

NMCAA
STRATEGIC PLAN 2013
Progress Report
To Board of Directors

Date: March 19, 2015

Plan of Action
"Doing Things Right"

Goal 1: Implement Branding / PR / Fund Development Initiative

Things to be Done	Progress Statement	Responsible Party	Date Started	Additional Comments	Date Completed
1. Expand Agency Development Committee a) Recruit staff & Community members 2. Expand/Reinvigorate PR Committee a) Recruit staff members	<p style="color: red;">Kept membership to Board and existing staff into Year 2 of Rotary Capacity-Building support</p> <p style="color: red;">Revision or Ambassador Toolkit underway as part of Revised Communication & Development Plan (NorthSky)</p>	<p>Development Committee</p> <p>Director of Advancement</p>			
3. Maximize Marketing Capacity a) Determine and obtain outside guidance from Score, NorthSky, Rotary (other?) b) Compile CAA Best Practices c) Identify Pilot/Seed Program Funding Options d) Identify Necessary Funds e) Develop/Implement Branding Strategy f) Develop/Implement Communications Strategy g) Develop/Implement PR/Outreach Strategy	<p style="color: red;">Hired Director of Advancement May '14 With Year 2 of Capacity-Building Support from Rotary, Communications & Development Plan has been revised (see plan details)</p>	<p>Director of Advancement</p>		<p style="color: red;">a-d) Complete</p> <p style="color: red;">e-g) see Communications & Development Plan</p>	
3. Maximize Fund Development Capacity a) Utilize 2.a Outcome b) Identify Sources c) Develop Networks of Sustainable Streams d) Develop Capital Campaign	<p style="color: red;">See Revised Communications & Development Plan</p>	<p>Director of Advancement</p>		<p style="color: red;">a-c underway</p> <p style="color: red;">d not expected to begin for 2-5 years</p>	
4. New Goals Identified:					

Comments: Revised Communications & Development Plan (Rotary Form A submitted 2/27/15 Grantee Action Plan) functions as addendum to this section

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Goal 2: Deliver self-sufficiency/independence-enhancing services through Agency-wide Outcomes Framework

Things to be Done	Progress Statement	Responsible Party	Date Started	Additional Comments	Date Completed
1. Create Outcomes Committee that includes representatives from all departments a) Solicit Committee membership b) Determine meeting date(s) & Agenda (co-chairs responsibility)	Committee formed and meeting	TBD-Co-Chairs Committee	3-8-13		
2. Review all of the outcome measures currently being used to establish framework's minimum parameters a) Gather existing outcome models within the agency b) Analyze for commonalities in the models c) Decide on a common model and/or language to use	Waiting for final revisions to ROMA system	Co-Chairs Committee		ROMA system required for all CAAs is going through a revision nationally	
3. Develop a tracking outcomes method a) Look at other "Best Practices on how client services are tracked or "client touch points" within the agency b) Create and implement policies and procedures that support the framework outcome measure that has been established. c) Develop client satisfaction reporting & tracking for all major program areas as component of outcomes	Frustrated by statewide failures in progress on software systems "talking to each other" Must develop manual cross-department tracking systems	Committee			
4. Train staff on outcome framework a) Report out on outcomes instead of departments (PR) b) Develop a progress report or survey that will go out to clients to evaluate our effectiveness		Committee			
5. Develop a compatibility matrix for new programming (making sure all the arrows are going in the same direction) a) Data driven decision making b) Outcomes fit within the mission & vision of the agency c) New opportunities are screened through the lens of the universal outcomes.	Strategic Decisions Matrix designed with NeighborWorks Consultant summer 2014; adopted by Board September 18 2014	Committee			

Comments: National ROMA Goals still being developed along with Organizational Performance Standards; that along with state attempts to develop bridges among different software systems used (to capture client data in a single place without same data being entered multiple times) is reason to move slowly at the local level until those state and national efforts are more complete

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Goal 3: Agency customers will benefit from NMCAA services through productive relationships with highly-qualified staff

Things to be Done	Progress Statement	Responsible Party	Date Started	Additional Comments	Date Completed
1. Increase quality staff retention a) Establish a Staff Retention committee a) Recruit committee members b) Establish meeting calendar and agenda c) Results of Client Satisfaction surveys and input will be evaluated to determine additional training needs & program development	Results of both first and second staff surveys compiled; Shared with staff along with wage comparability study results at all-staff meeting Dec 2014 Committee planned and held all staff meeting Dec 2014	Committee, Betsy	Jan 2013	Committee will be on-going with at least twice-per-year meetings	
2. Develop Flow chart for hiring/orientation a) Contact with managers to determine who is currently completing orientations and what is shared b) Include NMCAA Component content with repetition and touch points	2013 Individual Department orientation procedures reviewed; 6/14 Orientation timeline developed and will be included in new Supervisor's Manual	Committee, Betsy	Feb 2013		
3. Complete new staff training orientation video a) Committee review current status b) Decide most critical information to include c) Develop completion schedule	Orientation video completed in 2013 is now a part of all new staff orientation	Committee, Abria	Feb 2013		
4. Update Supervisor's Manual a) Review current Manual b) Identify new components (including safety?)	Office safety practices explored, implemented new protocols Supervisor Manuals designed, finalized, will be distributed to all supervisors	Committee, Betsy, Abria	March 2013	office safety improvements will be ongoing Annual Supervisor Manual updates	
5. Conduct Exit Interviews with separating NMCAA staff a) Update existing Exit Interview b) Consider electronic or Web-site based version c) Develop compilation/department feedback protocol	6/14 Exit Interview updated, As of 11/14 will now conduct on Survey Monkey, 3/15 added to website under "Quicklinks"	Committee, Betsy, Managers	April 2013		
6. Train Directors/Managers in best practices A) Resource efficiency B) Budget Management and C) Salaries & Benefits a) Committee develop with John, Dan & Betsy training components and content b) Create training and materials c) Consider electronic or Web-based training presentation	9/18/14 Strategic Decisions Matrix (see above) 6/14 wage increase 1.3% Addressed comments from Employee Survey 1/15 Web based Risk Management tool selected (completed 3/17/15)	Directors Managers		Supervisor Manual to be distributed next month Salary Structure updates being explored	

Comments:

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Goal 4: Develop a Universal NMCAA Intake Protocol including new Intake Specialist Positions

Things to be Done	Progress Statement	Responsible Party	Date Started	Additional Comments	Date Completed
1. Create a standardized, Agency-wide, Customer Assessment/Internal Referral/Release form a) Review all program applications for commonalities to determine fields of the agency-wide database b) Include agency release (internal/external) c) Develop intra-agency Release of Information form		Technology Committee's Intake & Communication Workgroup	2/8/13		Completed
2. Establish one Intake Specialist position for each office (Traverse City, Cadillac, and Petoskey) a) Develop Job Description b) Investigate funding and/or volunteer options c) Positions to be responsible for collecting all Program Applications and other necessary intake information for agency for input into the agency wide client tracking database**.		Staff	5/1/13		Completed. Will use existing Staff.
3. Create a common referral process to function at initial intake or anytime thereafter a) Develop a universal intra-agency referral form. b) Develop a procedure for staff to follow for intra-agency referrals c) Designate program staff for intake and/or process program specific referrals.	Intake Committee decided "another form" not needed. Referrals are already being made.	Director/Manager	2/15/13	Referrals already occurring will be improved by Goal 4.4.	Completed
4. Develop universal protocols and procedures for customer contact that create a standard culture and allow the agency to provide holistic assistance. a) Develop appropriate Training b) Develop training schedule c) Train all staff	Intake Committee will invite other Agency Intake Staff to create universal instruction manual for all Intake Staff. This Goal will improve the quality of Item 6.2 in the Agency's Organizational Performance Standards.	Technology Committee's Intake & Communication Workgroup and current intake staff	2/15/13 2/16/13	The "invited" Intake Staff will become trainers for their respective Departments.	
5. Decide on a universal database which will gather all necessary client information and track client services from the initial point of service. a) Review final procedures and protocol and administer test phase. b) Review of Intake process and procedures. c) Update Universal Intake Process (if needed).	FacsPro is being used directly or data is being "batch" entered for all ROMA programs.	Intake & Communication Workgroup As above & program designee As above Technology Committee	2/8/13 5/1/13 6/30/13 7/1/13		Completed. IT Specialist inputs batch data from other programs.

Comments: ** Pilot Triage position is currently in place and is temporarily being filled by volunteers. Ideally, this plan would allow for the hiring of a permanent Intake Specialist for the agency that would be trained in HCo, HMIS, Child Plus, and in universal intake procedures (Pre-Application) for the entire agency.

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Goal 5: Improve Internal communications

Things to be Done	Progress Statement	Responsible Party	Date Started	Additional Comments	Date Completed
<p>1. Create an integrated (non-siloed) Agency Bulletin Board (newsletter) and keep it current!</p> <p>a) Determine if staff would prefer to have this come via e-mail or to be accessible on the web site</p> <p>b) Determine a designated staff person in each dept. to be responsible to get any updated information to the web master as per the schedule</p>		Tech Committee's Intake & Communication	Feb 2013		Completed. (ongoing)
<p>2. Improve NMCAA Tech Systems</p> <p>a) Clean up / Organize P drive</p> <p>b) Fix phone system</p> <p>c) Explore /expand podcast and web conferencing potentials</p> <p>d) Include Staff orientations-and intro to the Agency programs and culture via DVD or podcasts ---- Agency wide (See Goal 3.3 above)</p>		Tech Committee's Intake & Communication Workgroup Dept Directors/ Managers	March 2013	Agency added "Go to Meeting" to its Web Conference arsenal. P drive maintenance monitored by Tech Committee. DVD needs editing for Public use.	Completed.
<p>3. Improve access to agency Board meetings information</p> <p>a) Post monthly Board meeting agenda on Website</p> <p>b) Post Board and Committee meeting minutes on Website</p> <p>c) Post Board and Committee membership rosters on Website</p> <p>d) Post Annual Board meeting calendar on Website</p>	c) is now complete. Posted in "NMCAA Board Book" on Agency Website.	John, Mike	Jan 2013		Completed
<p>4. Improve access to departmental and overall agency information</p> <p>a) Develop Universal Calendar of Agency events and/or trainings for website</p> <p>b) Consider/pursue a web link from the Agency home page using the 'up north live' community calendar</p> <p>c) Post all meeting agendas in advance and encourage cross-departmental attendance</p> <p>d) Post all meeting minutes on website</p>	a) and b) are now complete. c) and d) still in progress	Tech Committee's Intake & Communication Workgroup Dept Directors/ Managers			
<p>5. Formalize all-dept Manager group meeting</p> <p>a) Have one manager designated to set up meetings each year</p> <p>b) Develop a Managers Block in the email system (including all depts.)</p>	Will hold these meetings by Web conference after "Go to Meeting" training.	NMCAA Mgmt staff, Dept Directors Mike			

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Goal 6: Goal areas will be evaluated

Things to be Done	Progress Statement	Responsible Party	Date Started	Additional Comments	Date Completed
<ol style="list-style-type: none"> 1. Establish a Strategic Plan Progress Committee for the purpose of ongoing plan evaluation. 2. Committee will be comprised of Dept. Directors & chairpersons and/or participants from the other Strategic Plan committees 3. Establish meeting schedule 4. Create tools and formulate procedures necessary to carry out plan of action <ol style="list-style-type: none"> a) "Report card" b) Progress report c) Format d) Check list 5. Committees engage in work 6. Report Progress and get feedback from other Committees 7. Develop Progress Reports to be presented to the Board (or through the Planning Committee as determined by the Board) 	<p>1 & 2 Under way and in progress</p> <p>3) Meets as part of 1st Monday Admin</p> <p>4b) This document</p> <p>7) This document</p>	Progress Committee			
<ol style="list-style-type: none"> 2. New Goal Identified: 	<p>Goal 2, 3 (c)</p> <p>Goal 3, 1 (c)</p>				

Comments: