



Strategic Plan 2021 – 2024

Board Approval October 26, 2021



Strategic Planning process for NECAC was facilitated by Lynne Brown and Denise McNerney from iBossWell, Inc. www.ibosswell.com

NECAC Strategic Plan 2021-2024

September 21, 2021

Board Approved October 26, 2021

Strategic Plan Overview

This report reflects the highest-level elements of the plan including our Mission, and the five Strategic Initiatives under which the full plan is organized.

Mission

NECAC strives to make a difference by empowering people, improving lives and building communities.

Strategic Initiatives

- 1. Program Delivery-Operations & Evaluation:** Develop, implement and continuously improve organization-wide initiatives, practices and systems to strengthen the delivery and impact of our programs.
- 2. Prioritizing & Meeting Community Needs:** Deliver high-quality, client-directed services and support that are innovative and responsive to changing community needs, while promoting individual dignity, choice and an enhanced quality of life.
- 3. Financial Sustainability:** Maintain long-term financial sustainability by continuing to build a viable, diversified financial position to support and expand program impact.
- 4. Visibility & Community Outreach:** Elevate awareness and appreciation of NECAC as the go-to resource for providing locally focused solutions to meet community needs.
- 5. Organizational Development:** Create and maintain a culture of excellence by supporting and inspiring highly qualified and diverse staff and board and ensure quality systems to support their success.

Executive Summary

The pandemic year revealed both challenges and opportunities for NECAC. As the organization began looking to the post-Covid future, one that includes planned transitions in key leadership positions in the organization, the board and executive leadership recognized this is an important moment for NECAC to develop focused initiatives built around its strengths and opportunities and a chance to fully define and align resource development needs with those initiatives. Further, they understood it as an opportunity to take lessons learned during 2020 and use them to inform plans for strengthening existing programs, and building consensus about opportunities for growth, especially in the areas housing development and community services programs. Finally, the 2020 Program Review Report from NeighborWorks America inspired discussions about ways to grow the governance capacity of NECAC's board of directors. With this as background, NECAC launched a strategic planning initiative to take a clear-eyed look at the market, define what is most important to the organization, examine how to meet the needs of current and potential consumers, consider NECAC's position and role in the community, and explore ways to diversity and expand revenue development most effectively.

NECAC retained iBossWell, Inc. to facilitate and advise on the creation of a 3-year strategic plan. The planning process is intended to capture the voices and needs of the community, unveil key issues and opportunities to advance the NECAC mission, and lead to the creation of a focused roadmap that explicitly considers the resources needed to execute the strategies defined.

As a first step in the process, members of a Strategic Planning Committee, comprised of key members of NECAC's executive leadership and program departments and representatives from the NECAC board of directors, participated in a strategic planning retreat held on May 13, 2021. The retreat presented the Planning Committee the opportunity to have deep, rich conversation about the organization's strategic direction. During the retreat, participants:

- Conducted an Environmental Assessment crosscheck to ensure the issues/opportunities raised by the Community Needs Assessment were identified for planning discussion
- Considered NECAC's current & Future State through SWOT and PESTL analysis
- Defined the key issues/priorities that need to be on NECAC's radar as we develop the 2021-2024 strategic plan.
- Established the calendar and process for developing the content of the strategic plan.

Note: A full report, summarizing retreat discussions and agreements was provided to all participants and used to inform strategic discussion.

Plan development meetings were held weekly between June and September to build out plan content. During the first round of these discussions, the Strategic Planning Committee worked to write the Strategic Initiative statements, outline the Goals to be embedded under each Initiative, began defining the Key Performance Indicators that will be used to assess plan progress/performance. During the second round of planning, the Committee turned its attention to fleshing out the Tactics and Actions that will be undertaken to drive fulfillment of plan Goals and to achieve the outcomes/impact defined by the Key Performance Indicators. Accountabilities, including Responsible Parties, Timeframes, and where needed, identification of new, unbudgeted resources (dollars, staff) needed to implement those efforts, were also identified. One of these planning sessions was devoted explicitly to the creation of a Board Goal to define an action plan for the board to regularly assess its performance, determine ways to increase its effectiveness, and enhance its positive impact on NECAC. All tactical planning discussions were intentionally focused on the work to be initiated/completed during the next 12-18 months to ensure highest level priorities were addressed first.

The final steps in plan development involved the drafting a Strategic Plan Oversight Policy and Process to guide plan oversight, including a calendar and process for ongoing plan assessment and reporting, and a policy guiding how changes to the plan can be made.

iBossWell consultant Lynne Brown presented an overview of the strategic plan to the NECAC board of directors on September 28, 2021. Following the meeting, board committees met independently to review those portions of the plan assigned to them for oversight. Suggestions for changes/edits were vetted with the Strategic Planning Committee, and then entered into the plan. The board met in special session on October 26 for a formal vote to approve the strategic plan and the plan oversight policy.

NECAC Strategic Plan 2021-2024

Strategic Plan Summary

September 21, 2021

This report reflects the “strategic” portion of the plan, including the Goals and Key Performance Indicators that demonstrate outcomes and/or progress towards achieving the goal.

Plan Overarching Key Performance Indicators:

- X% of people who can afford to live and work in the same county increases

Mission Driven

Strategic Initiative	
1 Program Delivery-Operations & Evaluation: Develop, implement and continuously improve organization-wide initiatives, practices and systems to strengthen the delivery and impact of our programs.	
Goal 1.1 Program Delivery Improvement: Evaluate, update and implement program practices/approaches to maximize efficiency of delivery and impact.	Key Performance Indicators <ul style="list-style-type: none"> • # of internal referrals increase • # of clients utilizing multiple NECAC programs increases • % of clients who report the program they were enrolled in helped them to achieve their goals increase (Baseline FY 2021 then set goal)
Goal 1.2 Impact Measurement: Establish a quality improvement process to ensure and track the delivery of successful for those we serve annually (and recorded in MIS).	Key Performance Indicators <ul style="list-style-type: none"> • 20% of clients show improvement in at least one MIS assessment category annually (Baseline=total annual client pop) • 75% of NECAC clients complete an intake assessment annually (<i>and recorded in MIS</i>)
Goal 1.3 Expand Capacity to Meet Growth: Expand organizational and program capacity to meet the demand created by anticipated growth in government funding for NECA programs.	Key Performance Indicators <ul style="list-style-type: none"> • Meet 100% of grant requirements

Strategic Initiative	
2 Prioritizing & Meeting Community Needs: Deliver high-quality, client-directed services and support that are innovative and responsive to changing community needs, while promoting individual dignity, choice and an enhanced quality of life.	
Goal 2.1 Housing: Address the community’s need for affordable, accessible, safe, healthy and energy-efficient homes.	Key Performance Indicators <ul style="list-style-type: none"> • 70% of Housing Stability Program participants achieve a stable home environment as demonstrated by decreased evictions, number of homeless individuals who secure, stable housing, credit scores improve, individuals achieve homeownership. • 100% of new homeowners maintain ownership for a least the first year • Maintain 90% Occupancy of Rental Units for a minimum of 3 consecutive quarters • Host a community convening to mobilize local, state and federal officials around affordable housing in collaboration with Tri-State Housing Committee in

	<p>2022</p> <ul style="list-style-type: none"> • 100% of homeowner education program participants agree that the information gained will help them be successful homeowners • 80% of budgeting counseling participants show improved credit scores • 90% of budgeting counseling participants report reduction in debt and/or are now saving money • Maintain HUD voucher utilization percentages to insure full funding and special program participation ie Mainstream - 75%; VASH – 75%; HCV – 98%; FYI – 80%
<p><i>Goal</i> 2.2 Employment & Education: Increase the community's access to resources to improve their employability, job opportunities, and occupational growth.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • # of new clients enrolled in employment programs increases 10% annually (FY 2020 Baseline=188) • 75% of clients maintain employment for 90 days by the end of the plan (FY 2020 Baseline=50%) • 35% of clients increase their income or benefits by the end of the plan (FY2020 Baseline=27%)
<p><i>Goal</i> 2.3 Life Skills Training: Improve the knowledge and life skills of community members to position them for greater self-sufficiency and improved quality of life.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • X% of clients attending life skills classes show increase in their knowledge as demonstrated by improved post-test scores by end of 2022 • 80% of clients report they agree/strongly agree they will use the information they learned in their everyday life (Baseline in 2021) • Add 2 new simulation partnerships annually
<p><i>Goal</i> 2.4 Health & Nutrition: Connect vulnerable populations to resources providing health care, health education, and healthy food.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Meet 100% of WIC participation goals annually (FY 2021 goal=15,334) • Increase participation in Title 10 programs among women ages 15-39 (FY2020 baseline=X) • Increase the number of controllable delivered units of in-home service annually (FY 2020 baseline=X) • % of clients who report they are satisfied with in-home services Increases/maintain TBD based on FY 2020 baseline=X

<p>Strategic Initiative</p> <p>3 Financial Sustainability: Maintain long-term financial sustainability by continuing to build a viable, diversified financial position to support and expand program impact.</p>	
<p><i>Goal</i> 3.1 Social Enterprise: Expand our social enterprise efforts to increase unrestricted/earned income.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Unrestricted/earned income averages \$100,000 annually • One new home development project added annually • Build 10 homes annually through the Aspire program • Reality After Release generates \$5,000 annually
<p><i>Goal</i> 3.2 Philanthropy: Continue to raise and diversify sources of funds/donations/in-kind goods and services to support fulfillment of NECAC's mission and goals.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Dollars raised through corporate gifts/grants increase (2021 baseline =X) • Dollars raised through foundation grants increase (2021 baseline=X)

	<ul style="list-style-type: none"> • Dollars raised through individual donations increases (2021 baseline=X) • In-kind donations/services increase (2021 baseline=X)
<p><i>Goal</i> 3.3 Fiscal/Fiduciary Responsibility: As good stewards of the funds entrusted to us, continue to assess our resources, ensuring we meet our mission most effectively, while continuing to use prudent financial practices and controls.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Maintain a minimum of 30 days of cash on hand for lines of business in the NECAC audit • Achieve “Outstanding” rating with NWA • Current ratio exceeds 1 for lines of business in the NECAC audit • Revenues exceed expenses annually

<p>Strategic Initiative</p> <p>4 Visibility & Community Outreach: Elevate awareness and appreciation of NECAC as the go-to resource for providing locally focused solutions to meet community needs.</p>	
<p><i>Goal</i> 4.1 Marketing/Branding: Demonstrate the dignity, diversity, and value of NECAC programs to clients and the community by establishing a clear voice, message strategy, and visual brand for NECAC.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Clients report increased comfort with seeking services (relative to stigma/digmatizing) • Engagement in stories posted to Facebook increases (FY2020 baseline=X) • Website visits increase • Website page views increase • Net promoter score (would you recommend NECAC to your friends) Baseline in FY2022
<p><i>Goal</i> 4.2 Community Presence/Outreach: Conduct education and outreach to expand engagement in NECAC programs/services and to increase understanding and support of our mission.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • At least 40 presentations are made to community/business groups annually. • At least 3 new business or program partnerships/grants, or significant philanthropic donations/grants results from community outreach efforts annually
<p><i>Goal</i> 4.3 Advocacy: Advocate for issues impacting the people and communities we serve through direct action and in collaboration with local, regional, and national partners who share our views and values.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Participate in Missouri Community Action Network Legislative Day • X local officials (mayor, commissioners, etc.) attend a NECAC Community Action Day annually/before the end of the plan • X state legislators or staff visit a NECAC office annually/before the end of the plan • X federal legislators or staff visit a NECAC office/property before the end of the plan

<p>Strategic Initiative</p> <p>5 Organizational Development: Create and maintain a culture of excellence by supporting and inspiring highly qualified and diverse staff and board and ensure quality systems to support their success.</p>	
<p><i>Goal</i> 5.1 Staff: Recruit, develop and retain diverse, skilled staff who are committed to NECAC’s mission.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • # of employees who fulfill annual work goals (Baseline in 2023 then set measure) • Improve employee turnover rate to 22% by the end of 2022 (Baseline FY121=26%) • At least 75% of weatherization apprentices achieve and maintain full employment annually • Time to hire remains at 4 weeks or less (FY2021 Baseline=3 weeks)

	<ul style="list-style-type: none"> • NECAC Salary/comp/benefits meet Compensation Study benchmarks • High-level of employee satisfaction ratings reflected in annual/bi-annual survey (specific metrics tbd when instrument selected)
<p><i>Goal</i> 5.2 Board: Recruit, develop and retain a high impact board to provide strategic direction, governance and ensure NECAC has the resources needed to support the mission.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • 95% member participation in 3 annual Board training activities • 100% of board members make annual pledge of time, talent and treasure that support NECAC
<p><i>Goal</i> 5.3 Organizational Culture: Identify and implement ongoing actions to engage our staff and all stakeholders in a culture of equity, inclusion and excellence.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Establish a staff culture committee in alignment with goals defined by Personnel Committee
<p><i>Goal</i> 5.4 Operations & Infrastructure: Support efficiency and effectiveness through innovative operations and infrastructure.</p>	<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • All software is updated to newest version • Technology Security Manual is updated annually • Employees report moderate or above satisfaction with the technology used to complete their jobs.

NECAC Strategic Plan 2021-2024

Strategic Plan - Implementation Worksheets

October 15, 2021

This report reflects the detailed implementation tactics and actions required to achieve the Goals and KPIs of the plan. It also includes accountabilities: responsible parties, date ranges and additional resources required for implementation – beyond current budget.

NECAC Strategic Plan 2021-2024

Implementation Worksheets

Plan Overarching Key Performance Indicators:

- % of people who can afford to live and work in the same county increases

Mission Driven

Strategic Initiative
 1 Program Delivery-Operations & Evaluation: Develop, implement and continuously improve organization-wide initiatives, practices and systems to strengthen the delivery and impact of our programs.

<i>Goal</i>	<i>Key Performance Indicators</i>			
1.1 Program Delivery Improvement: Evaluate, update and implement program practices/approaches to maximize efficiency of delivery and impact.	<ul style="list-style-type: none"> • # of internal referrals increase • # of clients utilizing multiple NECAC programs increases • % of clients who report the program they were enrolled in helped them to achieve their goals increase (Baseline FY 2021 then set goal) 			
<i>Tactic</i>	<i>Action</i>	<i>Responsible Party</i>	<i>Date Range</i>	<i>Resources</i>
1.1.1 Online Learning: Explore methods to train and share with clients using virtual platforms.	1.1.1.1 Mobile Platform Compatibility: Review and as needed update all virtual programming to ensure it is compatible with a mobile platform. 1.1.1.2 Update Life Skills Training Format for Digital Posting: Translate all Life Skills training programs into a format for posting to You Tube	<i>Tactic</i> CSBG Dir +CSBG Asst +Sec 8 Dir <i>Actions</i> 1. CSBG Dir +CSBG Asst +Sec 8 Dir	<i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/24	<i>Tactic</i> <i>Actions</i>

	<p>1.1.1.3 Pre/Post Testing: Establish process for pre/post testing documentation for Life Skills training to align with presentation on a digital platform.</p> <p>1.1.1.4 Online Curriculum for HUD Clients: Develop and implement online learning curriculum for HUD clients</p> <p>1.1.1.5 Technology Training/Skillbuilding for Staff: Increase the tech skills and knowledge or NECAC staff to support the successful delivery of online programming.</p>	<p>2. CSBG Dir +CSBG Staff +Sec 8 Dir</p> <p>3. CSBG Dir +CSBG Staff +Sec 8 Dir</p> <p>4. CSBG Dir +CSBG Asst +Sec 8 Dir</p> <p>5. CSBG Dir +CSBG Staff +Sec 8 Dir</p>	<p>4.10/01/21 - 12/31/24</p> <p>5.10/01/21 - 12/31/24</p>	
<p><i>Tactic</i> 1.1.2 In-Office Technology for Clients: Add computers and easy-to-follow instructions for completing program applications/assessment intake to all NECAC offices. Use this technology/process as the first step walk-in clients must complete before getting an appointment with a coordinator.</p>	<p><i>Action</i></p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> CSBG Dir +IT Dir +MIS Admin <i>Actions</i></p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i></p>	<p><i>Resources</i></p> <p><i>Tactic</i> \$7,200 <i>Actions</i></p>
<p><i>Tactic</i> 1.1.3 Client Portal: Increase client use of the MIS portal for intake assessment, program applications, and to inform ongoing analysis of NECAC performance and impact.</p>	<p><i>Action</i></p> <p>1.1.3.1 NECAC Staff: Ensure all NECAC staff understand and promote the use of the portal to clients. Provide ongoing training/updates on portal function and features</p> <p>1.1.3.2 NECAC Clients: Promote the benefits of using the portal to all clients. Provide ongoing training and support to clients to encourage use of the portal.</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> CSBG Dir +MIS Admin <i>Actions</i></p> <p>1. MIS Admin</p> <p>2. CO Coords +PR Ofcr</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24 -Ongoing <i>Actions</i> 1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p>	<p><i>Resources</i></p> <p><i>Tactic</i> <i>Actions</i></p>

<i>Tactic</i>	<i>Action</i>	<i>Responsible Party</i>	<i>Date Range</i>	<i>Resources</i>
<p>1.1.4 Internal Referral Process: Evaluate and update practices/processes for making and managing client referrals within NECAC.</p>	<p>1.1.4.1 Update Staff: Regularly update NECAC staff on the full spectrum of services available across the agency.</p> <p>1.1.4.2 Forward Leads to Program Directors: Pull a weekly/bi-weekly report of MIS assessments completed on the portal to identify areas of need identified by clients. Explore potential for direct emails from MIS to be forwarded to appropriate program for follow up.</p>	<p><i>Tactic</i> CSBG Dir +IT Dir +MIS Admin <i>Actions</i></p> <p>1. Program Dirs 2. MIS Admin</p>	<p><i>Tactic</i> 10/01/21 - 12/31/24 -Ongoing <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24</p>	<p><i>Tactic</i> <i>Actions</i></p>
<p>1.1.5 Customer Service Focus: Demonstrate the value of NECAC and its programs through an ongoing commitment to delivering outstanding customer service.</p>	<p>1.1.5.1 Client Experience Data by Program: Research, develop and implement a method for efficiently gathering and analyzing meaningful feedback from clients about their experience in individual NECAC programs.</p> <p>1.1.5.2 Update Client Survey: Update the client survey with questions to more deeply exploring the client experience. Negative comments will be investigated and outcome noted on the original survey.</p> <p>1.1.5.3 Changed Informed by Feedback: Use client survey feedback to inform decision-making regarding adjustments/changes to the content and processes of NECAC programs.</p>	<p><i>Tactic</i> CSBG Dir +CSBG Asst +Dept Dirs +PR Ofcr <i>Actions</i></p> <p>1. CSBG Dir +CSBG Asst +Dept Dirs</p> <p>2. CSBG Dir +CSBG Asst +Dept Dirs</p> <p>3. CSBG Dir +CSBG Asst +Dept Dirs</p>	<p><i>Tactic</i> 10/01/21 - 12/31/24 -Ongoing <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/24 -Ongoing</p>	<p><i>Tactic</i> <i>Actions</i></p>

Goal 1.2 Impact Measurement: Establish a quality improvement process to ensure and track the delivery of successful for those we serve annually (and recorded in MIS).		Key Performance Indicators • 20% of clients show improvement in at least one MIS assessment category annually (Baseline=total annual client pop) • 75% of NECAC clients complete an intake assessment annually (and recorded in MIS)		
Tactic 1.2.1 Build MIS Assessment Report: Build ad hoc report to pull MIS assessment trend data for the Family Support, Case Management, Family Self-Sufficiency, and employment programs.	Action	Responsible Party <i>Tactic</i> MIS Admin +CSBG Asst +CSBG Dir <i>Actions</i>	Date Range <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i>	Resources <i>Tactic</i> <i>Actions</i>
Tactic 1.2.2 Client Assessments: Establish a policy and practice for ensuring all clients receive an intake assessment.	Action 1.2.2.1 Staff Performance Expectations: Establish and begin evaluating staff performance expectations for client assessments	Responsible Party <i>Tactic</i> CSBG Dir +Chief Dep Dir +CSBG Asst +Dep Dir Health +Dep Dir Housing +MIS Admin <i>Actions</i> 1. CSBG Dir +Chief Dep Dir +CSBG Asst +Dep Dir Health +Dep Dir Housing +MIS Admin	Date Range <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24	Resources <i>Tactic</i> <i>Actions</i>

Goal 1.3 Expand Capacity to Meet Growth: Expand organizational and program capacity to meet the demand created by anticipated growth in government funding for NECA programs.		Key Performance Indicators • Meet 100% of grant requirements		
Tactic 1.3.1 Weatherization: Develop plans for expanding staffing, equipment and facilities to meet the demands of anticipated growth in the weatherization program.	Action	Responsible Party <i>Tactic</i> Weatherization Dir +Chief Dep Dir +Dep Dir Housing <i>Actions</i>	Date Range <i>Tactic</i> 10/01/21 - 2/28/22 <i>Actions</i>	Resources <i>Tactic</i> <i>Actions</i>

		+Finance Dir +HR Dir <i>Actions</i>		
<i>Tactic</i> 1.3.2 Monitor Federal Funding: Monitor federal funding related to the reconciliation bill for human infrastructure to determine/prepare for opportunities for additional expansion to NECAC programs.	<i>Action</i> 1.3.2.1 County Commissions: Present to county commissions list of projects that could be funded through the American Rescue Poverty Act funds that have been received by the counties.	<i>Responsible Party</i> <i>Tactic</i> <i>Actions</i> 1. CEO	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 -Ongoing <i>Actions</i> 1.10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

Strategic Initiative

2 Prioritizing & Meeting Community Needs: Deliver high-quality, client-directed services and support that are innovative and responsive to changing community needs, while promoting individual dignity, choice and an enhanced quality of life.

<p>Goal 2.1 Housing: Address the community's need for affordable, accessible, safe, healthy and energy-efficient homes.</p>		<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • 70% of Housing Stability Program participants achieve a stable home environment as demonstrated by decreased evictions, number of homeless individuals who secure, stable housing, credit scores improve, individuals achieve homeownership. • 100% of new homeowners maintain ownership for a least the first year • Maintain 90% Occupancy of Rental Units for a minimum of 3 consecutive quarters • Host a community convening to mobilize local, state and federal officials around affordable housing in collaboration with Tri-State Housing Committee in 2022 • 100% of homeowner education program participants agree that the information gained will help them be successful homeowners • 80% of budgeting counseling participants show improved credit scores • 90% of budgeting counseling participants report reduction in debt and/or are now saving money • Maintain HUD voucher utilization percentages to insure full funding and special program participation ie Mainstream - 75%; VASH – 75%; HCV – 98%; FYI – 80% 		
<p>Tactic 2.1.1 Community Convening on Housing: Organize and host a community convening to mobilize local, state and federal officials/policy makers in the creation of a collaboration/coalition to advocate for expanding the availability of affordable housing.</p>	<p>Action 2.1.1.1 Initiate Discussion: Initiate discussion with all responsible parties to gauge interest and leverage contacts for engagement. 2.1.1.2 Budget & Logistics: Develop budget, agenda and meeting processes and logistics. 2.1.1.3 Host & Secure Ongoing Commitment: Host convening and secure commitment from participating partners to establish an affordable housing coalition, including development of a purpose statement,</p>	<p>Responsible Party</p> <p><i>Tactic</i> Dep Dir Housing +HO Programs Dir +PM Dirs +PR Ofcr +Sec 8 Dir <i>Actions</i></p> <p>1. Dep Dir Housing +HO Programs Dir +PM Dirs +Sec 8 Dir</p> <p>3. Dep Dir Housing +Chief Dep Dir</p>	<p>Date Range</p> <p><i>Tactic</i> 10/01/21 - 9/30/22 <i>Actions</i> 1.10/01/21 - 12/31/21 2.10/01/21 - 3/30/22 3.3/30/22 - 9/30/22 -Ongoing 4.3/30/22 - 12/31/22</p>	<p>Resources</p> <p><i>Tactic</i> \$0 <i>Actions</i></p>

	<p>structure and responsibilities of partners.</p> <p>2.1.1.4 Communications Plan: Work with Sri-State to create and implement a communications plan to promote the convening and goals of the housing advocacy coalition</p>	<p>+HO Programs Dir +PM Dirs +Sec 8 Dir</p> <p>4. PR Ofcr +Dep Dir Housing +HO Programs Dir +PM Dirs</p>		
<p><i>Tactic</i> 2.1.2 Assess Housing Stock & Impact of Home Rehab Program: Assess the quality (decent, safe, sanitary) of the housing stock in NECAC communities and determine the impact NECAC home rehab is making in terms of improve the quality—use this data to report out to the community.</p>	<p><i>Action</i> 2.1.2.1 Value Analysis: Annually analyze the assessed value of homes pre and post rehabilitation. Data to include: Number of homes rehabbed by community; Increase in equity of rehabbed homes by community; Percentage of home by community for safety vs. quality condition;</p> <p>2.1.2.2 Publish Results: Publish analysis results annually at the end of September</p> <p>2.1.2.3 Communications: Develop and implement a communications plan for sharing the value analysis data.</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> Dep Dir Housing +WXN</p> <p><i>Actions</i></p> <p>1. Dep Dir Housing +WXN</p> <p>2. Dep Dir Housing +WXN</p> <p>3. Dep Dir Housing +WXN</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24</p> <p><i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/24</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>
<p><i>Tactic</i> 2.1.3 Housing Stability Program: Expand Housing Stability program to Section 8 voucher recipients</p>	<p><i>Action</i> 2.1.3.1 Promote Awareness of Program: Ensure Section 8 counselors promote aware of Housing Stability program to Section 8 voucher recipients</p> <p>2.1.3.2 Cross-Education: Incorporate quarterly cross-education of employees on HO, Section 8, Financial Fitness as part of the Housing Rental Assistance Program review meetings. (Section 8 vs HO)</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> Dep Dir Housing +CO Coords +Dep Dir Com Svcs +HO Programs Dir +HSG Prog Dir</p> <p><i>Actions</i></p> <p>1. Dep Dir Housing +CO Coords +Dep Dir Com Svcs +HO Programs Dir +HSG Prog Dir</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24</p> <p><i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/22</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i> 3. \$0</p>

	2.1.3.3 Virtual Curriculum: Develop and post virtual curriculum for teaching clients how to be good neighbors, tenant rights and responsibilities	+Sec 8 Counselors 2. Dep Dir Housing +CO Coords +Dep Dir Com Svcs +HO Programs Dir +HSG Prog Dir +IT Dir +Sec 8 Counselors 3. Dep Dir Housing +CO Coords +Dep Dir Com Svcs +HO Programs Dir +HSG Prog Dir +PR Ofcr +Sec 8 Counselors		
<i>Tactic</i> 2.1.4 Increase Section 8 Landlord base: Increase Section 8 landlord base to expand availability of safe/affordable housing.	<i>Action</i>	<i>Responsible Party</i> <i>Tactic</i> Dep Dir Housing +Dep Dir Com Svcs +Housing Counsel <i>Actions</i>	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 -Ongoing <i>Actions</i>	<i>Resources</i> <i>Tactic</i> <i>Actions</i>
<i>Tactic</i> 2.1.5 Partnerships & Collaborations: Seek opportunities to engage local companies and nonprofit agencies in NECAC Housing programs that offer benefits to their employees/constituents.	<i>Action</i> 2.1.5.1 Program/Partnership Package: Develop package of programs/partnership opportunities (DPA, Aspire, etc.) targeting large companies and Economic Development Authorities. Define costs/benefits of partnership retraining costs vs. housing stability 2.1.5.2 Continuum of Cares: Continue to strengthen/expand collaboration with Continuum of Cares on funding for affordable housing projects.	<i>Responsible Party</i> <i>Tactic</i> Dep Dir Housing +CO Coords +Dep Dir Com Svcs +HO Programs Dir +HSG Prog Dir +Sec 8 Counselors <i>Actions</i> 1. Dep Dir Housing +CO Coords +Dep Dir Com Svcs +HO Programs Dir +HSG Prog Dir +PR Ofcr +Sec 8 Counselors	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

	2.1.5.3 Specialty Voucher Programs: Expand and recruit new relationships with funders to increase participation in specialty voucher programs i.e. VASH, Mainstream, FYI	2. Dep Dir Housing +Dep Dir Com Srvcs 3. Housing Dir +Dep Dir Com Srvcs +Dep Dir Housing		
--	---	--	--	--

Goal 2.2 Employment & Education: Increase the community's access to resources to improve their employability, job opportunities, and occupational growth.		Key Performance Indicators • # of new clients enrolled in employment programs increases 10% annually (FY 2020 Baseline=188) • 75% of clients maintain employment for 90 days by the end of the plan (FY 2020 Baseline=50%) • 35% of clients increase their income or benefits by the end of the plan (FY2020 Baseline=27%)		
Tactic 2.2.1 Partnerships & Collaborations: Enhance existing, pursue new relationships with education and training institutions to expand employment & education opportunities available to NECAC clients.	Action 2.2.1.1 Community Resources: Continue to strengthen/expand collaboration with employment and education entities including Continuum of Cares for employment and education projects.	Responsible Party <i>Tactic</i> CSBG Dir +CO Coords +CSBG Asst <i>Actions</i> 1. CSBG Dir +CO Coords +CSBG Asst	Date Range <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24	Resources <i>Tactic</i> <i>Actions</i>

Goal 2.3 Life Skills Training: Improve the knowledge and life skills of community members to position them for greater self-sufficiency and improved quality of life.		Key Performance Indicators • 10% of clients attending life skills classes show increase in their knowledge as demonstrated by improved post-test scores by end of 2022 • 80% of clients report they agree/strongly agree they will use the information they learned in their everyday life (Baseline in 2021) • Add 2 new simulation partnerships annually		
Tactic 2.3.1 Create Report: Create process and report for tracking client improvement in knowledge in life skills classes.	Action 2.3.1.1 Trend Tracking: Begin tracking multi-year trends in client knowledge/skills improvement 2.3.1.2 Program Improvement: Use data to inform changes to program content and delivery.	Responsible Party <i>Tactic</i> MIS Admin +CSBG Dir <i>Actions</i> 1. MIS Admin	Date Range <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i>	Resources <i>Tactic</i> <i>Actions</i>

		+CSBG Dir	1.10/01/21 - 12/31/24	
		2. CSBG Dir +CO Coords	2.10/01/21 - 12/31/24	
<i>Tactic</i> 2.3.2 Partnerships & Collaborations: Enhance existing, pursue new relationships/ partners for participation in Poverty, REALL and Re-entry Simulations.	<i>Action</i> 2.3.2.1 Increase MOUs: Increase the number of signed partnership agreements or MOUs in education, government, business, correctional facilities	<i>Responsible Party</i> <i>Tactic</i> CSBG Dir +CO Coords +Dep Dir Housing <i>Actions</i> 1. CSBG Dir +CO Coords +Dep Dir Housing	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

<i>Goal</i> 2.4 Health & Nutrition: Connect vulnerable populations to resources providing health care, health education, and healthy food.		<i>Key Performance Indicators</i> <ul style="list-style-type: none"> • Meet 100% of WIC participation goals annually (FY 2021 goal=15,334) • Increase participation in Title 10 programs among women ages 15-39 (FY2020 baseline=X) • Increase the number of controllable delivered units of in-home service annually (FY 2020 baseline=X) • % of clients who report they are satisfied with in-home services Increases/maintain TBD based on FY 2020 baseline=X 		
<i>Tactic</i> 2.4.1 Partnerships & Collaborations: Identify and update current and possible relationships for partnership and collaboration.	<i>Action</i> 2.4.1.1 Title X & WIC: Update Current Resource list and add additional referral sources 2.4.1.2 MOUs: Assure MOUs are current and send MOU requests to possible collaborators on Resource list	<i>Responsible Party</i> <i>Tactic</i> FP/WIC Dir +FP Lab Tech +FP Ofc Mgr +WIC Nutritionist <i>Actions</i> 1. FP/WIC Dir +FP Lab Tech +FP Ofc Mgr +WIC Nutritionist	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

<i>Tactic</i>	<i>Action</i>	<i>Responsible Party</i>	<i>Date Range</i>	<i>Resources</i>
<p>2.4.2 WIC Outreach Clinic: Increase delivery of WIC services through conveniently located WIC clinic at a Head Start center.</p>	<p>2.4.2.1 Develop Head Start Partnership: Partner with local Head Start in Warrenton (or O'Fallon if not feasible) to provide NECAC offsite services.</p> <p>2.4.2.2 Implementation Plan & Calendar: Establish clinic implementation plan and calendar for the WIC clinic in the Head Start center.</p>	<p><i>Tactic</i> WIC Nutritionist +WIC Certifiers <i>Actions</i></p> <p>1. WIC Nutritionist 2. WIC Nutritionist</p>	<p><i>Tactic</i> 10/01/21 - 9/30/22 <i>Actions</i> 1.10/01/21 - 9/30/22 2.10/01/21 - 12/31/24</p>	<p><i>Tactic</i> <i>Actions</i></p>
<p>2.4.3 WIC/Title X Client Experience : Create and utilize a universal satisfaction report that can be used to track service delivery satisfaction annually.</p>	<p>2.4.3.1 Assessment Survey: Discuss and develop an client experience assessment form that incorporates the following:</p> <ul style="list-style-type: none"> • 3 – 5 questions with either Yes/No/N/A or 1 – 5 scale responses • Space for optional comments • No Signatures • Date Only <p>2.4.3.2 Results Reporting: Create and share summary results of the client survey and use to inform discussion about changes/improvements to program delivery.</p>	<p><i>Tactic</i> FP/WIC Dir +FP Lab Tech +FP Ofc Mgr +WIC Certifiers +WIC Nutritionist <i>Actions</i></p> <p>1. FP/WIC Dir +FP Lab Tech +FP Ofc Mgr +WIC Certifiers +WIC Nutritionist</p> <p>2. FP/WIC Dir +FP Lab Tech +FP Ofc Mgr +WIC Certifiers +WIC Nutritionist</p>	<p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24 -Ongoing 2.10/01/21 - 12/31/24</p>	<p><i>Tactic</i> <i>Actions</i></p>

Strategic Initiative

3 Financial Sustainability: Maintain long-term financial sustainability by continuing to build a viable, diversified financial position to support and expand program impact.

<i>Goal</i>		<i>Key Performance Indicators</i>		
3.1 Social Enterprise: Expand our social enterprise efforts to increase unrestricted/earned income.		<ul style="list-style-type: none"> • Unrestricted/earned income averages \$100,000 annually • One new home development project added annually • Build 10 homes annually through the Aspire program • Reality After Release generates \$5,000 annually 		
<i>Tactic</i>	<i>Action</i>	<i>Responsible Party</i>	<i>Date Range</i>	<i>Resources</i>
3.1.1 Housing Development: Receive secure funding to support either a HOME or tax credit project annually.	<p>3.1.1.1 Project Evaluation Criteria: Formalize project evaluation criteria.</p> <p>3.1.1.2 Project Exit Strategy : Establish an exit strategy for every project.</p> <p>3.1.1.3 Property Profitability Evaluation: Evaluate portfolio profitability annually and use to inform decisions regarding implementation of exit strategy and/or changes to management processes. Report evaluation results and recommendations to board.</p> <p>3.1.1.4 Occupancy/Profitability Reports: Review occupancy and profitability reports (snapshot and trends) for all properties with the Housing Development Committee and provide reports to the board.</p>	<p><i>Tactic</i> Dep Dir Housing +Chief Dep Dir +Finance Dir <i>Actions</i></p> <p>1. Dep Dir Housing +Chief Dep Dir +Finance Dir +X-Housing Dev Com</p> <p>2. Dep Dir Housing +Chief Dep Dir +Finance Dir +X-Housing Dev Com</p> <p>3. Dep Dir Housing +Finance Dir</p> <p>4. Dep Dir Housing +Finance Dir</p>	<p><i>Tactic</i> 10/01/21 - 2/28/22 <i>Actions</i> 1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p> <p>3.10/01/21 - 12/31/24</p> <p>4.10/01/21 - 12/31/24</p>	<p><i>Tactic</i></p> <p><i>Actions</i></p>
3.1.2 Aspire: Partner with Moberly Correctional Facility (MCF) to build small homes to order through contracts with individuals or cities.	3.1.2.1 Financial Model: Develop a financial model to plan for scope of project/ROI and share with the Housing Development Committee, Finance Committee and full board of directors.	<p><i>Responsible Party</i></p> <p><i>Tactic</i> Dep Dir Housing +HO Programs Dir +X-Housing Dev Com <i>Actions</i></p> <p>1. Dep Dir Housing</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/22 - 12/31/24 <i>Actions</i> 1.10/01/22 - 12/31/24</p> <p>2.10/01/21 - 12/31/22</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

	<p>3.1.2.2 Funding for Sally Port: Work with MCF to secure funding commitment to widen sally port at MCF.</p> <p>3.1.2.3 Community Task Force: Establish a community task force engaging NECAC board, staff and interested members of the community in advocating for and promoting this program. (Note: Include this opportunity in Tactic 2.1.1 Community Convening)</p> <p>3.1.2.4 Promotion Plan: Once gate construction timeline is established develop plan for promotion/sale of homes.</p> <p>3.1.2.5 Secure Loan Funders: Secure agreements with banks/funders to support loans to clients for small homes.</p>	<p>+HO Programs Dir +X-Housing Dev Com</p> <p>2. Dep Dir Housing +HO Programs Dir</p> <p>3. Dep Dir Housing +HO Programs Dir +X-Housing Dev Com</p> <p>4. Dep Dir Housing +HO Programs Dir +PM Dirs +X-Housing Dev Com</p> <p>5. Dep Dir Housing +HO Programs Dir +X-Housing Dev Com</p>	<p>3.10/01/22 - 12/31/24</p> <p>4.1/01/23 - 12/31/24</p> <p>5.1/01/23 - 12/31/24</p>	
<p><i>Tactic</i> 3.1.3 Referral Agent Leads: Increase the number of agencies/housing developers with whom NECAC has referral contract relationships.</p>	<p><i>Action</i> 3.1.3.1 Identify/Outreach to Developers: Identify affordable housing developers with new projects and initiate outreach to promote referral contracts.</p> <p>3.1.3.2 Define/Promote Benefits: Define benefits of a contract relationship with NECAC and promote to potential partners.</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> Dep Dir Com Srvcs +CO Coords <i>Actions</i></p> <p>1. Dep Dir Com Srvcs +CO Coords +Dep Dir Housing +PM Dirs</p> <p>2. Dep Dir Com Srvcs +CO Coords</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>
<p><i>Tactic</i> 3.1.4 Reality After Release: Increase the number of kits and/or simulations purchased by interested entities to</p>	<p><i>Action</i> 3.1.4.1 Financial Model: Develop a financial model to plan for scope of project/ROI and share with</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> CSBG Dir +CSBG Asst</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

<p>support the work they do successfully transitioning people back into society.</p>	<p>the Finance Committee and full board of directors.</p> <p>3.1.4.2 Example Simulation Exercise: Host an example simulation exercise for policy makers, legislators, law enforcement, correctional leaders to create interest in the program. (Develop contact list for simulation)</p> <p>3.1.4.3 Marketing Materials: Develop marketing materials to support the sale of the program.</p> <p>3.1.4.4 Hire Training Coordinator: Hire training coordinator to support delivery of the program</p>	<p><i>Actions</i></p> <p>1. CSBG Dir +CSBG Asst +Finance Dir +PR Ofcr +X-Finance Com</p> <p>2. CSBG Dir +CSBG Asst +PM Dirs</p> <p>3. CSBG Dir +CSBG Asst</p> <p>4. CSBG Dir +Chief Dep Dir +Finance Dir</p>	<p><i>Actions</i></p> <p>1.10/01/21 - 3/31/22</p> <p>2.10/01/21 - 9/30/22</p> <p>3.10/01/21 - 9/30/22</p> <p>4.10/01/22 - 12/31/24</p>	<p>4. 0.50 FTE \$35,000</p>
<p><i>Tactic</i></p> <p>3.1.5 Revenue Development Plan: Work with Resource Development consultant to create a plan to expand NECAC's capacity to generate revenue through social enterprise.</p>	<p><i>Action</i></p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> Dep Dir Housing +Exec Team</p> <p><i>Actions</i></p>	<p><i>Date Range</i></p> <p><i>Tactic</i></p> <p>3/31/22 - 2/28/23</p> <p>-Ongoing</p> <p><i>Actions</i></p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

<p><i>Goal</i></p> <p>3.2 Philanthropy: Continue to raise and diversify sources of funds/donations/in-kind goods and services to support fulfillment of NECAC's mission and goals.</p>		<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • Dollars raised through corporate gifts/grants increase (2021 baseline =X) • Dollars raised through foundation grants increase (2021 baseline=X) • Dollars raised through individual donations increases (2021 baseline=X) • In-kind donations/services increase (2021 baseline=X) 		
<p><i>Tactic</i></p> <p>3.2.1 Corporate Support: Increase corporate donations and sponsorships.</p>	<p><i>Action</i></p> <p>3.2.1.1 Cultivate Relationships: Cultivate stronger relationships with current corporate supporters through ongoing communication.</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> Chief Dep Dir +Exec Team</p> <p><i>Actions</i></p> <p>1. Chief Dep Dir +Exec Team</p>	<p><i>Date Range</i></p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24</p> <p><i>Actions</i></p> <p>1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

	<p>3.2.1.2 Identify Key Supporters & Assign Outreach: Identify key corporate supporters and assign NECAC leaders to them to be a point of contact and nurture the relationship.</p> <p>3.2.1.3 Partner List: Develop a list of current corporate partners and potential partners.</p> <p>3.2.1.4 Program Support Opportunities: Develop a package of program support opportunities and use to support conversations with current and potential partners.</p> <p>3.2.1.5 Engage Board Support: Engage board members in identifying corporate partners to promote the NECAC mission.</p>	<p>2. Chief Dep Dir +Exec Team</p> <p>3. Chief Dep Dir +Exec Team</p> <p>4. Chief Dep Dir +Exec Team</p> <p>5. Chief Dep Dir +Exec Team</p>	<p>3.10/01/21 - 12/31/24</p> <p>4.10/01/21 - 12/31/24</p> <p>5.10/01/21 - 12/31/24</p>	
<p><i>Tactic</i> 3.2.2 Partner Support: Increase the number and involvement of partners who support us, e.g. Holiday gifts baskets, school donations, etc.</p>	<p><i>Action</i> 3.2.2.1 Campaign to Promote Donations: Conduct outreach campaign to large businesses to promote donations to holiday meal and back to school and other NECAC projects</p> <p>3.2.2.2 Campaign to Promote Volunteer Opportunities: Conduct Outreach campaign to promote volunteer opportunities to support NECAC special projects (food basket distribution, school backpack distribution, supplying the basics).</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> CSBG Dir +CO Coords +CSBG Asst <i>Actions</i></p> <p>1. CSBG Dir +CO Coords +CSBG Asst +PR Ofcr</p> <p>2. CSBG Dir +CO Coords +CSBG Asst +PR Ofcr</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

<p>Goal 3.3 Fiscal/Fiduciary Responsibility: As good stewards of the funds entrusted to us, continue to assess our resources, ensuring we meet our mission most effectively, while continuing to use prudent financial practices and controls.</p>		<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Maintain a minimum of 30 days of cash on hand for lines of business in the NECAC audit • Achieve “Outstanding” rating with NWA • Current ratio exceeds 1 for lines of business in the NECAC audit • Revenues exceed expenses annually 		
<p>Tactic 3.3.1 Financial Assessment: Conduct a financial assessment to understand the progress being achieved in current programs and to identify the future focus for resource development</p>	<p>Action</p>	<p>Responsible Party</p> <p><i>Tactic</i> Chief Dep Dir +Finance Dir +Program Dirs <i>Actions</i></p>	<p>Date Range</p> <p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i></p>	<p>Resources</p> <p><i>Tactic</i> <i>Actions</i></p>
<p>Tactic 3.3.2 Board Fiscal Oversight: Strengthen the board’s knowledge about NECAC’s financial position and enhance its capacity for fiscal oversight.</p>	<p>Action</p> <p>3.3.2.1 Financial Reporting: Provide cash flow projections and goals to the board reflecting HUD and non-HUD programs.</p> <p>3.3.2.2 Consolidated Revenue Report: Develop and provide an annual consolidated report of revenue sources across the agency.</p> <p>3.3.2.3 Board Education: Create and present ongoing education on fiscal oversight and NECAC financial practices.</p>	<p>Responsible Party</p> <p><i>Tactic</i> <i>Actions</i></p> <p>1. Finance Dir 2. Finance Dir +X Fin Com Chair +X-Finance Com 3. X Fin Com Chair +Finance Dir +X-Finance Com</p>	<p>Date Range</p> <p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/22 - 12/31/24 3.10/01/21 - 12/31/24</p>	<p>Resources</p> <p><i>Tactic</i> <i>Actions</i></p>
<p>Tactic 3.3.3 Operating Reserve: Establish and maintain an operating reserve.</p>	<p>Action</p> <p>3.3.3.1 Goals & Policies: Establish reserve fund goals and policies.</p>	<p>Responsible Party</p> <p><i>Tactic</i> Chief Dep Dir +Finance Dir +X-Finance Com <i>Actions</i></p> <p>1. Chief Dep Dir +Finance Dir +X-Finance Com</p>	<p>Date Range</p> <p><i>Tactic</i> 10/01/23 - 12/31/24 <i>Actions</i> 1.10/01/23 - 12/31/24</p>	<p>Resources</p> <p><i>Tactic</i> <i>Actions</i></p>

Strategic Initiative

4 Visibility & Community Outreach: Elevate awareness and appreciation of NECAC as the go-to resource for providing locally focused solutions to meet community needs.

<p>Goal 4.1 Marketing/Branding: Demonstrate the dignity, diversity, and value of NECAC programs to clients and the community by establishing a clear voice, message strategy, and visual brand for NECAC.</p>		<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Clients report increased comfort with seeking services (relative to stigma/destigmatizing) • Engagement in stories posted to Facebook increases (FY2020 baseline=X) • Website visits increase • Website page views increase • Net promoter score (would you recommend NECAC to your friends) Baseline in FY2022 		
<p>Tactic 4.1.1 NECAC Brand: Use all communications channels to build and reinforce awareness of NECAC's brand as the go-to resource for providing locally focused solutions to meet community needs.</p>	<p>Action 4.1.1.1 Marketing Campaign: Develop and implement an ongoing marketing campaign dedicated to destigmatizing perceptions about receiving NECAC services and promoting the value of NECAC as a community asset providing measurable benefits to communities</p> <p>4.1.1.2 Reporting Impact through Outcomes: Use client and community outcome data to demonstrate impact/value of NECAC to individuals and communities.</p> <p>4.1.1.3 NECAC-Produced Video: Expand use of NECAC-produced video to tell the story.</p> <p>4.1.1.4 Data Gathering: Add question to client intake process to identify how clients find NECAC. Use to guide to decisions about investment of marketing/outreach resources.</p>	<p>Responsible Party</p> <p><i>Tactic</i> PR Ofcr</p> <p><i>Actions</i></p> <ol style="list-style-type: none"> 1. PR Ofcr 2. PR Ofcr 3. PR Ofcr 4. PR Ofcr 5. PR Ofcr +Exec Team 	<p>Date Range</p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24</p> <p><i>Actions</i></p> <ol style="list-style-type: none"> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/24 4.10/01/21 - 12/31/24 5.10/01/23 - 12/31/24 	<p>Resources</p> <p><i>Tactic</i></p> <p><i>Actions</i></p> <ol style="list-style-type: none"> 1. \$0

	4.1.1.5 Visual Rebrand: Engage the board and organization leadership in a discussion about changing the organization's visual brand to NECAC.			
<i>Tactic</i> 4.1.2 Promote Philanthropy: Use the NECAC story to make the case for philanthropic support from the community.	<i>Action</i>	<i>Responsible Party</i> <i>Tactic</i> <i>Actions</i>	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i>	<i>Resources</i> <i>Tactic</i> <i>Actions</i>
<i>Tactic</i> 4.1.3 Social Media: Increase NECAC's social media presence/messages.	<i>Action</i> 4.1.3.1 Shared Drive Folders: Create a PR "folder" on the public and shared drives for staff to report events/activities/news/client stories for social media posts. 4.1.3.2 Posting Policy: Update social media posting policy for county offices. 4.1.3.3 Reminders to Post: Send regular reminders regarding posting information to the PR folder 4.1.3.4 Social Media Training: Develop and conduct training on PR/social media opportunities for County Coordinators, Program Managers/Coordinators. 4.1.3.5 Twitter: Add a NECAC Twitter presence. Determine whether/how to establish Twitter presence by county. 4.1.3.6 Instagram: Explore the possibility of adding an Instagram presence.	<i>Responsible Party</i> <i>Tactic</i> PR Ofcr +CO Coords +Program Mgrs <i>Actions</i> 1. PR Ofcr +CO Coords +Program Mgrs 2. PR Ofcr 3. PR Ofcr 4. PR Ofcr 5. PR Ofcr 6. PR Ofcr	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/24 4.10/01/21 - 12/31/24 5.10/01/21 - 12/31/24 6.10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

<p><i>Goal</i> 4.2 Community Presence/Outreach: Conduct education and outreach to expand engagement in NECAC programs/services and to increase understanding and support of our mission.</p>		<p><i>Key Performance Indicators</i></p> <ul style="list-style-type: none"> • At least 40 presentations are made to community/business groups annually. • At least 3 new business or program partnerships/grants, or significant philanthropic donations/grants results from community outreach efforts annually 		
<p><i>Tactic</i> 4.2.1 Outreach Plan: Develop a plan that defines an explicit outreach effort.</p>	<p><i>Action</i> 4.2.1.1 Outreach List: Identify list of org's to reach out to</p> <p>4.2.1.2 Actions: Develop specific actions for carrying out this effort (Include specific "ask" content for presentations)</p> <p>4.2.1.3 Tracking/Reporting System: Develop a tracking/reporting system/process (includes grants, other revenues, in-kind donations, etc.)</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> CSBG Dir</p> <p><i>Actions</i></p> <p>1. CSBG Dir +CO Coords +Exec Team</p> <p>2. CSBG Dir +CO Coords +Exec Team</p> <p>3. CSBG Dir +CO Coords +Exec Team</p>	<p><i>Date Range</i></p> <p><i>Tactic</i></p> <p>7/01/22 - 7/31/22</p> <p><i>Actions</i></p> <p>1.7/01/22 - 7/31/22</p> <p>2.7/01/22 - 7/31/22</p> <p>3.7/01/22 - 7/31/22</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>
<p><i>Tactic</i> 4.2.2 Execute Plan: Execute as planned.</p>	<p><i>Action</i> 4.2.2.1 Presentations: Conduct scheduled presentations – including deliberate "ask" is made with each presentation</p> <p>4.2.2.2 Track Efforts: Develop and implement a system to track efforts</p> <p>4.2.2.3 Report Progress: Report Progress on efforts.</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> CEO +CSBG Dir</p> <p><i>Actions</i></p> <p>1. CEO +CO Coords +CSBG Dir +Exec Team +X-BOD</p> <p>2. CSBG Dir +CO Coords +Exec Team</p> <p>3. CSBG Dir +CO Coords +Exec Team</p>	<p><i>Date Range</i></p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24</p> <p><i>Actions</i></p> <p>1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p> <p>3.10/01/21 - 12/31/24</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

<p>Goal 4.3 Advocacy: Advocate for issues impacting the people and communities we serve through direct action and in collaboration with local, regional, and national partners who share our views and values.</p>		<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Participate in Missouri Community Action Network Legislative Day • X local officials (mayor, commissioners, etc.) attend a NECAC Community Action Day annually/before the end of the plan • X state legislators or staff visit a NECAC office annually/before the end of the plan • X federal legislators or staff visit a NECAC office/property before the end of the plan 		
<p>Tactic 4.3.1 Post Community Convening Outreach: Schedule and conduct meetings with each Senator and House member to talk about the need for affordable housing and gain their investment in the work of committees/efforts initiated through the Community Convening, including support for future legislation and/or program development.</p>	<p>Action</p>	<p>Responsible Party</p> <p><i>Tactic</i></p> <p><i>Actions</i></p>	<p>Date Range</p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24 <i>Actions</i></p>	<p>Resources</p> <p><i>Tactic</i></p> <p><i>Actions</i></p>
<p>Tactic 4.3.2 Demonstrate NECAC Impact: Provide information about key successes (the so what) for all NECAC programs as well as opportunities for making these programs more successful as part of every legislator visit to offices, properties, or events.</p>	<p>Action</p> <p>4.3.2.1 Summary Report: Develop summary report based on individual program reports.</p> <p>4.3.2.2 Community Advocacy: Use summary report to support advocacy with business and community groups. Target content to audience interests.</p> <p>4.3.2.3 Infographics: Develop infographics to support visual communication of NECAC outcomes/impact</p>	<p>Responsible Party</p> <p><i>Tactic</i> Dep Dir Housing +Chief Dep Dir +CSBG Dir +Dep Dir Com Svcs +Dep Dir Health +FP/WIC Dir <i>Actions</i></p> <p>1. PR Ofcr</p> <p>2. Dep Dir Housing +Chief Dep Dir +CSBG Dir +Dep Dir Com Svcs +Dep Dir Health +FP/WIC Dir</p>	<p>Date Range</p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24 <i>Actions</i></p> <p>1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p> <p>3.10/01/21 - 12/31/24</p>	<p>Resources</p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

		3. PR Ofcr		
<i>Tactic</i> 4.3.3 Editorial Board Briefings: Explore potential for conducting editorial briefings with local media outlets.	<i>Action</i>	<i>Responsible Party</i> <i>Tactic</i> <i>Actions</i>	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i>	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

Strategic Initiative
5 Organizational Development: Create and maintain a culture of excellence by supporting and inspiring highly qualified and diverse staff and board and ensure quality systems to support their success.

<i>Goal</i> 5.1 Staff: Recruit, develop and retain diverse, skilled staff who are committed to NECAC's mission.	<i>Key Performance Indicators</i> <ul style="list-style-type: none"> • # of employees who fulfill annual work goals (Baseline in 2023 then set measure) • Improve employee turnover rate to 22% by the end of 2022 (Baseline FY121=26%) • At least 75% of weatherization apprentices achieve and maintain full employment annually • Time to hire remains at 4 weeks or less (FY2021 Baseline=4weeks) • NECAC Salary/comp/benefits meet Compensation Study benchmarks • High-level of employee satisfaction ratings reflected in annual/bi-annual survey (specific metrics tbd when instrument selected) 			
<i>Tactic</i> 5.1.1 Performance Support: Ensure that we maintain a supportive annual employee planning and performance review process that includes specific individual annual goals.	<i>Action</i> 5.1.1.1 Annual Work Goals: Establish annual work goals for all employees by the end of 2022 and use these to support the annual performance review process.	<i>Responsible Party</i> <i>Tactic</i> Chief Dep Dir +HR Dept <i>Actions</i> 1. Chief Dep Dir +HR Dept	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>
<i>Tactic</i> 5.1.2 Leadership Development, Succession & Continuity Planning: Conduct succession and continuity	<i>Action</i> 5.1.2.1 Identify Skill Sets: Identify leadership skill sets needed for all senior leadership positions,	<i>Responsible Party</i> <i>Tactic</i> Chief Dep Dir <i>Actions</i>	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

<p>planning for all senior leadership positions.</p>	<p>consider current and future role/responsibilities.</p> <p>5.1.2.2 Continuity Plan: Outline a process for ensuring continuity in all leadership positions, including designation of person/persons to fill each role in the event of an unplanned/prolonged absence. Use information from skill set analysis to support identification of who would step in to fill each leadership position, and as needed, to establish professional development goals to help prepare these individuals to undertake the work the position requires.</p> <p>5.1.2.3 Desk Manual: Create desk manuals for each leadership position with key tasks, operational information defined to support quick uptake of the role in the event of an unanticipated or prolonged absence.</p> <p>5.1.2.4 Succession Plan: Establish a defined process to plan for succession for all senior leadership positions. Use information from skill set analysis to support recruitment for the position, and as needed, to establish professional development goals to help support the individual selected for a position to successfully undertake the role.</p> <p>5.1.2.5 Leadership Development Program: Offer opportunities (online, classes, etc.) for leadership development and allow for employee input as to training needs.</p>	<p>1. Chief Dep Dir</p> <p>2. Chief Dep Dir</p> <p>3. Chief Dep Dir +Exec Team</p> <p>4. Chief Dep Dir +Exec Team</p> <p>5. Chief Dep Dir +Exec Team</p>	<p><i>Actions</i></p> <p>1.10/01/21 - 12/31/24</p> <p>2.10/01/21 - 12/31/24</p> <p>3.10/01/21 - 12/31/24</p> <p>4.10/01/21 - 12/31/24</p> <p>5.10/01/21 - 12/31/24 -Ongoing</p>	
--	---	--	---	--

<p><i>Tactic</i> 5.1.3 Recruitment: Tap the client base as a source for recruitment of new NECAC staff.</p>	<p><i>Action</i> 5.1.3.1 Promote Job Openings: Promote job openings to NECAC staff and board to support recruitment.</p>	<p><i>Responsible Party</i> <i>Tactic</i> HR Dept <i>Actions</i> 1. HR Dept</p>	<p><i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 -Ongoing <i>Actions</i> 1.10/01/21 - 12/31/24</p>	<p><i>Resources</i> <i>Tactic</i> <i>Actions</i></p>
<p><i>Tactic</i> 5.1.4 Annual Staff Survey: Conduct Staff Satisfaction Survey annually, and use results to inform workforce enhancements. (Use baseline information to develop enhance staff experience/job satisfaction KPIs in 2022.)</p>	<p><i>Action</i> 5.1.4.1 Survey Enhancements: Identify and incorporate new questions into the staff survey to broaden understanding of the perceptions and work experience of NECAC employees. 5.1.4.2 Run Survey: Annually conduct staff survey 5.1.4.3 Improvement: Identify specific areas for improvement</p>	<p><i>Responsible Party</i> <i>Tactic</i> Chief Dep Dir +HR Dept <i>Actions</i> 1. Dep Dir Com Srvc 2. Dep Dir Com Srvc 3. Chief Dep Dir +HR Dept</p>	<p><i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 -Ongoing <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24 3.10/01/21 - 12/31/24</p>	<p><i>Resources</i> <i>Tactic</i> <i>Actions</i></p>

<p><i>Goal</i> 5.2 Board: Recruit, develop and retain a high impact board to provide strategic direction, governance and ensure NECAC has the resources needed to support the mission.</p>		<p><i>Key Performance Indicators</i> • 95% member participation in 3 annual Board training activities • 100% of board members make annual pledge of time, talent and treasure that support NECAC</p>		
<p><i>Tactic</i> 5.2.1 Hiring, Evaluating & Supporting President/CEO</p>	<p><i>Action</i> 5.2.1.1 Identify & Hire: Identify & hire the most qualified candidate for CEO/President by implementing an open, comprehensive process</p> <ul style="list-style-type: none"> ○ Determine desired leadership skill sets & job profile ○ Update job description ○ Provide opportunities for internal candidate to demonstrate leadership capabilities 	<p><i>Responsible Party</i> <i>Tactic</i> X-BOD Chair +X-BOD +X-Exec Com <i>Actions</i> 1. X-BOD Chair +X-BOD +X-Exec Com 2. X-BOD Chair +Acting CEO</p>	<p><i>Date Range</i> <i>Tactic</i> 10/01/21 - 10/01/22 <i>Actions</i> 1.10/01/21 - 10/01/22 -Ongoing 2.10/01/21 - 10/01/23 -Ongoing</p>	<p><i>Resources</i> <i>Tactic</i> <i>Actions</i></p>

	<ul style="list-style-type: none"> ○ Implement policies driving succession process Issue frequent updates to Board about process <p>5.2.1.2 Evaluating, Guiding, Supporting new CEO/President:</p> <ul style="list-style-type: none"> ○ Agree to 90 day and 12 mos. organizational and personal goals ○ Conduct performance reviews for 90 days and 12 mos. 	+CEO +X-Exec Com		
<i>Tactic</i> 5.2.2 Board Recruitment & Leadership Development	<p><i>Action</i></p> <p>5.2.2.1 Job Description: Review and update board member and officer job descriptions. Present to full board for approval. Board members review & sign job description & expectations form annually.</p> <p>5.2.2.2 Terms for Officers: Look at best practices regarding term limits for officers and make recommendation to the Board. Potential bylaws change.</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i> X-BOD Chair +X-Ad Hoc Working Grp <i>Actions</i></p> <p>2. X-BOD Chair +X-Ad Hoc Working Grp</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.1/01/22 - 2/01/22 -Ongoing</p> <p>2.4/01/22 - 5/31/22 -Ongoing</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>
<i>Tactic</i> 5.2.3 Orientation	<p><i>Action</i></p> <p>5.2.3.1 Orientation Manual & Process: Review and update content every 18 months (include Strategic Plan).</p> <ul style="list-style-type: none"> ○ Provide orientation materials electronically. ○ Add virtual and/or recorded orientation opportunities. ○ 100% of new board members participate in an orientation within first six months of service 	<p><i>Responsible Party</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p> <p>1. X-BOD Chair +X-Ad Hoc Working Grp</p>	<p><i>Date Range</i></p> <p><i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.4/01/22 - 10/01/22 -Ongoing</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

	<ul style="list-style-type: none"> Utilize a Board Mentor/ Buddy system to support new members during first year. 			
<p><i>Tactic</i> 5.2.4 On-going Board Training</p>	<p><i>Action</i> 5.2.4.1 Annual Education Plan: Create an annual educational plan with timeline and a variety of ways to increase understanding of board roles, responsibilities and ways to strengthen board effectiveness.</p> <p>5.2.4.2 Training Activities: Conduct 3 training activities a year.</p> <p>5.2.4.3 Board Portal: Explore feasibility and cost of a comprehensive board portal. (Include orientation & training materials, organizational policies, financial statements, Board meeting packets and minutes etc....)</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p> <p>1. X-BOD Chair +X-Ad Hoc Working Grp</p> <p>2. X-BOD Chair +X-Ad Hoc Working Grp</p> <p>3. Chief Dep Dir +IT Dir</p>	<p><i>Date Range</i></p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24</p> <p><i>Actions</i></p> <p>1.1/01/21 - 3/31/22 -Ongoing</p> <p>2.10/01/21 - 12/31/22 -Ongoing</p> <p>3.6/01/22 - 9/30/22 -Ongoing</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>
<p><i>Tactic</i> 5.2.5 Increasing Board Engagement</p>	<p><i>Action</i> 5.2.5.1 Ambassadors: Create elevator speech and “ways to help” talking points</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p> <p>1. X-BOD Chair +Chief Dep Dir +PR Ofcr +X-BOD +X-Com Chairs</p>	<p><i>Date Range</i></p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24</p> <p><i>Actions</i></p> <p>1.10/01/21 - 10/01/22 -Ongoing</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>
<p><i>Tactic</i> 5.2.6 Effective Board Meetings</p>	<p><i>Action</i> 5.2.6.1 Hybrid Meetings: Explore successful practices for planning/conducting hybrid meetings and adopt those that will most effectively support NECAC board and committee meetings.</p>	<p><i>Responsible Party</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p> <p>1. X-BOD Chair +CEO +IT Dir +X-Ad Hoc Working</p>	<p><i>Date Range</i></p> <p><i>Tactic</i></p> <p>10/01/21 - 12/31/24</p> <p><i>Actions</i></p> <p>1.10/01/21 - 3/01/22 -Ongoing</p> <p>2.1/01/22 - 5/01/22</p>	<p><i>Resources</i></p> <p><i>Tactic</i></p> <p><i>Actions</i></p>

	<p>5.2.6.2 Committee & Staff Reports : Re-align & standardize committee and staff reports to focus on strategic areas of importance.</p> <p>5.2.6.3 Interactive Strategic Discussion: Encourage open and honest exchanges on critical issues facing the organization by setting aside time for discussions. Identify strategic questions to engage board in discussions as needed.</p> <p>5.2.6.4 Mission Moments: Add Mission Moments to the board agenda as a shared responsibility of staff and board.</p> <p>5.2.6.5 Board Self-Assessment: Update board self-assessment tool</p> <ul style="list-style-type: none"> o Conduct self-assessment biennially o Identify and implement improvements 	<p>Grp</p> <p>2. X-BOD Chair +Exec Team +X-Com Chairs</p> <p>3. X-BOD Chair +Exec Team +X-Exec Com</p> <p>4. X-BOD Chair +CEO +Exec Team +PR Ofcr</p> <p>5. X-BOD Chair +CEO +X-Ad Hoc Working Grp</p>	<p>-Ongoing</p> <p>3.10/01/21 - 12/31/24 -Ongoing</p> <p>4.10/01/21 - 12/31/24 -Ongoing</p> <p>5.10/01/21 - 12/31/24 -Ongoing</p>	
--	---	--	---	--

<p>Goal 5.3 Organizational Culture: Identify and implement ongoing actions to engage our staff and all stakeholders in a culture of equity, inclusion and excellence.</p>		<p>Key Performance Indicators • Establish a staff culture committee in alignment with goals defined by Personnel Committee</p>		
<p>Tactic 5.3.1 Internal Communications</p>	<p>Action 5.3.1.1 NECAC Newsletter: Regularly include an Employee Spotlight in the newsletter and share the story via Facebook and local media.</p>	<p>Responsible Party</p> <p>Tactic PR Ofcr</p> <p>Actions 1. PR Ofcr</p>	<p>Date Range</p> <p>Tactic 10/01/21 - 12/31/24</p> <p>Actions 1.10/01/21 - 12/31/24</p>	<p>Resources</p> <p>Tactic</p> <p>Actions</p>
<p>Tactic 5.3.2 Core Values: Identify, embrace and integrate core values into the fabric of everything we do, advancing care, respect, dignity,</p>	<p>Action 5.3.2.1 Commitment to Inclusion & Diversity:</p>	<p>Responsible Party</p> <p>Tactic CEO +Exec Team</p>	<p>Date Range</p> <p>Tactic 10/01/21 - 12/31/24</p>	<p>Resources</p> <p>Tactic</p> <p>Actions</p>

excellence (etc. – whatever the values end up being...)	Identify and implement ways NECAC can support/display its commitment to inclusion and diversity	<i>Actions</i> 1. HR Dir +Exec Team +HR Dept	<i>Actions</i> 1.10/01/21 - 12/31/24	
---	---	---	---	--

<i>Goal</i> 5.4 Operations & Infrastructure: Support efficiency and effectiveness through innovative operations and infrastructure.		<i>Key Performance Indicators</i> • All software is updated to newest version • Technology Security Manual is updated annually • Employees report moderate or above satisfaction with the technology used to complete their jobs.		
<i>Tactic</i> 5.4.1 Technology: Ensure we continue to maintain and improve our technology to meet organization-wide needs.	<i>Action</i> 5.4.1.1 Planning: Annually assess and identify technology improvements needed 5.4.1.2 Security: Ensure antivirus and other security protections are up-to-date	<i>Responsible Party</i> <i>Tactic</i> IT Dir <i>Actions</i> 1. IT Dir 2. IT Dir +Dept Dirs	<i>Date Range</i> <i>Tactic</i> 10/01/21 - 12/31/24 <i>Actions</i> 1.10/01/21 - 12/31/24 2.10/01/21 - 12/31/24	<i>Resources</i> <i>Tactic</i> <i>Actions</i>

NECAC Strategic Plan 2021-2024

Resource Planning Calendar Summary

This report reflects elements of the plan that may require additional resources beyond current budget to implement.

	Tactic / Action	Responsible Party	Start	End	Resource Value	Resource Type	Resource Comments
1.1.2	In-Office Technology for Clients	CSBG Dir +IT Dir +MIS Admin	10/01/21	12/31/24	7,200	Dollars	Computers for NECAC offices
2.1.1	Community Convening on Housing	Dep Dir Housing +HO Programs Dir +PM Dirs +PR Ofcr +Sec 8 Dir	10/01/21	9/30/22		Dollars	
2.1.3.3	Virtual Curriculum	Dep Dir Housing +CO Coords +Dep Dir Com Svcs +HO Programs Dir +HSG Prog Dir +PR Ofcr +Sec 8 Counselors	10/01/21	12/31/22		Dollars	Digital production costs
3.1.4.4	Hire Training Coordinator	CSBG Dir +Chief Dep Dir +Finance Dir	10/01/22	12/31/24	0.50	FTE	
3.1.4.4	Hire Training Coordinator	CSBG Dir +Chief Dep Dir +Finance Dir	10/01/22	12/31/24	35,000	Dollars	
4.1.1.1	Marketing Campaign	PR Ofcr	10/01/21	12/31/24		Dollars	

NECAC

Strategic Plan Implementation Progress Assessment, Reporting and Plan Changes Policy and Procedure October 26, 2021

Policy

It is the intention of NECAC to maximize the use of the strategic plan as our “road map” by maintaining an ongoing process of plan assessment, reporting, and updating, thus ensuring our focus and efforts are targeted to meeting our mission, relevant needs, and fiduciary responsibilities. Furthermore, the board recognizes it is their responsibility to ensure a strategic plan and a plan management process are in place, and that the board receives high-level reports on progress quarterly, while the staff executes the plan on a day-to-day basis.

Procedure

1. Plan Oversight and Assessment of Progress/Achievement:
 - a. Assign each Goal of the Strategic Plan to specific Board Committee and key staff for oversight.*¹
 - b. Plan Assessment Calendar:
 - Full plan assessments will be conducted semi-annually as described below. An annual calendar will be developed with specific dates for completion/presentation.
 - c. Plan Assessment Process:
 - NECAC leadership and staff will have initial responsibility for plan assessment and will conduct assessment May and October annually.
 - Staff will share draft assessment scorecards with assigned board committees for review/discussion/affirmation. Changes to assessment ratings/comments can be made per committee feedback.
 - Governance level scorecard reflecting assessment of progress on Goals and Key Performance Indicators will be distributed in the board packet during the month following the end of each quarter.
 - Staff Liaison/Committee Chair will present assessment highlights related to progress for their assigned goals at the board meeting following the twice annual assessment.
2. Strategic Plan Changes: During the course of ongoing operations and/or because of insights gained through the assessment process, the need for plan changes may be identified. The following describes the process and authority for making and approving changes to the plan.
 - a. Actions: Staff makes recommendations for changes to the CEO/Chief Deputy Director/Program Directors can approve such changes for staff accountable Actions.
 - b. Tactics: Staff, and where appropriate board committee, make recommendations for changes to plan Tactics. Changes are discussed with/approved by CEO/Chief Deputy Director/Program Director. At CEO/Chief Deputy Director/Program Director/board committee discretion the change may be brought to the full board for review and approval.
 - c. Goals/KPI's – Recommendations for changes to Goals/KPI's will be presented to and approved by a vote of the full board.
 - d. Once approved, all changes will be entered into the strategic plan database immediately, so updated version is available to all.

¹ See Goal assignments at end of this document

Note: prior to changes being made in plan database, a Plan Implementation Worksheet report will be generated and exported as record of plan prior to new changes (if not done so already) – for history/archive purposes.

Board/Staff Proposed Committee Assignments (October 2021)

Goal	Board Committee	Staff Liaison
1.1 Program Delivery Improvement: Evaluate, update and implement program practices/approaches to maximize efficiency of delivery and impact.	Community Services	CSBG Dir
1.2 Impact Measurement: Establish a quality improvement process to ensure and track the delivery of successful for those we serve.	Community Services	CSBG Dir
1.3 Expand Capacity to Meet Growth: Expand organizational and program capacity to meet the demand created by anticipated growth in government funding for NECA programs.	Housing	Housing Dev Dir
2.1 Housing: Address the community's need for affordable, accessible, safe, healthy and energy-efficient homes.	Housing	Dep Dir Housing
2.2 Employment & Education: Increase the community's access to resources to improve their employability, job opportunities, and occupational growth.	Community Services	CSBG Dir
2.3 Life Skills Training: Improve the knowledge and life skills of community members to position them for greater self-sufficiency and improved quality of life.	Community Services	CSBG Dir
2.4 Health & Nutrition: Connect vulnerable populations to resources providing health care, health education, and healthy food.	Community Health	Com Health Dir FP Dir
3.1 Social Enterprise: Expand our social enterprise efforts to increase unrestricted/earned income.	Housing	Chief Dep Dir Dep Dir Housing
3.2 Philanthropy: Continue to raise and diversify sources of funds/donations/in-kind goods and services to support fulfillment of NECAC's mission and goals.	Executive	Chief Dep Dir Exec Team
3.3 Fiscal/Fiduciary Responsibility: As good stewards of the funds entrusted to us, continue to assess our resources, ensuring we meet our mission most effectively, while continuing to use prudent financial practices and controls.	Financial	Chief Dep Dir COO
4.1 Marketing/Branding: Demonstrate the dignity, diversity, and value of NECAC programs to clients and the community by establishing a clear voice, message strategy, and visual brand for NECAC.	Executive	PR Ofcr
4.2 Community Presence/Outreach: Conduct education and outreach to expand engagement in NECAC programs/services and to increase understanding and support of our mission	Community Services	PR Ofcr
4.3 Advocacy: Advocate for issues impacting the people and communities we serve through direct action and in collaboration with local, regional, and national partners who share our views and values.	Executive	PR Ofcr
5.1 Staff: Recruit, develop and retain diverse, skilled staff who are committed to NECAC's mission.	Personnel	Personnel Ofcr
5.2 Board: Recruit, develop and retain a high impact board to provide strategic direction, governance and ensure NECAC has the resources needed to support the mission.	Board Of Directors	Board Chair CEO
5.3 Organizational Culture: Identify and implement ongoing actions to engage our staff and all stakeholders in a culture of equity, inclusion and excellence.	Executive	CEO
5.4 Operations & Infrastructure: Support efficiency and effectiveness through innovative operations and infrastructure.	Executive	CEO