STRATEGIC PLAN 2024 – 2026

About the Organization

Since being incorporated on January 13, 1966, Community Action Wayne/Medina (CAW/M) has provided much-needed services and opportunities to thousands of low-income people and families each year, improving their lives and generating positive impact in the communities served. As a private, 501(c)3 non-profit corporation, CAW/M dedicates its resources to serving the low-income population of Wayne and Medina Counties through a strong network of supportive services that promote self-sufficiency based on customers' needs and by investing resources to strengthen the health, welfare, and education opportunities for the families served.

MISSION Statement	Our mission is to strengthen the community through collaborations and services by promoting SELF-SUFFICIENCY, household stability, and family and childhood education.
VISION Statement	The vision of Community Action Wayne/Medina is to create opportunities for all to thrive in strong and resilient communities.
Core VALUES	Empowerment; Compassion; Collaboration; Responsive; Innovation; Genuineness

STRATEGIC PLAN 2024

GOALS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
	Support Affordable & Workforce Housing Development	**Enhance countywide and regional transportation efforts**	**Increase childcare capacity to include creation of private workforce childcare centers**	**Address the need for increased and diverse senior support services**	**Improve access, understanding, and efficiency of all CAWM Programs**
Why It's Important	Wayne & Medina counties have significant shortage of safe, accessible, and affordable housing options for low to moderate income citizens, to include seniors, young families, and those engaged in the workforce.	Wayne County needs a coordinated transportation system with a single point of entry that will serve a wide range of needs, from public transit to specialized medical rides. Medina County needs capacity building support to address critical workforce transportation gaps.	There is a lack of affordable, safe, flexible, and accessible licensed childcare options for working families in Wayne & Medina Counties. There is an identified need for workforce childcare that allows for mixed revenue engagement through subsidy from employers and grants.	The shortage of community-based senior outreach services was identified throughout the CNA. Seniors identify a need for transportation coordination, medical support, general case management, and technology education.	While established and impactful, CAWM's programs can be difficult to understand, access, and apply for. There is a great need for streamlined application, communication, and client accessibility.
Objectives	1. Develop a Strategic Plan for the Land Bank to include incentives for affordable development. 2. Assume role as a nonprofit housing developer through CHDO certification. 3. Develop and implement the Preferred Vendor Program to prioritize and incentivize workforce housing development. 4. Establish a Housing Development Advisory Committee	1. Work with SARTA to address the immediate capacity issues related to the Wayne County transit program. 2. Determine best practice single point of entry model for the Wayne County transportation system to include plan for long-term revenue and service sustainability. 3. Prepare for transition of ODOT grant to Wayne County to include	1. Identify potential workforce childcare partners & funding sources. 2. Determine the best practice structure of workforce childcare centers. 3. Evaluate feasibility of alternative needs per the AMRE study – Sick Care, Out of School Care, 2nd & 3rd shift care, transportation 4. Implement one workforce pilot site in 2023.	1. Conduct a thorough evaluation of existing services and specific community gaps in Wayne & Medina Counties. 2. Identify diverse funding streams and partnerships to address unmet community needs. 3. Engage in senior housing development and support shelter in place and opportunities for transition to sustainable	1. Implement a document management system with paperless workflow, application, and client portal access to improve application and benefit eligibility/determination processes. 2. Enhance agency outreach to advise potential clients and the public at large of agency programs. 3. Perform targeted advertising and

	to guide CAWM housing developments and opportunities. 5. Evaluate the feasibility of a CAWM Property Management Program that would provide supports to landlords and developers interested in renting to low-income and workforce tenants. 6. Conduct an AMRE Study to determine best practice models for continued development.	establishment of a WC Transit Authority. 4. Based on completion date of the TDP, begin procurement process for Wayne County contracted services. 5. Determine need, feasibility, and sustainability plan for the Medina County Ways to Work Program and potential to increase capacity of Medina County Public Transit		independent housing. 4. Evaluate existing staffing pattern to determine needs for enhanced Case Management services. 5. Engage seniors in technology access and education.	social media campaigns on HWAP and other priority programs. 4. Expand the capacity of the Action Fund by diversifying revenue and commensurately opening referrals to community partner agencies. 5. Evaluate, pilot, and implement referral management system to track status of internal and external referrals for service.
Strategies	1. Meet with all members of the land bank to determine housing priorities and initiatives that will be incorporated into the formal strategic plan. 2. Apply for CHDO certification and evaluate relevant projects for internal development. 3. Secure agreement with Land Bank members relative to key elements needed for Preferred Vendor Program success (Reduction of expenses related to acquisition, permitting, tap fees, and zoning; Recruit	1. Engage with County Commissioners and transportation stakeholders to determine immediate options for gap local revenue; Contract with existing contractors (SHARE, Swoop, etc.) to meet capacity gaps created by SARTA service reduction. 2. Complete a Transportation Development Plan (TDP) with ODOT to determine the best practice model for Wayne County; Engage key stakeholders to	1. Based on initial findings of the AMRE study, determine interested partner companies to evaluate potential sites and partnerships; Obtain commitments of space, employee subsidy; Determine primary service need and licensing requirements. 2. Based on AMRE reports and licensing requirements, determine the best structure to meet the needs of initial partner companies; Hours, age range, multishift coverage;	1. Engage with the Office for Older Adults and JFS in Wayne and Medina Counties to determine potential service needs; Engage with existing senior service providers to identify needs. 2. Determine optimal funding sources to address identified needs and service gaps for each community; Write grants to identified entities to begin funding identified initiatives. 3. Determine funding streams for age in	1. Develop paperless applications and workflows through DocMgt to maximize access, efficiency, understanding, and program eligibility from the first point of client contact through program evaluation; Leverage VOIP system in conjunction with DocMgt AI feature for immediate client updates via phone and web. 2. Develop internal and external newsletters for distribution to clients and community

	local developers to engage in the established program. 4. Recruit members of the advisory committee to ensure maximum impact and perspective from across our service area; Identify potential investors to champion key CAWM & partner development projects. 5. Determine the best approach for implementation my conducting the AMRE study; Develop program structure and identify existing staff; Propose new staff position to be supported by HCD Department earned revenue. 6. Engage members of the community to participate in AMRE research study to best inform outcomes; provide detailed census and projected data	determine systemwide needs and opportunities. 3. Implement the ODOT Transportation Development Plan to include establishing a local advisory board, grant administrator, plan for transfer of assets and data from SARTA. 4. Conduct formal ODOT and FTA procurement to determine providers for Wooster Loop, Wayne County Transit, Specialized Transportation, and Paratransit; Develop a pool of approved and certified contractors to fill gap needs.	Evaluate need and feasibility of certifying in-home providers. 3. Upon identification of potential partners, update the AMRE stats regarding the most imminent needs for specialized care; engage JFS for potential in-home certification and support; Evaluate potential for expansion space to address out-of-school or occasional care needs. 4. Identify possible locations for pilot site; determine all necessary structural changes required to meet licensing requirements; develop an implementation budget; obtain commitments from partner companies and area foundations to meet capital and childcare subsidy needs of the budget; Develop a project plan with timeline for renovation and implementation; training of all pilot site staff and administrators; Internal marketing	place modifications; Develop pool of qualified contractors to complete modifications; coordinate with Metro Housing in each county to identify specific needs, opportunities, and development sites for senior housing sites; Leverage land banks to access state and federal support for development. 4. Based on specific needs identified, establish a staffing pattern, and determine funding needs; Hire necessary staff based on phased implementation. 5. Host a series of educational roundtable meetings to assist seniors in accessing technological resources, to include paperless application at CAWM; Evaluate potential for grants to provide devices for easy access to technology; perform outreach on subsidized phone	partners; Develop and distribute updated agency brochures to client base and primary partner referral sources. 3. Utilize Canva and Sprout to schedule coordinated and brand consistent social media posts for agency programs; Establish departmental users for Sprout and Canva to ensure communication of the most current program availability, eligibility, and status. 4. Establish a Corporate and Foundation Sponsorship program to increase consistent annual giving; Increase individual donor engagement through targeted outreach and cultivation efforts; Continue biannual status newsletters to advise sponsors and donors of program impact and need; Evaluate the potential deployment of a donor management system and/or

			plan with partner company.	and broadband services.	campaign feature of website. 5. Implement the UniteUS referral tracking system and train all staff on system utilization for internal referrals and the Action Fund; As additional external agencies engage with the platform, access UniteUs for all external referrals to and from the agency.
Success Metrics	1. A strategic plan will be finalized and presented to Land Bank members and the community; The Strategic Plan will be updated quarterly with status reports provided to the Land Bank Board. 2. CHDO application will be submitted with final approval achieved in 2024; CAWM will engage in at least one housing development project to maximize funding opportunities afforded by the CHDO certification. 3. Final approval of the Preferred Vendor Program will be approved by resolution of all participating Land	1. Establishment of interim subcontracts to minimize service reduction; Committed local revenue to address gap needs and future matching grant commitments. 2. At least 3 stakeholder meetings will be held; a complete Transportation Development Plan will be presented to all stakeholders. 3. Wayne County will have a single point of entry transportation system with clearly defined revenue, process, procedures, and advisory body; Electronic registration and	1. An MOU will be established with interested companies; Site analysis will be completed to determine feasibility of space, need for renovation, and licensing requirements. 2. Plan for internal CAWM training and supervision of in-home providers. 3. Identification of potential JFS certified in-home recruitment and support; Overflow space will be identified to address scheduled out-of-school needs and emergency supervision as needed.	1. Development of a comprehensive needs statement and strategic plan for implementation. 2. Complete a Funding evaluation matrix and apply for funding to implement phase one of service implementation. 3. Evaluation of existing stock and potential sites for development; Evaluate and recruit potential land bank properties for use as single, multifamily, and large scale develop as needed by county; implementation of support program for shelter-in-place modifications.	1. Successful implementation of the DocMgt platform; Application forms converted to online fillable forms; client portals will be established to provide immediate updates to clients. 2. Internal and External Newsletters; An updated agency brochure with list of partner agencies for distribution. 3. Schedule calendar of all social media posts that endure adequate coverage without flooding the market; All key department stakeholders will have access and

Bank members and will memorialize key program elements required by entity and vendor. 4. The CAWM Housing Advisory Committee will be formalized with initial membership of at least 6 by the end of 2024; A CAWM Housing Development Fund will be created to include all associated revenue and expense accounts. 5. Based on affirmative results of the feasibility study, the Property Management Program will be established under the Department of Housing and Community Development; a Housing Coordinator will be hired to coordinate program activities and support other housing development endeavors; CAWM will provide property management for at least 2 properties by the end of 2024. 6. The AMRE Study will be completed by the College of Wooster	dispatching will be in place increasing access and seamless interface with all contractors and users. 4. All RFP and procurement documents will be maintained and clearly identify approved vendors; CAWM will maintain contracts with all vendors; Ongoing monitoring and data collection will ensure compliance with all state and federal procurement requirements; Program policies and procedures will reinforce all requirements.	4. Project management plan and timeline will be developed; Licensing applications completed; site marketing materials developed	4. Evaluate and modify existing position descriptions and roles and develop job descriptions for added positions; recruit, hire, and train staff as needed; evaluate potential for shared positions with partner agencies. 5. Hold quarterly technology roundtables at CAWM or area Senior Centers; Ensure adequate accessibility considerations in implementation of key technology; Devices will be made available to participants as needed.	post per the social media schedule. 4. Creation of sponsorship materials; Engagement of 5 new potential corporate or foundation partners; Implementation of donor management solution or maximizing website campaign potential. 5. Successful configuration and implementation of the UniteUs Platform; Training of all front-line staff on how to best utilize the system features; determine integration potential with website and other tech resources (DocMgt & WebEx); Partner with United Way for each county to pilot external referral processes and procedures.

	and CAWM will incorporate strategic plan strategies and objectives based on the report recommendations.				
Start and End Dates	January 1, 2024, through December 31, 2024	January 1, 2024, through December 31, 2024	January 1, 2024, through December 31, 2024	January 1, 2024, through December 31, 2024	January 1, 2024, through December 31, 2024
Key Stakeholders	- Wayne County Land Reutilization Corp. - College of Wooster - Wayne Metropolitan Housing - City of Wooster - City of Orrville - City of Rittman - WC Commissioners - WC Treasurer - WC Auditor - Paint TWP - Franklin TWP - One Eighty - WC Housing Coalition - Wayne Economic Development - Jones Foundation	- City of Wooster - Wayne County Commissioners - WC Transportation Coalition - SARTA - SHARE Mobility - College of Wooster - OSU – Wooster - WC Board of DD - Wayne Economic Development - City of Orrville - City of Rittman - Village of Shreve - Village of West Salem - Area workforce partners	- Wayne Economic Development - Medina Economic Development - SHARE Mobility - Office of Head Start - MCJFS - MCJFS - Area Businesses - Community Foundations & Corporate Sponsors - County/City Building & Zoning Departments	- Medina County Office for Older Adults - Medina County JFS - Wayne County JFS - Wayne County Care Center - Medina County Care Center - Medina Metropolitan Housing - Wayne Metropolitan Housing - Wooster Community Center - DocMgt - Firespring - UniteUs	- DocMgt - Noble Foundation - Jones Foundation - Firespring - UniteUs - Board Outreach - Community Partner Agencies - Crossbridge Media - United Way of Wayne/Holmes - United Way of Summit/Medina

STRATEGIC PLAN UPDATE 2024

GOALS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
	Support Affordable & Workforce Housing Development	Enhance countywide and regional transportation efforts	Expand early childhood services to include creation of private workforce childcare centers	Address the need for enhanced senior support services	Improve access, understanding, and efficiency of all CAWM Programs
2024 Progress Report					
Identified Challenges and Focus for 2025					

STRATEGIC PLAN 2025

GOALS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
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Why It's Important	Wayne & Medina counties have significant shortage of safe, accessible, and affordable housing options for low to moderate income citizens, to include seniors, young families, and those engaged in the workforce.	Wayne County needs a coordinated transportation system with a single point of entry that will serve a wide range of needs, from public transit to specialized medical rides. Medina County needs capacity building support to address critical workforce transportation gaps.	There is a lack of affordable, safe, flexible, and accessible licensed childcare options for working families. There is an identified need for workforce childcare that allows for mixed revenue engagement through subsidy from employers and grants.	The shortage of community-based senior outreach services was identified throughout the CNA. Seniors identify a need for transportation coordination, medical support, general case management, and technology education.	While established and impactful, CAWM's programs can be difficult to understand, access, and apply for. There is a great need for streamlined application, communication, and client accessibility.
Objectives					
Strategies					
Success Metrics					
Start and End Dates					

Key Stakeholders	•				

STRATEGIC PLAN UPDATE 2025

GOALS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
	Support Affordable & Workforce Housing Development	Enhance countywide and regional transportation efforts	Expand early childhood services to include creation of private workforce childcare centers	Address the need for enhanced senior support services	Improve access, understanding, and efficiency of all CAWM Programs
2025 Progress Report					
Identified Challenges and Focus for 2026					

STRATEGIC PLAN 2026

GOALS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
	Support Affordable & Workforce Housing Development	Enhance countywide and regional transportation efforts	Expand early childhood services to include creation of private workforce childcare centers	Address the need for enhanced senior support services	Improve access, understanding, and efficiency of all CAWM Programs
Why It's Important	Wayne & Medina counties have significant shortage of safe, accessible, and affordable housing options for low to moderate income citizens, to include seniors, young families, and those engaged in the workforce.	Wayne County needs a coordinated transportation system with a single point of entry that will serve a wide range of needs, from public transit to specialized medical rides. Medina County needs capacity building support to address critical workforce transportation gaps.	There is a lack of affordable, safe, flexible, and accessible licensed childcare options for working families. There is an identified need for workforce childcare that allows for mixed revenue engagement through subsidy from employers and grants.	The shortage of community-based senior outreach services was identified throughout the CNA. Seniors identify a need for transportation coordination, medical support, general case management, and technology education.	While established and impactful, CAWM's programs can be difficult to understand, access, and apply for. There is a great need for streamlined application, communication, and client accessibility.
Objectives					
Strategies					
Success Metrics					
Start and End Dates					

Key Stakeholders	•				

STRATEGIC PLAN UPDATE 2026

GOALS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
	Support Affordable & Workforce Housing Development	Enhance countywide and regional transportation efforts	Expand early childhood services to include creation of private workforce childcare centers	Address the need for enhanced senior support services	Improve access, understanding, and efficiency of all CAWM Programs
2026 Progress Report					
Identified Challenges and Focus for 2027					