



Expanding Our Impact: Embracing New Possibilities

2025-2030 STRATEGIC PLAN

Contents

Letter from our Executive Director	2
About Central PA Community Action	3
Strategic Planning Process.....	4
GOAL #1: Strengthen CPCA’s Financial Stewardship.....	5
GOAL #2: Expand/Enhance Program and Service Delivery.....	6
GOAL #3: Raise Awareness of CPCA.....	7
GOAL #4: Be Open to Strategic Partnerships	8
GOAL #5: Expand HUD and Private Property Portfolio	9

Letter from our Executive Director

As we stand on the threshold of a new chapter for Central Pennsylvania Community Action, Inc. I am filled with a sense of optimism and excitement about the journey ahead. Our mission has always been guided by a commitment of helping people/changing lives, and today, I am thrilled to share a glimpse into the strategic path that will propel us into a future rich with possibilities.

Over the past decade, we've faced challenges, celebrated achievements, and learned invaluable lessons. Now, it's time to take those experiences and use them as a foundation for growth and transformation. Our upcoming strategic plan is built around one guiding principle: **embracing new possibilities.**

We will seek creative solutions to meet emerging needs, leverage technology, create partnerships, and welcome fresh perspectives to drive meaningful impact.

By broadening our programs and services, we aim to touch more lives, ensuring that no opportunity to make a difference goes unexplored.

Stronger together, we will deepen our connections with stakeholders, communities, and partners, creating synergies that amplify our efforts.

Every step forward will be measured, intentional, and aligned with our unwavering commitment to delivering the best outcomes for those we serve.

None of this is possible without you—our dedicated team, partners, and supporters. Together, we will create an environment that fosters growth, inclusion, and shared success.

This strategic plan is more than a roadmap; it is an invitation to dream bigger, think differently, and act with purpose. In the coming weeks, we will provide detailed updates on the next steps and opportunities for engagement. In the meantime, I welcome your thoughts, questions, and insights as we move forward together.

Thank you for your dedication, passion, and belief in the work we do. Together, let's embrace these new possibilities and build a future that inspires hope, resilience, and progress.

With profound gratitude and appreciation,

Michelle Stiner
Executive Director

About Central PA Community Action

Community Action was initially established on November 14, 1965, and was incorporated as Central Pennsylvania Community Action, Inc. (CPCA) on December 14, 1967. The organization embarked on providing services to families and individuals with low-incomes in Centre and Clearfield Counties. Today, we have three (3) outreach offices located in Clearfield, Houtzdale, and Philipsburg, plus a warehouse in Clearfield that provides quarters for our weatherization program operations. With all the various locations, CPCA can provide many services to our target sector.

In 1983, CPCA formed an affiliate corporation, Central Pennsylvania Development Corporation (CPDC), to develop, own and manage the real estate holdings of the agency. CPDC provides office and warehouse space for CPCA operations and residential affordable housing units in Centre and Clearfield Counties.

CPCA owns and operates four (4) U.S. Department of Housing and Urban Development (HUD) subsidized housing projects through affiliate corporations: Community Action in Clearfield County (CACC) – T/A Lawrence Park Village, Clearfield; Curwensville Housing Corporation (CHC) – T/A Park Avenue Tower, Curwensville; Moshannon Housing Corporation (MHC) – T/A Moshannon Valley Apartments, Houtzdale; and Leonard Housing Corporation (LHC) – T/A Leonard Court Apartments, Clearfield.

CPCA has a long and successful history of meeting the diverse needs of low-income families and individuals, providing an array of services that include affordable housing, weatherization services, medical assistance transportation program, housing and utility assistance, and food and nutrition, while maintaining partnerships with other organizations to fill the gaps, as needed by the clients.

Mission:

Strengthening communities in Centre and Clearfield Counties by helping families and individuals to become self-sufficient.

Vision:

Our vision of Centre and Clearfield Counties continues to be one of thriving communities that offer safe and affordable housing, access to proper food and nutrition, housing and utility assistance, medical assistance transportation, and weatherization services by identifying and eliminating barriers for low-income individuals and families.

Strategic Planning Process

We began our strategic planning process in October 2024, working with Kelly Stewart, of The Positive Business, to design and facilitate a strategic development workshop. Members of our Board, Senior Leadership Team, and Staff participated in the workshop. Utilizing a strengths-based approach to strategy development, participants worked together throughout the day to identify a future course that is aligned to the organization’s vision for the future. It was a high-level, directional approach to strategy that helped to shape the key strategic objectives we will pursue throughout the next five years, listed below, and detailed in the pages that follow:

1	Strengthen CPCA’s Financial Stewardship
2	Expand/Enhance Program and Service Delivery
3	Raise Awareness of CPCA
4	Be Open to Strategic Partnerships
5	Expand HUD and Private Property Portfolio

GOAL #1: Strengthen CPCA's Financial Stewardship

OBJECTIVE: By building a reputation for fiscal responsibility, we aim to enhance our program and service impact while creating a work environment that attracts and retains dedicated employees committed to our mission.

FOCUS YEAR(S): 2025

LEADING THE WORK: Michelle Stiner & Cary Haney

KEY RESULTS:

- Continue achieving unmodified audit reports while meeting financial compliance requirements.
- Reduction in operational costs by 5% within the next 12 months.
- Maintain a 90% employee retention rate.
- Increase revenue by 1% with new opportunities and increased grant funding.

INITIATIVES:

1. Establish a state-leading standard in financial stewardship by implementing transparent, efficient budgeting, and resource allocation practices that prioritize community and employee needs.
2. Balance the Administrative Budget
 - i. Streamline administrative tasks
 - ii. Review purchasing practices
 - iii. Review asset management practices
 - iv. Enhance data management
3. Improve CPCA's ability to attract and retain employees by offering competitive compensation and benefits.
4. Increase funds flowing into the Agency through revenue opportunities and grant funding.

GOAL #2: Expand/Enhance Program and Service Delivery

OBJECTIVE: To broaden our impact and improve community well-being by expanding programs and refining service delivery, ensuring more accessible, effective, and responsive support for individuals and families.

FOCUS YEAR(S): 2025/26

LEADING THE WORK: Michelle Stiner & Deanna Graham

KEY RESULTS:

- Greater geographic reach of services, including underserved or remote areas.
- Increase community needs assessment survey collected by 15%.
- Regular evaluations showing improved efficiency and effectiveness of programs.
- Organize at least one focus group in each county to create community trust and stronger relationships with stakeholder.

INITIATIVES:

1. Integrate with PA Navigate (MOU already signed)
2. Conduct a Community Needs Assessment in 2026
3. Develop a more holistic approach to case management
4. Expand outreach to build community and foster relationships and individual growth

GOAL #3: Raise Awareness of CPCA

OBJECTIVE: Build awareness of our programs and services to increase community engagement and access to essential resources, empowering individuals and families to achieve greater stability and self-sufficiency.

FOCUS YEAR(S): 2026/27

LEADING THE WORK: Deanna Graham

KEY RESULTS:

- More advocates and champions for the organization within the community.
- Greater visibility and reputation in the community, enhancing the organization's influence and capacity.
- Establish a library of success stories that inspire others to seek support and engage with services.

INITIATIVES:

1. Revisit the Mission, Vision, and Values for alignment with what we do and how we do it.
2. Refine messaging to tell the strategic "story" of CPCA's impact.
3. Develop and implement a marketing/communications strategy.

GOAL #4: Be Open to Strategic Partnerships

OBJECTIVE: Co-create programs and resources with community leaders to enhance quality of life and drive positive, lasting change within our communities together.

FOCUS YEAR(S): 2027/28

LEADING THE WORK: Management Team

KEY RESULTS:

- Co-host two (2) community driven workshops, events, or initiatives.
- Establish partnerships with community organizations or leaders.
- Develop and distribute co-created resources (toolkits, guides, or digital platforms) in partnership with community leaders.
- Secure funding or resource commitments to sustain co-created programs.

INITIATIVES:

1. Create a group of community leaders, business owners, and non-profit representatives to meet monthly to collaborate on ideas to achieve our common goal of improving our community and those within it, i.e. regionalization of food banks.
2. Expand access to safe, affordable transportation options that empower communities, enhancing mobility and supporting overall well-being.

GOAL #5: Expand HUD and Private Property Portfolio

OBJECTIVE: Increase affordable housing availability and improve housing conditions for low-income individuals and families.

FOCUS YEAR(S): 2028

LEADING THE WORK: Todd Fedder

KEY RESULTS:

- Increase in the number of affordable private housing units available for rent from 69 to 75.
- Explore new housing developments subsidized with HUD funds.

INITIATIVES:

1. Analyze all agency occupied office space for the possibility of transforming unused space into additional residential rental units.
2. Purchase and rehabilitate older, deteriorating properties to convert them into affordable housing units.
3. Identify areas with high demand for affordable housing based on population growth, income levels, and housing shortages.
4. Assess the financial feasibility of developments using HUD programs.
5. Identify potential locations aligned with HUD program requirements and community needs.