



# Strategic Plan

2018-2022

Governing Board Approved: December 2017

## **ANOKA COUNTY COMMUNITY ACTION PROGRAM, INC.**

*Mission Statement: The Anoka County Community Action Program, Inc. is an innovative catalyst for empowering lower income Anoka County residents to achieve their aspirations and dreams.*

### **A VISION FOR OUR COMMUNITY**

Anoka County Community Action Program, Inc.'s (ACCAP) vision is one of a caring Anoka County community where basic needs are provided so that all residents can achieve and enjoy economic self-sufficiency. We are committed to building a stronger community by strengthening our partnerships with other agencies, building relationships with our clients, and continuing staff development. We envision a community where there is a job that pays a livable wage for everyone who can work and the community provides opportunities to increase self-esteem, skills, knowledge and other necessities people need to work. These include affordable housing, transportation, health care and high quality educational opportunities for both children and adults. And for those who cannot work, the community provides a healthy standard of living and opportunities, to better themselves and contribute to the betterment of the community so that all persons can live in dignity.

### **A VISION FOR OUR AGENCY**

ACCAP is recognized as a leading nonprofit that is on the cutting edge of Human Service delivery and is dedicated to eliminating poverty. ACCAP is well regarded by its stakeholders, including staff, volunteers, policy makers, funders, members of the broader community and, most importantly, the people it serves. The services that are offered are necessary, relevant, culturally inclusive, and make a measurable difference in people's lives. ACCAP aims to be innovative and flexible allowing the agency to continually improve programs and services to meet the needs of the community.

# OVERVIEW OF OUR COMMUNITY

Anoka County is a diverse community that includes urban, suburban and rural service areas. Data from the 2016 US Census indicates that 6.8% of the population in Anoka County, roughly 23,500 individuals, is living in poverty. Community Needs Assessment results indicate that affordable housing, affordable child care, money for basic needs, access to health care and services for seniors are among the top five critical needs for the community. The top challenges to obtaining self-sufficiency are; rising costs, low wages/fixed income, lack of access to resources and lack of access to child care. Survey data from both staff and community partners reflected an increase in need for affordable housing and homelessness resources. A review of statistics from the Minnesota State Demographic Center show the senior population in Anoka County is expected to increase 41% by 2025. Analysis of this data provides us a better understanding of our clients which allows ACCAP to better meet the needs of the community we serve.

## ACCAP PROGRAMS

ACCAP offers a wide variety of programming to assist individuals who have low incomes from birth to retirement. On average, more than 20,000 individuals are served each year. Funding for programming comes from Federal, State, United Way and local community resources.

ACCAP's Affordable Housing program has more than 80 locations serving more than 350 households each year. The Home Ownership program works with over 80 families to educate them on purchasing their own homes. An average of 100 clients received Foreclosure Prevention Counseling each year. Through the Family Assets in Minnesota program, an average of 80 people each year are saving to purchase their own home, start a business, or go to college.

ACCAP strives to strengthen future generations. The Child Care Aware of Minnesota Metro East program works with more than 350 child care programs to improve the quality of their services. Anoka County Child Care Assistance Program assists with child care costs for over 2,600 children each year to allow families with low income the opportunity to work. The Anoka/Washington County Head Start program provides a comprehensive preschool programming to help an average of 950 children ages birth to five prepare for kindergarten.

The Energy Assistance program helps reduce the burden of heating costs for more than 4,500 households each year. The program helps an average of 75 households with energy related repairs and 70 households with energy reduction solutions.

ACCAP's Senior Programs serves more than 1,000 seniors each year. Senior Outreach workers visit over 1,000 clients in their homes and give out an average of 6500 referrals each year. The Senior Companion program utilizes around 20,000 volunteer hours (the equivalent of 9.5 full time staff) from 40+ volunteers to provide companionship to homebound seniors including an average of 5,000 round trip rides to grocery stores, and doctor appointments. The Chores and More program utilizes both volunteers and contractors to help more than 300 seniors with home maintenance projects, which allows them to stay in their homes.

# GOALS, OBJECTIVES AND STRATEGIES

## Goal 1 – Individuals and families with low incomes are stable and achieve economic security

**Objectives:** Continue to be a resource for individuals with low income to become self-sufficient

### Strategies:

- Assist community members with low incomes in accessing available resources
- Pursue opportunities to increase affordable housing options
- Partner with Cars for Neighbors to provide vehicles or vehicle repairs to working low income clients
- Seek growth opportunities for all areas of programming
- Coordinate programs to meet the needs of the community based on Community Needs Assessment

## Goal 2 - Communities where people with low incomes live are healthy and offer economic opportunity

**Objectives:** Ensure strong partnerships with community organizations to better serve the needs of the community

### Strategies:

- Partner with existing programs to strengthen current resources and not duplicate services
- Work with child care providers to improve the quality of their child care services
- Continue to partner with Anoka County Job Training Center to meet the needs of the current employment climate
- Offer scholarship opportunities for past Head Start families at local community college

## Goal 3- People with low incomes are engaged and active in building opportunities in communities

**Objectives:** Increase community involvement to support growing needs of the community

### Strategies:

- Participate in community events to promote ACCAP's services and volunteer opportunities
- Encourage clients to register and vote in public elections
- Promote volunteer opportunities within ACCAP's Head Start, Senior Companion and Chores and More programs

## Goal 4 - Increase Agency Capacity to achieve results.

**Objectives:** Improve internal systems to recruit and maintain high quality staff

### Strategies:

- Modernize Personnel Policies and Compensation Plan
- Utilize training opportunities offered through funders and community partners
- Increase participation in Wellness Committee activities
- Update agency website to be more user friendly for staff
- Promote healthy, respectful communication among staff and across departments
- Seek additional funding opportunities to strengthen ACCAP's ability to continue to offer high quality programming

*The ACCAP Board is committed to this strategic plan and supports current programming as the organization aligns resources to focus on the above outcomes. The Board will remain diligent in its role of monitoring organizational performance to accomplish the above stated priorities. Board members will continue to be ambassadors of ACCAP to its broader communities and will play a leadership role in policy advocacy. To ensure that ACCAP retains its relevance, the Board commits to creating a place where new ideas are generated, and innovation and risk-taking are supported.*

**Approved by the Governing Board of Directors  
December 14, 2017**