

Strategic Plan Update

SWOT Analysis

STRENGTHS		2024 Update	2025 Update
Area of Strength	Options to Take Advantage of Strengths		
Compliance Findings	Continue to train case managers to follow TAC.	All strengths continue to be consistent toward continued growth. The spread measures of the agency's growth continue to be encouraging.	All strengths continue to be consistent toward continued growth. The spread measures of the agency's growth continue to be encouraging.
Funder Requirements	Continue to follow the TAC and stay up to date with what is required.		
Staff Retention (C/N)	Continue to provide open line of communication with Case Managers. Continue to provide support to area needs.		
Customer Service	Continue to provide excellent customer service. Continue to know our area and outside resources to assist clients.		
Client Satisfaction	Continue to be clear and concise with the clients. Continue to send out client satisfaction surveys to all clients.		
Array of programs and services addressing key needs	Continue to match clients with the appropriate program(s) to provide them with the assistance that best meets their needs.		
Single Audit Issues	Continue to maintain accurate financial records.		

Key Strategic Issues

Strategic Issue	What makes it a strategic issue?	Consequences of not addressing issue	Benefits of addressing issue	Steps to address issue	2025 Update
Effective Program Outreach (CSMG, TROP)	Funder Requirement	Client being underserved and missed opportunities for the agency.	Providing a holistic approach to clients needs.	Monthly program evaluation	We have scheduled our CSMG TROP Program as the Family Engagement Program. We have added Family Engagement Activities to our Head Start program to assist every individual and families in becoming self-sufficient.
			Increased service opportunities	Continued training on how to properly identify TROP clients, seek partnerships to provide additional resources to clients.	
Board Member Retention	Funder Requirement	If we do not have the required number of board members, we could lose our CSMG funding.	The ability to meet questions.	Having a full board allows for more community engagement. Having a full board holds the agency accountable.	Board Member retention and resources is no longer a struggle.

Goals, Objectives, Strategies, and Outcomes

Type of Goal (Agency, Family, or Community)	Agency	Area to Address	CSMG TROP program				2024 Update	2025 Update
PI Goal:		Meet the agency transitioning goal						
Strategic:		Provide continued training to the Case Managers enabling them to better identify clients to enroll in the program and help them successfully transition to the household.					The agency transitioning goal is 17. Currently, 50 individuals are enrolled and 10 individuals have transitioned. We expect that we will meet our goal by the end of November 2024.	The agency transitioning goal is 17. Currently, 60 individuals are enrolled and 3 individuals have transitioned. We expect that we will meet our goal by the end of November 2025.
							Case Managers have successfully enrolled 10 individuals in the CSMG TROP program.	Case Managers have successfully enrolled 10 individuals in the CSMG TROP program.

WEAKNESSES		2024 Update	2025 Update
Area of Weakness	Options to Overcome Weaknesses		
Board Member Retention	Work towards shortening the meetings. Better selection criteria.	Board meetings are averaging an hour or less. Board retention continues to improve.	Board meetings are averaging an hour or less. Board retention continues to improve.
Staff Retention (HR)	Offer a company matched retirement plan.	We are currently reviewing our retirement plan to see if we can offer a company match. The retirement plan has been in place since 2015. The current match rate is 10%.	We have obtained a new retirement plan and will offer a company match starting in January 2025. The current match rate is 10%.
Small LT Department	Budget for a larger LT department.	LT Coordinator salary. We currently have a new LT Coordinator and we are still searching for an LT position.	We have a new LT Coordinator and we will start the new search for an LT position in September 2025.
Partnerships	Focus on more outreach opportunities that will allow us the ability to find more partnership possibilities.	Outreach and partnerships continue to improve, especially with the Family Plan Program.	Outreach and partnerships continue to improve.

OPPORTUNITIES		2024 Update	2025 Update
External Opportunities	Options to Take Advantage of Opportunities		
Unrestricted Funding	Go to meetings and speak with them about donations and fundraising.	Plan for a Director of Marketing and Development. We will have a new Deputy Executive Director in late 2024.	We are currently reviewing our marketing plan and will offer a company match starting in January 2025. The current match rate is 10%.

THREATS		2024 Update	2025 Update
External Threats	Options to Take to Overcome Threats		
Demographic Changes	CNA will allow us to keep up with these changes and needs.	CNA continues to keep up with the demographic changes and needs in the service area.	CNA continues to keep up with the demographic changes and needs in the service area.