



Strategic Plan

Fall 2018

NECAC Board Approved September 25, 2018

Table of Contents

| | |
|---|--------|
| Executive Summary & Methodology | 1 |
| Goals and Strategies | 2 |
| Annual SMART Goals and Key Activities | |
| Education | 3 - 5 |
| Employment | 6 - 8 |
| Housing | 9 - 13 |
| Year 1 SMART Goals Summary | 14 |
| Resource Development Plan Summary | 15 |
| <i>(forthcoming)</i> | |

Executive Summary

Over the next three years NECAC will use its strengths and assets to reduce the top barriers to self-sufficiency that emerged in its latest Needs Assessment: education, employment and housing.

NECAC will execute a set of strategies, many of which complement and build on each other, to create measurable, positive outcomes among the people it serves. These outcomes represent movement toward self-sufficiency for the individuals and families NECAC serves. The strategies are designed to produce the following eight Outcome Goals:

- More low- and moderate-income people obtain and keep jobs.
- More people obtain and keep living wage jobs.
- More low-income people are meeting their basic needs for 180 days.
- More families maintain a budget.
- More safe and affordable homes available.
- More low-income people have more affordable utility & energy bills.
- More unemployed and underemployed have marketable construction skills.
- More people reach or are closer to self-sufficiency.

The plan includes strategies, annual SMART goals and key activities to produce each of these outcomes. They are organized around the three top barriers to self-sufficiency: education, employment and housing.

The strategic plan also includes a Resource Development Plan for generating revenue from non-public sources. This Resource Development Plan outlines three opportunities for NECAC to generate private dollars for services it has the expertise to provide to customers able and willing to pay for them. The services are: home energy audits and energy saving improvements; the development of new affordable home construction; and poverty simulations.

Methodology

To develop the strategic plan NECAC brought together 20 staff members from a range of programs and administrative departments and one board member for a series of work sessions led by consultant Margaret Eaton. Prior to the first work session, Margaret surveyed the entire staff and board to gather their ideas and perspectives on how NECAC could use its strengths and assets to reduce barriers keeping people from reaching self-sufficiency.

A smaller group met with Margaret to develop the outlines for the three for-profit enterprises that make up NECAC's Resource Development Plan.

THE GOALS

Changes NECAC aims to produce over the next 3 years to address the top 3 barriers to self-sufficiency that surfaced in its latest Needs Assessment:

Employment, Education and Housing.

More low- and moderate-income people obtain and keep jobs.

More people obtain and keep living wage jobs.

More low-income people are meeting their basic needs for 180 days.

More families maintain a budget.

More safe and affordable homes available.

More low-income people have more affordable utility & energy bills.

More unemployed & underemployed have marketable skills.

More people reach or are closer to self-sufficiency.



The
Strategies

EMPLOYMENT

Strengthen our mental health referral system.

Create and place job seekers in internships.

Train trade school students and others in work ethics.

Build self-esteem among job seekers.

EDUCATION

Improve job readiness resources for 18 - 25 year olds.

Recruit NECAC tenants and other clients to complete GEDs.

Update Life Skills classes.

Train staff in client engagement best practices.

HOUSING

Build affordable houses while building skills of unemployed people and paying a living wage.

Develop affordable rental units.

Increase enrollment in Weatherization Self-Help.

Increase enrollment in FSS Section 8.

Expand participation in Home Ownership Program.

EDUCATION Strategies, Annual Smart Goals and Key Activities

To help low-income people:

Find and keep living wage jobs.

Maintain a budget.

Meet their basic needs for at least 180 days.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|---|--|--|---|
| <p style="text-align: center;">Job Readiness</p> <p>Improve and expand resources. Target: 18 - 25 year olds receiving TANF or food stamps.</p> <p>TEAM: CSBG</p> | <p>SMART Goals</p> <p>A. In 12 counties, 10% of unemployed or underemployed people attend NECAC job readiness course.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Define the need. Who needs what type of skills and attitude change to complete a job search and secure interviews. 2. Design training program to build the skills and change attitudes as needed, including work ethic and culture. Design a coaching or mentoring component that will take place between classes. Integrate with one-on-one Case Management. 4. Launch at least 1 multi-part training. <p><i>Partners: Workforce development, career centers, chambers of commerce, and employers including NECAC.</i></p> | <p>SMART Goals</p> <p>A. At least 50% of Year 1 participants apply for enough jobs appropriate to their skill level to get an interview with at least 2 employers.</p> <p>B. Participation in the course increases by at least 20% over Year 1</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Work with community partners and employers to identify available jobs in region. 3. Work one-on-one with clients to strengthen their interview skills. 4. Create system to provide support and encouragement to clients before and after interviews. 5. Ramp up recruitment efforts based on feedback from Year 1 attendants. Use testimonials of successful Year 1 graduates to motivate more to sign up. (Videos, fliers, FaceBook) | <p>SMART Goals</p> <p>A. At least 50% of Year 2 participants apply for enough jobs appropriate to their skill level to get an interview with at least 2 employers.</p> <p><u>Key Activities</u></p> <p>Same as Year 2.</p> <p>Plus: When recruiting, use testimonials from employers about course graduates' success on the job.</p> |

EDUCATION Strategies, Annual Smart Goals and Key Activities

To help low-income people:

Find and keep living wage jobs.

Maintain a budget.

Meet their basic needs for at least 180 days.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|--|--|--|--|
| <p>Life Skills & Family Budgeting</p> <p>Provide Improved Classes and One-on-One Coaching</p> <p>TEAM: CSBG</p> | <p>SMART Goals</p> <p>A. 5% of clients complete a Life Skills course.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Launch a new or improved multi-step family budgeting course with one-on-one coaching. 2. Create incentives (non-monetary) for participants to complete the course. 3. Appeal to participants' self-interest to motivate them to stay on a budget for 3+ months. 4. Market to and recruit ex-offenders. 5. Develop tracking and follow-up systems to gauge participants' progress between classes. 6. Provide child-care referrals if needed. | <p>SMART Goals</p> <p>A. An additional 5% of clients complete a Life Skills course.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Market to and recruit ex-offenders. 2. Use tracking and follow-up systems to gauge participants' progress between classes. 3. Actively recruit clients if needed. 4. Provide child-care referrals if needed. | <p>SMART Goals</p> <p>A. An additional 5% of clients complete a Life Skills course.</p> <p><u>Key Activities</u></p> <p>Same as Year 2.</p> |

EDUCATION Strategies, Annual Smart Goals and Key Activities

To help low-income people:

- Find and keep living wage jobs.
- Maintain a budget.
- Meet their basic needs for at least 180 days.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|--|---|---|--|
| <p style="text-align: center;">Increase Client Engagement</p> <p>TEAM: CSBG</p> | <p>SMART Goals</p> <p>A. All program staff complete client engagement training.</p> <p>B. All of above implement at least 1 new approach or method to keep clients engaged.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Conduct customer service survey to determine baseline. 2. Hold customer service training. 3. 50% of staff complete client engagement training. | <p>SMART Goals</p> <p>A. All program staff complete client engagement training.*</p> <p>B. All of above implement at least 1 new approach or method to keep clients engaged.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Assess progress from Year 1, adjust staff training and follow-up support to improve results. 2. Conduct customer service survey to gauge improvement. 3. Remaining 50% of staff complete engagement training. | <p>SMART Goals</p> <p>Same as Year 2.</p> <p><u>Key Activities</u></p> <p>Same as Year 2.</p> |

EMPLOYMENT Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More low-income people complete GED.
- More low- and moderate-income people obtain and keep jobs.
- More obtain and keep living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|--|---|--|--|
| <p style="text-align: center;">GED Completion</p> <p style="text-align: center;">Improve Recruitment, Coaching and Support Expand Outreach</p> <p style="text-align: center;"><i>In addition to providing GED courses , we will implement these activities to increase the number of low-income people who obtain a GED over the next 3 years-</i></p> <p>TEAM: <i>CSBG & Resident Services Staff</i></p> | <p>SMART Goals</p> <p>A. 5 clients attend GED class with NECAC or partner in 2 counties (10 total), and 25% complete it.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Compile list, calendar and map of all GED courses available. Partner with GED classes in all counties. 2. Train a wider range of staff in how to share this information and encourage clients to sign-up. 3. Design a follow-up system to track client participation and completion. 4. Interview clients that don't complete the course to find out why. 5. Identify incentives NECAC could provide to motivate clients to complete course. Find funding for incentives. 6. At year-end assess participation and completion rate; make changes to approach in Year 2. | <p>SMART Goals</p> <p>A. 10 clients attend GED class with NECAC or partner in an additional 2 counties, and 25% complete it.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Expand GED and Job Readiness strategies to 2 additional counties. 2. Work with community partners and employers to identify available jobs in region. 3. Work one-on-one with clients to strengthen their interview skills. 4. Create system to provide support and encouragement to clients before and after interviews. 5. At year-end assess participation and completion rate; make changes to approach in Year 3. | <p>SMART Goals</p> <p>A. 10 clients attend GED class with NECAC or partner in an additional 2 counties, and 25% complete it.</p> <p><u>Key Activities</u></p> <p>Same as Year 2.</p> <p>Plus:</p> <p>Ramp up recruitment efforts based on feedback from Year 1 & 2 graduates. Use testimonials of successful Year 1 & 2 graduates to motivate more clients to sign up. (Videos, fliers, FaceBook, etc.)</p> |

EMPLOYMENT Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More low-income people complete GED.
- More low- and moderate-income people obtain and keep jobs.
- More obtain and keep living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|---|---|---|---|
| <p>Create & Place Job Seekers in Internships</p> <p>TEAM: <i>HR and CSBG</i></p> | <p>SMART Goals</p> <p>A. NECAC Internship program prepares and places 25% of GED graduates in Marion county with employers.</p> <p>B. 50% of clients that complete an internship secure at least 2 interviews for jobs using skills acquired.</p> <p>C. 50% of above hired.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Identify entry level and other skills needed for existing or soon to exist jobs in Marion County. 2. Scan NECAC and other employers to identify need and willingness to take on and supervise interns to acquire those skills. 3. Develop a model internship agreement between employer and intern, use at NECAC and share. 4. Provide pre-internship class, required for placement. 5. Provide certificate of completion. | <p>SMART Goals</p> <p>A. NECAC prepares and places 25% of current year GED graduates in 2 additional counties with employers.</p> <p>B. 50% of clients that complete an internship secure at least 2 interviews for jobs using skills acquired.</p> <p>C. 50% of above hired.</p> <p><u>Key Activities</u></p> <p>Same as Year 1</p> | <p>SMART Goals</p> <p>A. NECAC prepares and places 25% of current year GED graduates in 2 additional counties with employers.</p> <p>B. 50% of clients that complete an internship secure at least 2 interviews for jobs using skills acquired.</p> <p>C. 50% of above hired.</p> <p><u>Key Activities</u></p> <p>Same as Year 1</p> |

EMPLOYMENT Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More low-income people complete GED.
- More low- and moderate-income people obtain and keep jobs.
- More obtain and keep living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|---|---|---|---|
| <p>Work Ethics & Self-Esteem Training Train participants and/or students in work ethics.</p> <p>TEAM: <i>HR and Senior Staff</i></p> | <p>SMART Goals</p> <p>A. Work ethic and self-esteem curriculum developed and training piloted within NECAC.</p> <p>B. 25 participants and/or students complete course.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Develop curriculum. 2. Train all NECAC staff using new curriculum. 3. Provide Certificate of Completion | <p>SMART Goals</p> <p>A Participants and/or Students complete NECAC Work Ethic Training.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Develop simple marketing material to pitch schools on bringing NECAC in to do training. Contact schools in Pike County first. 2. Conduct trainings, capture feedback. 3. Use testimonials from participants, students and faculty about quality and usefulness of the training. Use when pitching to other schools. | <p>SMART Goals</p> <p>A Participants and/or students complete NECAC Work Ethic Training.</p> <p>B. Expand to 3 other counties.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Update marketing material to reflect feedback from Year 2. 2. Contact schools in 3 additional counties to pitch the training. 3. If possible, capture stories from Year 1 and Year 2 workshop participants and their employers about the value of the training and improved work ethic of participants. |

HOUSING Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More safe and affordable homes available to income eligible adults.
- More low-income people have more affordable utility & energy bills.
- More people reach or are closer to self-sufficiency.
- More people have skills to obtain living wage jobs; more secure living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|---|---|---|--|
| <p style="text-align: center;">Build New Affordable Housing Units</p> <p>TEAM: Deputy Director for Housing</p> | <p>SMART Goals</p> <p>A. Aspire Program to build affordable homes by training unskilled workers and paying them living wages is launched.</p> <p>B. At least 5 potential buyers for above identified by NECAC.</p> <p><u>Key Activities</u></p> <p>1. Work with potential buyers to help them qualify for financing.</p> <p>2. Provide above with guidance and resources for finding a suitable and affordable lot for new home.</p> | <p>SMART Goals</p> <p>A. 20 affordable housing units built through Aspire and sold to clients with financing secured in advance.</p> <p>B. NECAC receives a development fee for each house sold.</p> <p>C. 25 unemployed or underemployed people gain marketable construction skills building Aspire houses.</p> <p>D. 5 of above secure living wage jobs after working with Aspire program.</p> <p><u>Key Activities</u></p> <p>1. Market homes to eligible clients in housing and other NECAC programs.</p> <p>2. Assist potential buyers to qualify.</p> <p>3. Generate earned media for homes built and families moving in.</p> <p>4. Connect Aspire construction workers with NECAC employment resources.</p> | <p>SMART Goals</p> <p>A. 20 additional units built and sold to clients with financing secured in advance: totaling 40 units in 3 years.</p> <p>B. NECAC receives a development fee for each house sold.</p> <p>C. 25 additional unemployed or underemployed people gain marketable construction skills building Aspire houses.</p> <p>D. 5 of above secure living wage jobs after working with Aspire program.</p> <p><u>Key Activities</u></p> <p>Same as Year 2</p> |

HOUSING Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More safe and affordable homes available to income eligible adults.
- More low-income people have more affordable utility & energy bills.
- More people reach or are closer to self-sufficiency.
- More people have skills to obtain living wage jobs; more secure living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|---|--|---|---|
| <p style="text-align: center;">Develop Additional Affordable Rental Units</p> <p>TEAM:</p> <p><i>Deputy Director for Housing, Finance Director, Property Management Director</i></p> | <p>SMART Goals</p> <p>A. Multi-county affordable housing plan is created.</p> <p>B. Financing secured for at least one project.</p> <p><u>Key Activities</u></p> <p>1. Determine housing needs by county.</p> <p>2. Meet with funding sources and city governments to determine available financing and needed qualifications.</p> <p>3. Meet with city governments to determine how zoning issues could affect project.</p> <p>4. Secure financing for 1 property.</p> | <p>SMART Goals</p> <p>A. At least 1 affordable rental housing development project completed.</p> <p><u>Key Activities</u></p> <p>1. Secure construction firm to update or renovate property as needed.</p> <p>2. Manage development process including applications for related permits. Oversee renovations to prevent budget over runs.</p> <p>3. Advertise and qualify potential renters. Market to NECAC clients.</p> | <p>SMART Goals</p> <p>A. Financing secured for one additional rental property.</p> <p><u>Key Activities</u></p> <p>Same as Year 2.</p> |

HOUSING Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More safe and affordable homes available to income eligible adults.
- More low-income people have more affordable utility & energy bills.
- More people reach or are closer to self-sufficiency.
- More people have skills to obtain living wage jobs; more secure living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|--|--|--|---|
| <p style="text-align: center;">Increase Participation in Weatherization Self-Help</p> <p>TEAM:</p> <p><i>Deputy Director for Housing, Weatherization/Home Rehabilitation Director, Self Help Housing Director</i></p> | <p>SMART Goals</p> <p>A. 25 more people/families participate in program than previous year.</p> <p>B. Program expanded to serve additional counties.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Secure funds for materials. 2. Advertise and recruit NECAC clients and others. 3. Assign and train staff for new county. | <p>SMART Goals</p> <p>A. An additional 25 people/families participate in program.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Secure funds for materials. 2. Advertise and recruit NECAC clients and others. | <p>SMART Goals</p> <p>A. An additional 25 people/families participate in program, totaling 75 people/families served in 3-years.</p> <p><u>Key Activities</u></p> <p>Same as Year 2.</p> |

HOUSING Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More safe and affordable homes available to income eligible adults.
- More low-income people have more affordable utility & energy bills.
- More people reach or are closer to self-sufficiency.
- More people have skills to obtain living wage jobs; more secure living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|---|--|---|---|
| <p style="text-align: center;">Increase Enrollment in FSS Section 8</p> <p>TEAM: <i>Section 8 Housing Director/ FSS Counselors</i></p> | <p>SMART Goals</p> <p>A. 2 more people/families enroll in program than enrolled in previous year.</p> <p>B. 10 of all enrolled are <i>on track*</i> to stay in program for 5 years.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Recruit potential participants. 2. Use Case Management to support participants in their ability to stay on track with the program. <p><i>*Based on NECAC criteria for potential success in staying in program for 5 years.</i></p> | <p>SMART Goals</p> <p>A. 6 additional people/families enroll.</p> <p>B. At least 12 enrollees from Year 1 stay in program for 2 years.</p> <p>C. 10 of the above are <i>on track*</i> to stay in program for 5 years.</p> <p><u>Key Activities</u></p> <p>Same as Year 1</p> | <p>SMART Goals</p> <p>A. 6 additional people/families enroll.</p> <p>B. At least 6 enrollees from Year 1 & 2 are <i>on track*</i> to stay in program 5 years.</p> <p>C. Another 10 in program remain <i>on track*</i> to stay in program for 5 years.</p> <p><u>Key Activities</u></p> <p>Same as Year 1</p> |

HOUSING Strategies, Annual Smart Goals and Key Activities

To produce the following outcomes:

- More safe and affordable homes available to income eligible adults.
- More low-income people have more affordable utility & energy bills.
- More people reach or are closer to self-sufficiency.
- More people have skills to obtain living wage jobs; more secure living wage jobs.

| STRATEGY | YEAR 1 | YEAR 2 | YEAR 3 |
|--|---|--|--|
| <p style="text-align: center;">Expand Home Ownership Program</p> <p>TEAM: Deputy Director for Housing, Homeownership Director</p> | <p>SMART Goals</p> <p>A. 75 low-moderate income people complete homeowner course/program.</p> <p>B. 60 low-moderate income people become homeowners.</p> <p><u>Key Activities</u></p> <ol style="list-style-type: none"> 1. Recruit potential enrollees. 2. Provide training and support to help each become homeowners. | <p>SMART Goals</p> <p>A. An additional 20 low-moderate income people complete homeowner course/program.</p> <p>B. 15 additional low-moderate income people become homeowners.</p> <p><u>Key Activities</u></p> <p>Same as Year 1.</p> | <p>SMART Goals</p> <p>A. An additional 20 low-moderate income people complete homeowner course/program.</p> <p>B. An additional 10 low-moderate income people become homeowners for a 3-year total of 85.</p> <p><u>Key Activities</u></p> <p>Same as Year 1.</p> |

Year 1
SMART Goals

| Education | Employment | Housing |
|---|--|---|
| <p>In 12 counties, 10% of unemployed or underemployed people attend NECAC job readiness course.</p> <p>10% of NECAC tenants attend GED class w/NECAC or partner and 25% complete it.</p> <p>5% of clients complete a Life Skills course.</p> <p>All program staff complete client engagement training.</p> <p>All of above implement at least 1 new approach or method to keep clients engaged.</p> | <p>20 clients attend GED class in 2 counties (40 total), and 25% complete it.</p> <p>Work ethic and self-esteem curriculum developed and training piloted within NECAC.</p> <p>Participants and/or students complete course.</p> | <p>Aspire Program to build affordable homes by training unskilled workers and paying them living wages is launched.</p> <p>At least 5 potential buyers for above identified.</p> <p>Multi-county affordable housing plan created.</p> <p>Financing secured for at least one project</p> <p>25 more people/families participate in Weatherization Self Help than previous year.</p> <p>Weatherization Self Help expanded to additional counties.</p> <p>2 more people/families enroll in FSS Section 8 than previous year.</p> <p>10 of all enrolled are <i>on track</i> to stay in program for 5 years.</p> <p>75 low-moderate income people complete homeowner course/program.</p> <p>60 low-moderate income people become homeowners.</p> |