

Strategic Plan Update

SWOT Analysis

STRENGTHS		2023 Update	2024 Update
Area of Strength	Options to Take Advantage of Strengths	2023 Update	2024 Update
Compliance Findings	Continue to train case managers to follow TAC.	All findings continue to be consistent toward continued growth. The spread measures of the agency's growth continue to be encouraging.	We are continuing 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%)	Continue to provide open line of communication with Case Managers. Continue to provide support to areas needed.		
Customer Service	Continue to provide excellent customer service. Continue to know our areas 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 outcome 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	2023 Update	2024 Update
Effective Program Outcomes (CSBG, TDFP)	Funder Requirement	Client being underserved and missed opportunities for the agency.	Providing a holistic approach to clients needs.	Monthly program evaluation	We have enhanced our CSBG TDFP Program as the Family Empowerment Program. We have added Family Empowerment Advocates to our Head Start program to assist parents in becoming self-sufficient.	We have enhanced our CSBG TDFP Program as the Family Empowerment Program. We have added Family Empowerment Advocates to our Head Start program to assist parents in becoming self-sufficient.
Board Member Retention	Funder Requirement	If we do not have the required number of board members, we could lose our CSBG funding.	The ability to meet agencies Having a full board allows for more community engagement. Having a full board holds the agency accountable.	Better selection criteria. Research committee participation	Board Member retention and resources is no longer a struggle.	Board Member retention and resources has become a struggle again. Obtaining quorum for meetings has been increasingly difficult.

Goals, Objectives, Strategies, and Outcomes

Type of Goal (Agency, Family, or Community)	Agency	Area to Address:	CSBG TDFP program	2023 Update	2024 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 the household.			The agency transitioning goal is 17. Currently, 60 individuals are enrolled and 7 individuals left. Case Managers have successfully enrolled over 60 individuals in the CSBG TDFP program.	Case Managers continue to struggle with this program. CEO will spend the week of August 1, 2024 with them.

WEAKNESSES		2023 Update	2024 Update
Area of Weakness	Options to Overcome Weaknesses	2023 Update	2024 Update
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 has become an issue.
Staff Retention (HR)	Offer a company matched retirement plan.	We have offered a new retirement plan that will offer a company match beginning in January 2024. However, most firms offer 15% to 18.5%.	Company match is not possible at this time. Employee rate is under 10%.
Small LT Department	Budget for a larger LT department.	We have a small LT Coordinator and will need to hire more staff for an LT Assistant in September 2023.	We have hired an LT Assistant.
Partnerships	Focus on more outreach opportunities that will allow us the ability to find more partnership possibilities.	Outreach and partnerships continue to increase.	Outreach and partnerships continue to increase.

OPPORTUNITIES		2023 Update	2024 Update
External Opportunities	Options to Take Advantage of Opportunities	2023 Update	2024 Update
Unrestricted Funding	Go to counties and speak with them about donations and fundraising.	Our new CEO (January 2023) has been in place for 11 months. Plans are in place to begin fundraising.	We are developing partnerships that could lead to more unrestricted funding. Additional funding is under contract to be utilized to hire additional staff and move the office to the 301 E. Houston, Indian Creek.

THREATS		2023 Update	2024 Update
External Threats	Options to Take to Overcome Threats	2023 Update	2024 Update
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.