



Rooftop

Lifting people up and forward

Strategic Plan

2026–2031

Approved/Implemented:

Board of Directors, April 25, 2026

Policy Council, March 23, 2026

Executive Summary

Rooftop of Virginia CAP (RTOV) formed in 1965 in response to the Economic Opportunity Act of 1964. As a Community Action Agency, RTOV is charged with addressing the complexities of poverty and offering support in overcoming the causes and conditions to those in need. RTOV serves the counties of Carroll and Grayson as well as the city of Galax in rural Southwest Virginia.

The 2026-2031 Strategic Plan for Rooftop of Virginia CAP serves as a guide and evolving tool to advance initiatives that will strengthen families, the agency, and the community. The plan will be the basis for effective impact, innovation, and growth. It will be utilized for planning, development, implementation, and decision-making.

Mission, Vision, and Values

Our vision is to create a vibrant community in which every person thrives

Our MISSION is to provide people with
resources to thrive through progressive growth



We Value:



Progressive Growth

Growth is measured in steps, milestones, and progress. We value that forward momentum towards the goal.



Every Person

Our approach to growth involves making sure every person is included. We believe by seeing and acting on the whole picture, each person, whether on their own or as a whole family, has the best opportunity to grow.



Compassionate Commitment

We are committed to the success of our community and the families/ individuals in it, & that means we show up with commitment and compassion. It is this that helps us to be present as a staff as we partner with our customers.



Community

Humans thrive best in community. All of our work is rooted in ensuring that people have the resources and tools they need to meaningfully live and participate in their community,

- Progressive Growth:
 - Accountability
 - Innovation
 - Performance Excellence
- Every Person:
 - Respect
 - Nonjudgement
 - Positive Attitudes
- Compassionate Commitment:
 - Emotional Intelligence
 - Empathy
 - Collaboration
- Community:
 - Trust
 - Effective Communication
 - Collective Action

The Planning Process & Environmental Scan

Rooftop of Virginia CAP utilized multiple resources and stakeholder input in the strategic planning process, including, but not limited to:

1. RTOV 2025 Community Needs Assessment
2. Agency reports and dashboards
3. Staff input - workshop held April 2025
4. Board input - workshop held September 2025
5. Internal and External Customer Satisfaction Surveys

A thorough analysis was completed by agency leadership to determine the goals, priorities, and roadmap for the next five years.

<u>What do we do well?</u> • Positive community presence • Strong, innovative leadership • Dedicated, caring, & committed workforce • Solid reputation with funders & partners • Competitive wages & benefits for staff	<u>What are our challenges?</u> • Heavy dependence on federal & state funding • Full agency program/service awareness • Myths & biases surrounding poverty • Not owning all facilities needed for operation (renting)
<u>How can we endure & grow?</u> • Increase programs & services to meet community needs • Developing enhanced partnerships • Utilize Whole Family services to increase positive impact on customers • Be a high-quality employer with excellent staff • Seek avenues of creating agency assets to increase sustainability	<u>What are our risks?</u> • Not enough diversified funding • Changes in government policy and political climate • Need for comprehensive succession planning • Increasing community need • Not embracing change and growth

Strategic Priorities & Goals

Priority Area 1: Enhance Program Impact & Innovation

Goal 1.1: Expand Services Based on Community/Family Need

- Affordable/Available/Quality Housing
 - Senior housing
 - Single-family homes
- Early Childhood Education
 - Continuous evaluation of methods/models
 - Parenting needs and services

Goal 1.2: Fully Engage in Whole Family Wraparound Services

- Continuous evaluation and improvement of programs/services
- Blending, braiding, and leveraging of funds to ensure full agency involvement

Goal 1.3: Embrace Innovative Strategies to Providing Positive Change

- Investigate “think tank” or “pilot” possibilities to respond to ever-changing needs

Priority Area 2: Expand Community Awareness & Customer Engagement

Goal 2.1: Strengthen RTOV's Presence and Community Awareness

- Host/participate in regular community events and outreach activities
- Continuous improvement of marketing and public awareness about services
- Build trust through consistent, empathic, and accessible communications

Goal 2.2: Create Deeper Customer Relationships

- Train staff to provide high-quality customer service that includes, but is not limited to: active listening, cultural competency, address biases, etc.

- Continuous campaign on understanding RTOV's mission, vision, values, and expectations both internally and externally
- Partner with customers to create their launchpad for self-improvement and/or creating lasting positive change for their households through the Whole Family Approach
- Create opportunities for requesting/receiving customer feedback and use analysis for creating change

Goal 2.3: Expand Volunteer Program and Opportunities

- Create centralized source for all volunteer information and resources
- Promote and recruit for volunteer opportunities

Priority Area 3: Build Sustainability and Innovation

Goal 3.1: Build Financial Resilience

- Create opportunities for diversifying funding
- Generate an educated and engaged board working toward fundraising and community donors/sponsors
- Explore a social enterprise or fee-for-service models

Goal 3.2: Invest in Infrastructure & Technology

- Develop permanent, RTOV-owned facilities for agency satellite sites
- Upgrade of IT systems and digital tools to improve efficiency and operations

Priority Area 4: Foster Effective & Strategic Partnerships

Goal 4.1: Bolster & Develop Strategic Partnerships

- Build partnerships creating shared outcomes and/or resources
- Offer opportunities for networking and a platform for addressing community needs

Priority Area 5: Strengthen Organizational Capacity

Goal 5.1: Foster a Thriving Workforce

- Continue to improve wages, benefits, and wellness initiatives
- Maintain a culture based upon agency mission, vision, values, expectations, and growth
- Create comprehensive succession plans for key positions

Goal 5.2: Establish a Risk Management Culture

- Provide education to board, staff, and partners about their role in risk mitigation
- Develop a comprehensive Risk Assessment

Goal 5.3: Fortify the Board of Directors

- Maintain a thriving board that adheres to the mission, vision, and values of RTOV
- Create comprehensive succession plans for key positions
- Encourage continuous learning

Implementation Plan

Tool for monitoring progress and activities can be found here: <https://canva.link/l0y89u81mazqiyc>

Strategic Priority/Goal	Enhance Program Impact & Innovation/ 1.1 Expand Services Based on Community Need
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Map current services vs. needs; identify gaps S.2 CEO completion of RIC cohort = fully developed housing proposal S.3 Determine current housing project viability S.4 Evaluate Centralized Intake services for best practices
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Secure at least 2 new funding awards aligned to priority needs M.2 Create a Housing Development Working Group (with board representation) to evaluate acquisition/build options M.3 Expand ECE enhancements (curriculum, family engagement) across sites M.4 Implement unified eligibility screening across programs – Centralized Intake
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Develop or acquire one RTOV-affiliated senior housing project (pre-development through financing close or first occupancy)
Resources/Budget	S.2 Receive \$2,000 grant M.1-4 Staffing costs L.1 TBD
Risks & Mitigation	Funding shortfalls → maintain grant calendar; diversify sources; stage pilots to scale Capacity constraints → training, evaluation, proper person placement Community opposition to housing → proactive engagement, listening sessions, transparent project facts Regulatory delays → early TA with funders; realistic timelines.
Success Indicators (Targets/Performance)	Increase in program effectiveness/efficiency (participation, outcomes, etc.) Increase in housing opportunities Increase in ECE program effectiveness (outcomes achieved, progress through life scale, etc.)
Measurement Method/Tool	S.1 Community Action Plan S.2 Proposal

	S.3 Board minutes (discussion), partner meeting notes S.4 Survey, results, assessment, plan M.1 Award notices
Reporting Frequency	Bi-quarterly to Board; as needed for others
Report Recipients	CEO, Board, Leadership Team, agency facing reports
Responsible Person(s)	S.1 COO S.2-3 CEO, CFO, Board S.4, M.4 CEO, COO, C&F Manager M.1-2 CEO, Housing Director M.3 ECE MGMT L.1 CEO, CFO, Housing Director, Board

Strategic Priority/Goal	Enhance Program Impact & Innovation/ 1.2 Fully Engage Whole Family Wraparound Services
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Define Whole Family (WF) service model, including common goals, roles, and referral map S.2 Continuous education to internal and external customers regarding WF model S.3 Scale back “emergency services” and embrace WF services
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Scale WF model to all programs M.2 Formalize MOUs with 5+ external partners for co-enrollment/data sharing
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 WF serves 300+ families cumulatively with documented goal attainment L.2 Achieve mature braided funding model supporting WF operations
Resources/Budget	
Risks & Mitigation	Customer concerns about changes → education, clear requirements Data sharing hurdles → standardized releases, legal review, partner MOUs Funding → multiple funding sources Staff turnover → cross-train, career ladders Complex funding rules → clear cost allocation, finance training
Success Indicators (Targets/Performance)	Year 1: 10 pilot families; 70% create family goal plans Year 3: 30 families; 60% achieve 2+ goals; 10% income gain avg. Year 5: 60 families; 65% achieve 3+ goals; 15% income gain avg.
Measurement Method/Tool	Case management; goal tracking; income verification; partner data feeds.
Reporting Frequency	Monthly internal; quarterly Board; annual public impact report.
Report Recipients	CEO, Board, Program Teams, Funders, agency reports
Responsible Person(s)	CEO, COO, CFO, Leadership Team, Intake Specialists

Strategic Priority/Goal	Enhance Program Impact & Innovation/ 1.3 Embrace Innovative Strategies to Providing Positive Change
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Launch RTOV Innovation “Think Tank” (quarterly); S.2 Establish pilot intake (idea-to-test pipeline, criteria, ethics/consent)
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Run 2 small pilots (e.g., digital benefits navigator, micro-grants). M.2 Evaluate pilots; scale 1-2 with strongest ROI/impact; M.3 Create small Innovation Fund with board oversight; M.4 Build partner co-innovation agreements.
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Institutionalize annual pilot cycle (1-2 pilots/yr-funding dependent); L.2 Publish innovation learnings; attract dedicated philanthropy
Resources/Budget	Year 1.5-3: \$5-10k pilots; Years 3-5: \$5-15k/yr Innovation Fund(CSBG or unrestricted funds)
Risks & Mitigation	Pilot failure risk → small bets, stage gates, strict evaluation; ethics guardrails.
Success Indicators (Targets/Performance)	2 pilots Year 1; 1-2 scaled by Year 3; 10+ pilots cumulative by Year 5.
Measurement Method/Tool	Pilot charters, logic models, scorecards, surveys/results
Reporting Frequency	Quarterly to Board; annual portfolio review.
Report Recipients	CEO, Board, Leadership, Funders.
Responsible Person(s)	Admin Team headed by COO with input from Leadership Team and identified direct service staff

Strategic Priority/Goal	Expand Community Awareness & Customer Engagement/ 2.1 Strengthen RTOV's Presence & Community Awareness
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Create annual Development Plan (events, themes, earned media, social calendar) S.2 Educate staff on brand-approved communication S.3 Host 1 event quarterly; attend 2-3 event quarterly
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Create "anchoring events" (signature to RTOV) i.e. EITC Day M.2 Develop tools for use in marketing (including in Spanish) such as "story banks" M.3 Develop and implement tools to collect data regarding effectiveness
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Satellite presence at partner sites
Resources/Budget	S.1-3 \$500 annually M.1-3 TBD
Risks & Mitigation	Low attendance → co-host with partners, targeted outreach Brand/message confusion → tools for use, education
Success Indicators (Targets/Performance)	5% increase in awareness metrics 5% growth in inquiries/referrals Utilize 2025-2026 data as base line metrics
Measurement Method/Tool	Web/social analytics; event logs; surveys
Reporting Frequency	Quarterly dashboard; annual report
Report Recipients	Staff, Board, Community
Responsible Person(s)	S.1-3 Impact Coordinator; Vibe Tribe; Agency Staff M.1-3 Impact Coordinator (Vibe Tribe - events)

Strategic Priority/Goal	Expand Community Awareness & Customer Engagement/Goal 2.2 Create Deeper Customer Relationships
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 All employees will receive, at minimum, the Mindset section of the Family Centered Coaching (FCC) training
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Create/Implement Annual Development Plan (events (internal/external), engagements, etc.)
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Community Forum to assess efforts
Resources/Budget	S.1 \$12,000 for Mindset training for those staff not in first wave (2025) of FCC training M.1 \$500 annually for external events L.1 \$200 for forum
Risks & Mitigation	Change Resistance – Continuous training and embedding skills into agency culture Lack of Participation – Vibe Tribe to create excitement, effective marketing
Success Indicators (Targets/Performance)	S.1 5% Increase in internal & external customer satisfaction survey results M.1 5% Increase in attendance & online engagement (website, social media) L.1 50% attendance at event
Measurement Method/Tool	S.1 Surveys (annual) M.1 Attendance logs, surveys, online analytics L.1 Attendance logs
Reporting Frequency	S.1 Annually M.1 Annually L.1 Post Event
Report Recipients	Staff, Board, agency documents
Responsible Person(s)	S.1 CEO (training set up), Impact Coordinator (survey development/implementation/reporting) M.1, L.1 Impact Coordinator (oversight, reporting), Vibe Tribe (planning/implementation)

Strategic Priority/Goal	Expand Community Awareness & Customer Engagement/ 2.3 Expand Volunteer Program & Opportunities
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Build centralized volunteer hub (policies, roles, onboarding, calendar) on website S.2 Create tools (onboarding packet, etc.) S.3 Launch a volunteer database
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Create regular orientation cycles, recruitment, recognition program and annual volunteer open house and appreciation event M.2 Implement volunteer tracking hours/impact
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Secure volunteer pipelines (colleges, community service, etc.) L.2 Establish and implement annual volunteer targets
Resources/Budget	TBD Volunteer database, tools, swag/merch
Risks & Mitigation	Screening constraints → clear process, flexible roles Unsure expectations → handbook, job descriptions, training Retention → recognition and feedback loops.
Success Indicators (Targets/Performance)	5% annual increase in volunteer hours (establish baseline using 2025 metrics) 2-3 Volunteer pipeline partners
Measurement Method/Tool	Volunteer tracking; sign-in logs; surveys
Reporting Frequency	Annual impact report
Report Recipients	Staff, volunteers, board, community
Responsible Person(s)	Impact Coordinator with assistance from program leads

Strategic Priority/Goal	Build Sustainability & Innovation/ 3.1 Build Financial Resilience
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Research, develop, & implement fee-based service S.2 Map current funding & identify diversification targets S.3 Board self-assessment identifying gaps/barriers
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Create multi-year fundraising/donor attracting plan M.2 Board fundraising training
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Create annual board giving plan/structure
Resources/Budget	S.1 \$500-1,000; seek other funding M.1-2 grant for consultant \$25,000
Risks & Mitigation	Board = Change Resistance/Lack of participation – Continuous training and embedding skills into board culture
Success Indicators (Targets/Performance)	2% Increase in funding sources, 5% increase in revenue
Measurement Method/Tool	financial reports
Reporting Frequency	Annually or as needed
Report Recipients	Staff, Board, agency documents, funders, donors
Responsible Person(s)	S.1 Impact Coordinator, CEO, CFO S.2 CFO, input from program/funding managers S.3, L.1 CEO, Board M1. CEO, CFO, Impact Coordinator

Strategic Priority/Goal	Build Sustainability & Innovation/ 3.2 Invest in Infrastructure & Technology
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Revisit IT assessment (security, hardware, software) & create plan for change/upgrades S.2 Relocate Galax ECE facility & begin plan to create “forever home” S.3 Evaluate WX warehouse needs and implement changes
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Execute IT upgrades M.2 Pursue property acquisition for Galax ECE M.3 Implement digital tools (e-sign, client portal).
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Completion of Galax ECE “forever home”
Resources/Budget	IT \$10-30K (grant) Galax ECE \$1-2M? TBD
Risks & Mitigation	Funding → partners, donors, grants
Success Indicators (Targets/Performance)	Increase in IT efficiency (systems, tools, equipment upgrades) Completed agency-owned Galax ECE center
Measurement Method/Tool	IT dashboards; asset logs; facility milestones.
Reporting Frequency	Bi-quarterly board, as needed
Report Recipients	Staff, board, funders, IT
Responsible Person(s)	S.1 CEO, IT partner S.2, M.2, L.1 CEO, COO, ECE MGMT, Partners S.3 Housing Director, WX Manager

Strategic Priority/Goal	Foster Effective & Strategic Partnership/ 4.1 Bolster & Develop Strategic Partnerships
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Continue to hold Bites & Insights with partners S.2 Attend local government meetings (relationship building/info sharing) S.3 Secure MOUs with partners with clear expectations
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Host quarterly meetings for all sectors of partners
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	Sustained partnership network
Resources/Budget	Unrestricted/grant/local funds = Up to \$100 for small (<15 people) events, Up to \$300 for large (15-50 people)
Risks & Mitigation	TBD
Success Indicators (Targets/Performance)	10+ established partners with MOUs/contracts with increases annually Increase in government support/engagement
Measurement Method/Tool	MOUs/Contracts, attendance at meetings/events
Reporting Frequency	As needed, annually to Board
Report Recipients	Agency reports, Board
Responsible Person(s)	S.1, M.1 Impact Coordinator, Leadership, Vibe Tribe S.2 CEO S.3 CEO, Program Staff

Strategic Priority/Goal	Strengthen Organizational Capacity/ 5.1 Foster a Thriving Workforce
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Complete HR Review (compensation, policies/procedures, job descriptions, benefits, etc.) S.2 Develop annual training plan S.3 Secure training/tool development for key staff on succession planning
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Develop/Implement career pathways and succession plans M.2 Evaluate staff incentives (wellness) and create plan for implementation/funding
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	Establish culture metrics for use in hiring, termination, status
Resources/Budget	S.3 \$3,000 consultant M.2 \$100/employee annually
Risks & Mitigation	Turnover → pathways and culture Burnout → staffing ratios and wellness.
Success Indicators (Targets/Performance)	Increase in tools <25% annual turnover Positive internal customer satisfaction survey results
Measurement Method/Tool	Surveys, evaluation results
Reporting Frequency	As needed, annually to Board
Report Recipients	CEO, Leadership, Board
Responsible Person(s)	S.1 HR Manager, CEO, Leadership Team with other staff input S.2-3, M.1 HR Manager, CEO M.2 Leadership

Strategic Priority/Goal	Strengthen Organizational Capacity/ 5.2 Establish a Risk Management Culture
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Conduct risk assessment S.2 Draft risk register and mitigation plans.
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Develop staff and board training
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Mature risk culture with annual reviews and continuous improvement.
Resources/Budget	TBD
Risks & Mitigation	Compliance gaps → scheduled audits Emerging risks → quarterly scans.
Success Indicators (Targets/Performance)	Completed assessment with annual evaluation plan Annual education topics
Measurement Method/Tool	Risk dashboard; audit logs; incident tracking.
Reporting Frequency	Annually to Board; annual public notes as appropriate.
Report Recipients	Staff, Board, funders, community
Responsible Person(s)	CEO, Leadership, Board

Strategic Priority/Goal	Strengthen Organizational Capacity/ 5.3 Fortify the Board of Directors
Short-Term Steps (0-12 Months) (each step noted as S.1, S.2, etc. in sections below)	S.1 Complete board self-assessment S.2 Continue to utilize annual training plans
Mid-Term Steps (13-36 Months) (each step noted as M.1, M.2, etc. in sections below)	M.1 Build board leadership pipeline and develop succession plans for key positions
Long-Term Steps (37-60 Months) (each step noted as L.1, L.2, etc. in sections below)	L.1 Stable, diverse board with succession for key roles; high engagement.
Resources/Budget	Up to \$3,000 annually for meetings/training
Risks & Mitigation	Vacancies → rolling recruitment Engagement → clear roles and retreats
Success Indicators (Targets/Performance)	90% meeting attendance; complete representation; annual training 6+ hrs/Director.
Measurement Method/Tool	Attendance logs; board self-assessments; KPI dashboard
Reporting Frequency	Annual board review
Report Recipients	Board, CEO
Responsible Person(s)	Board Chair, CEO