

# NEICAC Strategic Planning Narrative Report



## Strategic Planning Process

Over the course of several weeks in the Spring of 2025, the NEICAC Strategic Planning Committee participated in a series of meetings with the ultimate result of a draft strategic plan to be presented to the NEICAC Board of Directors for approval and implementation in 2025.

### NEICAC Strategic Planning Committee

- Chrishelle Stravers
- Karli Schmelzer
- Nichole Griesse
- Martin Ahrndt
- Sharon Burke
- Ken Wohlford
- Scott Fischer
- Trisha Wilkins

At the first meeting conducted on February 18, 2025: *Where We've Been*, the committee reviewed the most recent strategic plan, its background, changes/growth since implementation, what goals remain relevant today, and what worked well in designing and implementing the plan. An overview of the requirements set forth by the CSBG Organizational Standards in relation to strategic planning was presented. The committee reviewed the agency's mission statement and values, as well as the most recent Community Needs Assessment, Risk Assessment, and Board Assessment Report, and identified what additional information the committee needs to collect.

### Artifacts:

- [Strategic Plan Accomplishments](#)
- [NEICAC Strategic Planning PowerPoint](#)
- [Community Needs Assessment Final Report](#)
- [Risk Assessment Full Report](#) and [Executive Summary](#)
- [Vision & Mission Exercise](#)
- [Prior Strategic Plan](#) & [Narrative Report](#)
- [Board Assessment Report](#)

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At the 2<sup>nd</sup> Meeting conducted in person on March 7, 2025: *Information Gathering & Analysis*, the committee reviewed the results of the Stop/Start/Continue Survey that had been sent to the entire organization and developed a SWOT and PES Analysis for the Organization. High-priority needs and outcomes were identified, along with possible strategies the agency can pursue to achieve outcomes. Creation of action plans by staff were discussed.

## Artifacts:

- [Stop/Start/Continue Summary](#)
- [High Priority Items](#)
- [SWOT Analysis](#)

On March 24, 2025, ICAA reviewed the following with the NEICAC Board of Directors:

- High Level Review of STOP/START/CONTINUE (artifact 1)
- Review of Staff Developed SWOT/PEST (artifact 2)
- Ask for any additional inputs on SWOT/PEST that board feels were missed
- Review Priorities (artifact 3)
- Ask for any additional input on the Priorities Document
- Discuss the formulation of the 3 pillars
  - **Community Building**  
Stakeholders understand the community's needs and support agency efforts with time/talent/treasure
  - **Revenue Diversification**  
NEICAC has sustainable and diverse funding streams to serve community needs
  - **Culture**  
NEICAC is a place where people want to come to work and who feel they belong and are valued
- Review Next Steps of the Process - Development of OKR Document for next 3 years

At the final Committee Meeting held virtually on March 27, 2025: *Where We're Going*: a draft of the strategic plan framework was reviewed by the strategic plan committee to determine any additional adjustments that may need to be made prior to presenting it to the agency board of directors. Agency staff will determine how best to track results and communicate progress both internally & externally. Any relevant action plans that are created will be reviewed.

## Artifacts:

- [Strategic Plan](#)



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## **CSBG Organizational Standards**

The Strategic Planning Committee was able to successfully address the CSBG Organizational Standards in their Strategic Planning Process:

### **6.2 - The approved plan addresses the reduction of poverty, revitalization of low-income communities, and empowerment of people with low incomes to become more self-sufficient.**

- The NEICAC Strategic Plan addresses the revitalization of low-income communities, empowerment of people with low incomes to become self-sufficient by focusing on Community Building – ensuring the community's needs are understood and met through increasing the agency's time, talent, and treasure through deepened partnerships and storytelling of those served.

### **6.3 - The approved plan contains family, agency, or community goals.**

The plan contains both agency and community goals.

- By focusing on agency culture, this will directly impact services to individuals and families to produce changes in knowledge, skills, attitudes, and behaviors.
- By focusing on revenue diversification, the strategies identified will promote changes in infrastructure for both the agency and, by extension, the community
- By focusing on community building, this increases stakeholder awareness of the needs in their communities and the strategies and programs that help to alleviate them.

### **6.4 - Customer satisfaction data and customer input, collected as part of the community assessment is included in the strategic planning process.**

- NEICAC did a comprehensive review of Community Needs Assessment Data and other program data to formulate this Strategic Plan.

## **Next Steps:**

The Leadership Team continues to work on the Year 1 Initiatives and corresponding Quarterly Milestones and Action Steps identified for the first year of the Strategic Plan.

# NEICAC STRATEGIC PLAN

## 2025-2028

### COMMUNITY BUILDING

Stakeholders understand the community's needs and support agency efforts with time/talent/treasure.



#### Key Results

- ➔ Two points of contact at each identified partner in each county in these target areas: Economic Development Entity, School District, County Government, Health System, Faith-Based Organization, 25 Community-Based, and five counties per City.
- ➔ Each Department has an identified pipeline of recurring volunteers.
- ➔ Net Promotor Score from Customers, Employees and Partners.
- ➔ Each program cultivates one story per quarter.

### REVENUE DIVERSIFICATION

Agency has sustainable and diverse funding streams to serve community needs.



#### Key Results

- ➔ Year over year growth in local fundraising.
- ➔ Increase Board participation in fundraising.
- ➔ Increase Local, State, Regional, Federal, and Foundation Grants.
- ➔ Increase contributions to the unrestricted fund.

### CULTURE

NEICAC is a place where people want to come to work and who feel they belong and are valued.



#### Key Results

- ➔ Pay scale and benefits package is analyzed every two years for market alignment and funding sustainability.
- ➔ Each employee has opportunity to enhance their professional skills in an area that is important to them and organizationally aligned.
- ➔ Employees are at 80% on the Gallup Employee Engagement Survey.
- ➔ Communication strategy has been systemized and standardized.