



COOPERATIVE
CHRISTIAN
MINISTRY



In our vision of Cabarrus County 2030 A.D. we see...

Families with safe and affordable housing who have nurtured their relationships, established financial stability, educated their children and planned for their future; including individuals and families who have experienced crisis and were able to access a network of resources to regain stability.

Children who have experienced the benefit of good nutrition, healthy development, and access to early childhood education from birth to five years old; and children who have entered school with healthy minds and a thirst for learning; engaged students who have accessed the tools, facilities, instructors, and opportunities that encouraged, inspired and rewarded them with the knowledge and skills to achieve their potential.

Workers who have navigated their path to a chosen career and aspiring young adults who have transitioned from education to vocation with the skills to establish themselves in the workforce and displaced workers who have adapted quickly to changes in the workplace through rapid retraining and redeployment to emerging opportunities.

Seniors who have enjoyed the benefits of healthy activity and social engagement and have transitioned from profit-driven to purpose-driven activities upon their retirement, and senior adults who have engaged with a community of support that has preserved their dignity and met their common needs.

We see every member of our community with the opportunity to discover their purpose and experience the fulfilment God intends for their lives.

GOAL # 1: Increase local capacity for emergency and transitional housing to meet the needs identified in the 5-Year Prospectus; “Solving the Housing Crisis”.

OBJECTIVE	STRATEGY	ACTION ITEMS
1. Accomplish the additional housing capacity goals established in the 5-Year Prospectus thru intentional collaborations with organizations and individuals who demonstrate interest in addressing the current housing crisis. PHYSICAL PROPERTIES / Capacity	A. Identify organizations and individuals willing to provide housing units (non-profit and for-profit) and encourage these organizations to provide units to help meet 5-Year Prospectus capacity goals. Non-profits would include our local governments, specifically municipalities. B. Revise the housing capacity needs study on a regular basis	A1. Determine the types of housing resources that match the need in the 5YP A2. Based on resources, identify the target audience that most closely fits those needs A3. Identify Real Estate and other resources who may have information regarding the availability of housing opportunities A4. Identify strategies to market the need for emergency/transitional housing A5. Engage municipalities and affordable housing non-profits in helping to develop relationships with affordable housing practitioners B1. Coordinate with affordable housing entities and homeless service providers to update data within a 3-year operation cycle B2. Work with educational institutions and other regional resources to gather capacity needs data B3. Develop communication strategy to share information with municipal leadership, developers and community-at-large
2. Create a local mechanism for funding the acquisition and/or construction of emergency/transitional housing units FINANCIAL RESOURCES / Capacity	A. Establishing a vehicle for the community to be able to invest in emergency and transitional housing (i.e. CHOOSE Cabarrus Fund) B. Establish partnerships with municipalities, counties, state and foundations to utilize funding for eligible programs that are not being offered C. Develop opportunities to establish revenue generating enterprises	A1. Develop the parameters to manage and administer funds designated as C.H.O.O.S.E. Cabarrus funds. A2. Develop appropriate procedures/mechanisms for the community to donate financial resources or property to CCM A3. Develop and implement marketing and promotional strategy B1. Investigate potential funding opportunities for emergency and transitional housing initiatives with local municipalities. B2. Research grants and other funding opportunities B3. Evaluate and pursue all viable funding opportunities C1. Investigate potential enterprises that are consistent with CCM’s mission C2. Develop an internal protocol for decisions regarding targeted enterprises C3. Evaluate the development of giving campaigns at local retail establishments C4. Develop educational curriculums that can generate revenue through participant payments/via third party

3. Establish the staffing models necessary to facilitate the growth in housing capacity STAFFING / Capacity	A. Identify the role(s) and functions of the necessary staff, partners, volunteers to accomplish growth B. Design new programs to be self-sustaining	A1. Evaluate current staff roles, alignment and utilization to see where operational gaps exist A2. Develop a staffing strategy and organization plan to address growth opportunities. A3. Identify staff and resource (funding, partners, volunteers, etc) needs to develop and implement approved initiatives B1. Develop the appropriate financial models to demonstrate program sustainability B2. Determine and establish funding sources for programs that are not fully self-sustainable B3. Develop evaluation tool to measure performance (i.e. outcomes, sustainability) for long term viability
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GOAL #2: Establish the network that will provide access to necessary services for household stability, to include physical and emotional health, financial empowerment and educational success for all individuals and families experiencing housing crisis in Cabarrus County.

OBJECTIVE	STRATEGY	ACTION ITEMS
1. Establish a local centralized method of assessing emergency requests for housing and coordinating community referrals in Cabarrus County (Coordinated Assessment) ASSESSMENT / Referral	A. Work with “Coordinated Assessment” to establish an initial point of contact in Cabarrus County B. Market coordinated assessment services to government, local supportive service agencies and public to organize referrals efforts	A1. Collaborate with the Cabarrus County Homelessness Task Force to identify referral opportunities to access services A2. Determine most appropriate method for initial point of contact A3. Partner with entity (i.e. Dream Center, Opportunity House, Piedmont Regional Committee, Parish Nurse) to find a location where a base of operation can be established for coordinated assessment in Cabarrus County A4. Seek funding to assist with hiring the appropriate staff to focus on assessment activity independent of the support service provider A5. Establish the ability to provide an initial assessment of every request and develop a profile of local housing needs B1. Develop staff and funding sources for marketing B2. Identify appropriate communication vehicles (digital, social, print, etc) to market the service
2. Determine and facilitate CCM’s role in the integrated services model (Cabarrus H.U.B.B.) to improve outcomes for individuals and families in housing crisis. INTEGRATED NETWORK SERVICES	A. Establish integrated client data systems for efficient referral and case management B. Pursue opportunities for collaborative services with area agencies serving our target population	A1. Establish and staff the Dream Center location in first Quarter 2021 A2. Develop effective use of existing referral systems like Aunt Bertha, NCCARE360, Aspire. B1. Identify the various tools and processes being utilized in Cabarrus county for consistency and adaptability to CCM’s operating model. B2. Implement the appropriate processes to improve integrated services outcomes
3. Create a community portfolio and coordinate access to resources that will teach the life skills necessary to establish or regain housing stability ACCESS TO EDUCATION/TRAINING	A. Introduce practical life-skills training into young adult/worker curriculums B. Identify funding strategies through corporate employee training initiatives	A1. Identify specific life skills curriculums needed to address the identified needs of program participants A2. Research and/or partner with entities that are teaching practical life-skills training to address the identified needs of program participants. A3. Investigate options to offer onsite life-skill training curriculum by collaborating with community partners. B1. Secure sponsorships from corporations for CCM job training initiatives B2. Establish employment recruitment opportunities through sponsorship relationships B3. Pursue corporate employee training initiatives

	C. Document a portfolio of life-skills curriculums to include: GED, home ownership, financial planning, decision making, parenting, etc.	C1. Research and identify locally available life skills training opportunities C2. Strengthen relationships with organizations that provide classes related to employment advancement (i.e. GED, vocational classes) C3. Design the platform to make the portfolio available C4. Provide access to education related to maintaining a home (home ownership) – (i.e. Prosperity Unlimited), financial planning, decision making, parenting and family dynamics, etc.
OBJECTIVE	STRATEGY	ACTION ITEMS
4. Establish a clear process to access appropriate mental health services for adults and children who are experiencing housing and financial crisis ACCESS TO MENTAL HEALTH SERVICES	A. Seek solutions to overcome the financial obstacles to accessing mental health services B. Continuously refine in-take and evaluation processes to provide every high-risk client with services	A1. Meet with mental health providers to gain an understanding of how to function effectively within their operational parameters and business model A2. Identify how to work in cooperation with providers to meet the needs of at-risks clients to include clients with severe and/or mild mental health issues A3. Work to coordinate funding among various agencies to be effective in delivering mental health and other supportive services A4. Increase mental health advocacy activities to champion the need for strong collaboration among providers and organizations that serve individuals with mental health challenges B1. Identify methods to access Peer Support Specialists/Case Managers to support clients B2. Assign dedicated Peer Support Specialist at the initial point of contact B3. Develop comprehensive follow up procedures to make sure clients do not get lost in the system B4. Develop appropriate mechanisms to collect data to document progress and the achievement of stated outcomes
5. Establish CCM as a key collaborator with government by participating in community planning exercises focused on accessibility to the key sectors for household stability LEADERSHIP CAPITAL / PLANNING	A. Collaborate with government by participating in community planning exercises B. Advocate for the appropriate placement of affordable housing near essential assets such as transportation, employment centers, food services, green space, medical and other social supports to lessen the burden on families in crisis. C. Partner with municipalities to identify housing developers, and property owners (multifamily properties) who	A1. Engage staff in the Healthy Cabarrus response to the 2020 Community Needs Assessment A2. Participate in local transportation and community planning discussions B1. Develop our position on best placement of affordable housing in our community (observation/recommendation) B2. Advocate to build affordable housing in target areas that have an abundance of supportive services C1. Create the appropriate outreach and engagement protocols to inform municipalities of emergency housing needs. C2. Establish relationships with local code enforcement divisions to identify property owners who are looking to dispose of or repurpose their property.

	are willing to engage in projects to address low-cost housing needs.	
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GOAL # 3: Improve & Nurture the overall development of children in vulnerable households throughout our community.

OBJECTIVE	STRATEGY	ACTION ITEMS
1. Improve access to good nutrition and medical care for prenatal women, and children birth through age 5. <i>(See the North Carolina Early Childhood Action Plan) HEALTHY Goals 1, 2, 3</i>	A. Increase access to CCM food programs for expectant mothers and mothers of children 0-5 and enhance our ability to provide age specific nutritious food and nutrition education. Food Security (Nutrition)	A1. Engage the guidance of pre-natal and pediatric care professionals to better inform CCM's food programs for this population. A2. Modify CCM's food programs to improve access to expectant mothers and mothers of children age 0-5 Investigate the option of a curbside grocery pickup model. A3. Establish a process to increase the availability of specific products beneficial to expectant mothers, newborns and infants. A4. Confirm with clients who are expectant mothers or mothers of children age 1-5 whether they are signed up for WIC and SNAP services, and if not, refer them to the appropriate agencies for enrollment.
	B. Establish Medical Home structure to achieve the optimum level of health check-ups and preventive care for young children. (birth to age 5) Preventive Health Services (Medical Care)	B1. Work with pediatrician or medical staff to establish metrics for medical care, well-child checks, and immunizations – track on an on-going basis for families who connect with CCM services. B2. Include informational medical brochures explaining the importance of medical care, well-child checks, and immunizations in families who identify with 0-5 year old in home through the food pantry grocery distribution.
	C. Establish Dental Home structure to achieve the optimum level of oral health and preventive care for young children. (birth to age 5) Preventive Health Services (Dental Care)	C1. Engage families within CCM's programs to adopt prevention oral health care. C2. Create a referral mechanism to connect individuals accessing CCM programs to appropriate oral health care. C3. Incorporate oral health education into CCM programs. C4. Include informational dental health brochures explaining the importance of dental care, preventative oral healthcare, and good oral hygiene for families who identify with 0-5 year old in home through the food pantry grocery distribution.
	D. Establish a process to engage expectant mothers in early pre-natal care. Healthy Babies (Pre-natal Care)	D1. Connect expecting housing clients to pre-natal care within 45 days or less of entering CCM programs. D2. Refer active substance users who are pregnant to the (SUN) clinic and other Faith-based counseling services.
2. Create an environment that nurtures the individual, while integrating resources to promote the spiritual well-being of the family. <i>(See the North Carolina Early Childhood Action Plan) SAFE & NURTURED Goals 4, 5, 6</i>	A. Ensure a safe and stable place to sleep at night that reduces housing insecurity. Safe & Secure Housing (Housing)	A1. Connect with local organizations that can identify expectant mothers and mothers with children 0-5 facing homelessness or housing insecurity. A2. Develop new opportunities for safe and stable (long term) transitional housing. A3. Incorporate co-created personal development strategies for permanent stability (Introduce "PDP" Participatory Development Plan)
	B. Incorporate Christian principles and family values in individual and family activities. Safe & Nurturing Relationships	B1. Be intentional about demonstrating Christian values. B2. Encourage activities around biblical understanding. B3. Make connections available to participants to faith communities, such as creating a church inventory resource.

	(Spiritual) C. Strengthen family and caregiver relationships to prevent child maltreatment through education, training and peer support. Eliminate Child Maltreatment	C1. Create access & incentives to existing education and training efforts to at risk populations C2. Identify areas of specific needs and develop new curriculums to address these areas.
OBJECTIVE	STRATEGY	ACTION ITEMS
3. Establish connections to mental health care clinicians and integrate social/emotional supports for families participating in programming. <i>(See the North Carolina Early Childhood Action Plan)</i> <i>SAFE & NURTURED Goal 7</i>	A. Screen and assess CCM program participants for trauma and make appropriate referrals or connections to care for individuals.	A1. Conduct Adverse Childhood Experiences (ACEs) training for staff and volunteers – Mental Health America A2. Implement a screening tool for children under age of 6 – Duke University Survey A3. Program participants complete ACEs screening A4. Develop referral process for individuals who screen for trauma during ACEs or in-take assessment A5. Maintain awareness and access to a local list of mental and behavioral health clinicians. A6. Provide access to a professional clinical/social worker to provide these services based on specific needs.
	B. Strengthen trauma-informed care service model to build resilience among children in crisis.	B1. Increased training for staff who work directly with children that have experienced trauma. B2. Identify and connect with other service providers who can offer support and direct care.
	C. CCM will work to establish a common assessment tool used among partners that supports an individual's case management plan, allowing it to be shared to ensure the best outcome for the participant/client.	C1. Meet with Department of Human Services (DHS) staff to discuss utilization of assessment tools and sharing of information. C2. Create a guide to understand and interpret assessment findings between partner agencies. C3. Establish protocols for periodic re-assessment and review of plan.
4. Provide families linkages to educational programming and opportunities that ensure each child can be successful. <i>(See the North Carolina Early Childhood Action Plan)</i> <i>LEARNING & READY TO SUCCEED Goals 8, 9, 10</i>	A. Provide education to parents about age appropriate milestones and resources available to assist in their child's development.	A1. Make materials available to parents: books, educational toys (colors, shapes) A2. Establish partnerships with organizations that provide parent and family based programs such as: Parents as Teachers, Triple P, Strengthening Families. A3. Evaluate potential for partnerships with established local/ gov't programs (i.e. Head Start).
	B. Identify ways to support non-traditional childcare centers (faith-based, in-home).	B1. Support the development of a faith-based childcare (GS-110) association to establish expectations of early childcare programs. B2. Work with in-home, family based child care programs... B3. Develop training and resources to encourage development and strengthen all forms of childcare program.
	C. Create safe, nurturing and affordable options for parents who need childcare for birth through 5 year olds.	C1. Research and define concepts of safe, nurturing, affordable and available childcare for birth to 5 years in Cabarrus County. C2. Outreach opportunity inventory – identify intentional ways of engaging churches and letting them know opportunities that are available through CCM.

GOAL # 4: Individuals, regardless of age or work experience, displaced workers, and those in career transition can access the resources to choose and successfully transition into an emerging career path that can provide financial stability

OBJECTIVE	STRATEGY	ACTION ITEMS
1. EDUCATION -- Coordinate/initiate the development and delivery of a workplace readiness curriculum that helps individuals prepare for the disciplines and responsibilities of the world of sustainable employment.	A. Identify organizations that currently offer workforce development services and document what they offer vs. our needs specific to workforce development (identify gaps) B. Identify organizations similar to CCM that have best practices and lessons learned related to workforce development programs C. Approach local “experts” to gauge their interest to participate in a workplace readiness program. Explain benefits to their involvement. D. Engage local government as a resource to facilitate involvement with state and federal resources as needed.	A1. Identify and bring together other nonprofits organizations, similar to CCM (local/statewide) that may already have these types of curriculum in place A2. Partner with NC Works to gather information on what they have identified as the most common reasons for de-employing people, reasons employees do not get hired, common pitfalls with resumes and interviews, etc). Use this feedback to determine what needs to be included in CCM programming efforts focused on employment. A3. Define what workplace readiness curriculum should be offered to CCM Clients. A4. Utilize CCM’s Business Breakfast to connect community business leaders to curriculum purpose and direction. B1. Evaluate available curriculum, including those offered through NC Works and RCCC to determine how they match the need. C1. Identify local resources of those that are “experts” in the areas of interest (HVAC, electrical sub-station, hospitality, etc.) C2. Coordinate those that are willing to participate in the program. D1. Identify state or federal resources through Dept. of Labor (cities/municipalities) to assist in curriculum.
2. FACILITATION -- Establish a workforce collaborative to ensure preparedness to support work/career success with the foundations of: childcare services, adult care, transportation, housing, etc.	A. Ensure the ‘foundations’ are clearly identified and defined (childcare services, adult care, transportation, housing, soft-skills) B. Collaborate with the local faith community, specifically those with solid CCM relationships, to gauge	A1. Identify and create a list with information supporting each community group identified in the Objective (childcare, adult care, transportation, housing, etc. agencies) (general info, contact name/number, expertise). Develop supporting timeline for connecting with and establishing partnership with each. A2. Establish a Facilitation Taskforce Team (CCM reps + community partners) to clearly identify and outline ‘foundations’. Establish periodic (monthly) meetings. A3. Partner with established community groups, invite them to participate in the Facilitation Taskforce Team and utilize their existing resources DSS (childcare services), Rider Transit (transportation), CCM Housing/Habitat, etc. (housing), CHA/Cab Co. Schools (soft skills) B1. Identify/create a list of those faith community partners that we (CCM) feel would best engage in the collaborative and invite them to be part of the Facilitation Taskforce Team.

	interest/availability to join the collaborative C. Collaborate with local Chambers of Commerce and education systems to participate in the collaborative D. Utilize CCM Program Services team background & knowledge. E. Engage a responsible ally to publicly communicate and market their respective services (and how well that's accomplished)	Taskforce Team selects a member to serve as the public figure who will communicate and represent the team at meetings and in appropriate settings C1. Set-up discussion with Cabarrus Chamber, Rowan Chamber, and the Education Systems to outline collaborative and identify ways they can support/participate and invite them to be part of the Facilitation Taskforce Team. D1. Create a collaboration with CCM internal resources and additional community resources to ensure that a thorough "inventory" of all community services are understood and accounted for as part of program development. D2. Commit to maintain this inventory. E1. Task force team identifies contact person to promote program / curriculum. E2. Spokesperson will do so by attending events such as CCM business breakfast, networking events, etc.
3. TRAINING -- Identify and partner with workforce development program(s) that help those seeking careers to choose a career field and successfully transition onto an emerging career path that can provide financial stability.	A. To be knowledgeable of emerging career trends and community resources B. To establish partnerships with businesses and educational services in order to assist, prepare and mentor those with employment needs, regardless of age and experience.	A1. Lean on partners in AND out of county (e.g. NC Works, the Chamber of Commerce, RCCC, etc.) to provide CCM with information on the emerging and forecasted workplace trends, paying special attention to the areas where demands are rising and supply is limited (such as robotics, utility, manufacturing industries). A2. Utilize the above mentioned partners to help us better understand emerging employment trends and needs based upon their research and/or already identified labor supply shortages. B1. In partnership with NC Works, the Chamber of Commerce and RCCC, design a "Working toward the Future" coaching – training –navigating structure to provide guidance in emerging trends, aptitude and career planning for CCM Clients and other residents. B2. Encourage NC Works to educate employers on the importance of advancement paths (ladders to success) and assist employers with tools to document and communicate these paths for their employees and to assist employees with understanding the specific benefits of taking a certain path (growth in title, salary, etc.), versus another, more short-term, lesser paid, lesser demanded path. B3. Create a career advancement and leadership development program to share/deploy with CCM Staff and CCM's current partners for their employees B4. Seek opportunities to conduct career advancement and leadership development workshops, seminars and webinars for local workers. <u>B5. Identify community connections (e.g. business owners) with faith community ties for possible employment or mentorship opportunities.</u>

	C. Identify and refer to training programs that will successfully progress an employee to the next level (leadership development (self-awareness) opportunities) D. Develop community and partner awareness so that each participant is shown compassion regardless of status of employment or level of experience by all those who facilitate programing. E. Investigate the need and feasibility of CCM creating training opportunities as gaps are identified and/or identifying partners to fill the gap(s)	C1. Connect with the local organizations (i.e. NC Association of HR Professionals) to determine if they have a career advancement initiative or would be interested in creating one. C2. If one does not exist, partner with local organization to create a career advancement path initiative and leadership development program for employees and future employees. D1. Incorporate asset based protocols and personal development plan (PDP) concepts into job and career enhancement curriculums. E1. Investigate feasibility of CCM creating training opportunities within CCM that match the gaps in training resources. E2. Identify partners who are interested/willing to create training opportunities.
4. APPRENTICESHIP -- Pursue and partner with existing apprenticeship and on the job training opportunities to provide income while training/transitioning.	A. CCM will annually assess the community for available apprenticeship programs and on the job training with a key partner being the local school systems B. Develop new programs where gaps exist as identified through emerging trends in the workforce C. Define key metrics to determine the success of these programs D. Utilize internal programs to model/test the apprenticeship/on the job opportunities E. Embrace late career professionals transitioning into areas of interest in training programs (mentorship, role-modeling, ministry opportunity, demonstrate and	A1. Complete a survey of apprenticeship programs locally and regionally A2. Meet with school system and local community college to establish connection with an advisory group B1. Coordinate with local partners to gain understanding of workforce needs (gaps) B2. Review workforce needs assessment to identify trends B3. Develop and execute the programs identified through the assessment to serve CCM clients. C1. Utilize the advisory group, the board, and CCM staff to determine key success metrics C2. Establish reporting protocols to share local program metrics. D1. Once opportunities and metrics have been identified, test the model on a small scale within the CCM framework D2. Recruit mentors and teachers that represent the key fields D3. Develop the apprenticeship model that the participant and mentor will follow D4. Pilot, study, revise, pilot again (cycle of continuous improvement) D5. When ready, scale into more areas and then out of CCM's framework (No action items for Strategy E)

	appreciate the value of those able to give during this season of their life)	
5. ENTREPRENEURSHIP -- Develop entrepreneurship training; guidance, understanding concepts, practical advice, start-up assistance, business incubators (mentorship)	A. Partner with local economic development groups/organizations/initiatives (Justice Reform, Vocational Rehab, NC Works, Cab Co. Chamber, etc.) to provide entrepreneurship success framework. B. Share resources from the federal small business association (SBA) and local/state equivalent (unique funding opportunities, financing opportunities) C. Develop timeline designed to start with current CCM sub-population, then to more, then scaled to include those beyond CCM direct service recipients	A1. Create a path such that one end result of an R2R apprenticeship is a combo grant/referral for starting their own business (use CCM's taxable business to build and learn, as an example) A2. Evaluate opportunities for CCM and R2R relationships to assist/encourage new entrepreneurial businesses. A3. Identify local community entrepreneurs (CCM-affiliated preferred) who have witnessed success, to offer real world experiences, suggestions, etc. B1. Leverage local relationships to connect individuals to SBA and other financing. B2. Share best practices, on-going relationships and practical experiences with entrepreneurial start-ups. B3. Engage Chamber as a partner – especially in providing administrative and legal resources for start-ups C1. Evaluate growth of On-the-Job Training and apprenticeship programs to project CCM involvement in developing an Entrepreneurship Training Initiative.

GOAL # 5: To ensure that our community empowers *senior adults* to lead physically and emotionally healthy lives with purpose and dignity.

OBJECTIVE	STRATEGY	ACTION ITEMS
1. To increase awareness of <i>senior adult</i> needs and resources throughout Cabarrus County. AWARENESS (Education)	A. Partner with agencies who serve senior adults to establish and maintain a list of available resources. RESOURCES B. Convey the specific/ unique challenges of the senior adult population to the greater Cabarrus County population. (ages 65-100?) NEEDS	A1. Create a letter to agency partners sharing our vision about senior health and wellness, expressing our interest in partnering together to collaborate and share information A2. Identify community partners who serve senior adults in Cabarrus County and the City of Kannapolis • Ask each community partner to share an updated list of resources • Compile a Resource Guide with all available information ○ Determine key information that will be included on resource guide ○ Establish and identify a schedule for updating the resource guide and assign responsibility of doing so. ○ Hard copies printed and available ○ Electronic version to be stored where anyone in the community - client or staff can access ○ Work with community agencies to create links from CCM's website and Facebook to those agency's resources and vice versa. A3. Evaluate staffing needs to determine the need for a volunteer or part time Resource position to help connect senior adults with local resources. • Create job description for the position • Determine if this is a paid staff position or volunteer position ○ Identify and secure funding if position is paid • Advertise available position to the community • "Hire" candidate (volunteer or staff) B1. Create a Senior Needs Assessment Form to identify challenges faced by the senior population • Create committee/workforce/development team and, using already existing forms as a tool (intake, assessment, etc.), create the needs assessment. (from bullet 2) • Assemble a diverse focus group from our target audience of "senior adults" with the goal of hearing from them regarding their unique needs and strengths so that those can be correctly conveyed to the greater Cabarrus County population. Include community partners as part of group • Create committee/workforce/development team to create the needs assessment. • Using already existing forms as a tool (intake, assessment, etc) from community partners, create needs assessment • Create a process for distribution, completion, and data consolidation for all parties involved in distribution. • Distribute Forms to Community Partners who specialize in working with senior adults to gain their perspective on the challenges they see first-hand and distribute to CCM clients so that they can fill out the form. B2. Once needs and strengths are identified,

	C. Support a variety of annual and other events centered around the needs and strengths of senior adults. EVENTS D. Start a “Senior Adult Program” with a Program Manager to focus on CCM senior adult clients. PROGRAM E. Institute training and education for staff regarding working with senior adults. STAFF TRAINING	• create resources/curriculum • training for communicating to engage churches, organizations, individuals, clubs, schools, colleges to address those needs • Share compiled needs assessment results with churches, organizations, individuals, clubs, schools, colleges to address those needs C1. Collaborate with the Senior Center Expo to share CCM volunteer opportunities for senior adults. C2. Research other senior-adult-serving organizations and collaborate with them on events already in place and partner in developing new and innovative events C3. Partner with ElderOrphan Care to support their “Love Your Older Neighbor” weekend D1. Educate CCM Leadership Team using the information collected from the needs assessment about the need for a Program Manager who focuses on senior adults D2. CCM staff create job description and pursue funding for Senior Adult Program Manager. D3. CCM create volunteer job descriptions to help with Senior Adult Program. E1. Educate CCM Leadership Team about the need for staff and volunteer training events focused on senior adults ○ Network with and recruit community partners (DHS, Centralina Agency on Aging, Alzheimer’s Assn., YMCA, Senior Center, etc.) who can offer free or low-cost training to CCM Staff ○ Research and compile already existing training available
2. To encourage healthy lifestyles in senior adults allowing them to achieve and sustain personal health and wellness. LIFESTYLES (Facilitate)	A. Provide education to senior adults regarding nutrition, exercise, social interaction and cognitive activities. PHYSICAL HEALTH	A1. Identify and support community partners that offer senior educational opportunities about healthy lifestyles A2. Compile information and share in our newsletter, website and create an online bulletin board, where seniors can check for updates A3. Research adapted tablet programs like Claris Companion (Elder Orphan Care uses) and/or GrandPads in specific regard to how users can be educated "remotely" in regards to nutrition, exercise, social interaction, cognitive studies and health ("younger older adults" would most likely use their own smartphone, tablet or computer to receive this information) A4. Meet with community partners (DHS, Centralina Agency on Aging, Alzheimer’s Assn., YMCA, Senior Center, etc. to coordinate in person education, events etc. A5. Partner with other organizations to share college interns to create online and/or in person educational pieces around specific topics that would benefit senior adults as well as possibly satisfy the students' college credits or field work experience. (Elder Orphan Care is pioneering this locally with our Claris Companion tablets)

	B. Ensure healthy food options are available and accessible to senior adults in our community.	B1. Research and compile information determining what “available” and “accessible” means to older adults (ages 65-100) in our community. B2. Evaluate the feasibility of establishing mechanisms to deliver food to senior adults. This could include the Second Harvest CSFP (Commodity Supplemental Food Program), re-establishing the USDA food delivery program, and using volunteers to deliver food and essential items to senior adults who lack transportation. B3. Work with Lomax Farm or Extension Office to explore possibility of home and/or community gardens to provide access to fresh vegetables. Expand our partnerships with Winecoff Farmers Market, and other local farmers markets and vendors requesting donations of fresh produce throughout the year B4. Expand our partnership with Cabarrus County Restaurant and Convenience Store Owners/Managers and Farmers and inform about the benefits and tax write-offs of donating healthier food items to CCMs Food Pantry B5. Seek out Faith Community Leaders in current food desert locations within Cabarrus County and the City of Kannapolis about the opportunity to partner with CCM in opening new satellite food pantries in these areas
OBJECTIVE	STRATEGY	ACTION ITEMS
3. To increase awareness of opportunities that will enable senior adults to maintain a sense of purpose and participation in community life. ENGAGEMENT / ACTIVITY	A. Develop a resource collaborative to assist senior adults to engage in volunteering activities at CCM and throughout Cabarrus County. PARTICIPATION / EMOTIONAL (Facilitate)	A1. Identify any current (or create new) volunteer opportunities that could be tailored or tweaked to allow senior adults to fill the positions - Work with Salvation Army, Junior Charity Leagues, and local hospitals to determine if there are needs that could be met by “cottage industries” by senior adults (i.e. hats for children, cancer patients, homeless) – move from D3 to A1 - Identify community partners who offer volunteer opportunities to senior adults A2. Research other successful senior adult volunteer programs (i.e. AARP's "Create the Good" program https://createthegood.aarp.org/ and Senior Corps https://www.nationalservice.gov/resources/senior-corps) - CCM Volunteer Coordinator with work CCM Program Managers to identify any current (or create new) volunteer opportunities that could be tailored or tweaked to allow senior adults to fill the positions A3. Add/update volunteer job descriptions on CCM’s website and Facebook. - Encourage community partners to share CCM’s available volunteer positions A4. Compile a Resource Guide with all current volunteer opportunities for senior adults in Cabarrus County/City of Kannapolis - Hard copies printed and available - Electronic version to be stored where anyone in the community - client or staff can access add community partners’ website links to CCM website - Share with community partners A5. Create volunteer brochure (electronic and hard copy) that details the senior adult volunteer opportunities within CCM and share with the faith community and community partners

	B. Develop community initiatives that encourage and facilitate multi-generational engagement within the community. C. Share training and continuing education options with volunteers and clients to increase opportunities for senior adults to engage. D. Increase supplemental income opportunities for senior adults that do not endanger their retirement income.	• Volunteer Coordinator (and hopefully new CCM Senior Adult Program Manager) participates in Senior Expo, visits Lunch Plus Sites, Senior Center, Senior Living Complexes, etc. to distribute the brochures and share about current volunteer needs A6. Create brief "success story" videos of senior adults currently volunteering at CCM and ask them to share their personal experience with doing so • Encourage Community Partners to do the same • Post videos on Electronic Resource Guide and CCM website B1. Partner with community agencies identifying family engagement opportunities. B2. Educate Cabarrus County Residents including CCM Clients and their families about the need for and benefits of multi-generational engagement and the opportunities available. This education may involve schools, churches, newsletters from City of Kann, City of Concord, CCM. C1. Work with RCCC to increase awareness of and participation in Continuing Ed C2. Gather information from community partners about current and on-going educational opportunities and available trainings for senior adults • In-person face-to-face education • Electronic communication and information (email, text, websites, TV, radio) • Printed educational materials (newspaper and newsletter) Once information is compiled, publicize on CCM website and FB page C3. Work with the County and community college to increase awareness and participation of community activities and continuing education D1. Work with SSA and DHS to evaluate supplemental income options for senior adult clients. D2. Educate community partners who specialize in employment/vocational training about the need for supplemental income opportunities that do not endanger senior adults' retirement income (NC Works, RCCC, Cabarrus County library) D3. Explore opportunity for senior work program funded through Cabarrus County (like NC Works for seniors) D4. Once the above Action Items are in place and supplemental income jobs are identified, CCM Program Services Team hold programming/educational opportunities for senior adults who express interest in learning more about ways to supplement their current income
4. Expand transportation and access options to assist senior adults to maintain independence. EMPOWER / ACCESS TRANSPORTATION (Facilitation)	A. Identify new approaches to create access to safe, reliable transportation for senior adults to vital locations/services.	A1. Include questions about transportation needs in the senior adult Needs Assessment and focus groups under Objective 1. A2. Educate the community including local government agencies and the current transportation services (bus line, Taxi Co) about the need for safe, reliable and affordable transportation for senior adults and discuss ways to solve transportation issues.

	B. Develop community partnerships to create a network of volunteers who are able to assist with senior adult transportation. C. Evaluate the feasibility of home delivery of food and essential items to seniors lacking transportation.	B1. Explore feasibility of volunteer or paid transportation service to get senior adults to vital locations and services that fills gaps of existing county transportation services with community partners. C1. Collaborate with community partners to identify the seniors in our community who are lacking transportation and have a need for food delivery C2. Explore grant funding options or federal state funding for transportation C3. Communicate with existing agencies and community church partners to provide home delivery service to senior adults to discuss interest and feasibility (pharmacies, Meals on Wheels, etc.)
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OBJECTIVE	STRATEGY	ACTION ITEMS
5. To strengthen the safety network for senior adults who experience financial crisis. SENIOR ADULTS IN CRISIS DIGNITY (Direct Services)	A. Seek/secure funding to assist with providing financial assistance for senior adults in the areas of transportation, food and food delivery services, housing, prescription and OTC medication, utilities (and housekeeping services for CCM Clients in TH Program) B. Establish a care network among service agencies to increase awareness of needs of senior adults in crisis. C. Increase opportunities/availability of emergency and transitional housing and related support services to senior adults in housing crisis. D. Strengthen partnerships and referral processes for senior adults needing assistance	A1. Educate CCM Team on the need for financial assistance that can be targeted for senior adults in the community A2. Explore and apply for grant funding options through Centralina Agency on Aging or other federal/state funding sources targeting senior adults assistance. B1. Identify agencies and advocates that work with the senior adult population in Cabarrus County and the City of Kannapolis • Further identify those who express an interest in creating and joining a Network of Care/Task Force that focuses on the senior adult population • Engage with community partners who express interest to create a Task Force/Network of Care (similar to Homelessness Task Force but this one would focus on Senior Adults) B2. Work with other community agencies to identify and address gaps. C1. Continue to collaborate with Prosperity Unlimited and Habitat for Humanity to refer qualified senior adults to their home ownership programs C2. Work with local government agencies and housing partners to expand housing options for senior adults including CCM's "Huddle Housing" concept. C3. Collaborate with R2R and Habitat for Humanity's Critical Repairs program and other local programs and churches to refer senior adults so that they have safer housing. C4. Collaborate with Senior Apartment Complexes and Income-Based Housing within Cabarrus County/City of Kannapolis to create partnerships (and a referral system) for CCM Clients in need of permanent housing C5. Continue to educate and advocate for an increase in affordable Senior Housing and Income-Based Housing Complexes with local government agencies and property management companies in Cabarrus County/City of Kannapolis D1. Identify and work closely with community partners who serve the senior adult population (this ties into the Network of Care/Task Force) D2. Create and strengthen the referral system for CCM clients needing assistance from other agencies and non-CCM clients who may be in need of CCM services