

Harlan County Community Action Agency, Inc.

2025-2030
**STRATEGIC
PLAN**



Harlan County

community
Action™

P A R T N E R S H I P

Helping People. Changing Lives.

History of Harlan County Community Action Agency

Harlan County Community Action Agency (HCCAA), is a private non-profit 501(C) (3) corporation that began on January 21, 1969. The overall purpose of HCCAA is to turn hope into reality and make our low-income individuals more self-sufficient. HCCAA gives a voice to the less fortunate and provides services whether in-house or by our community partners. HCCAA provides a multitude of various programs to assist low-income individuals and families to achieve and sustain self-sufficiency and a sense of well-being in the community. HCCAA programs help to provide better everyday living for persons in the service area. Our agency is needed for transportation, utility and security deposit assistance, child care, youth services, college tuition, homeless assistance, etc. HCCAA believes in treating our clients with respect and dignity.

Harlan County Community Action Agency, Incorporated is an active member in the National Community Action Partnership, Southeastern Kentucky Association for Community Action Agencies, and Community Action Kentucky.

Current Programs Offered through HCCAA

Community Services Block Grant (CSBG)

This program provides funds for direct services and programs that indirectly and directly address the needs of the low-income and elderly, disabled and disadvantaged that are not being met by other organizations. CSBG goals and objectives are developed with direct input from the low-income population through a "Needs Assessment" survey conducted in Harlan County. Through an active community organization and the "Needs Assessment" Harlan County Community Action Agency plans its services offered and strives to ensure that all citizens have access to, knowledge of, and an equal opportunity to the programs/services offered. *Funded by Cabinet for Health and Family Services*

Harlan County Transit

Transportation services are offered to all residents of Harlan County, regardless of income or age. One, Non-Emergency Medical, is primarily for those in need of medical services, Department for the Blind, and Cumberland River Comprehensive Care Center. Another type is referred to as local transportation. For a nominal fee based on the client's specific need, transportation is provided so that citizens may have access to educational facilities, places of employment, shopping centers, agencies, and other sites. We currently cover the entire county as well as any out of town medical facilities. *Funded by the KY Transportation Cabinet, Office of Transportation Delivery.*

Harlan County Transit offers transportation services to all residents of Harlan County regardless of income or age. Our non-emergency medical is primarily for those in need of medical services such as transportation to medical facilities both in and out of the

of medical services such as transportation to medical facilities both in and out of the area. Local transportation offers services to anyone to meet their transportation needs such as grocery stores or other places they need to go. JOBS is transportation offered to persons to and from their places of employment including necessary job related places such as child care centers, etc. Special Veterans rate is offered. This is to and from medical appointments both in and out of state. We currently cover the entire county as well as any out of town medical facilities. We operate the only Transit service in the county. All of our staff are certified and trained in Public Transportation, Emergency and ADA regulations.

Workforce Innovation and Opportunity Act (WIOA)

This program is an ever changing program that evolves based on current economic and job opportunities in play. Southeast Kentucky has experienced many changes with the current decline in coal related jobs in the area and those being one of the most abundant and high paying jobs in the area. This program serves adults looking for work, workers who have been dislocated from their jobs closings or layoffs and economically disadvantaged young people who need help to get education, training and a good start in the working world. These multi-level programs use a wide assortment of resource to help customers identify their interest, aptitudes and understand which jobs are in demand, get the training and develop skills they need to succeed and advance their careers. Assistance can come in the form of Supportive Services, Core Services, Tuition Books and Fees, etc. This program also utilizes businesses themselves to obtain the workforce they need for their business to prosper and grow.

*HOME Program (Hiring Our Miners Everyday) offers core services which include resume writing, job interview skills, ethics training, Job Club, work sense training, Needs based payments which include tuition, books and fees and supportive services.

*Community Impact is for persons impacted by the decline in the mining industry which offers Needs Based Payments, tuition, books, and fees for high education/trainings.

WIOA Out of School Target Population

WIOA Out of School offers career advising and planning skills development, job search assistance, job clubs, and other services that are provided to the adult population. This component also offers work experience opportunities and short term training. *Funded by the Department of Labor.*

Low Income Heating Assistance Program (LIHEAP)

This is federally funded program that assists households with the cost of home energy. Administered in two components: subsidy and crisis; "Subsidy" provides a one-time payment for heating costs. The "Crisis" component serves the clients who have received a disconnect notice and will be without heat within four (4) days. payment for

each component is determined by the family size, income, and primary source of heat used in the home, and payment is made directly to the vendor. *Funded by the Department of Energy.*

Educational Scholarship Program

This program is for low-income students who have completed their secondary education. Eligible students compete for scholarships to assist in meeting expenses related to a post-secondary degree. The Cabinet for Health and Family Services through the Community Services Block Grant makes available two scholarships per year. *Funded by Cabinet for Health and Family Services (State).*

Summer Feeding Program

This program provides breakfast, lunch, and dinner to out of school children that otherwise might not receive nutritional meals when school is out of session. These meals are delivered to various program sites for example; summer schools, churches, boy scouts, bible schools, daycares, etc. where supervision and activities are provided during the summer months. This program begins the day after school is dismissed for the summer and ends the day before school begins. *Funded by USDA.*

Wintercare

This is a statewide energy assistance fund that is supported by private donations. This fund provides utility assistance to the low-income, disabled, and elderly who are ineligible for federal assistance, but still fall below the poverty line. *Funded by Private Donations*

State Emergency

This program provides assistance to families in emergency situations. These funds can be used for utilities, water hook-ups, electric hook-ups, medicine, security deposits, rent, clothing, car seats, household/personal items, emergency heating/cooling equipment etc. for those families in need. *Funded by Cabinet for Health and Family Services.*

Home Energy Assistance Program

This is a program funded by the Kentucky Utilities Co. in conjunction with Lexington CAC Inc. Participants will receive 7 monthly credits to their KU account - during the 4 peak heating months (December, January, February, March) and the 3 peak cooling months (July, August, and September). Each monthly credit is \$88.00.

Southeast Kentucky Housing and Homeless Alliance

Harlan County CAA partners with Southeast Kentucky Housing and Homeless Alliance (SKHHA) to promote the development of supportive housing services for the homeless

persons in Harlan County. We provide case management, homeless outreach activities, provides intervention, emergency vouchers, clothing, food, and personal hygiene products, etc. The Homeless Counselor works with area shelters and faith-based organizations to help them meet the needs of clients. *Funded by Housing and Urban Development (HUD).*

Harlan County Community Action Agency maintains a close relationship with our faith-based ministries both in and out of state. We work with different groups/teams throughout the year on various projects.

HCCAA values our customers, employees, board members, volunteers, partners, and the community we serve. This plan is an effort of staff, board, constituents, partners, and customers to address the future of HCCAA and its potential impact on our community. No one likes change, especially when it means a change regarding a program "we have always provided". But with growth there must be change. This plan will serve as a point that leads to many different paths.

With the community in mind, this Strategic Plan incorporates community input data that is collected through the Community Needs Assessment and Customer Satisfaction Surveys. HCCAA assessed the needs, ways to meet the needs, data collection, analysis of the data collected, and the use of programs/services developed to meet the needs by an on-going use of the ROMA Cycle.

The strategic plan addresses Harlan County CAA's vision and goals for the next 5 years along with specific objectives and strategies. It also breaks down each goal into family, agency, or community while incorporating the six (6) National ROMA goals, both literally and/or respectively.

The 6 ROMA goals are:

- Goal 1: Individuals and Family with low income are stable and achieve economic security. (Family)
- Goal 2: Communities where people with low income live are healthy and offer economic opportunity. (Community)
- Goal 3: People with low incomes are engaged and active in building opportunities in communities. (Community)

Value Statement

Harlan County Community Action Agency, Inc. is committed to these values in our actions and our relationships with co-workers, clients, community partners, and the community at large.

Commitment: We are committed to ensuring people know what resources are available in the community and helping people make the most of these resources.

Integrity: Our actions and decisions are consistent with our values and our mission to meet our clients' needs equitably and impartially.

Care: We treat all people with compassion, dignity and worth.

Stewardship: We manage our resources responsibly for the greatest benefit to client.

Teamwork: We work together both within our agency and community partners to serve our clients.

Transparency: We maintain transparency to the community, funding sources (both state and federal), through open business practices and by our Code of Ethic.

COMMUNITY ACTION CODE OF ETHICS

We, as community action professionals, dedicate ourselves to eliminating poverty in the midst of plenty in this nation by opening to everyone the opportunity for education and training; the opportunity for work; and the opportunity to live in decency and dignity; and with respect for cultural diversity, commit ourselves to:

- Recognize that the chief function of the community action movement, at all times, is to serve the best interests of the poor, thereby serving the best interests of all people.

- Accept, as a personal duty, the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
- Respect the structure and responsibilities of the Board of Directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the Board of Directors.
- Keep the community informed about issues affecting the poor; facilitate communication by the poor with locally elected public officials and the private sector.
- Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion.
- Exercise whatever discretionary authority we have under the law to promote the interests of the poor.
- Lead the community action movement with respect, concern, courtesy, and responsiveness, recognizing that service to the poor is beyond service to oneself.
- Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all our community action activities in order to inspire confidence and trust in the community action movement.
- Serve in such a way that we do not realize undue personal gain from the performance of our professional duties.
- Avoid any interest or activity that is in conflict with the conduct of official duties.
- Respect and protect privileged information to which we have access in the course of official duties.
- Strive for professional excellence and encourage the professional development of our associates, including those seeking to become certified community action professionals.

Harlan County Community Action Agency, Inc.

Strategic Business Plan 2025-2030

This document comprises a *strategic plan* for **Harlan County Community Action Agency, Inc.** It reviews strengths, weaknesses, threats, and opportunities; presents a series of fundamental statements relating to Harlan County CAA's vision, mission, values, and objectives; and details Harlan County CAA's proposed strategies and goals.



This strategic plan addresses the following key strengths, weaknesses, threats, and opportunities, which apply to Harlan County now and in the foreseeable future:

SWOT Summary

INTERNAL

STRENGTHS	WEAKNESSES
Dedicated/Experienced personnel	The availability of qualified workforce in our area
Informed Board Members	Demand exceeds resources
Growing community outreach	Social need gaps in current programs (referring clients out)
Close connection with the community	Reliance on government funding
Adaptive to change	Limited services and support for the homeless
Holistic approach to client services	Large increase in layoffs locally
Updated policies and procedures	Technology capabilities
Collaborative spirit	
Increase in social media participation	
Website utilization	

EXTERNAL

THREATS	OPPORTUNITIES
Massive loss of employers in this area	New funding
Budget cuts	Growing awareness of Drug Crisis
Program participants leaving	Positive media influence
Diminishing resources in rural areas	Participation in the Standards of Excellence Program
Strict eligibility guidelines	Infrastructure upgrades
Increase in unemployment locally	Staff development
Other nonprofit/organizations with similar services	Expanded public transportation
Complacency	Client expansion

Mission

Harlan County CAA's current mission: *To utilize all available resources to assist eligible individuals and families to acquire useful skills and knowledge, gain access to new opportunities, and achieve economic self-sufficiency, empowering them to become more effective partners of society, therefore creating a better community.*

Tagline: *"A helping hand for those in need"*

Vision

The vision of Harlan County CAA is to ensure that our individuals and families become independent and maintain a state of self-sufficiency so that they may become an asset in the community.

Major Goals

The following key targets will be achieved by Harlan County CAA over the next 5 years:

- A. Promote self-sufficiency
- B. Improve agency governance
- C. Use available resources
- D. Agency growth
- E. Improve marketing

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

Strategic Plan

The following pages review Harlan County CAA's Goals, Specific Actions, Responsible Parties, Target Dates, Extension Dates, and Completion Dates of the Goals. These Goals represent steps in the improvement of Harlan County CAA from 2025-2030.

HCCAA STRATEGIC PLAN GOALS

Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
GOAL: A					
<i>1. Provide holistic services to assist program participants in achieving or maintaining self-sufficiency</i>					
	a. Development & Education: Provide educational services, including referrals and assistance with determining career paths, OJT placements to high school students under 21.	WIA Youth Services Director	2025-2030		On-going (Family)
	b. Employment Assistance & Economic Development: Provide effective job coaching, training opportunities, job placement for eligible clients.	WIA Director	2025-2030		On-going (Family)
	c. Engage with collaborative partners within the community, region and state to develop new economic development strategies, programs and opportunities.	Executive Director Program Directors	2025-2030		On-going (Community)
	d. Basic and Emergency Needs: Provide case management services and/or referrals to resolve crises.	CSBG Director	2025-2030		On-going (Family)
	e. Provide Family Support and Health, Mental Health Services through referrals to appropriate offices.	CSBG Director Homeless Case Manager	2025-2030		On-going (Family)

HCCAA STRATEGIC PLAN GOALS

Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
	f. Housing: Provide services, that include rental assistance, weatherization, homeless housing services.	CSBG Director Homeless Case Manager	2025-2030		On-going (Family)
	g. Transportation: Provide reliable, affordable public transportation services.	Transportation Director	2025-2030		On-going (Community)
	h. Youth Services: Provide services to at-risk youth to promote high school completion or GED achievement, enrollment in post-secondary education and/or increase job-readiness skills.	WIA Youth Director	2025-2030		On-going (Family)

HCCAA STRATEGIC PLAN GOALS

Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
2. The Board of Directors is effective in its governance and leadership; a guidance to the Executive Director and representation of the agency to the community.	a. Review and revise By-Laws with attorney approval.	Board of Directors Executive Director	2025-2030		Annually (Agency)
	b. Implement and update Board Orientation Packet, Board Self-Assessment, Board Code of Conduct.	Board of Directors Executive Director	2025-2030		Annually (Agency)
	c. Identify other opportunities to be involved in the community.	Program Directors Board of Directors Executive Director	2025-2030		On-going (Agency)

HCCAA STRATEGIC PLAN GOALS

Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
1. Support all staff in developing the skills and knowledge to do their work effectively by having in place current policies, procedures, guidelines, and plans for all programs.	a. Ensure all programs have current policy manuals.	Programs Directors Executive Director	2025-2030		On-going (Agency)
	b. Continue as needed to review, and update financial policies, personnel policies, and other relevant documents with Attorney/CPA approval.	Program Directors Executive Director Finance Director/ Committee	2025-2030		On-going (Agency)
	c. Create new policies, handbooks, procedures not in place, such as volunteer handbook, passenger behavior policies, breach of security plan, guide to response to client behavior, violence, tracking tools, and other as deemed necessary.	Program Directors Finance Director Executive Director	2025-2030		On-going (Agency)
2. Provide professional development opportunities for all staff.	a. Define appropriate professional development opportunities.	Programs Directors Executive Director	2025-2030		On-going (Agency)
	b. Create process for applying for funding for professional development opportunities.	Program Directors Executive Director	2025-2030		On-going (Agency)
3. Review and respond to Community Action partnership's Standards of Excellence.	a. Identify (if any) CAP Standards of Excellence to incorporate into HCCAA's goals for the coming years.	Program Directors Executive Director	2025-2030		On-going (Agency)

HCCAA STRATEGIC PLAN GOALS

Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
	<i>1. All programs will have a comprehensive succession plan. (Executive Director will submit lists to Harlan County CAA's Board Chair)</i>				
	a. List of where all keys are located is submitted to the Executive Director.	Program Directors	2025-2030		On-going (Agency)
	b. List of all annual events/activities which are essential for program/agency to operate placed on file.	Program Directors	2025-2030		On-going (Agency)
	c. List of essential individuals and their contact information programs work with that the agency shouldn't lose contact with and why placed on file.	Programs Directors	2025-2030		On-going (Agency)
	d. List of necessary actions taken by each position in order for their	Programs Directors	2025-2030		On-going (Agency)
	e. Report of where necessary files are kept (manually & electronically) to be quickly accessed placed on file.	Program Directors	2025-2030		On-going (Agency)
	f. Each Director will provide a name of a staff that will be the "go to" person if a director has an extended leave.	Program Directors	2025-2030		On-going (Agency)

HCCAA STRATEGIC PLAN GOALS

Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
	<i>1. Job shadowing/ cross training.</i>				
	a. Identify staff that needs to have more duties to fulfill their hours.	Program Directors	2025-2030		On-going (Agency)
	b. Identify other options to keep these staff busy.	Program Directors	2025-2030		On-going (Agency)
	c. Report possible use of staff during monthly directors meetings for other programs to utilize employees when the opportunity arises.	Programs Directors	2025-2030		On-going (Agency)
	a. Note contacts and collaborations in board reports and monthly directors meetings.	Programs Directors	2025-2030		On-going (Agency) - See program director reports and board reports for details throughout 2015-2020. WIA: On-going relationship throughout 2015-2020.
	b. Community needs assessment surveys.	CSBG & Case Managers	2025-2030		On-going (Agency)
	c. Customer Satisfaction Surveys	CSBG & Case Managers	2025-2030		On-going (Agency)
	<i>3. Access retired employees and other volunteers.</i>				
	a. Will identify needs to the Executive Director &/or Chief Human Resources	Programs Directors	2025-2030		On-going (Agency)
	b. Note in board reports and monthly director's meetings.				(Agency) CSBGs records can be found in board reports & staffs monthly activity reports throughout 2015-2020.

HCCAA STRATEGIC PLAN GOALS

Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
	<i>1. Expand the involvement of economic development in community.</i>				
	a. Involvement of Economic Development Councils.	All Directors	2025-2030		On-going (Community)
	b. Involvement on Chamber of Commerce.	All Directors	2025-2030		On-going Plans (Community)- Executive Director will meet with county Chamber throughout 2015-2020 to present county snapshots and other community awareness materials.
	c. Identify other opportunities to be involved.	All Directors	2025-2030		On-going (Community)- Staff members are involved on inter-agency councils, committees and boards of other programs.
	2. Quarterly newsletter.	Programs Directors	2025-2030		(Community) A newsletters will be posted on the agency website.
	<i>3. Maintain & Increase Community</i>				
	a. Develop an inventory of existing partners.	Executive Director Program Directors Board of Directors	2025-2030		Annually (Community)
	b. Develop and approach to listen to, understand, and learn from partners. Access impacts/benefits of partners.	Executive Director Program Directors Board of Directors	2025-2030		On-going (Community)
	c. Host annual Visions meetings involving partners and other agencies to create partnerships.	Executive Director Program Directors Board of Directors	2025-2030		Annually (Community)

HCCAA STRATEGIC PLAN GOALS
Reviewed & Updated: 02-3-2025

GOALS	SPECIFIC ACTIONS	RESPONSIBLE PARTIES	TARGET DATE	EXTENSION DATE	COMPLETION DATE
<i>1. Explore grant possibilities that reflect agency mission.</i>					
	a. Determine service gaps identified in assessment.	Executive Director	2025-2030		On-going (Agency)
	b. Remain abreast of RFP releases.	All Directors	2025-2030		On-going (Agency)
	c. Appoint grant teams when opportunities become available.	Executive Director	2025-2030		On-going (Agency)
	d. See advice, direction, and action from governing bodies.	Executive Director	2025-2030		On-going (Agency)
	e. Apply when opportunities become available.	Executive Director	2025-2030		On-going (Agency)
	f. Obtain grants.	Executive Director	2025-2030		On-going (Agency)
<i>2. Explore opportunities for staff to become Certified Community Action Professionals and/or pursue certifications through SEACAA (1. Certified Manager; 2. Certified Service Provider).</i>					
	a. Information will be obtained about this certification.	Executive Director	2025-2030		On-going (Agency)
	b. Information will be presented to directors to determine if there will be any employees to go through the certification.	Executive Director	2025-2030		On-going (Agency)
	c. If determine to place employee(s) through any certification programs, they will inform the ED for consideration.	All Program Directors & Determined Employee(s)	2025-2030		On-going (Agency)
<i>3. Explore opportunities for staff to participate in the Standards of Excellence Program.</i>					
	a. Information will be obtained and presented about this program.	Executive Director	2025-2030		On-going (Agency)
	b. Determination is made to participate in the program.	All Program Directors	2025-2030		On-going (Agency)