



Schuylkill Community Action Strategic Plan 2026 - 2030

Adopted
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Prepared by



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Executive Summary

Schuylkill Community Action (SCA) Strategic Plan development was overseen by the SCA Leadership and Steering Committee of the Board of Directors. The planning process was facilitated by the professional consultants from Strategic Consulting Partners. An extensive data collection effort was a critical part of the planning process and included:

- Facilitated SWOT and visioning session with the Steering Committee.
- Engaging staff in a listening session and online survey.
- Conducting individual interviews with external partners and organization leadership.
- Facilitating listening sessions with SCA's community and municipal partners.
- Compiling online surveys with Board members and organization leadership.
- Hosting facilitated strategic planning retreats with leadership, Steering Committee, and Board.

Information collected identified critical planning objectives for the new strategic plan. This Strategic Plan will guide SCA through 2030 and will serve as the foundation for the strategic direction of the organization and for aligning the staff and Board with the mission and activities of SCA. It will be supplemented with annual work objectives that are tied to the organization's annual operating budget. This plan sets the direction for SCA while ensuring the sustainability and long-term growth of the organization.

The goals and objectives established in this strategic plan continue and expand on the important work and services currently completed by the SCA staff. Several new strategic objectives have also been established that will expand SCA's work, outreach, and recognition throughout Schuylkill County and continue to impact what SCA is contributing to within Schuylkill County. These new objectives include:

- Building more affordable housing to increase availability of both ownership and rental properties in multiple communities in Schuylkill County.
- Expanding partnerships with healthcare systems to grow social determinants of health initiatives.
- Establishing offsite worksites and community partnerships to support community outreach.
- Expanding self-sufficiency program initiatives.
- Expanding revenue generating activities and reducing the federal funding percentage of annual revenue.
- Increasing fundraising and development initiatives.
- Increasing formal and informal employee engagement, recognition, and staff professional development.
- Increasing public awareness of SCA's work and impact.
- Increasing technology capabilities and upgrades to support remote and satellite office work.

Our Mission

To focus all available resources on low-income Schuylkill County residents, empowering them to achieve self-sufficiency.

Our Vision

The Board of Directors, Steering Committee, and Leadership met on November 13 and created four draft vision statements for Schuylkill Community Action. A vision statement for SCA will be developed from these drafts:

- Strengthening communities with stability, empowering neighbors with dignity, and enriching lives with opportunity.
- Stability, dignity, and opportunity are within everyone's reach.
- Where stability, dignity, and opportunity are within everyone's reach.
- Leading Schuylkill County agency in reducing poverty, promoting self-sufficiency, and driving community change.
- Strengthening communities, empowering neighbors, and enriching lives.

Our Core Values

- We will treat our customers with respect, dignity, and with empathy for their situation.
- We will treat our employees professionally and be transparent as we work together as an agency.
- We will be knowledgeable and efficient as we serve our customers, partners, and communities.
- We will take pride in being a part of Schuylkill Community Action and the positive changes we can make in our communities.

Strategic Key Results

- Community outreach and awareness.
- Staff engagement and recognition.
- Reduce federal revenue percentage to 50% of budget.

Strategic Goals

Goal 1: Grow and strengthen Schuylkill Community action services and community impact.

Goal 2: Build SCA's financial resources and long-term sustainability through diversification and expansion of funding streams.

Goal 3: Build a workforce culture of engagement, collaboration, and innovation.

Goal 4: Build organizational capacity through expanded community outreach and strengthening community awareness.

Strategy Map

Vision	Strengthening communities with stability, empowering neighbors with dignity, and enriching lives with opportunity.			
Mission	To focus all available resources on low-income Schuylkill County residents, empowering them to achieve self-sufficiency.			
Values	Treat customers with respect, dignity, and empathy	Treat employees professionally	Knowledgeable and efficient	Take pride in SCA and positive changes in communities
Strategic Key Results	Community outreach and awareness	Staff engagement and recognition	Reduce federal revenue percentage to 50% of budget.	
BALANCED SCORECARD PERSPECTIVE	OBJECTIVES			
Mission & Services Impact	OBJ. 1.1 Build affordable housing to increase availability of both ownership and rental properties in multiple communities in Schuylkill County.	OBJ. 1.2 Expand housing rehabilitation projects County wide.	OBJ. 1.3 Build and expand partnerships with healthcare systems to grow SDOH initiatives.	
	OBJ. 1.4 Establish offsite worksites and community partnerships to support community outreach.	OBJ. 1.5 Expand self-sufficiency program initiatives.		
Financial Sustainability	OBJ. 2.1 Expand revenue generating activities and reduce the federal funding percentage of annual revenue.	OBJ. 2.2 Increase unrestrictive revenue (funding) through private donations and grants to support innovation.	OBJ. 2.3 Grow revenue from affordable housing programs through collaborative partnerships.	
Employee Engagement	OBJ. 3.1 Increase formal and informal employee engagement practices and communications.	OBJ. 3.2 Increase staff professional and personal development.	OBJ. 3.3 Update and finalize the employee handbook and HR operational policies.	
Capacity Building & Internal Operations	OBJ. 4.1 Develop an inspiring and engaging vision statement for Schuylkill Community Action.	OBJ. 4.2 Develop public awareness strategy to increase community awareness and understanding of SCA's work and impact.	OBJ. 4.3 Establish and implement standard operation procedures manuals for all programs.	
	OBJ. 4.4 Increase technology capabilities and upgrades to support remote and satellite office work.			

Goal 1: Grow and strengthen Schuylkill Community Action services and community impact.

Significance of this goal:

Schuylkill Community Action’s mission is to empower low-income Schuylkill County residents toward self-sufficiency. Organization Leadership and external and internal stakeholder’s feedback strongly support retaining existing programs, with a particular emphasis on expanding affordable housing initiatives, enhancing self-sufficiency programs, and increasing accessibility through community-based service hubs. Partnerships with healthcare systems and other nonprofits are recommended to address social determinants of health, especially food insecurity, and to integrate services for greater community impact.

Objective 1.1: Build affordable housing to increase availability of both ownership and rental properties in multiple communities in Schuylkill County.

- **Objective Owner:** Chief Executive Officer initially; Project Manager when hired
- **Key Performance Indicator(s):**
 - # of rental units created
 - # of homeownership units created
 - # of properties acquired
 - # of rehabilitated units brought up to code
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Land Bank, Redevelopment Authority, Schuylkill County, Health Care Entities, Grant Resources, and Ad Hoc Committee of Board (Housing).

Initiative	Owner	Start Date	End Date	Perf. Measure
1.1.1: Build collaborative partnership with Schuylkill County Redevelopment Authority and Land Bank.	Chief Executive Officer	Q1 2026	Q4 2030 (ongoing)	MOU created.
1.1.2: Hire Project Manager to oversee housing development initiatives.	Chief Executive Officer	Q1 2026	Q3 2026	Position board approved and filled.
1.1.3: Establish an Ad Hoc Housing Committee utilizing staff, board members, and community stakeholders.	Chief Executive Officer	Q3 2026	Q4 2026	Committee filled and approved by board.
1.1.4: Secure a code analysis on 200 N 2 nd Street to determine the feasibility of upper floor development of rental units.	Chief Executive Officer	Q3 2026	Q4 2026	Code analysis completed.
1.1.5: Pursue a Community Housing Development Organization (CHDO) designation in partnership with the County of Schuylkill.	Chief Executive Officer	Q1 2026	Q4 2030	CHDO designation received.

Objective 1.2: Expand housing rehabilitation projects County wide.

- **Objective Owner:** Director of Housing and Community Development
- **Key Performance Indicator(s):**
 - # of houses with improved efficiency, health, and safety
 - Copos data indicators
 - Increased energy efficiency
 - SCA rehab crew established and working by Q3 2026
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Director of Planning, Chief Executive Officer, Housing Department, Grants (CDBG), Healthcare entities, Project Manager, County, Partnerships (TBD), and Contractors.

Initiative	Owner	Start Date	End Date	Perf. Measure
1.2.1: Establish SCA rehab crew to meet ongoing demand for housing rehab.	Director of Housing and Community Development	Q1 2026	Q3 2026	SCA rehab crew established.
1.2.2: Integrating weatherization into the rehab work.	Director of Housing and Community Development And Director of Weatherization	Q1 2026	Q4 2030	Weatherization Auditor and Inspector complete respective inspections together.
1.2.3: In partnership with the County of Schuylkill, submit HOME application to administer a Countywide Housing Rehabilitation program.	Director of Planning	Q1 2026	Q4 2030 (annual)	Successful awarding of HOME program funds.
1.2.4: Pursue partnerships with healthcare organization to provide funding and support for housing rehabilitation programs aimed at increasing health and safety for owner occupied households. (Expand on asthma program to explore funding potential/health benefits.)	Director of Housing and Community Development	Q3 2026	Q4 2030 (ongoing)	Housing rehabilitations programs developed with healthcare systems and MCOs.
1.2.5: Pursue private foundation funds to support housing preservation and rehabilitation efforts for Countywide initiatives.	Director of Planning	Q3 2026	Q4 2030 (ongoing)	Identify, apply, and secure funds from private foundations for housing preservation activities. (least restrictive funds) # of grants identified/applied/secured.

Objective 1.3: Build and expand partnerships with healthcare systems to grow Social Determinants of Health (SDOH) initiatives.

- **Objective Owner:** Chief Operating Officer
- **Key Performance Indicator(s):**
 - # conversations with healthcare organizations
 - # of healthcare system partnerships developed
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Community Health Workers, MCOs, and Hospital Systems (Geisinger St. Luke’s, Thomas Jefferson, etc.).

Initiative	Owner	Start Date	End Date	Perf. Measure
1.3.1: Continue to strengthen food access to address food insecurity.	Chief Operating Officer	Q1 2026	Q4 2030 (ongoing)	Funding secured for operations and food purchase. Explore federal Rural Health Initiatives funding opportunity.
1.3.2: Continue to strengthen housing stability and address homelessness for vulnerable populations through existing and new partnerships with healthcare systems.	Director of Housing and Community Development	Q1 2026	Q4 2030 (ongoing)	Funding secured for housing stability related programming.
1.3.3: Develop a tracking system for healthcare partner conversations, sponsorships, and MOUs to track progress.	Administrative Assistant	Q1 2026	Q4 2030 (ongoing)	Tracking system developed and utilized.
1.3.4: Continue to utilize and promote the PA Navigate system by providing closed loop referrals for programming and advocating for local adoption of use for the system.	Administrative Assistant	Q1 2026	Q4 2030 (ongoing)	Maintain a closed loop referral rate of 90%+. # of local agencies adopting system use.

Objective 1.4: Establish offsite worksites and community partnerships to support community outreach.

- **Objective Owner:** Director of Case Management

- **Key Performance Indicator(s):**
 - # of established new locations/sites
 - # of community presentations facilitated
 - # of outreach appts/clients served
- **Duration (begin date, end date):** Q2 2026 – Q 2030
- **Resources:** Community Partners, CM Unit, Director of Planning, and IT Consultant.

Initiative	Owner	Start Date	End Date	Perf. Measure
1.4.1: Identify communities to establish remote offsite offices.	Director of Case Management	Q2 2026	Q4 2030	List of communities developed and # of remote offices established.
1.4.2: Identify community partners who can provide offsite offices.	Director of Case Management	Q2 2026	Q4 2030	MOU's created and approved with new partners.
1.4.3: IT infrastructure developed and implemented for remote accessibility.	Administrative Assistant	Q2 2026	Q4 2030	Remote accessibility is established and reliable.
1.4.4: Develop a monthly community outreach calendar for outreach to be shared via social media and via organization website.	Director of Case Management	Q1 2026	Q4 2030 (ongoing)	Calendars are established and shared each month.

Objective 1.5: Expand self-sufficiency program initiatives.

- **Objective Owner:** Director of Case Management
- **Key Performance Indicator(s):**
 - Self-sufficiency curriculum developed
 - # of graduates of the self-sufficiency program annually
- **Duration (begin date, end date):** Q3 2026 – Q4 2030
- **Resources:** Foundations, Donors, Funding, Director of Planning, other Community Action Agencies models, Chief Executive Officer, and Partners.

Initiative	Owner	Start Date	End Date	Perf. Measure
1.5.1: Research existing Community Action self-sufficiency program models.	Director of Case Management	Q3 2026	Q1 2027	Program samples developed.

1.5.2: Select a self-sufficiency curriculum program model for SCA.	Director of Case Management	Q1 2027	Q2 2027	Program Model selected.
1.5.3: Publicize the self-sufficiency program to potential participants.	Director of Case Management	Q3 2027	Q4 2030	Initiative published publicly.
1.5.4: Initiate self-sufficiency classes.	Director of Case Management	Q4 2027	Q4 2030	Program launched.
1.5.5: Pursue and secure ongoing funding to implement and sustain program.	Director of Planning	Q3 2026	Q4 2030	Funding secured.

Goal 2: Build SCA’s financial resources and long-term sustainability through diversification and expansion of funding streams.

Significance of this goal:

Schuylkill Community Action’s financial model is heavily reliant on federal funding which contributes 72% of revenue. Ongoing future federal funding is uncertain. Many current programs are also structured so that SCA is reimbursed for expenses without creating extra revenue needed for organization growth. These programs provide limited opportunity to fund needed administrative expenses or provide additional revenue to fund program expansion or innovation of innovative ideas. By diversifying revenue streams, the organization can lower reliance on federal funding to 50% or less, ensuring long-term sustainability. Diversifying funding can include fee-for-service programs, private donations, grants, and expanded fundraising. Strategic engagement in affordable housing development is highlighted as a critical opportunity for both revenue growth and community impact.

Objective 2.1: Expand revenue generating activities and reduce the federal funding percentage of annual revenue.

- **Objective Owner:** Chief Executive Officer, Board Finance Committee
- **Key Performance Indicator(s):**
 - Nonfederal program revenue dollars received each program year from contracts or fee for service programs.
 - Nonfederal program revenue dollars received from grants.
 - Dollars received from development initiatives.
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Chief Financial Officer, Director of Planning, Community Partners, Foundations, Chief Operating Officer, Board Finance Committee

Initiative	Owner	Start Date	End Date	Perf. Measure
2.1.1: Reduce federal funding percentage of revenue to 50% within five years.	Chief Financial Officer	Q1 2026	Q4 2030 (ongoing)	Federal funding reduced to 50%.
2.1.2: Increase grants from private foundations.	Director of Planning	Q1 2026	Q4 2030 (ongoing)	Maintain existing grants and secure grants from new foundations.
2.1.3: Increase funding from healthcare systems.	Chief Executive Officer/Chief Operating Officer	Q1 2026	Q4 2030 (ongoing)	Healthcare partnerships continued and new partnerships established.

2.1.4: Identify options for cost savings and/or revenue generating from data system.	Chief Operating Officer	Q1 2026	Q4 2030 (annual review)	Formal agreement with Next Shift providing funds from sale of system.
2.1.5: Securing utility contracts for weatherization services.	Chief Executive Officer	Q1 2026	Q4 2030 (ongoing)	Contracting with utilities for weatherization.

Objective 2.2: Increase unrestrictive revenue funds through private donations and grants to support innovation and organization reserves.

- **Objective Owner:** Director of Planning, Board Fundraising Committee
- **Key Performance Indicator(s):**
 - Dollars received from fundraising activities
 - Dollars received from corporate sponsors
 - Dollars received from individual donations
 - Unrestricted revenue excess funds received
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Chief Executive Officer, CHW, Partners, Foundations, Board Fundraising Committee (future), and Investment opportunities.

Initiative	Owner	Start Date	End Date	Perf. Measure
2.2.1: Increase donations from private donors and corporations.	Director of Planning	Q2 2026	Q4 2030 (ongoing)	New donors secured, and increased contributions of current donors.
2.2.2: Increase corporate sponsorships for events.	Director of Planning	Q3 2026	Q4 2030 (ongoing)	# of sponsorships secured for events. # raised from corporate sponsors.
2.2.3: Establish Fundraising Committee of the Board (with staff representation).	Director of Planning	Q2 2026	Q4 2030 (ongoing)	Fundraising Committee established and active.
2.2.4: Develop donor tracking (within CTS or not) system (CRM) accessible for multiple staff.	Chief Operating Officer	Q3 2026	Q4 2030 (ongoing)	Donor tracking system

				established in CTS 2.0.
2.2.5: Developing annual fundraising goals for the agency and specific programs.	Director of Planning	Q2 2026	Q4 2030 (updated annually)	Annual fundraising goals developed and approved.
2.2.6: Implementation of fundraising activities to meet the approved goals.	Director of Planning	Q1 2026	Q4 2030 (ongoing)	Fundraisers were executed successfully.

Objective 2.3: Grow revenue from affordable housing programs through collaborative partnerships.

- **Objective Owner:** Chief Executive Officer initially; Project Manager when hired
- **Key Performance Indicator(s):** PM Role sustained through revenue generated
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Grants, Developer Fees, Donations, Rental Fees, and Home Sales.

Initiative	Owner	Start Date	End Date	Perf. Measure
2.3.1: Establish partnership with Redevelopment authority and Landbank to create an affordable housing property pipeline.	Chief Executive Officer	Q1 2026	Q4 2030 (ongoing)	MOU and # of properties acquired.
2.3.2: Secure funding for affordable housing development to increase revenue from developer fee.	Chief Executive Officer	Q1 2026	Q4 2030 (ongoing)	Funding secured for housing development.
2.3.3: Funding from the sale of affordable homes.	Chief Executive Officer	Q3 2027	Q4 2030 (ongoing)	Sale of affordable housing units.
2.3.4: Secure funding from the rental leasing and operations from newly developed rental units.	Chief Executive Officer	Q3 2027	Q4 2030 (ongoing)	Rental units developed and rented.

Goal 3: Build a workforce culture of engagement, collaboration, and innovation.

Significance of this goal:

Staff engagement and retention are identified as organizational priorities. Recommendations developed by leadership include hiring a dedicated HR staff (an HR Consultant), updating and aligning HR policies, improving internal communications, and providing consistent training and professional development for both new employees and existing staff. Staff feedback during the data collection process requested leadership increase communications within the organization and support more staff recognition and engagement activities.

Objective 3.1: Increase formal and informal employee engagement practices and communications.

- **Objective Owner:** Chief Executive Officer / Chief Operations Officer
- **Key Performance Indicator(s):**
 - Monthly staff meeting
 - # of informal engagement activities
 - Increased NPS score
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Administrative Staff and HR Consultant.

Initiative	Owner	Start Date	End Date	Perf. Measure
3.1.1: Establish and facilitate monthly virtual and in-person staff meetings.	Chief Executive Officer /Administrative Assistant	Q1 2026	Q4 2030 (ongoing)	Monthly meetings held. Annual meeting schedule established and distributed.
3.1.2: Increase employee recognition and spotlighting of staff contributions.	Morale Committee Chair	Q1 2026	Q4 2030 (ongoing)	Employees recognized via newsletter, staff meetings, and social media recognition (if desired).
3.1.3: Increase staff networking and informal gatherings to build collaboration and teamwork.	Morale Committee Chair	Q2 2026	Q4 2030 (ongoing)	Establish at least two annual whole staff networking and engagement events.
3.1.4: Increase staff engagement in building a positive culture supporting the organization’s core values.	Chief Executive Officer / Director of Planning	Q2 2026	Q4 2030 (annual)	General staff/employee satisfaction survey created.

				Employee engagement %/NPS rating
3.1.5: Establish communication channels/timeline expectations – administrative meeting down to all staff.	Chief Executive Officer	Q1 2026	Q4 2030 (annual)	General staff/employee satisfaction survey created. Establish a real time chat communication platform.

Objective 3.2: Increase staff professional and personal development.

- **Objective Owner:** Chief Operations Officer; HR Consultant, Board HR Committee
- **Key Performance Indicator(s):**
 - Percentage of staff engaged in professional development programs
- **Duration (begin date, end date):** Q2 2026 – Q4 2030
- **Resources:** Administrative Staff, HR Consultant, Utilization of CAAP LMS, and Supervisors.

Initiative	Owner	Start Date	End Date	Perf. Measure
3.2.1: Design and deliver staff professional development programs.	Chief Operations Officer	Q3 2026	Q4 2030 (annual training)	Chief Operations Officer job description updated to include new responsibilities.
3.2.2: Strengthen employee onboarding and a structured orientation program for new staff to teach organization culture and procedures.	Chief Operations Officer	Q3 2026	Q4 2030 (annual updates)	Onboarding process developed and utilized.
3.2.3: Develop job specific annual training programs for each department.	Chief Operations Officer	Q3 2026	Q4 2030 (annual training)	Annual training plans developed by each supervisor.
3.2.4: Develop personal growth and leadership skills training programs as electives for all staff.	Chief Operations Officer	Q1 2027	Q4 2030 (annual review)	Leadership development opportunities provided.

Objective 3.3: Update and finalize the employee handbook and HR operational policies.

- **Objective Owner:** Chief Financial Officer; HR Consultant; Board HR Committee
- **Key Performance Indicator(s):**
 - Updated employee handbook completed and available to all employees digitally.
 - HR operational policies reviewed and updated annually.
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** HR Consultant, Legal, and Administrative Team.

Initiative	Owner	Start Date	End Date	Perf. Measure
3.3.1: Retain an HR consultant to complete the updated employee handbook.	Chief Financial Officer	Q2 2026	Q4 2030 (annual)	Handbook updated and annual reviews completed.
3.3.2: Regular and timely policy review during staff meetings/staff communications.	Chief Financial Officer	Q1 2026	Q4 2030 (ongoing)	Policies reviewed.

Goal 4: Build organizational capacity through expanded community outreach and strengthening community awareness.

Significance of this goal:

Investments in technology are critical for SCA to achieve other objectives identified in the strategic plan. Technology investments include laptops for remote work from satellite offices or from home, upgrades to the phone system, and security for software and data when accessed remotely. Staff would like to see a consolidation of facilities to enhance operational effectiveness, provide a safe and healthy environment, and boost staff morale. Expanding SCA’s social media presence and community awareness is seen as essential for branding and outreach.

Objective 4.1: Develop an inspiring and engaging vision statement for Schuylkill Community Action organization.

- **Objective Owner:** Chief Executive Officer
- **Key Performance Indicator(s):** Completed and published organization vision statement
- **Duration (begin date, end date):** Q1 2026
- **Resources:** Board of Directors, Leadership Team, and Staff.

Initiative	Owner	Start Date	End Date	Perf. Measure
4.1.1: Engage the Board of Directors in refining and approving the vision statement.	Chief Executive Officer	Q1 2026	Q1 2026	Completed and board approved vision statement.
4.1.2: Promote vision statement to increase staff buy in.	Chief Executive Officer	Q1 2026	Q4 2030 (ongoing)	Promote Mission and Vision during staff meetings.
4.1.3: Promote vision on website and social media.	Director of Planning / Administrative Assistant	Q1 2026	Q4 2030 (ongoing)	Vision published and promoted to the public.

Objective 4.2: Develop a public awareness strategy to increase community awareness and understanding of SCA’s work and impact.

- **Objective Owner:** Director of Planning
- **Key Performance Measure(s):** Public awareness strategy plan developed and implemented.
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** CAAP, Chamber of Commerce Schuylkill County, Training, and Board Members.

Initiative	Owner	Start Date	End Date	Perf. Measure
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4.2.1: Expand SCA's presence in social media platforms.	Director of Planning	Q1 2026	Q4 2030 (ongoing)	Increase social media engagement and establish presence on new platforms.
4.2.2: Expand SCA's presence in print media.	Director of Planning	Q1 2026	Q4 2030 (ongoing)	# Articles/op eds printed in local media and reach.
4.2.3: Developing an annual public awareness strategy to be reviewed quarterly.	Chief Executive Officer	Q2 2026	Q4 2030 (ongoing)	Plan developed and reviewed quarterly.

Objective 4.3: Establish and implement standard operation procedures manuals for all programs.

- **Objective Owner:** Chief Operating Officer
- **Key Performance Indicator(s):** Operations manual established for all programs and annually updated.
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Administrative Assistant and Program Supervisors.

Initiative	Owner	Start Date	End Date	Perf. Measure
4.3.1: Developing a Housing Unit plan for all administered programs.	COO/Director of Housing and Community Development	Q4 2026	Q2 2027	Housing SOP developed.
4.3.2: Developing a Case Management Unit Plan.	COO/Director of Case Management	Q4 2026	Q2 2027	Case Management SOP developed.
4.3.3: Developing a Weatherization Unit SOP.	COO/Director of Weatherization	Q4 2026	Q2 2027	Weatherization SOP developed.
4.3.4: Developing a Bridge House SOP.	COO	Q4 2026	Q2 2027	Bridge House SOP developed
4.3.5: Developing a Food Network Unit SOP.	COO/Schuylkill Food Network Director	Q4 2026	Q2 2027	Schuylkill Food Network SOP developed.
4.3.6: Developing a Secretarial/Reception SOP.	COO/Administrative Assistant	Q4 2026	Q2 2027	Secretarial/Reception SOP developed.
4.3.7: Developing a Planning Unit SOP.	COO/Planning	Q4 2026	Q2 2027	Planning SOP developed.

Objective 4.4: Increase technology capabilities and upgrades to support remote and satellite office work.

- **Objective Owner:** Chief Executive Officer
- **Key Performance Measure(s):** Technology plan and annual budget developed and board approved
- **Duration (begin date, end date):** Q1 2026 – Q4 2030
- **Resources:** Technology Consultant, Administrative Assistant, revenue allocation for technology and grants for technology upgrades.

Initiative	Owner	Start Date	End Date	Perf. Measure
4.4.1: Technology plan developed.	Chief Executive Officer / Administrative Assistant	Q3 2026	Q4 2030 (annual review)	Technology Plan developed and updated.
4.4.2: Annual budget for technology improvements developed.	Chief Financial Officer / Administrative Assistant	Q3 2026	Q4 2030 (annual)	Annual Technology budgets developed.

Appendix: SWOT Analysis

Strengths	Weaknesses
CEO's leadership	Siloed program staff
Number of diverse programs offered	IT, computers, inefficient phone systems
Staff commitment, empathy, and dedication to programs and clients	Internal infrastructure, multiple sites
Weatherization program	Training for staff – orientation training, cross-training, ongoing professional development
Positive longstanding reputation in the community	Funding instability
Community partnerships	Employee turnover
Bilingual staff	Staff wages
Fiscal integrity and transparency	Need to increase internal communications
CEO's leadership	Need to improve relationship between staff and supervisors
CAAP leadership and guidance	
PA Navigate	

Opportunities	
Expand affordable housing initiatives; rental developments, affordable homeownership, housing rehab services	Transition housing
County Redevelopment Authority and Land Bank funding	Childcare
Partnerships with other social service agencies.	Transportation
Focus on social determinants of health instead of poverty lens, partnerships with Managed Care Organizations	Combine referral database systems into one – PA Compass, PA Navigate, 211
Partnerships and funding from healthcare systems	Food network expansion and distribution
Expand Bridge House transitional shelter	Fundraising
More remote outreach throughout the county	Expand brand recognition
Funding, diversification of funding	Build affordable housing
Expand food assistance	Focus on social determinants of health
Staff retention and engagement	Build programs enhancing self-sufficiency
Expand community partnerships	Expand Bridge Transition program
Expand name recognition	Expand weatherization

Threats	
Loss of childcare providers in the County	Public's negative perception of clients served
Funding instability; federal, state funding cuts	Increased regulations and program guidelines
Food bank increased demand for services and experiences of food shortages	Language barriers