



Rural Community Assistance Corporation (RCAC)

2015–2019 STRATEGIC PLAN

Vision

RCAC envisions vibrant, healthy and enduring rural communities throughout the west.

Mission

RCAC provides training, technical and financial resources and advocacy so rural communities can achieve their goals and visions.

Core Values

- *Leadership*: identifies innovative strategies to further rural community and economic development and inspires partners to achieve great outcomes
- *Collaboration*: achieves superior results by respectfully and inclusively identifying partners
- *Commitment*: works with passion and dedication to improve rural communities and the lives of their low-income residents
- *Quality*: produces exceptional work products to help our partners meet their goals
- *Integrity*: practices the highest professional standards and cultural competency in our work

Strategic Directions

To support our local partners, RCAC will pursue the following strategic directions:

- Form regional collaborations to achieve economies of scale and take advantage of new opportunities
- Ensure communities, and especially schools, have access to and increase consumption of safe drinking water
- Expand the quantity and types of training available to rural communities and organizations
- Diversify local nonprofit services to build more sustainable organizations
- Enhance the skills of organizations that provide infrastructure, housing and other essential services in Indian Country
- Provide development services to increase housing opportunities in rural communities
- Increase access to affordable mortgages for rural organizations and residents
- Build partnerships with local economic development organizations to expand small business lending

Outcomes and Targets

By the end of 2019, RCAC's partners will achieve the following outcomes and targets:

Practice new capacities

RCAC partners, nonprofit organizations, local and tribal governments, will improve and expand their operations and capacity to complete community and economic development projects. As a result, they are stronger and have greater impact in their communities.

Targets

- 200 organizations will access \$30 million in organizational or programmatic support through grants, assistance to raise new revenue and operating efficiencies.
- 100 organizations will expand existing, or start new programs or services, and participate in regional collaborations to achieve better economies of scale.
- Participation in RCAC training efforts will grow annually so that RCAC provides 80,000 contact hours of training.
- 90% of water and waste systems receiving assistance will stay in compliance with public health and environmental regulations.

Complete community and economic development projects

Over the next five years, RCAC partners will complete more than \$1 billion of community and economic development projects in the rural west that create and/or retain 6,000 jobs.

Targets

- 150 communities will access \$350 million (including \$15 million from the RCAC loan fund) in project funding for new, rehabilitated or expanded water or wastewater projects.
- 60 organizations will access \$750 million (including \$100 million from the loan fund) in project financing to develop more than 5,000 units of new or rehabilitated affordable or work force housing.
- 50 business ventures will secure \$12 million (including \$10 million from the loan fund) to open/expand as a result of economic development initiatives.
- 20 organizations will develop new or improve existing community facilities to provide essential services and employment opportunities and borrow \$30 million from the loan fund.

Increase their impact through collaborations in local, state and national networks

RCAC and its local partners build and support collaborations and networks as broadly as possible to strengthen rural community development efforts.

Targets

- RCAC will form a local regional effort in every state in its footprint
- RCAC will support at least seven state-wide networks that will result in four new state resources for rural community development.
- RCAC advocacy efforts will ensure that a strong western voice is heard in Washington, and results in four legislative and three administrative successes in the next five years.

Ensure that RCAC is a vibrant, healthy and enduring organization

During the next five years, RCAC will have:

A positive and healthy working environment

- 90 percent of RCAC staff are satisfied with their work environment and professional development opportunities as evidenced by high ratings in annual staff surveys.

The resources needed to serve clients

- RCAC will raise \$100 million to reach its outcomes and targets.

Excellent procedures and systems to protect RCAC assets and ensure quality client service

- RCAC is recognized for best practices as evidenced by: 95 percent of clients surveyed give RCAC high ratings
- 100 percent of funders that review or conduct program audits say that RCAC meets or exceeds standards.