

# NORTH CAROLINA

Yadkin Valley Economic Development District, Inc.

# STRATEGIC PLAN



2025-2027



# YADKIN VALLEY ECONOMIC DEVELOPMENT DISTRICT, INC. 2025-2027 THEORY OF CHANGE

## The Problem

27,956 residents are unable to afford their basic household needs. Primary resident concerns include housing, mental health, food, utilities, and physical health.

## The Vision

A united community with adequate resources where people can meet their basic needs and live successful lives

## The Mission

Dedicated to improving the lives of individuals and families in Davie, Stokes, Surry, and Yadkin counties through a variety of programs and partnerships to build stronger communities

Compassion | Respect | Integrity | Experience | Teamwork | Commitment



### GOAL 1: Individuals and families are stable and achieve economic security

- Individuals obtain adequate income to meet basic needs
- Children improve school readiness
- Individuals obtain transportation
- Families experience improved home energy efficiency



### GOAL 2: Vulnerable populations live in safe home environments

- Individuals escape unsafe home environments
- Seniors maintain independent wellness



### GOAL 3: Communities are healthy and offer economic opportunity

- Homes in the community improve energy efficiency
- The community experiences an increase in transportation resources



### GOAL 4: The organization is compliant and has established an accountability framework to deliver services promoting self-determination with a high level of efficiency and effectiveness

- The organization increases discretionary funding
- The organization increases staffing levels
- The organization's IT infrastructure meets agency needs

This Theory of Change highlights YVEDDI's strategic efforts to address core community challenges and achieve measurable outcomes that enhance individual well-being and strengthen the organization's capacity.

# Welcome

Welcome to the 2024 Strategic Plan for the **Yadkin Valley Economic Development District, Inc. (YVEDDI)**. This document serves as a comprehensive guide for organizational leaders to fulfill the mission of improving the lives of individuals and families in Davie, Stokes, Surry, and Yadkin counties. The plan outlines our strategic direction for the next three years, designed to overcome barriers that hinder our success at the family, community, and organizational levels.

The agency's planning team and governing body developed this document under the consultation of SA Howell, LLC, a firm based out of Atlanta, Georgia specializing in Community Action organizational efficiency and effectiveness.

Preplanning surveys were distributed to members of the governing body and staff to gather insights and perspectives. The results of these surveys formed the foundation for productive discussions during the planning session, ensuring that a broad range of viewpoints were considered in the decision-making process.

Goals, outcomes, and strategies were carefully selected based on the prioritized needs identified through the survey analysis. The final report, which includes comprehensive data and insights, was presented to the governing body and received majority approval, validating its alignment with the agency's mission and strategic direction.



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## Consultants

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- Angela Howell, RN/SHRM/CSSBB



# The Problem



In the YVEDDI service area, poverty affects 27,956 residents, representing 13.82% of the population—higher than both the state (13.30%) and national (12.50%) averages. While this rate has decreased by 7.12% in the last five years, progress has been slower compared to state and national levels.

A primary condition of poverty in the region is housing insecurity, with 17,167 families spending over 30% of their income on housing costs. Renters are especially affected, with 37.03% struggling to meet housing expenses compared to 14.08% of homeowners. Among those experiencing cost burdens, 41.93% spend over half their income on housing, leaving them vulnerable to financial crises and eviction.

Mental health challenges are another significant concern, with 17% of adults in the region reporting frequent mental distress—exceeding the state average. Serious mental illness has increased in recent years, particularly among low-income residents who often face limited access to care and supportive services. Without adequate resources, mental health issues can limit individuals' ability to maintain employment, manage daily life, and engage in the community.

Food insecurity affects 16% of the population, including 7,660 children and 4,807 seniors. This lack of access to sufficient and nutritious food contributes to chronic health conditions such as diabetes, high blood pressure, and heart disease. Children facing food insecurity often experience developmental delays and poor academic performance, while seniors are at greater risk of depression and other health complications.



The risk of utility disconnection is high in the area, with utility costs consuming a large portion of household budgets. For minimum wage earners, utilities can take up to 39.79% of their income, leaving little for other essentials. Combined with rising housing costs, these expenses create additional financial strain, especially for low-income families.

Poor physical health is another pressing issue, with 16% of adults reporting poor to fair health and 12% experiencing frequent physical distress. Chronic conditions such as obesity (36.50%), diabetes (10%), and high blood pressure are prevalent. Limited access to healthcare and healthy lifestyle options exacerbates these issues, particularly among uninsured residents and those earning less than \$50,000 annually.

These issues reflect the deep and interconnected challenges residents face in the YVEDDI service area. Addressing them effectively requires a multi-domain, full-family approach that combines immediate relief with long-term stability. YVEDDI is implementing targeted strategies across key areas to meet these challenges, including Community Services, Head Start, Transportation, Weatherization, Domestic Violence, Sexual Assault, and Senior Services programs. Additionally, new initiatives focusing on funding, staffing, and technology aim to enhance service delivery, increase capacity, and support sustainable growth. This comprehensive approach will help empower families, reduce barriers, and promote lasting economic security.



# The Purpose

## The Vision

A united community with adequate resources where people can meet their basic needs and live successful lives

## The Mission

Dedicated to improving the lives of individuals and families in Davie, Stokes, Surry, and Yadkin counties through a variety of programs and partnerships to build stronger communities

## The Goals

GOAL 1: Individuals and families are stable and achieve economic security

GOAL 2: Vulnerable populations live in safe home environments

GOAL 3: Communities are healthy and offer economic opportunity

GOAL 4: The organization is compliant and has established an accountability framework to deliver services promoting self-determination with a high level of efficiency and effectiveness



# Values and Beliefs

*These values form the foundation of our work, guiding how we engage with the community, partners, and each other.*

## Compassion

We believe in showing genuine care for everyone we serve, treating them with empathy and dignity.

## Integrity

We believe in maintaining honesty and strong moral principles in all our actions and decisions.

## Respect

We believe in treating every individual with respect, regardless of their background or circumstances.

## Commitment

We believe in dedicating ourselves fully to empowering individuals and strengthening our community.

## Teamwork

We believe in working together, combining our unique strengths to achieve a greater impact.

## Experience

We believe in leveraging our collective experience to effectively meet the needs of the individuals and families we serve, continuously learning and adapting to provide impactful solutions and expert support.



# The Barriers

## **Individuals lack adequate income to meet basic needs (F)**

27,956 individuals (13.82%) in the region live in poverty, exceeding state and national rates. While poverty has declined by 7.12% since 2018, progress is slower than state and national trends. Additionally, 24,617 households (31%) face economic insecurity due to low wages and high living costs, highlighting the need for expanded income support and financial stability programs.

## **Children are not ready for school (F)**

9,512 young children reside in the region, but only 5,048 childcare slots exist, leaving 4,464 without access to care. The region also has a 22.10% poverty rate among young children, exceeding state (19.91%) and national (17.73%) levels. 60% of census tracts are classified as childcare deserts, limiting options for low-income families. High costs further strain households, with infant care exceeding public college tuition by 28.9%.

## **Individuals lack transportation (F)**

The most recently completed Community Needs Assessment indicates that an estimated 3,515 of the region's households do not own a vehicle. Not only can this present a barrier for households needing access to food, healthcare, and other basic necessities, able-bodied individuals with transportation barriers are limited in their ability to secure employment and improve qualifications that could lead to the establishment of more meaningful employment.

F = Family Level

C = Community Level

A = Agency Level



## **Families reside in homes with energy inefficiencies (F)**

Over 21% of the region's housing is substandard, with 41% of rental units failing to meet basic habitability standards. Issues like poor insulation, failing heating systems, and inefficient windows drive up energy costs, worsening financial strain. With 17,167 households cost-burdened, many struggle to afford utilities, increasing eviction and foreclosure risks.

## **Individuals reside in unsafe environments (F)**

Between 2019 and 2021, North Carolina reported 185,936 domestic violence cases, with 71% of victims being women and 81% of incidents occurring at home. Although homicides decreased by 22.3% from 2021 to 2022, 2023 saw a five-year high of 72 deaths. Economic stress and social isolation exacerbate the risks, highlighting the urgent need for expanded prevention efforts and victim support services. In 2022, there were 2,242 reported rapes in the state, though studies suggest only 31% of rapes are reported. Data from the NC Coalition Against Domestic Violence reveals that nearly 50% of sexual assaults are committed by an intimate partner, reinforcing the connection between domestic and sexual violence and the critical importance of comprehensive survivor support and prevention services.

## **Seniors have a heightened risk of poor health (F)**

The region's senior population (65+) grew by 7.25% over the past five years, now totaling 41,371 individuals. This demographic shift has contributed to a rising median age (45.23 years) and increased demand for healthcare, housing, and social services. While overall poverty rates declined, senior poverty rose to 9.88% (+12.27%), underscoring the need for targeted support for older adults.

F = Family Level

C = Community Level

A = Agency Level



## **Homes in the community are energy inefficient (C)**

An estimated 19,325 housing units (21.30%) in the region have at least one substandard condition, with 7,850 rental units (41.00%) affected. The most common issues include inadequate insulation, leaking roofs, broken windows/doors, and pest infestations, all of which contribute to higher energy costs and unsafe living conditions. Addressing these deficiencies through energy-efficient repairs can improve affordability and housing stability.

## **The community lacks adequate public transportation resources (C)**

Limited transportation remains a barrier to employment, education, healthcare, and basic needs. An estimated 3,515 households lack a vehicle, with 845 containing workers who struggle to access jobs. Additionally, 1,594 households have more workers than vehicles, creating employment challenges. Expanding public transit options is crucial to improving economic stability and self-sufficiency.

## **The organization has inadequate discretionary funding (A)**

YVEDDI faces significant challenges in meeting the growing demand for services due to limited programmatic and discretionary funding. Survey data reveals that insufficient resources result in long wait times and inadequate service levels, leaving many community members without critical support. Recent policy changes and the threat of reduced federal funding for key programs further underscore the need for non-governmental funding to ensure long-term sustainability.

F = Family Level

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A = Agency Level



### **The organization has inadequate staffing levels (A)**

YVEDDI's inadequate staffing levels hinder its ability to operate efficiently and deliver quality services. Only 41.38% of staff feel the organization is adequately staffed, resulting in increased workloads, decreased morale, and risk of burnout. Staffing shortages also limit YVEDDI's capacity to expand services, respond to growing demand, and implement new initiatives in key areas like senior services and early childhood education. Addressing this issue is essential for ensuring long-term organizational stability and effective service delivery.

### **The organization has an outdated IT infrastructure (A)**

YVEDDI's outdated technology infrastructure has caused significant system downtime, limiting staff's ability to enter and access client data and disrupting essential communication tools like email. These issues have hindered service delivery, delayed response times, and contributed to decreased staff morale. The lack of reliable technology reduces efficiency and affects the organization's capacity to meet service demands. Upgrading the IT infrastructure is essential to restoring operational efficiency, improving communication, and ensuring high-quality service delivery.

F = Family Level

C = Community Level

A = Agency Level



# The Resources

## Financial Resources

YVEDDI has an annual agency-wide programmatic budget of \$17,121,416, consisting of \$335,369 in Community Services Block Grant (CSBG) funds, supplemented by \$16,786,047 in leveraged Federal, State, Local, and Private funding. This includes \$4,004,898 in Federal funds, \$8,387,802 in State funds, \$4,332,584 in Local funds, and \$60,763 in Private contributions. These resources support the organization's diverse programs, ensuring continued service delivery and community impact.

## Capital Resources

The organization has a fleet of 77 vehicles. Among these 4 are used for administrative purposes, 61 are assigned to the transportation program, and 12 are assigned to the Head Start Program. Only 1 of the Head Start vehicles is currently in use.

## Human Resources

Implementation of the strategic plan will be supported by 166 staff members across multiple service areas, under the leadership of the Executive Director, who is accountable to a 24-member tri-partite Board of Directors. The board provides governance and strategic oversight, ensuring alignment with YVEDDI's mission and community needs.



YVEDDI's workforce is highly skilled, with staff distributed across Head Start, Transportation, Weatherization, Domestic Violence/Sexual Assault, Senior Services, CSBG, and Administrative/Finance. Employees hold specialized credentials in Six Sigma, child development, family services, senior center management, business planning, and early childhood administration (Level III). Their educational backgrounds in business administration, finance, human resources, social services, and forensics further enhance the agency's capacity to implement programs effectively.

With expertise spanning program management, direct service provision, and operational efficiency, YVEDDI's staff is well-equipped to execute the strategic plan, ensuring high-quality service delivery and long-term organizational success.

### **Technological Resources**

YVEDDI utilizes specialized software systems to manage financial operations, program data, and service delivery efficiently. AccountMate supports accounting functions, while CARDS tracks CSBG and Weatherization program outcomes. Child Plus, Ready Rosie, and Teaching Strategies Gold facilitate Head Start data management, and CAP60 supports Domestic Violence and Sexual Assault case tracking. ServTracker and NCID assist Senior Services, while CTS TripMaster/Foxster-OPCO and AssetWorks streamline Transportation scheduling and vehicle management. Additionally, Piedmont Triad Regional Council (PTRC) budget forms ensure accurate financial oversight for Older Americans Act funding. These integrated systems enhance efficiency, compliance, and data-driven decision-making.





### **Community Services Program (F)**

Individuals obtain adequate income to meet basic needs

### **Head Start Program (F)**

Children improve school readiness

### **Transportation Program (F)**

Individuals obtain transportation

### **Weatherization Program (F)**

Families experience improved home energy efficiency

### **Domestic Violence Program (F)**

Individuals escape unsafe environments

### **Sexual Assault Program (F)**

Individuals escape unsafe environments

### **Senior Services Program (F)**

Seniors maintain independent wellness

### **Weatherization Initiative (C)**

Homes in the community improve energy efficiency

F = Family Level

C = Community Level

A = Agency Level



### **Transportation Initiative (C)**

The community experiences an increase in transportation resources

### **Funding Initiative (A)**

The community experiences an increase in transportation resources

### **Staffing Initiative (A)**

The organization increases staffing levels

### **Technology Initiative (A)**

The organization's IT infrastructure meets agency needs

F = Family Level

C = Community Level

A = Agency Level



# Community Services Program

- Problem Addressed:** individuals lack adequate income to meet basic needs
- Strategic Goal:** Individuals and families are stable and achieve economic security
- Primary Outcome:** Individuals obtain adequate income to meet basic needs
- Measurement Tool(s):** Income Documents, Budget, Customer Statement

## Verification of Need:

27,956 individuals (13.82%) in the region live in poverty, exceeding state and national rates. While poverty has declined by 7.12% since 2018, progress is slower than state and national trends. Additionally, 24,617 households (31%) face economic insecurity due to low wages and high living costs, highlighting the need for expanded income support and financial stability programs.

## Strategy Description:

The Community Services Program, funded solely by CSBG, will provide assistance to households with an income level below 200% that are willing and able to work. Customers will be identified through internal/external referrals, social media, and word of mouth. Customer demographics, services, and outcomes will be tracked in the CARDS database. A team of five staff members will be dedicated to the program.

## Action Steps:

- Case management
- Income management counseling
- Employment counseling
- Employment supplies
- Education/skills development counseling
- Housing payments
- Utility payments
- Childcare payments
- Fuel cards
- Education/skills development payments



- Problem Addressed:** Children are not ready for school
- Strategic Goal:** Individuals and families are stable and achieve economic security
- Primary Outcome:** Children improve school readiness
- Measurement Tool(s):** Educational Evaluations/Staff Reports

### Verification of Need:

9,512 young children reside in the region, but only 5,048 childcare slots exist, leaving 4,464 without access to care. The region also has a 22.10% poverty rate among young children, exceeding state (19.91%) and national (17.73%) levels. 60% of census tracts are classified as childcare deserts, limiting options for low-income families. High costs further strain households, with infant care exceeding public college tuition by 28.9%.

### Strategy Description:

The Head Start Program will assist young children (ages 3-5) who are in poverty or categorically eligible to build a strong educational foundation, overcome health barriers, and establish a supportive family environment. Customers will be identified through internal/external referrals, social media, word of mouth, and community advertisement. Customer data will be tracked in the Child Plus data system. Contributing fund sources will include Federal Head Start, North Carolina Pre-K, CACFP, non-federal share, and county/local funds. A team of 68 staff members will be dedicated to the project.

### Action Steps:

- Educational services
- Health and nutritional screenings
- Developmental screenings
- Parenting classes
- Kindergarten transition assistance
- Transportation
- Behavioral and mental health services



## Transportation Program (F)

<b>Problem Addressed:</b>	Individuals lack transportation
<b>Strategic Goal:</b>	Individuals and families are stable and achieve economic security
<b>Primary Outcome:</b>	Individuals obtain transportation
<b>Measurement Tool(s):</b>	Program Records

### Verification of Need:

The most recently completed Community Needs Assessment indicates that an estimated 3,515 of the region's households do not own a vehicle. Not only can this present a barrier for households needing access to food, healthcare, and other basic necessities, able-bodied individuals with transportation barriers are limited in their ability to secure employment and improve qualifications that could lead to the establishment of more meaningful employment.

### Strategy Description:

The transportation program will provide a variety of transit services to groups and individuals in Davie, Stokes, Surry, and Yadkin counties. Customers will be identified through internal/external referrals and word of mouth. Although services will be provided to individuals in all income brackets for a small fee, certain fund sources (ROAP, 5310, 5311) will offer subsidized services to veterans, elderly, and disabled individuals. A team of 54 staff members will be dedicated to the project, with the initiatives scope of success tracked in the CTP, CTS Tripmaster/Foxster-OPCO, and Assetworks systems.

### Action Steps:

- Rides



**Problem Addressed:** Families reside in homes with energy inefficiencies

**Strategic Goal:** Individuals and families are stable and achieve economic security

**Primary Outcome:** Families experience improved home energy efficiency

**Measurement Tool(s):** Pre/Post Home Evaluations

### Verification of Need:

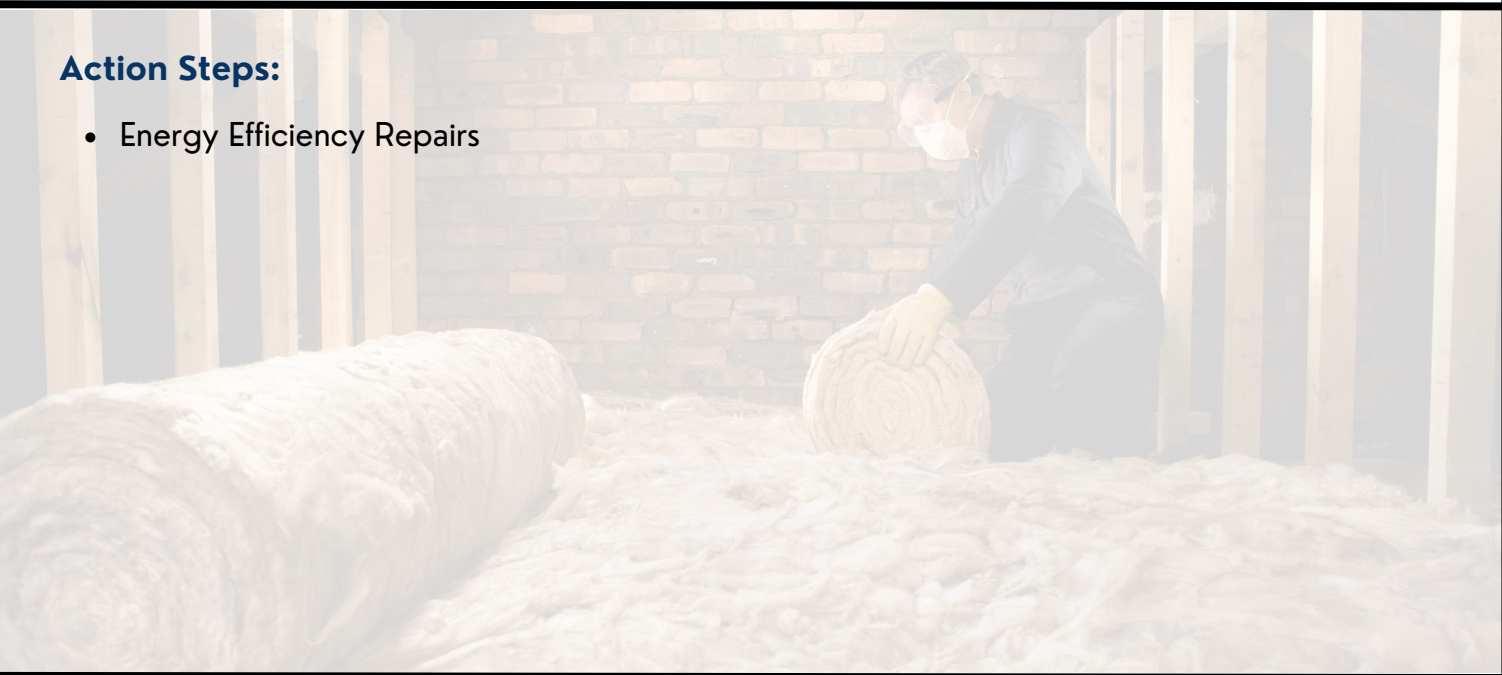
Over 21% of the region's housing is substandard, with 41% of rental units failing to meet basic habitability standards. Issues like poor insulation, failing heating systems, and inefficient windows drive up energy costs, worsening financial strain. With 17,167 households cost-burdened, many struggle to afford utilities, increasing eviction and foreclosure risks.

### Strategy Description:

The Weatherization Assistance Program will be used to assist low-income households (<200% poverty), particularly the elderly and disabled, overcome the high cost of energy and improve the condition of their homes through energy efficiency and healthy homes measures. Customers will be identified through internal/external referrals, word of mouth, social media, and other community outreach efforts. Customer data will be tracked in the CARDS data system. The program will be supported through state Weatherization, Healthy Homes, and Duke Energy fund sources and operated by a team of 8 staff members.

### Action Steps:

- Energy Efficiency Repairs



## Domestic Violence Program (F)

<b>Problem Addressed:</b>	Individuals live in unsafe environments
<b>Strategic Goal:</b>	Vulnerable populations live in safe home environments
<b>Primary Outcome:</b>	Individuals escape unsafe environments
<b>Measurement Tool(s):</b>	Staff Evaluations. Customer Statement

### Verification of Need:

North Carolina saw 185,936 domestic violence cases (2019–2021), with 71% of victims being women. 81% occurred at home. Despite a 22.3% drop in homicides from 2021 to 2022, 2023 saw a five-year high (72 deaths). Economic stress and isolation worsen risks, underscoring the need for expanded prevention and victim support. \*In FY 23-24 there were a total of 55,440 clients that were provided with in-person or remote services pertaining to domestic violence issues. In 2023, there were 135 victims of domestic violence homicides in North Carolina, a 17.4% increase from 2022. Women ages 18 to 24 and 25 to 34 generally experience the highest rates of intimate partner violence. Advocates believe that domestic violence crimes are underreported, with 50% of crimes of victimization being underreported. A significant portion of North Carolinians experience some form of intimate partner violence, with 35.2% of women and 30.3% of men reporting experiencing physical violence.

### Strategy Description:

The Domestic Violence Program, funded by the North Carolina Council for Women and Youth Involvement, FVPSA, the Governor's Crime Commission, United Fund, and county monies, is designed to help end the cycle of violence through public awareness efforts and preventative measures focused on helping victims escape unsafe/unhealthy home environments. Customers will be identified through internal/external referrals, social media, and word of mouth. A team of 6 staff members will be dedicated to the project with customer data is tracked in the CAP60 client tracking software. Secondary indicators of success include (1) the number of individuals who obtain emergency shelter and (2) the number of individuals who obtain a living-wage equivalent income.

### Action Steps:

- Information
- Advocacy
- Transportation
- Counseling
- Court
- Utility Assistance



**Problem Addressed:** Individuals reside in unsafe environments

**Strategic Goal:** Vulnerable populations live in safe home environments

**Primary Outcome:** Individuals escape unsafe environments

**Measurement Tool(s):** Staff Evaluations, Customer Statement

## Verification of Need:

In 2022, North Carolina reported 2,242 rapes, though studies estimate only 31% of rapes are reported. Data from the NC Coalition Against Domestic Violence shows that about 50% of sexual assaults are committed by an intimate partner. This underscores the link between domestic and sexual violence, emphasizing the need for survivor support and prevention services. \* In FY-23-24, there were a total of 8,577 victims that requested help in person or remotely for request of services. This underscores the link between domestic and sexual violence, emphasizing the need for survivor support and prevention services. There were 2,446 support groups for sexual assault with 21% of the groups were for children. In the United States, about 43.6% of women and 24.8% of men experienced some form of sexual violence in their lifetime. Victims are often reluctant to come for assistance and our program will provide information to the public that there is help for victims. Still seeing an increase in need for emergency shelter and transportation and our program will assist in providing transportation to either an emergency shelter or to a hotel if all shelters are at capacity

## Strategy Description:

The agency's Sexual Assault Program is designed to help individuals experiencing sexual assault escape violence and begin the healing process through advocacy and support services. Customers will be identified through internal/external referrals, social media, word-of-mouth, and community outreach. Program funding will be provided by the North Carolina Council for Women and Youth Involvement, FVPSA, The Governor's Crime Commission, United Funds, and county monies. A team of 6 staff members will be dedicated to the project, with customer progress is documented in the CAP60 client tracking system.

## Action Steps:

- Information
- Advocacy
- Transportation
- Counseling
- Court
- Utility Assistance



## Senior Services Program (F)

<b>Problem Addressed:</b>	Individuals lack the qualifications to secure meaningful employment
<b>Strategic Goal:</b>	Vulnerable populations live in safe home environments
<b>Primary Outcome:</b>	Seniors maintain independent wellness
<b>Measurement Tool(s):</b>	Staff Evaluation, Customer Statement

### Verification of Need:

The region's senior population (65+) grew by 7.25% over the past five years, now totaling 41,371 individuals. This demographic shift has contributed to a rising median age (45.23 years) and increased demand for healthcare, housing, and social services. While overall poverty rates declined, senior poverty rose to 9.88% (+12.27%), underscoring the need for targeted support for older adults.

### Strategy Description:

The program will serve individuals who are over the age of 50. While the program will not require participants to meet any income guidelines, some components may require older age requirements than others. Customers will be identified through internal/external referrals, social media, community outreach, and word of mouth. The program will be supported by the Older American's Act, United Fund of Surry, Yadkin Valley United Fund, state/local funds, consumer contributions, fundraisers, and other donations. A team of 11 staff members will be dedicated to the project, with customer progress tracked in the NCID and ServeTracker databases.

### Action Steps:

- Meals on Wheels
- Congregate Meals
- Legal Advocacy
- Senior General Transportation
- Senior Medical Transportation
- Senior Center Participation



- Problem Addressed:** Homes in the community are energy inefficient
- Strategic Goal:** Communities are healthy and offer economic opportunity
- Primary Outcome:** Homes in the community improve energy efficiency
- Measurement Tool(s):** Pre/Post Evaluations

### Verification of Need:

An estimated 19,325 housing units (21.30%) in the region have at least one substandard condition, with 7,850 rental units (41.00%) affected. The most common issues include inadequate insulation, leaking roofs, broken windows/doors, and pest infestations, all of which contribute to higher energy costs and unsafe living conditions. Addressing these deficiencies through energy-efficient repairs can improve affordability and housing stability.

### Strategy Description:

The Weatherization Initiative is designed to improve the quality of the community's housing units through energy efficiency and home health repairs. Housing units will be identified through applications submitted by low-income households. A team of 8 staff members will be dedicated to the project, with success monitored in the CARDS data system. The initiative will be supported by state Weatherization funds, Healthy Homes, and Duke Energy.

### Action Steps:

- Energy Efficiency Repairs



## Transportation Initiative (C)

<b>Problem Addressed:</b>	The community lacks adequate public transportation resources
<b>Strategic Goal:</b>	Communities are healthy and offer economic opportunity
<b>Primary Outcome:</b>	The community experiences an increase in transportation resources
<b>Measurement Tool(s):</b>	Pre/Post Home Evaluations

### Verification of Need:

Limited transportation remains a barrier to employment, education, healthcare, and basic needs. An estimated 3,515 households lack a vehicle, with 845 containing workers who struggle to access jobs. Additionally, 1,594 households have more workers than vehicles, creating employment challenges. Expanding public transit options is crucial to improving economic stability and self-sufficiency.

### Strategy Description:

The transportation initiative is designed to improve the public transportation infrastructure in Davie, Stokes, Surry, and Yadkin counties. A team of 54 staff members will be dedicated to the project, with the initiatives scope of success tracked in the CTP, CTS Tripmaster/Foxster-OPCO, and Assetworks systems.

### Action Steps:

- Transportation Resources Provided



<b>Problem Addressed:</b>	The organization has inadequate discretionary funding
<b>Strategic Goal:</b>	The organization is compliant and has established an accountability framework to deliver services promoting self-determination with a high level of efficiency and effectiveness
<b>Primary Outcome:</b>	The organization increases discretionary funding
<b>Measurement Tool(s):</b>	Agency Financial Reports

### Verification of Need:

YVEDDI faces significant challenges in meeting the growing demand for services due to limited programmatic and discretionary funding. Survey data reveals that insufficient resources result in long wait times and inadequate service levels, leaving many community members without critical support. Recent policy changes and the threat of reduced federal funding for key programs further underscore the need for non-governmental funding to ensure long-term sustainability.

### Strategy Description:

YVEDDI will enhance financial sustainability by reviewing its fundraising plan and identifying agency-wide fundraising opportunities (by 6/30/25), updating the plan and implementing grant writing training (by 6/30/26), and identifying new funding sources (by 6/30/28) to increase discretionary funding by \$50,000 over the next three years. Led by the Executive Director, Board, and Leadership Team, efforts will focus on expanding grants, fundraising, and donor engagement. Progress will be evaluated annually to ensure continuous improvement and long-term growth.

### Action Steps:

- Conduct a comprehensive funding gap analysis
- Evaluate current fundraising capacity
- Build community and donor engagement to strengthen capacity
- Develop a strategic fundraising plan
- Identify new grant and foundational funding opportunities
- Implement targeted training for staff on grant writing/donor cultivation
- Conduct annual progress evaluations to assess/adjust the plan



## Staffing Level (A)

<b>Problem Addressed:</b>	The organization has inadequate staffing levels
<b>Strategic Goal:</b>	The organization is compliant and has established an accountability framework to deliver services promoting self-determination with a high level of efficiency and effectiveness
<b>Primary Outcome:</b>	The organization increases staffing levels
<b>Measurement Tool(s):</b>	HR Reports

### Verification of Need:

YVEDDI's inadequate staffing levels hinder its ability to operate efficiently and deliver quality services. Only 41.38% of staff feel the organization is adequately staffed, resulting in increased workloads, decreased morale, and risk of burnout. Staffing shortages also limit YVEDDI's capacity to expand services, respond to growing demand, and implement new initiatives in key areas like senior services and early childhood education. Addressing this issue is essential for ensuring long-term organizational stability and effective service delivery.

### Strategy Description:

YVEDDI will strengthen its workforce by conducting staff satisfaction surveys (by 6/30/25), evaluating recruitment and retention strategies and updating the strategic staffing plan (by 7/1/25), and implementing a targeted recruitment/retention plan (by 8/1/25) to hire 10 transportation and 12 Head Start staff. Led by the HR Director and Leadership Team, efforts will focus on retaining existing staff while expanding capacity. Progress will be monitored through HR reports, with ongoing evaluations ensuring workforce stability and long-term organizational growth.

### Action Steps:

- Conduct a comprehensive assessment of staffing needs
- Develop and disseminate staff satisfaction surveys
- Review exit interview data and staff satisfaction surveys
- Develop a strategic staffing plan
- Enhance professional development strategies based on staff feedback
- Implement targeted recruitment initiatives
- Develop an employee recognition program
- Monitor and evaluate progress



<b>Problem Addressed:</b>	The organization has an outdated IT infrastructure
<b>Strategic Goal:</b>	The organization is compliant and has established an accountability framework to deliver services promoting self-determination with a high level of efficiency and effectiveness
<b>Primary Outcome:</b>	The organization's IT infrastructure meets agency needs
<b>Measurement Tool(s):</b>	System Downtime, User Satisfaction Surveys

### Verification of Need:

YVEDDI's outdated technology infrastructure has caused significant system downtime, limiting staff's ability to enter and access client data and disrupting essential communication tools like email. These issues have hindered service delivery, delayed response times, and contributed to decreased staff morale. The lack of reliable technology reduces efficiency and affects the organization's capacity to meet service demands. Upgrading the IT infrastructure is essential to restoring operational efficiency, improving communication, and ensuring high-quality service delivery.

### Strategy Description:

YVEDDI will enhance its IT infrastructure by engaging a data consultant to evaluate contracts (by 3/30/25) and developing an agency-wide IT improvement plan (by 6/30/25). The Executive Director will oversee transitioning to a reliable communication platform (by 6/30/26). The DV/SA Director will explore program-specific software (by 6/30/26) and secure new reporting solutions (by 6/30/27). The Leadership Team will assess software options (by 6/30/27), implement technology training (by 6/30/27), and conduct annual IT performance evaluations (by 6/30/28). These efforts will improve system reliability, data tracking, and user satisfaction.

### Action Steps:

- Conduct a comprehensive assessment of IT deficiencies
- Engage a data consultant to evaluate current contracts
- Develop an agency-wide IT improvement/transition plan
- Upgrade computer systems
- Transition to a reliable email/communication platform
- Explore software systems for programmatic reporting
- Explore API/data bridge options for agency-wide unduplicated reporting
- Secure new software solutions for programmatic reporting
- Provide new technology training to team members
- Monitor and evaluate IT infrastructure performance and user satisfaction





**Standard 4.1: The governing board has reviewed the organization's mission statement within the past five years.**

The planning team reviewed the organization's mission statement to ensure it (1) addresses poverty, (2) effectively communicates the agency's purpose, (3) includes the basic Results Oriented Management and Accountability (ROMA) elements, and (4) represents all agency strategies. Recommendations were made to the governing body that the governing body maintain the current statement.

**Standard 4.2: The organization's Community Action Plan is outcome-based, anti-poverty focused, and ties directly to the Community Assessment.**

The Strategic Plan serves as the foundation for the Community Action Plan, documenting primary outcomes that will be used to measure success in the removal of barriers preventing low-income individuals from moving out of poverty. Each family level strategy in this plan includes a statement of need determination that is directly associated with data documented in the agency's latest community assessment.



**Standard 4.1: The organization's Community Action Plan and Strategic Plan document the continuous use of the ROMA Cycle or a comparable system. In addition, the organization documents having used the services of a ROMA Certified Trainer or equivalent to assist in implementation.**

Community needs were identified through a community assessment conducted by the organization. A secondary assessment evaluated the governing body, leadership team, finances, human resources, facilities, programs and initiatives, technology, marketing strategies, and reporting/analytics processes.

Highlights from the community and organizational assessments were reviewed with the planning team to identify family, community, and agency-level barriers that could potentially impact fulfillment of the agency's purpose.

Development of the plan included a review of the agency's mission statement, establishment of goals, and identification of outcomes/strategies that will guide the organization's direction over the next three years.

Action plans, complete with integrated scorecards, were developed in coordination with the agency's strategic plan. These documents will be available to monitor program progress for reporting to the governing body throughout implementation.

The plan will act as a guide for implementing all strategies, with services, outcomes, and customer demographics documented in various software systems. The organization will utilize the Consultant as needed throughout implementation.



Program data will be reviewed by the Director and governing body at each regularly scheduled meeting to monitor organizational achievements and prevent unexpected performance targeting concerns. Reports will be submitted to program funders on a monthly basis.

Data will be evaluated annually to identify the success of each strategy based on the primary outcome established during the planning process, the cost of each strategy, and the secondary outcomes achieved. This data will be included in future community assessments to assist with the identification of customer needs and specific populations impacted by these needs.

**Standard 6.1: The organization has an agency-wide strategic plan that has been approved by the governing board within the past five years.**

The agency's strategic plan was completed in February of 2025 for the three-year period of 2025-2027. It was approved by the governing body on April 24, 2025. An official review of the document will be conducted by the Board of Directors at the end of each year. When necessary, this review will be accompanied by revisions to the plan and/or reallocation of organizational resources to ensure success.



**Standard 6.2: The approved strategic plan addresses the reduction of poverty, revitalization of communities, and/or empowerment of people with low incomes to become self-sufficient.**

YVEDDI's strategic plan focuses on creating a path out of poverty, breaking the cycle of poverty, and improving individual well-being. Programs provide critical services that help individuals overcome personal barriers to self-sufficiency through income management, school preparedness, transportation, and home energy efficiency. Community-level initiatives, such as transportation and weatherization, strengthen local infrastructure by improving housing conditions and expanding transit options.

**Standard 6.3: The approved strategic plan contains family, agency, and/or community-level goals**

The approved strategic plan contains family, community, and agency-level goals that align with YVEDDI's mission to improve the lives of individuals and families while building stronger communities. Family-level goals focus on stabilizing households through economic security (Goal 1) and ensuring vulnerable populations live in safe home environments (Goal 2). The community-level goal (Goal 3) supports broader community well-being by improving housing infrastructure and expanding transportation resources. Finally, the agency-level goal (Goal 4) enhances organizational capacity and accountability to promote high-quality service delivery and sustainable growth.



**Standard 6.4: Customer satisfaction data and customer input, collected as a part of the Community Assessment, is included in the Strategic Planning Process.**

Customer input and satisfaction data, along with feedback from team members, was discussed and considered during the organizational analysis portion of the Strategic Planning process to help guide the selection of agency programs and initiatives.

**Standard 6.5: The governing body has received an update(s) on progress meeting the goals of the Strategic Plan within the past 12 months.**

Although the governing body will monitor the progress of planned achievements at every regularly scheduled meeting, an official review of the document will be conducted at the end of each year. When necessary, this review will be accompanied by revisions and/or resource reallocation. The review will be documented in official minutes and will be accompanied by a vote approving the Community Action Plan for the following year. All strategies included in the Strategic Plan will be reviewed every three years along with the new Community Assessment to determine if changes in organizational programs and initiatives are needed.





