Report data justifies the continuance of the Weatherization program and HUD Housing Counseling. It is recommended that The Partnership

- seeks out additional opportunities and partners to explore the possibility of making home improvements and basic weatherization more affordable for low-income homeowners.

**Jobs and Job Training.** The Partnership is justified in the continuance of its partnerships with the Decatur Youth Services and The Link of Cullman County to provide meaningful job training and build a resume of work experience. It is recommended that The Partnership

- increases its sponsorship of Decatur Youth Services (DYS) program participants
- seeks similar partnerships across the three core county service area for youth and formerly incarcerated individuals.

**Utility Costs.** Community Action Agencies focused on reducing and eliminating causes and consequences of poverty may also offer emergency services to address an immediate need. There is data within the CNRA that supports the provision of assistance with utilities. Recipients of assistance are provided with a comprehensive evaluation of household needs, allowing for the creation of a path to long-term economic security. It is recommended that

- utility assistance include education on understanding
  - itemized costs on utility bill
  - peak months of use
  - feasibility of a prorated utility cost, if offered, as an appropriate option to making utility costs more budget friendly
- create collaborative effort with local utility companies to provide classes for educating homeowners about energy efficiency.

## SETTING STRATEGIC PRIORITIES



**THE ORGANIZATION IS COMPLIANT AND HAS ESTABLISHED AN ACCOUNTABILITY FRAMEWORK TO DELIVER QUALITY SERVICES WITH A HIGH LEVEL OF EFFICIENCY AND EFFECTIVENESS**

### ***OUTCOMES***

- Agency childcare center hours are conducive with the schedules of low-income workers.
- The agency decreases financial risks due to funding diversification.
- The organization increases coordination of services among programs.
- The agency has effective onboarding and training process.
- The agency has formalized succession plans for all leadership positions.
- The agency has fully functional and engaged advisory councils.
- The agency has established a formal internal and external communication plan.
- The agency has established a streamlined volunteer recruitment and placement process for all qualified volunteers.



**INDIVIDUALS AND FAMILIES WITH LOW INCOMES ARE STABLE AND ACHIEVE ECONOMIC SECURITY**

**OUTCOMES**

- Financial burdens do not prevent families from being stable and achieving economic security.
- Individuals and families obtain affordable childcare options for children birth to 4 years.
- Utility bills are lower for families because homes are energy efficient.
- Healthcare costs are affordable for families and individuals.
- Family personal barriers do not prevent job attainment/retention.
- Low-income individuals/families obtain assistance with home repairs.



**PEOPLE WITH LOW INCOMES ARE ENGAGED AND ACTIVE IN BUILDING OPPORTUNITIES IN COMMUNITIES**

**OUTCOMES**

- People with low incomes are engaged in the implementation of strategies to address conditions of poverty.



**COMMUNITIES WHERE PEOPLE WITH LOW INCOMES LIVE ARE HEALTHY AND OFFER ECONOMIC OPPORTUNITY**

**OUTCOMES**

- Community food providers increase variety and nutrition for families.
- Communities increase safe/affordable housing options for families.

