

NMCAA
STRATEGIC PLAN 2013
Progress Report
To Board of Directors

Date: March 20, 2014

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	Kept membership to Board and existing staff through Rotary/NorthSky process Developed Ambassador Toolkit as part of Communication & Development Plan (NorthSky) – will be implemented with both committees	Development Committee PR Committee			
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	a)Marsha Smith meeting & Rotary, NorthSky 6&7/13 Board Capacity Assessment & 8/13Statement of Work; Communications & Development Plan adopted; Core for successful Capacity Building Grant from Rotary to hire Development Director by 4/14 c)Rotary & NeighborWorks d)As above	Development Committee & PR Committee Consultant or Hire – Determined by 2.a	April 10	a)All working simultaneously Advertising for DD expect to hire 4/14 then regroup PR & Development Committees	
3. Maximize Fund Development Capacity a) Utilize 2.a Outcome b) Identify Sources c) Develop Networks of Sustainable Streams d) Develop Capital Campaign		Development Committee Consultant or Hire – Determined by 2.a – with Rotary support will hire DD			
4. New Goals Identified:					

Comments:

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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	Reviewed ROMA as outcomes measure for all NMCAA activities Developing "map" of all outcomes tracked by programs	Co-Chairs Committee	4-13	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.	Modify monthly Board Grants and Contracts Report to coincide with ROMA goals	Committee		Complete for CS Programs	
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.	Will be part of NeighborWorks Programming Strategic Plan	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	Completed – 2 “All-goal” meetings have taken place, next 5-1-14 Developed an all-staff satisfaction survey in the spring 175 responded	Committee, Betsy	Jan 2013	Developed subgroups to divide up goal areas	
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	In process	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 complete; working on shorter version for the website (M Gordon)	Committee, Abria	Feb 2013	Completed video 11/13 good comments from staff working on distribution	
4. Update Supervisor’s Manual a) Review current Manual b) Identify new components (including safety?)	Begun, but challenging work	Committee, Betsy, Abria	March 2013		
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	Looking at different examples, including those used by NMCAA, all influenced by satisfaction survey results	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		Directors Managers			

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	Intake form is being finalized. Release form already exists by Dave Hagen and Intake Committee.	Technology Committee's Intake & Communication Workgroup	2/8/13	Complete at next meeting 9/13/13	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**.		Intake Specialist**	5/1/13	On hold. Attempting to use existing Staff	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.	Paul Carpenter is researching how DBA FacsPro can be used to make referrals. FacsPro "Auto" referrals have yet to be reviewed by the Intake Committee.	Director/Manager	2/15/13		
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	Will be addressed upon completion of 1, 2 and 3. Still waiting for step 3 to be completed.	Technology Committee's Intake & Communication Workgroup and current intake staff	2/15/13 2/16/13		
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).	DBA FacsPro has been selected to perform this function. 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		

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>	<p>Website Committee created monthly list of timely events to be posted on the website. Dept. Website Editors will keep up to date and send links to all Staff</p>	<p>Tech Committee's Intake & Communication</p>	<p>Feb 2013</p>		<p style="color: red;">Completed. (ongoing)</p>
<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>	<p>Staff in each Dept. responsible for P Drive. Phones OK. Web Conf. trainings held June and again in Sept. Agency DVD in progress. Paul created a "Deleted" folder for "administrator" deletions. Agency Video Committee includes Vicky A., Paul, Nick G., Mike and Amy King.</p>	<p>Tech Committee's Intake & Communication Workgroup Dept Directors/ Managers</p>	<p>March 2013</p>	<p style="color: red;">Agency added "Go to Meeting" to its Web Conference arsenal. P drive maintenance monitored by Tech Committee. DVD needs editing for Public use.</p>	<p style="color: red;">Completed.</p>
<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>	<p>a) Is occurring</p> <p>c) and d) are in progress</p> <p style="color: red;">a), b) and d) are now complete</p>	<p>John, Mike</p>	<p>Jan 2013</p>		
<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>	<p>Committee members to get specifics from Dept. directors/managers. Kim will check into the 'up north live' process.</p> <p style="color: red;">Committee still reviewing all items.</p>	<p>Tech Committee's Intake & Communication Workgroup Dept Directors/ Managers</p>			
<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>	<p>Mike met with Kerry B. and are planning a Sept. organizational mtg.</p> <p style="color: red;">Will hold these meetings by Web conference after "Go to Meeting" training.</p>	<p>NMCAA Mgmt staff, Dept Directors</p> <p>Mike</p>			

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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>	<p>Progress Committee</p>			
<p>2. New Goal Identified:</p>					

Comments: