



## STRATEGIC PLAN FOR NORTH EAST COMMUNITY ACTION CORPORATION (NECAC)

**NECAC strives to make a difference by empowering people, changing lives and building communities**

Plan Dates:  
September  
2015 – 2018  
Board Approval Date:  
9/22/15

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## **NORTH EAST COMMUNITY ACTION AGENCY**

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**Mission: Empowering People, Changing Lives, Building Communities (present)**

***NECAC strives to make a difference by empowering people, improving lives and building communities (Recommendation for change)***

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DATE: APRIL 15-17, 2015

**FOCUS QUESTION FOR THE STRATEGIC PLANNING PROCESS: IN THE NEXT 3 YEARS, HOW CAN NECAC MAKE A DIFFERENCE BY EMPOWERING PEOPLE, IMPROVING LIVES AND BUILDING COMMUNITIES TO ACHIEVE THEIR VISION?**

<b>ENVIRONMENTAL ASSESSMENT</b>				
<b>BASIC FACTS &amp; DATA (CURRENT SITUATION)</b>	<b>RECENT ACCOMPLISHMENTS</b>	<b>TRENDS</b>	<b>BENEFITS/ADVANTAGES TO DEVELOPING A PLAN*</b>	<b>CHALLENGES/DISADVANTAGES TO DEVELOPING A PLAN*</b>
<ul style="list-style-type: none"> <li>• Non-profit</li> <li>• 12 counties</li> <li>• Urban and rural</li> <li>• In-home care covers 41 counties</li> <li>• 36 board members</li> <li>• Established in 1965</li> <li>• Not well known</li> <li>• A lot of upper management</li> <li>• State of the art phone system</li> <li>• Largest area</li> <li>• Possible largest funding</li> </ul> <p><b><u>IDENTIFIED NEEDS</u></b></p> <ul style="list-style-type: none"> <li>• Upper management doesn't know programs</li> <li>• More life skills</li> <li>• Communication – internal issues</li> <li>• Limited technical training – All staff</li> <li>• Building maintenance</li> <li>• Specialized job skills training</li> <li>• Affordable housing</li> <li>• Transportation – cost</li> <li>• More grants</li> <li>• Food – Nutritional limited</li> <li>• Support for 19-30 year olds(men)</li> <li>• Updated website</li> <li>• Agency capacity</li> <li>• Local GED programs</li> </ul>	<ul style="list-style-type: none"> <li>• Staff development</li> <li>• Housing development</li> <li>• Four (4) CCAPs</li> <li>• Two (2) ROMA certified staff</li> <li>• Public relations staff</li> <li>• Paperless systems</li> <li>• Office locations – accessible</li> <li>• Medical programs</li> <li>• Board development</li> </ul>	<ul style="list-style-type: none"> <li>• Tighter funding</li> <li>• More people will need job search skills</li> <li>• More computer access</li> <li>• More computer skills</li> <li>• Increased accountability and responsibility for residents</li> <li>• Need more partnerships</li> <li>• New client or first-time participants</li> <li>• Already depressed communities get more and more depressed</li> <li>• Food costs up – food stamps cut</li> <li>• Resources are miles away</li> </ul>	<p><b><u>Benefits/Advantages*</u></b></p> <p><b><u>Internal:</u></b></p> <ul style="list-style-type: none"> <li>• Diversity of Programs</li> <li>• Compassionate people</li> <li>• Dedicated people</li> <li>• IT department</li> <li>• Understanding and supportive</li> <li>• Great audits and monitoring</li> <li>• Teamwork</li> <li>• Resourceful</li> <li>• Creative</li> <li>• Knowledgeable</li> <li>• Variety/Strengths</li> <li>• Diversity</li> <li>• Board participation</li> <li>• Dependable</li> </ul> <p><b><u>External:</u></b></p> <ul style="list-style-type: none"> <li>• Lots of partners</li> <li>• Sister agencies</li> <li>• MACA</li> <li>• Internet</li> <li>• Grants</li> <li>• Engaged legislators</li> <li>• Community members</li> </ul> <p><i>*denotes use of SWOT Analysis process</i></p>	<p><b><u>Disadvantages*</u></b></p> <p><b><u>Internal:</u></b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• "Silo-ed" programs</li> <li>• Training</li> <li>• No advertising money</li> <li>• Underutilized resources</li> <li>• Geographically isolated</li> <li>• Understanding support</li> <li>• People stuck in their ways</li> <li>• Don't like change</li> <li>• Don't keep up with the times</li> <li>• Lack of tech skills</li> <li>• Lack of funding</li> </ul> <p><b><u>External:</u></b></p> <ul style="list-style-type: none"> <li>• Disconnect with legislature</li> <li>• More pressure on NECAC</li> <li>• Decreased funding</li> <li>• Increased regulation</li> <li>• With elections come change</li> <li>• Competitive funding</li> <li>• Gaps in services</li> <li>• No Medicaid expansion</li> <li>• Accessibility</li> <li>• Regional offices</li> <li>• Increased poverty rates</li> </ul> <p><i>*denotes use of SWOT Analysis process</i></p>

## PRACTICAL VISION

### WHAT DO WE WANT TO SEE IN PLACE IN 3 – 5 YEARS AS A RESULT OF OUR ACTIONS?

ENGAGED, SUPPORTIVE AND UNITED TEAM	EMPOWERED, EDUCATED STAFF	CLIENT ACCOUNTABILITY	ACTIVE, ENGAGED PARTNERSHIPS	INNOVATIVE RESOURCE DEVELOPMENT	POSITIVE BRANDING	MOBILE, FRIENDLY TECHNOLOGY
<ul style="list-style-type: none"> <li>• Agency unity (team)</li> <li>• Staff input</li> <li>• Teamwork staff/agency</li> <li>• Get away from silo (territorial)</li> <li>• Healthy, happy environment</li> <li>• Hosting success meetings</li> <li>• Customer service delivery</li> <li>• Communication agency job role</li> <li>• Stronger agency – internal</li> <li>• Efficient communication between departments</li> <li>• Staff knowledge of all programs and willingness to help</li> </ul>	<ul style="list-style-type: none"> <li>• Open door policy</li> <li>• Recognition from upper management</li> <li>• Staff autonomy (no micro-management)</li> <li>• Staff input</li> <li>• Actual ability to support change</li> <li>• Email literacy (to: vs. cc)</li> <li>• More access to information computer/website</li> <li>• Expand office hours via flextime</li> <li>• Formal tech training</li> </ul>	<ul style="list-style-type: none"> <li>• Self-determination and accountability</li> <li>• More client responsibility (2)</li> <li>• More case management</li> <li>• More staff to create stronger programs</li> <li>• Transition programs</li> <li>• Client accountability</li> <li>• Set goals</li> </ul>	<ul style="list-style-type: none"> <li>• Large, active partnership pool</li> <li>• Developing more community relationships/volunteers</li> <li>• Increased participation and education of legislators</li> <li>• More legislative involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Increase funding to increase staff</li> <li>• For-profit ventures to have more unrestricted funds</li> <li>• Questioning status quo, i.e. funding regulations, agency rules</li> <li>• Funding additional staff to cover needs</li> </ul>	<ul style="list-style-type: none"> <li>• Positive, promoting awareness of NECAC services and goals</li> <li>• NECAC equals good community reputation</li> <li>• More PR of all programs</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of tech services</li> <li>• Utilize Cloud services, mobility</li> </ul>



# UNDERLYING CONTRADICTIONS

## WHAT IS BLOCKING US FROM MOVING TOWARD OUR VISION?

NEGATIVE, MISALIGNED AGENCY CULTURE	UNALIGNED COMMUNITY PARTNERSHIPS	UNMOTIVATED, ENABLED CLIENTS	FEARFUL INFORMATION TECHNOLOGY MINDSET	STAGNATED, OUTDATED PUBLIC RELATIONS PROCESS	UN-RESEARCHED AND RESTRICTED FUNDING
<ul style="list-style-type: none"> <li>• Management</li> <li>• Fearful hierarchy</li> <li>• Disconnected upper management</li> <li>• Restrictive status quo</li> <li>• Complex process chain of command</li> <li>• Attitudes, agendas, and complexities</li> <li>• Uninformed decision making</li> <li>• Staff take on client responsibilities – scared of repercussions</li> <li>• Staff over-extended due to amount of programs</li> <li>• Staff attitudes</li> <li>• Respect for each other’s position</li> <li>• Frequent turnover of staff</li> <li>• Learn boundaries and respect for programs you don’t oversee</li> <li>• Incomplete manuals</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with partnerships</li> <li>• Under-used resources</li> <li>• Over-utilized resources</li> <li>• Uneducated about our programs (community)</li> <li>• Disconnected community/ district</li> </ul>	<ul style="list-style-type: none"> <li>• Generational poverty lifestyle</li> <li>• Absent clients/ aren’t coming</li> </ul>	<ul style="list-style-type: none"> <li>• Fear of technology</li> <li>• Staff hesitations</li> <li>• Unexplored territory</li> <li>• Frustrated</li> <li>• Reluctant to update services</li> </ul>	<ul style="list-style-type: none"> <li>• New recognition\ for the image of NECAC</li> <li>• Unexplored public relations</li> </ul>	<ul style="list-style-type: none"> <li>• Restricted funding</li> <li>• Neglected funding</li> <li>• Funder’s restrictions</li> <li>• Time restraints and confusion</li> </ul>

**STRATEGIC DIRECTIONS**

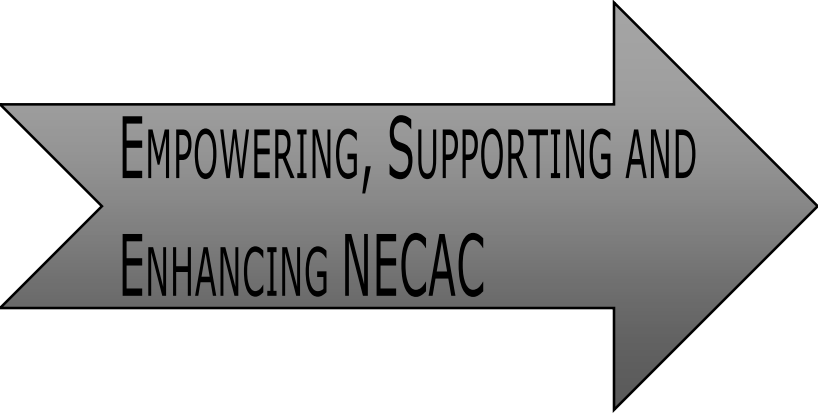

**WHAT INNOVATIVE SUBSTANTIAL ACTIONS WILL DEAL WITH THE UNDERLYING CONTRADICTIONS AND MOVE US TOWARD OUR VISION?**

	<p><b>PROMOTE CLIENT RESPONSIBILITY</b></p>	
	<p><b>BUILDING PARTNERSHIPS</b></p>	<p><b>SUPPORT FUNDING RESOURCE EFFORTS</b></p>
	<ul style="list-style-type: none"> <li>• Required to have documentation to receive services</li> <li>• Make appointments for clients</li> <li>• Clients’ positive reinforcement and incentives</li> <li>• Innovative ways for client engagement and participation</li> <li>• Encourage clients through recognition</li> <li>• Case management and bundled services</li> </ul>	
	<ul style="list-style-type: none"> <li>• Present NECAC as volunteer opportunity</li> <li>• Focus meetings for community members</li> <li>• NECAC on the move (meeting community members)</li> <li>• Being involved in community events</li> <li>• Advocate to legislator/elected officials</li> <li>• Board members represent monthly community meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Resource development manual</li> <li>• Hire grant writer and researcher (2)</li> <li>• Hire resource development specialist</li> <li>• Contracted grant writer</li> </ul>



## Strategic Directions...continued

**What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?**

 <p>EMPOWERING, SUPPORTING AND ENHANCING NECAC</p>	<p><b>UNITE THE STAFF</b></p> <ul style="list-style-type: none"> <li>• Informational all staff meetings</li> <li>• Whole agency quarterly meetings, i.e. web conferences, in-person</li> <li>• Hire support staff</li> <li>• More (support) visible President and CEO</li> <li>• Upper management more visible in county offices</li> <li>• All staff program training</li> <li>• Need to include all levels of staff in policy making</li> <li>• Limit emergency programs receiving no administrative money</li> </ul>	<p><b>EDUCATE ABOUT INFORMATION TECHNOLOGY</b></p> <ul style="list-style-type: none"> <li>• Offer vendor demonstrations of new technology</li> <li>• College interns for IT training</li> <li>• Mentoring program</li> <li>• Continued education on basic IT</li> <li>• Develop training modules</li> <li>• One new thing at a time</li> <li>• Mentors: educate one-on-one</li> </ul>
 <p>PROMOTING A POSITIVE IMAGE</p>	<p><b>SHOWCASE NECAC COMMUNITIES</b></p> <ul style="list-style-type: none"> <li>• Balanced personal/success stories</li> <li>• Template for events</li> <li>• Personal highlights</li> <li>• Employee spotlight and client stories</li> <li>• Monthly department story</li> </ul>	<p><b>EDUCATE AND COMMUNICATE WITH EVERYONE</b></p> <ul style="list-style-type: none"> <li>• All social media</li> <li>• Website user friendly and informative</li> </ul>

## FIRST YEAR ACCOMPLISHMENTS

### STRATEGIC DIRECTION: CATALYZING CLIENT PARTICIPATION

CURRENT REALITY	1 <sup>ST</sup> YEAR ACCOMPLISHMENTS	SUCCESS INDICATORS (what would be different in 2- 3 years as a result of our actions)
<ul style="list-style-type: none"> <li>• Case management</li> <li>• We cater to clients</li> <li>• Competition</li> <li>• No participation</li> <li>• Decreased funding</li> <li>• Stronger support case management</li> <li>• Short staffed case managers</li> <li>• Lack of training</li> </ul>	<ul style="list-style-type: none"> <li>• Re-evaluate staff duties</li> <li>• Create case management and life skills awareness tools</li> <li>• Revamp client survey to include case management and life skills information</li> <li>• Establish guidelines to determine appropriate assessment service</li> </ul>	<ul style="list-style-type: none"> <li>• Clients more engaged</li> <li>• Clients more self-sufficient</li> <li>• Client caseload increase</li> <li>• Clients are more involved</li> <li>• Increased life skills</li> <li>• Clients want to take life skills classes</li> <li>• Clients desire to want more</li> <li>• Clients see more of the "big picture"</li> </ul>

*First Year Accomplishments (continued)*

**STRATEGIC DIRECTION: EMPOWERING, ENHANCING AND SUPPORTING NECAC**

<b>CURRENT REALITY</b>	<b>1<sup>ST</sup> YEAR ACCOMPLISHMENTS</b>	<b>SUCCESS INDICATORS</b> <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> <li>• Staff recognition banquet</li> <li>• Adequate technology</li> <li>• Lacking leadership development</li> <li>• "Silo-ed" departments</li> <li>• Bout other programs</li> <li>• Need more IT training</li> <li>• More program training</li> <li>• Need knowledge about other programs</li> <li>• Adequate data base (MIS) not used to its fullest</li> <li>• A little more involvement from management</li> <li>• Duplicated data entry</li> </ul>	<ul style="list-style-type: none"> <li>• Migrate website into new website</li> <li>• Update procedure manuals</li> <li>• Collect resources for website</li> <li>• Get IT intern</li> <li>• IT training "e-blasts"</li> <li>• Re-evaluate program for cost effectiveness</li> <li>• Plan summer All Staff teamwork event</li> <li>• Agency listing of peers that can help with IT issues</li> <li>• Invite senior management and board members to county events</li> </ul>	<ul style="list-style-type: none"> <li>• Programs are connected</li> <li>• Information is shared</li> <li>• Happy people</li> <li>• Top management at locations every year</li> <li>• Staff are cross-knowledge at All Staff</li> <li>• Fearless of IT</li> <li>• Comprehensive website with updated program information</li> <li>• More transparency</li> <li>• All agency "e-blasts"</li> <li>• Another all staff event - teambuilding</li> </ul>

*First Year Accomplishments (continued)*

**STRATEGIC DIRECTION: EXPANDING AND DEVELOPING PARTNERSHIP/FUNDING**

<b>CURRENT REALITY</b>	<b>1<sup>ST</sup> YEAR ACCOMPLISHMENTS</b>	<b>SUCCESS INDICATORS</b> <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> <li>• No resource development staff</li> <li>• Complex grant applications</li> <li>• Current medical Deputy Director and housing staff have grant experience</li> <li>• MFH helps people write grants</li> <li>• MACA</li> <li>• Don't think outside the box</li> <li>• Partners meet one time each month</li> <li>• Need to expand partners</li> </ul>	<ul style="list-style-type: none"> <li>• Make contact with MACA about resource development manual</li> <li>• Establish a relationship with donors</li> <li>• Host focus meeting including service clubs'</li> <li>• Re-evaluate budget to hire a grant writer</li> <li>• Make board members aware of fundraising efforts</li> <li>• Make donations available on the website</li> <li>• Identify areas where volunteers can help</li> </ul>	<ul style="list-style-type: none"> <li>• Hire a grant writer</li> <li>• Funding equal to effort</li> <li>• Resource Development Manual</li> <li>• More unrestricted funds</li> <li>• Board participation in fundraising</li> </ul>

***First Year Accomplishments*** (continued)

**STRATEGIC DIRECTION: PROMOTING A POSITIVE IMAGE**

<b>CURRENT REALITY</b>	<b>1<sup>ST</sup> YEAR ACCOMPLISHMENTS</b>	<b>SUCCESS INDICATORS</b> <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> <li>• PR officer</li> <li>• Newsletter</li> <li>• Website and Facebook</li> <li>• Email</li> <li>• Success stories</li> <li>• Narrow-focused</li> <li>• Media outlets</li> <li>• Press releases</li> <li>• Word of mouth</li> </ul>	<ul style="list-style-type: none"> <li>• Expand social media</li> <li>• Event template for PR submission</li> <li>• Assign roles to website</li> <li>• Monthly department submissions to DD</li> <li>• Informational video/script</li> <li>• Identify people to help develop a PR package</li> </ul>	<ul style="list-style-type: none"> <li>• Interactive website – state of the art</li> <li>• Address client’s needs more sufficiently and balanced</li> <li>• Appealing media correspondence</li> <li>• People know what NECAC stands for (acronym)</li> <li>• Agency informational video</li> </ul>

## FIRST YEAR ACCOMPLISHMENTS CALENDAR

STRATEGIC DIRECTION:

**CATALYZING CLIENT PARTICIPATION**

<b>TEAM</b>	<b>QUARTER 1</b> <i>(Identify the Months)</i>	<b>QUARTER 2</b> <i>(Identify the Months)</i>	<b>QUARTER 3</b> <i>(Identify the Months)</i>	<b>QUARTER 4</b> <i>(Identify the Months)</i>
<ul style="list-style-type: none"> <li>• Gwen</li> <li>• Angela</li> <li>• Michelle</li> <li>• Michael</li> </ul>	<ul style="list-style-type: none"> <li>• Revamp client survey to include case management &amp; life skills info. (12/15)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish guidelines to determine appropriate assessment services (02/16)</li> <li>• Create case management and life skills awareness tools (03/16)</li> </ul>	<ul style="list-style-type: none"> <li>• Re-evaluate staff duties (04/16)</li> </ul>	

## FIRST YEAR ACCOMPLISHMENTS CALENDAR

**STRATEGIC DIRECTION:**



<b>TEAM</b>	<b>QUARTER 1</b> <i>(Identify the Months)</i>	<b>QUARTER 2</b> <i>(Identify the Months)</i>	<b>QUARTER 3</b> <i>(Identify the Months)</i>	<b>QUARTER 4</b> <i>(Identify the Months)</i>
<ul style="list-style-type: none"> <li>• Janice</li> <li>• Kevin</li> <li>• Tammy</li> <li>• Rhonda</li> <li>• Carol</li> <li>• Patsy</li> </ul>	<ul style="list-style-type: none"> <li>• Agency Listing of peers that can help with IT issues</li> <li>• Collect resources for website (12/15)</li> </ul>	<ul style="list-style-type: none"> <li>• Update procedure manuals (03/16)</li> </ul>	<ul style="list-style-type: none"> <li>• Plan summer all staff teamwork event (04/16)</li> <li>• GET IT intern (05/16)</li> <li>• IT Training (06/16)</li> </ul>	<ul style="list-style-type: none"> <li>• Make Donations available on website (09/16)</li> <li>• Re-evaluate budget for hiring a grant writer (09/16)</li> <li>• Re-evaluate programs for cost effectiveness ( 9/15)</li> </ul>

## FIRST YEAR ACCOMPLISHMENTS CALENDAR

**STRATEGIC DIRECTION:**



<b>TEAM</b>	<b>QUARTER 1</b> <i>(Identify the Months)</i>	<b>QUARTER 2</b> <i>(Identify the Months)</i>	<b>QUARTER 3</b> <i>(Identify the Months)</i>	<b>QUARTER 4</b> <i>(Identify the Months)</i>
<ul style="list-style-type: none"> <li>• Judah</li> <li>• Paul</li> <li>• Jane</li> <li>• Betty</li> <li>• Casey</li> </ul>	<ul style="list-style-type: none"> <li>• Make contact with MACA about resource development manual (10/15)</li> <li>• Board members made aware of fundraising efforts (11/15)</li> <li>• Identify areas where volunteers can help (12/15)</li> </ul>	<ul style="list-style-type: none"> <li>• Host meeting including service clubs</li> <li>• Establish a relationship with donors - ongoing through (09/16)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Invite senior management and board to county events (7/16)</li> </ul>



## FIRST YEAR ACCOMPLISHMENTS CALENDAR

STRATEGIC DIRECTION:



TEAM	<b>QUARTER 1</b> <i>(Identify the Months)</i>	<b>QUARTER 2</b> <i>(Identify the Months)</i>	<b>QUARTER 3</b> <i>(Identify the Months)</i>	<b>QUARTER 4</b> <i>(Identify the Months)</i>
<ul style="list-style-type: none"> <li>• Stephen</li> <li>• Dan</li> <li>• Maxine</li> <li>• Brenda</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly department submission to PR (12/15)</li> <li>• Event template for PR submission (12/15)</li> </ul>	<ul style="list-style-type: none"> <li>• Expand social media (03/16)</li> </ul>	<ul style="list-style-type: none"> <li>• Assign roles to website (06/16)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify people to help develop a PR package (09/16)</li> <li>• Informal video script (09/16)</li> <li>• Migrate website into new website</li> </ul>