



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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| Strategic Plan 90-day Implementation Steps Worksheet | Error! Bookmark not defined. |

NORTH EAST COMMUNITY ACTION AGENCY

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)

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?

| ENVIRONMENTAL ASSESSMENT | | | | |
|---|---|--|--|--|
| BASIC FACTS & DATA (CURRENT SITUATION) | RECENT ACCOMPLISHMENTS | TRENDS | BENEFITS/ADVANTAGES TO DEVELOPING A PLAN* | CHALLENGES/DISADVANTAGES TO DEVELOPING A PLAN* |
| <ul style="list-style-type: none"> • Non-profit • 12 counties • Urban and rural • In-home care covers 41 counties • 36 board members • Established in 1965 • Not well known • A lot of upper management • State of the art phone system • Largest area • Possible largest funding <p><u>IDENTIFIED NEEDS</u></p> <ul style="list-style-type: none"> • Upper management doesn't know programs • More life skills • Communication – internal issues • Limited technical training – All staff • Building maintenance • Specialized job skills training • Affordable housing • Transportation – cost • More grants • Food – Nutritional limited • Support for 19-30 year olds(men) • Updated website • Agency capacity • Local GED programs | <ul style="list-style-type: none"> • Staff development • Housing development • Four (4) CCAPs • Two (2) ROMA certified staff • Public relations staff • Paperless systems • Office locations – accessible • Medical programs • Board development | <ul style="list-style-type: none"> • Tighter funding • More people will need job search skills • More computer access • More computer skills • Increased accountability and responsibility for residents • Need more partnerships • New client or first-time participants • Already depressed communities get more and more depressed • Food costs up – food stamps cut • Resources are miles away | <p><u>Benefits/Advantages*</u></p> <p><u>Internal:</u></p> <ul style="list-style-type: none"> • Diversity of Programs • Compassionate people • Dedicated people • IT department • Understanding and supportive • Great audits and monitoring • Teamwork • Resourceful • Creative • Knowledgeable • Variety/Strengths • Diversity • Board participation • Dependable <p><u>External:</u></p> <ul style="list-style-type: none"> • Lots of partners • Sister agencies • MACA • Internet • Grants • Engaged legislators • Community members <p><i>*denotes use of SWOT Analysis process</i></p> | <p><u>Disadvantages*</u></p> <p><u>Internal:</u></p> <ul style="list-style-type: none"> • Communication • "Silo-ed" programs • Training • No advertising money • Underutilized resources • Geographically isolated • Understanding support • People stuck in their ways • Don't like change • Don't keep up with the times • Lack of tech skills • Lack of funding <p><u>External:</u></p> <ul style="list-style-type: none"> • Disconnect with legislature • More pressure on NECAC • Decreased funding • Increased regulation • With elections come change • Competitive funding • Gaps in services • No Medicaid expansion • Accessibility • Regional offices • Increased poverty rates <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"> • Agency unity (team) • Staff input • Teamwork staff/agency • Get away from silo (territorial) • Healthy, happy environment • Hosting success meetings • Customer service delivery • Communication agency job role • Stronger agency – internal • Efficient communication between departments • Staff knowledge of all programs and willingness to help | <ul style="list-style-type: none"> • Open door policy • Recognition from upper management • Staff autonomy (no micro-management) • Staff input • Actual ability to support change • Email literacy (to: vs. cc) • More access to information computer/website • Expand office hours via flextime • Formal tech training | <ul style="list-style-type: none"> • Self-determination and accountability • More client responsibility (2) • More case management • More staff to create stronger programs • Transition programs • Client accountability • Set goals | <ul style="list-style-type: none"> • Large, active partnership pool • Developing more community relationships/volunteers • Increased participation and education of legislators • More legislative involvement | <ul style="list-style-type: none"> • Increase funding to increase staff • For-profit ventures to have more unrestricted funds • Questioning status quo, i.e. funding regulations, agency rules • Funding additional staff to cover needs | <ul style="list-style-type: none"> • Positive, promoting awareness of NECAC services and goals • NECAC equals good community reputation • More PR of all programs | <ul style="list-style-type: none"> • Expansion of tech services • Utilize Cloud services, mobility |



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

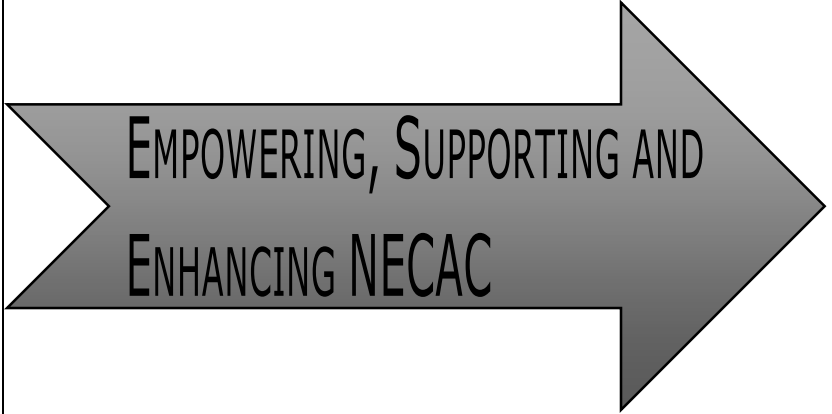

STRATEGIC DIRECTIONS

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

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

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

FIRST YEAR ACCOMPLISHMENTS

STRATEGIC DIRECTION: CATALYZING CLIENT PARTICIPATION

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

First Year Accomplishments (continued)

STRATEGIC DIRECTION: EMPOWERING, ENHANCING AND SUPPORTING NECAC

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

First Year Accomplishments (continued)

STRATEGIC DIRECTION: EXPANDING AND DEVELOPING PARTNERSHIP/FUNDING

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

First Year Accomplishments (continued)

STRATEGIC DIRECTION: PROMOTING A POSITIVE IMAGE

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

FIRST YEAR ACCOMPLISHMENTS CALENDAR

STRATEGIC DIRECTION:

CATALYZING CLIENT PARTICIPATION

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

FIRST YEAR ACCOMPLISHMENTS CALENDAR

STRATEGIC DIRECTION:



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

FIRST YEAR ACCOMPLISHMENTS CALENDAR

STRATEGIC DIRECTION:



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

FIRST YEAR ACCOMPLISHMENTS CALENDAR

STRATEGIC DIRECTION:



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