

# LCCAA Strategic Plan 2021-2024

## **Our Mission** is to serve and empower Lorain County residents in need.

Lorain County Community Action Agency's Board of Directors has approved a new three-year Strategic Plan. The plan outlines key goals for the agency as the community continues to grapple with the disruption of the COVID-19 crisis, its commitment to organizational improvement, and achievement of mission.



The Plan was approved by the LCCAA Board of Directors on Oct. 27, 2021.

### ***Return to Full Enrollment/Staffing***

This goal is specific to LCCAA's Head Start and Early Head Start programs. Staffing shortages have caused a significant number of classroom closures in our directly-operated centers. Recognizing that staffing and program enrollment are inextricably linked, this goal creates the imperative to align staffing plans, staff recruitment and program recruitment to expeditiously return to full enrollment.

Head Start and Early Head Start's exacting staff credential requirements are a longstanding, nationwide challenge. Low wages in the field make pursuit of early childhood education degrees and certificates cost ineffective. The COVID-19 crisis and the resulting "great resignation" have since made a bad situation worse. This goal addresses the Agency's commitment to using registered apprenticeships, professional development, and tuition assistance to locally grow our own qualified candidates.

### ***Develop Local Talent Pools***

### ***Customer-First Star Service***

LCCAA operates under the philosophy that we have an obligation to do the most good with every customer interaction. We call this Star Service. This goal recognizes that putting our commitment to high-quality service into action requires us to continually improve our application processes and data-sharing practices. We work to make getting help less burdensome and confusing for every customer.

Home Relief Grants (HRG) for mortgage and rental assistance have been our responsibility since November 2020. Going into 2022, LCCAA has been funded an additional \$16.7 million for rental assistance through September 2023. This goal recognizes the responsibility the Agency now has to help prevent COVID-related evictions, including working more closely with eviction courts. The Agency is expected to play a role in rental assistance as long as federal funding remains available.

### ***Prevent COVID Related Evictions***

### ***Long-Term Financial Viability***

LCCAA's revenues have historically been mostly restricted program grants. In the last decade, the Agency has put emphasis on raising local, unrestricted funding as well, including establishing an endowment fund with the Community Foundation of Lorain County in 2021. This goal reflects the commitment of LCCAA's Board of Directors and the executive leadership team to enhance the financial viability of the Agency well into the future.

