

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 1: Develop/expand relationships with faith-based organizations, human services and colleges and universities in their communities to address areas of need.

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation, Finance

OBJECTIVES	Action Steps	Responsible Person	Target Date	Outcome	Measurement
<p>1A. The NRCA staff and Board will increase by 30% the number of faith-based organizations engaging with NRCA to support our mission.</p> <p>Objective target date: June 30, 2017.</p>	Staff will assess the number of local faith-based organizations engaging with NRCA to support our mission of promoting and supporting the well-being and self-reliance of individuals, families and communities (including RSVP focus areas). Support will be identified in the form of volunteer, financial, in-kind, or other and include support to key Emergency Assistance Program partners (MCEAP & PCENTF). Staff will share the base-line list with the Board.	Ann Angert	June 30, 2015		
	The Public Relations and Resource Development Committee will coordinate with staff to develop an appropriate NRCA script to tell our story and seek support for our work among faith-based organizations.	Terry Smusz	September 30, 2015		
	Board (Rev. Terry Mays) and staff (Anne Faris, Ann Angert) will recruit and train at least 5 representatives total (at least one per jurisdiction) from Board and staff to give presentations on NRCA to local faith-based groups.	Terry Smusz	December 31, 2015		
	The Board and staff will Identify contacts at local ministerial associations or other faith-based organizations in each jurisdiction and arrange at least 5 presentations.	Terry Smusz	February 28, 2016		
	Trained Board and staff will conduct at least 5 presentations on NRCA to local faith-based organizations.	Terry Smusz	October 31, 2016		
	The Public Relations and Resource Development Committee will coordinate with staff to develop a survey to administer to Board and staff to assess the effectiveness of the faith-based outreach efforts.	Ann Angert	April 30, 2017		
	Staff will administer the survey, compile results, compare with the base-line list, and share results with the Board.	Ann Angert	June 30, 2017		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 1 *continued*: Develop/expand relationships with faith-based organizations, human services and colleges and universities in their communities to address areas of need

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation, Finance

<p>1B. The NRCA staff will increase by 30% the number of human service agencies engaging with NRCA to support our mission.</p> <p>Objective target date: June 30, 2018.</p>	Staff will assess the number of human service agencies engaging with NRCA to support our mission of promoting and supporting the well-being and self-reliance of individuals, families and communities (including RSVP focus areas). Support will be identified in the form of formal MOUs, referral relationships, informal coordination, or other. Staff will share the base-line list with the Board.	Ann Angert	July 31, 2017		
	Staff and Board will brainstorm a list of additional human service agencies, with key contacts, that might assist NRCA in delivering services. Staff and Board will also review the base-line list and brainstorm additional services within those agencies that might assist NRCA in delivering services.	Terry Smusz	September 30, 2017		
	Appropriate NRCA staff will arrange and hold meetings with key contacts at human service agencies identified through brainstorming. Purpose of the meetings will be to share information about the services and needs of NRCA and each agency and explore opportunities for new or expanded collaborations.	Terry Smusz	January 31, 2018		
	The Public Relations and Resource Development Committee will coordinate with staff to develop a survey to administer to staff to assess the effectiveness of the above efforts.	Ann Angert	April 30, 2018		
	Staff will administer the survey, compile results, compare with the base-line list, and share results with the Board.	Ann Angert	June 30, 2018		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 1 *continued*: Develop/expand relationships with faith-based organizations, human services and colleges and universities in their communities to address areas of need

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation, Finance

1C. The NRCA staff will increase by 30% the number of agency activities with colleges and universities. Objective target date: June 30, 2018.	Staff will assess the number of FY 2014-15 agency activities with colleges and universities. Staff will share the base-line list with the Board.	Ann Angert	July 31, 2017		
	Staff will use existing college and university relationships to identify potential new endeavors and arrange at least 6 meetings with related C & U contacts.	Terry Smusz	October 31, 2017		
	The Public Relations and Resource Development Committee will coordinate with staff to develop a survey to administer to staff to assess the effectiveness of the above efforts.	Ann Angert	April 30, 2018		
	Staff will administer the survey, compile results, compare with the base-line list, and share results with the Board.	Ann Angert	June 30, 2018		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 2: Explore income producing opportunities such as special events and for-profit ventures.

Oversight Committee(s): Public Relations and Resource Development, Finance

OBJECTIVES	Action Steps	Responsible Person	Target Date	Outcome	Measurement
2A. Board of Directors will determine NRCA's suitability for adding one revenue-producing special event to support the NRCA General Fund. Objective target date: March 31, 2016	The Public Relations/Resource Development and Finance Committees will coordinate with staff to develop a survey to assess the characteristics of successful revenue-producing special events.	Terry Smusz	March 31, 2015		
	Staff will administer the survey to 5 local non-profits (including NRCA programs) that sponsor successful revenue-producing special events and compile results.	Terry Smusz	June 30, 2015		
	Staff will conduct internet research on characteristics of successful revenue-producing successful events.	Jamie Raines	June 30, 2015		
	Utilizing survey and internet information, staff will develop a report on characteristics of successful revenue-producing special events, including lessons learned, and share with full Board.	Jamie Raines	September 2015 Board meeting		
	The Public Relations/Resource Development and Finance Committees will coordinate with staff to design and conduct an analysis to determine NRCA capacity and resources needed for adding one revenue-producing special event to agency activities. Staff will develop written report of findings.	Terry Smusz	December 31, 2015		
	Utilizing information gathered in previous action steps, Public Relations/Resource Development and Finance Committees will jointly share all information gathered and make a recommendation to the full Board regarding NRCA adding one revenue-producing special event to agency activities.	Committee Chairs	March 2016 Board meeting		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 2 *continued*: Explore income producing opportunities such as special events and for-profit ventures.

Oversight Committee(s): Public Relations and Resource Development, Finance

OBJECTIVES	Action Steps	Responsible Person	Target Date	Outcome	Measurement
2B. Board of Directors will determine NRCA's suitability for adding one revenue-producing for-profit venture to support the NRCA General Fund. Objective target date: September 30, 2017	Staff and Board members will recruit expert volunteers to participate on an ad-hoc <i>NRCA For-Profit Venture Exploration Committee</i> to recommend the exploration process steps.	Terry Smusz	May 31, 2016		
	The <i>NRCA For-Profit Venture Exploration Committee</i> will coordinate with staff to develop a written exploration process report and present to the full Board.	Terry Smusz	September 2016 Board meeting		
	Finance Director will coordinate with the NRCA auditor and attorney to explore the legal issues and auditing laws related to operating a for-profit venture within a non-profit. Written findings will be shared with the full Board.	Tammy Pennington	October 2016 Board meeting		
	A team of NRCA representatives including, but not limited to, the Executive Director, Planning Director and Finance Director will meet with at least four non-profits having experience with for-profit ventures. A written summary of visits and lessons learned will be shared with the full Board.	Ann Angert	February 2017 Board meeting		
	Staff, in consultation with the <i>NRCA For-Profit Venture Exploration Committee</i> and Board members, as available, will coordinate additional exploration steps in accordance with <i>Committee</i> recommendations. Exploration steps will include an analysis of NRCA capacity and resources needed. The <i>Committee</i> will coordinate with staff to develop a written report of information gathered and analysis.	Ann Angert	July 31, 2017		
	Utilizing information gathered in previous action steps, Public Relations/Resource Development and Finance Committees will jointly share all information gathered and make a recommendation to the full Board regarding NRCA's potential for activity in for-profit ventures.	Ann Angert	September 2017 Board meeting		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 3: Tell our poverty story better (causes, cycle, etc.) *“No Stories Without Data, No Data Without Stories”*

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation

OBJECTIVES	Action Steps	Responsible Person	Target Date	Outcome	Measurement
3A. The NRCA staff will track and report data for at least two outputs or outcomes per program utilizing national community action ROMA performance indicators. Objective target date: November 30, 2015	Planning Director will train key program staff leaders on tracking and reporting program outputs and outcomes according to ROMA (Results Oriented Management and Accountability) performance indicators as required by federal and state community action funding agencies.	Angert Ann	September 1, 2014		
	Each key program staff leader will select at least two or more ROMA performance indicators for tracking and reporting.	Ann Angert	September 1, 2014		
	Human Resources Manager will add a ROMA performance indicators page at the front of each new employee orientation packet to support staff focus on outputs and outcomes.	Sheila West	January 1, 2015		
	Planning Director will participate in National Community Action Partnership ROMA training leading to certification as a ROMA trainer. Certification will ensure NRCA maintains focus on effective tracking and reporting outputs and outcomes according to national ROMA best practices.	Ann Angert	March 31, 2015		
	The Executive Director will coordinate sharing with the public NRCA’s ROMA performance indicator outputs and outcomes, as well as non-ROMA outputs and outcomes, through annual report, press releases or social media.	Terry Smusz	November 30, 2015		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 3 *continued*: Tell our poverty story better (causes, cycle, etc.) ***“No Stories Without Data, No Data Without Stories”***

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation

OBJECTIVES	Action Steps	Responsible Person	Target Date	Outcome	Measurement
3B. The NRCA staff will incorporate at least one web-based poverty education resource to agency website and Facebook pages. Objective target date: February 28, 2018	Planning Director will recruit an intern or volunteer to research web-based poverty education resources, including studies and simulations, which are suitable for general public awareness and easily linked to NRCA website and Facebook pages.	Ann Angert	September 30, 2017		
	Intern/volunteer will complete research.	Ann Angert	December 31, 2017		
	Intern/volunteer will share selected recommended resources with NRCA Senior Management and Public Relations and Resource Development Committee.	Ann Angert	January 31, 2018		
	Human Resources Manager will incorporate final choice of poverty education materials into NRCA website and Facebook pages.	Sheila West	February 28, 2018		
3C. The NRCA staff will apply to at least three foundations for funds to hire a Community Education and Advocacy Specialist. Objective target date: December 31, 2017	Planning Director will use foundation search software to identify appropriate foundations for submitting Letters of Interest (LOIs).	Ann Angert	January 31, 2017		
	In response to LOIs, Planning Director will develop and submit applications to three appropriate foundations according to guidelines and deadlines.	Ann Angert	December 31, 2017		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 3 *continued*: Tell our poverty story better (causes, cycle, etc.) ***“No Stories Without Data, No Data Without Stories”***

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation

3D. The NRCA staff will apply to at least three funding sources for resources to purchase digital story telling training and equipment. Objective target date: June 30, 2018	Planning Director will use foundation search software to identify appropriate foundations for submitting Letters of Interest (LOIs).	Ann Angert	June 30, 2017		
	In response to LOIs, Planning Director will develop and submit applications to three appropriate foundations according to guidelines and deadlines.	Ann Angert	June 30, 2018		
3E. The NRCA staff will meet with at least three college and university department staff with the purpose of securing in-kind digital story telling services for NRCA and/or in-kind digital story telling training for staff. Objective target date: June 30, 2018	Planning Director will use college and university contacts to arrange meetings with at least three staff to discuss the potential of in-kind digital story telling services and/or training.	Ann Angert	June 30, 2018		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 3 *continued*: Tell our poverty story better (causes, cycle, etc.) **“No Stories Without Data, No Data Without Stories”**

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation

OBJECTIVE	Action Steps	Responsible Person	Target Date	Outcome	Measurement
3F. Public Relations and Resource Development Committee will develop the NRCA <i>elevator speech</i> for use by staff and leadership volunteers. Objective target date:	NRCA Senior Management Staff will develop a draft <i>elevator speech</i> describing NRCA’s purpose and services in a few statements.	Terry Smusz	March 31, 2016		
	Public Relations and Resource Development Committee with coordinate with staff to refine the <i>elevator speech</i> . Committee will present the <i>speech</i> to the Board for approval.	Terry Smusz	May 31, 2016		
	Human Resources Manager will print and laminate pocket cards for distribution to staff and leadership volunteers.	Sheila West	June 30, 2016		
	Human Resources Manager will distribute cards and discuss with staff during orientation and staff meetings.	Sheila West	September 30, 2016		
	Executive Director will distribute cards and discuss with new Board members during orientation and Board meeting.	Terry Smusz	September 30, 2016		
	Senior Management Staff will distribute cards and discuss with advisory boards and councils at meetings.	Senior Management Staff	September 30, 2016		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 3 *continued*: Tell our poverty story better (causes, cycle, etc.) ***“No Stories Without Data, No Data Without Stories”***

Oversight Committee(s): Public Relations and Resource Development, Program Planning and Evaluation

3G. Public Relations and Resource Development Committee will develop a NRCA and NRCA Head Start 50th Anniversary Celebration Committee that will be responsible for planning and carrying out anniversary activities during 2015. Objective target date: December 31, 2015	Staff and Board will recruit staff and Board volunteers to form the 50 th Anniversary Committee.	Sheila West	September, 2014		
	50 th Anniversary Committee will develop a plan and budget for the anniversary activities and present them to the Public Relations/Resource Development and Finance Committees, then to Board for approval. 50 th Anniversary Committee will ensure organization and implementation of all anniversary activities.	Committee Chair	October 2014 Board meeting		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 4: Utilize latest technological resources for internal and external business

Oversight Committee(s): PR, Program, Finance

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
4A. Centralize IT services as much as possible for one IT staffed-department.	IT Advisory Council (Bill, Sheila, Ron, Jeremy, ANS) Analyze/determine and improve internet broadband width at each site.	Bill Sisk	September 2014		
	Meet with Finance Director for budget implications to incorporate approximate \$13,000 cost by 15-16 budget development.		November 2014		
	Upgrade infrastructure including firewall to allow NRCA to set up VPN for remote management (anti-virus, desktop updates, etc.): <ul style="list-style-type: none"> ▪ Decentralize workstations. ▪ Upgrade software and firewalls to new all-inclusive product to increase connectivity. ▪ Replace/upgrade outdated VPN routers at each site. 		July, 2015		
4B. Develop IT budget every year.	MIS Committee will determine agency wide recurring and operational expenses and projected inventory replacement schedule, to include potential emergencies as well, with IT Advisory Council review. Programs determine needs pre-budget period.	Sheila West	September 30, 2014		
	Develop long-term strategies to include equipment upgrades and planned obsolescent.		November 30, 2014		
	Determine current recurring expenses (software license renewals, hardware upgrades, etc.)		Annual budget development to start with FY 14-15.		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 4 *continued*: Utilize latest technological resources for internal and external business

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
4C. Customer Service Driven IT	Improve IT work order process: SharePoint page modifications, IT SharePoint training	Bill Sisk	January 31, 2015		
	Customer feedback <ul style="list-style-type: none"> ▪ Research SLA (service level agreements to confirm what level of service can be expected within what timeframe) ▪ Perform a focus group meeting with staff from various sites for feedback. 		March 31, 2015		
Utilize social media and printed materials to strengthen partnerships	Identify where or how NRCA utilizes social media and printed materials Identify staff with expertise in using social media Identify where we could expand outreach Create a social media staff advisory committee Partner with Universities and Colleges (U and Cs) to develop social media outreaches to partnerships Create workshops with U and Cs students teaching NRCA staff how to improve outreach				
4D. Train staff on technology used by NRCA.	Identify where we could expand outreach	Sheila West			
	Partner with Universities and Colleges (U and Cs) to develop social media outreaches to partnerships		September 30, 2014		
	Create workshops with U and Cs students teaching NRCA staff how to improve outreach		May 31, 2015		
	Partner with Universities and Colleges (U and Cs) to develop social media outreaches to partnerships		June 30, 2015		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
	Create workshops with U and Cs students teaching NRCA staff how to improve outreach				

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 5: Increase utilization of Board resources (i.e. Board skills assessment)

Oversight Committee(s): Executive

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
5A. Compile a list of Board skills, including availability of time to share skills at NRCA, and develop process for regularly informing staff of skills and availability.	HR Director (with Executive Committee) develop a Board skills assessment tool. Conduct Board skills assessment annually in September and share results with Senior Management staff.	Sheila West	July 2015 September 2015		
5B. Develop new process for regularly sharing NRCA volunteer needs with Board of Directors.	At monthly Senior Management meetings, compile a list of agency activities and projects in need of assistance and share with Board members via Executive Director's report.	Terry Smusz	July 2015		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 6: Develop additional ways to reward staff (non-monetary) including professional growth opportunities.

Oversight Committee(s): Personnel

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
6A. Reward line staff with conference opportunities.	Each program director offer out-of-town training conference each year to line staff receiving exceeds or exceptional evaluations as designated by director.	Sheila West	Annually, during budget development. Starting in January 2015.		
	Program Director determines with finance how many slots feasible per program for potential conference(s).				
	Request list from HR annual list of exceeds or exceptional staff to be considered for attendance.				
	Program Directors submit annual report of staff recommended for conference(s).				
6B. Develop monthly employee recognition program.	STAR Committee will determine process to fairly select monthly STAR PLAYER based across programs & sites as nominated and voted upon by NRCA staff.	Sheila West	December 2015 for developed process Present draft process to senior management by January 2016.		
	STAR Committee to meet and determine the logistics how best to promote an “employee of the month” program to recognize employees, in consideration that multiple sites and different amount of employees across programs and sites are problematic (i.e.: Head Start has 60 employees, RSVP has 2; Christiansburg Head Start has 11 employees, Radford Emergency Assistance has 1).				
	Recognize by plaque based upon unique qualities or accomplishments outlined in nomination.				

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 6 *continued*: Develop additional ways to reward staff (non-monetary) including professional growth opportunities.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
6C. Develop annual employee & AmeriCorps yearbook.	Develop annual employee yearbook to include photo, company stats (position/dept/how long service), and fun questionnaire about employee personally	Sheila West	Publish fall/winter 2015		
	STAR committee to determine employee profile questions to ask.				
	HR initiate notice to all staff for head shot photo and employee profile questionnaire. (Head Start to gather pictures & profiles during pre-service August 2015). Collect new employee information during New Employee Orientations.				
	HR (with clerical assistance) to compile/format and print one copy per site with electronic pdf version available on SharePoint.				
6D. Research re-establishing all-staff recognition.	STAR Committee determine cost estimate for all-staff recognition day event (call ceremony or reception instead of meeting), including cost savings as possible (free venue, entertaining speaker, Board provide lunch? or pizza instead of caterer, staff do potluck breakfast?)	Sheila West	December 2014		
	STAR Committee determine cost estimate and determine with Finance Director for FY 2015-16 budgets for possible event in 2015				
	Finance determine if cost feasible to include in next budget.				

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 6 *continued*: Develop additional ways to reward staff (non-monetary) including professional growth opportunities.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
6E. Encourage county-wide staff gatherings.	Develop committee to organize quarterly socials/potlucks/dinners out for staff in each jurisdiction for information sharing and getting to know staff in other sites and programs working in the same county/city. Request volunteer in each county (city) to serve on planning committee.	Sheila West	September 30, 2015		
	Sheila West will request “leader” or chair for committee of the volunteers to facilitate/arrange committee meetings. The “leader” would communicate with all staff in their jurisdiction for planned events.		Start socials in spring 2016.		
6F. Encourage Board & Executive Director interaction with line staff.	Encourage Board members and Executive Director to visit with line staff and see program activities in action – not just during Board meetings.	Terry Smusz	Start visits in April 2015		
	Each Board member visits one site annually during business operation hours.				
	Executive Director visits each site once a year during operation hours; take “goodies” to staff when visiting.				

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 7: Identify one improvement for each program that would reduce stress (increase efficiency) in that program.

Oversight Committee(s): Program

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
CHIP Identify possible ways to streamline paperwork for CHIP Case Managers; which will meet data requirements, but will also be more time effective.	Review paperwork and data requirements for all grants.	Angie Nichols	Dec. 2014		
	Identify duplications in paperwork.		Dec./Jan. 2015		
	Create a blended form which eliminates duplicated forms.		June 2015		
	Develop a plan to train case managers on use of new form.		June 2015		
	Introduce new form and train staff.		July 2015		
EMERGENCY ASSISTANCE Improve sharing of best practices within the 5 Emergency Assistance Programs by improving team building	Explore ways to provide team building within the Emergency Assistance Programs staff.	Glenda Vest			
	Meet with Emergency Assistance staff to get their input of ways to share best practices and improve team building.		August 31, 2014		
	Put plan in place to institutionalize the team building work plan.		December 31, 2014		
FINANCE DEPARTMENT Implement Electronic Timesheets and Travel Reimbursements	Visit benchmark site(s) to evaluate process/estimate impact.	Tammy Pennington	Oct. 2014		
	Determine compatibility of new system to current financial software/system(s)	Bill Sisk	Dec. 2014		
	Determine Implementation Costs (IT Resources, Software License, etc.)	Tammy Pennington	Jan. 2015		
	Test new system/program	Tabbi Greenhalgh (timesheets) Cristy Blair (travel)	Oct./Nov. 2015		
	Implement new system/program		Jan. 1, 2016		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 7 *continued*: Identify one improvement for each program that would reduce stress (increase efficiency) in that program.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
FACILITIES AND TRANSPORTATION To establish a preventative maintenance program to have all agency-owned HVAC systems serviced twice a year by a professional HVAC mechanic, to insure every unit is functioning at peak performance	Develop contract(s) with HVAC mechanic to begin unit inspections and service before the end of August 2014. Inspections to include heat pumps, air handling units, window air conditioners, and furnaces.	Facilities & Transportation Director	contract(s) to be signed by August 31, 2014		
	Inspections and service would begin in September 2014. Each year after inspections and service would be scheduled every April and September.		September 2014		
HOMELESS AND HOUSING PROGRAMS A Create Manual for Homeless and Housing Program services for all HHP staff, updated annually	Develop a manual for new staff and for staff assisting other localities in the event of a need to have someone fill in temporarily.	Lisa Yost	December 2014		
	<ul style="list-style-type: none"> ▪ Write procedures for education and counseling services 		July 2014		
	<ul style="list-style-type: none"> ▪ Write procedures for prevention and rapid rehousing services (with assistance from Krissie Thrasher) 		Sept 2014		
HOMELESS AND HOUSING B Implement electronic client files for Homeless and Housing Programs	Make all files available electronically for accessing by the main office staff as well as available at each site.	Lisa Yost			
	IT Director to install all new printers/scanners for all Housing Counselors		July 2014		
	Ann Angert and Lisa Yost to train all staff on procedures		January 2015		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 7 *continued*: Identify one improvement for each program that would reduce stress (increase efficiency) in that program.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
HEAD START Develop a training schedule that would effectively meet ongoing training and Professional Development requirements for Head Start and NRCA; without disrupting services and instructional time for children and families and not financially burden the program.	Sheryl Helm, Sheila West, and Roni Fitch to identify trainings important for each Head Start and NRCA	Sheryl Helm	December 2014		
	Identify trainings important for each position within the Head Start Program		December 2014		
	Prioritize trainings for each position		April 2015		
	Review Head Start Planning Calendar with HR to schedule trainings		May 2015		
HUMAN RESOURCES Separate numerous duties from single position if possible Too many roles for one person (HR/Board/PR/IT/Web site, etc.)	Review Human Resources Manager/Exe Asst and the Program Support Technician job descriptions and performance plans.	Sheila West	August 31, 2014		
	Review/revise past Executive Assistant job description drafted several years ago. Determine placement on salary table. (i.e. assign Clerk of Board duties to Program Support Technician/Executive Assistant position).		October 31, 2014		
	Determine with finance staff if/when feasible to revise positions. By budget development spring 2015.		March 2015		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 7 *continued*: Identify one improvement for each program that would reduce stress (increase efficiency) in that program.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
PLANNING A Create training handbook specific to NRCA.	Purchase Screen shot software and learn how to use it	Ann Angert	January, 2015		
	Prepare screenshots and write instructions for general use		March 30,2015		
	Prepare screenshots and write instructions for specific use		May 30, 2015		
	Print and distribute training manual		July 2015		
PLANNING B Explore sharing staff member for data administration and administrative program support for Planning and Community Services	Explore adding a staff member to share administrative duties between Planning and Community Services (specifically admin systems administrator/ Vita/other?)	Glenda Vest	October 31,2015		
	Identify duties, and time constraints.		November 31, 2015		
	Determine with finance director if/when feasible to add position. By budget development spring 2016.		January 2016		
TO OUR HOUSE Ensure proper training for all volunteers (not just key coordinators)	To Our House will encourage/require all volunteers to attend a training prior to participating in the program so that volunteers are familiar with the program guidelines, volunteer responsibilities, and staff responsibilities. TOH will offer group and individual training at various sites and times in an attempt to ensure participation.	Carol Johnson	November 2014		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 7 *continued*: Identify one improvement for each program that would reduce stress (increase efficiency) in that program.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
VA CARES A more set schedule for client intake and office hours and days and times for client assistance	Developing a more predictable schedule so staff and clients can adjust and plan the coming week/month with more ease by letting the clients understand the routine of the program with less frustration	Darrell Lucas	August 2014		
VITA Explore employing VITA staff year round to provide program continuity to reach more low income people with free tax assistance.	Determine with finance director (and other staff if appropriate) if/when feasible to extend VITA Coordinator position.	Glenda Vest	August 31, 2014		
RSVP A Increase productivity and involvement with advisory councils and staff and staff and volunteers.	RSVP Staff will develop a survey to administer to RSVP Advisory Councils to see where training and knowledge is insufficient.	Valerie Mills	August 2014		
	Create a RSVP Advisory Council Orientation and Volunteer Orientations. Orientations will be based on guidelines from the CNCS and areas where volunteers/council members feel they need assistance.		January 2015		
RSVP B Educating volunteers to new expectations of grants, guidelines, special activities and staff.	Update volunteer enrollment packets and information with new grant guidelines, volunteer expectations and staff support including volunteer recognition and activities	Valerie Mills	August 2014		
	During annual meeting/recognition distribute new volunteer information packets. Offer a Q&A session where volunteers can ask questions to RSVP staff.		October 2014		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 7 *continued*: Identify one improvement for each program that would reduce stress (increase efficiency) in that program.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
RSVP C Increase community awareness in transportation issues with elderly patients and the need for volunteers.	A survey will be developed and administered to elderly living within the Floyd and Giles RSVP service areas to identify the need of transportation in the area	Valerie Mills	January 2015		
	Provide a transportation assessment outlining the need for elderly transportation for Floyd and Giles to be distributed to aging networks.		May 2015		
RSVP D Increase communications and knowledge of RSVP Reports between Floyd and Giles with staff and volunteers.	Create a work schedule that will revolve around RSVP reporting periods.	Valerie Mills	September 2014		
	Regularly scheduled monthly RSVP meeting will take place in Giles to address training, reporting and volunteer issues.		September 2014		
	Create a RSVP policies and procedures handbook that covers all areas of RSVP including staff scheduling, reports, and volunteer procedures.		February 2015		
	Both RSVP staff become familiar with RSVP monthly, quarterly and year end reports and what is expected from both service areas.		April 2015		
	Create a RSVP Policies and Procedures Handbook will be developed to cover all areas of RSVP including Advisory Council, Staff and Volunteers		August 2015		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 8: Improve staff salaries and fringes.

Oversight Committee(s): Personnel , Finance

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
8A. Review Health Insurance/ Affordable Care Act/ Benefits	Survey Staff in August 2014	Sheila West	September 2014		
	Determine the maximum amount the lowest paid employee can pay for health insurance to meet the 9 ½% of salaries requirement	Tabbi Greenhalgh	July 2014		
	Consult with Barbara of Wells Fargo to determine the minimum plan options/ deductibles/ prescriptions/ etc. and how it compares to our current plan	Tabbi Greenhalgh	Oct/Nov 2014		
	Committee to research other fringe benefits options including retirement (Committee = Tammy/Terry/Sheila/Sheryl/Glenda/Mary Critzer)	Tammy Pennington	July 1, 2015		
	Committee Review benefit eligible requirements (currently 25 hours/wk)	Tammy Pennington	Oct/Nov 2014		
8B. Review Salary Tool and its implementation and develop recommendations for continued use	Committee to research other agencies' tools	Tammy Pennington	July 1, 2015- December 31, 2015		

**New River Community Action
Strategic Plan July 1, 2014 – June 30, 2018**

Goal 8 *continued*: Improve staff salaries and fringes.

Objective	Action Steps	Responsible Person	Target Date	Outcome	Measurement
8C. Review Restructuring Programs/Departments with a goal to free up money to increase or improve staff salaries	Committee to research other agencies that have implemented restructuring	Tammy Pennington	July 1, 2016-December 31, 2016		
	Committee to review impact of hiring freezes		July 1, 2016-December 31, 2016		
	Review feasibility of increasing full-time positions and decreasing part-time positions		July 1, 2016-December 31, 2016		
	Explore hiring full-time permanent substitutes		July 1, 2016-December 31, 2016		
	Review updated Salary Study for purposes of implementing recommendations		July 1, 2016-December 31, 2016		
8D. Utilize outside volunteers/consultants to review non-salary/fringe agency expenses for possible savings that can be applied to salaries/fringes	Committee (with assistance from Facilities/Transportation Director) recruit outside volunteer advisors to review program budgets	Tammy Pennington	October 2016		
	Recommendations for program budget savings		February 2017		