



Strategic Plan January 2014 – June 2015

Purpose: *To unify goals and guide organization into action with focused energy toward desired outcomes*

VISION STATEMENT

YVEDDI is the best Community Action Agency in North Carolina. Our caring professionals and Board members work in harmony as a team to make a positive difference, promote wholesome living and connect individuals and families to tools and resources that foster success and self-sufficiency.

MISSION STATEMENT

Dedicated to improving the lives of individuals and families in Davie, Stokes, Surry, and Yadkin Counties through a variety of programs and partnerships to build stronger communities.

Timelines – Plans align with YVEDDI Fiscal Year, goals presented to Board for input each February and final approvals by Board at the Annual Meeting in April. Add timelines to yearly work plans.

- Initial Short-Term Plan - January 2014 – June 2015 (18 Months)
- Long-Term Plan July 2015 – June 2018

Goals for Strategic Plan:

1. By-Laws Update
2. Personnel Policies and Procedures Update
3. Sustainability (ongoing administration i.e. policy and systems development to minimize risks, use of monitoring and assessment results to inform planning for improvements)
4. Development of program Service Plans and Standard Operating Procedures
5. Develop Succession Plan to include Finance Director
6. Financial Policies and Procedures Update (new federal regulations out by December)
7. Increase Paperless Systems (time sheets with digital signature, PO Requests, etc.)
8. Community Outreach (added by P&E 1/23/14)
9. Community Assessment (added by P&E 1/23/14)

**Strategic Plan
January 2014 – June 2015**

Strategic Issue # 1: Board By-laws Update		
By-laws Update: Review and revise By-Laws to ensure compliance with federal and state laws, improve clarity, and align with current agency governance needs with consideration to member schedules and availability.		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Compile and review resources: <ul style="list-style-type: none"> • Other agency By-laws • CAPLAW Guidance • NC Non-Profit Guidances 	Executive Director will compile for Board review	October 29, 2013
Convene Executive Committee Meetings to review and update by-laws	Board with assistance from management	October 29, 2013 November 12, 2013
Review Red-Line Draft	Board	November 21, 2013
Collect any additional Board member comments via email or telephone. Share at next Board meeting.	Executive Director	Prior to February 2014 Board Meeting
Send By-laws and Articles of Incorporation to agency attorney for guidance	Executive Director	Prior to February 2014 Board Meeting
Consider revised By-laws for final approval	Board	May 15, 2014

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Strategic Issue #2: Personnel Policies and Procedures Update		
Personnel Policy Manual Update: Review and update agency Personnel Policies and Procedures to ensure compliance with current employment laws and align with agency needs.		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Develop process for revision with timelines. Consider needs for condensed employee handbook	Personnel Committee, Executive Director	February 11, 2014
<i>After committees are reorganized in April, distribute copies of current personnel manual (with Debra's comments) to Personnel Committee members for their review and comments</i>	Administrative Secretary	Late April 2014 after committees are reorganized
Develop RFP to obtain quotes from HR Consultants to review and assist with revisions	Executive Director	June 2014
Set up staff committee for review and input. Staff develop <i>Coversheet for Policy Recommendations</i>	Executive Director, Staff	August 2014
Address comments on file from employment law attorney and Board member Debra Jessup	Executive Director	August 2014
Compile summary of changes to aid the review of updates	Executive Director	Mail copies to the Board prior to October Board meeting
Present draft to Personnel Committee	Executive Director	October 2014
Present draft to Head Start Policy Council for approval (required)	Head Start Director	November 2014
Present draft to Board for approval	Personnel Committee	December 2014
Upon approval, duplicate and distribute new manual to directors/employees. Publish on website with access via password.	Executive Director	January 2015

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Strategic Issue #3: Sustainability		
Sustainability: Develop systems and strategies of continuous improvements that minimize risks and will lead to financial health and viability.		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Regularly review and update of major policies to include new laws and reflect agency needs. Major policies include: Board By-Laws, Personnel, and Financial Policies and Procedures	Relevant committee with final Board approval in consultation with Executive Director	Every 3 years minimum
Develop an annual fundraising plan that encompasses the entire agency. Add donor capabilities to agency website.	Finance Director, Executive Director, Finance Committee, and Board with input from staff	Annually in June in preparation for the fiscal year.
Perform a four county Community Assessment to identify needs and resources. Use results to inform service delivery needs, goals, and program design. (see strategy for Community Assessment)	Agency staff with input from the Board	Comprehensive Assessment every 3 years. Actual timelines TBD pending information collected Update in subsequent years with any new trends or significant changes
Ongoing Monitoring: share all program monitoring results with Planning and Evaluation Committee. Review improvement plans and any responses to grantors.	Executive Director, Program Directors	Ongoing
Share Strategic Plan progress updates with Planning and Evaluation Committee	Executive Director	Ongoing
Begin development of self-evaluation process of agency and Board performance	Executive Director Planning and Evaluation Committee	July 2014
Examine mission impact by developing Annual Report. Publish for awareness.	Executive Director, Program Directors, with Board input and approval	Annually in March

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Strategic Issue #4: Development of Program Service Plans and Standard Operating Procedures (SOP)		
Develop Service Plans and SOP's: To plan and guide steps to meet or exceed all performance standards and ensure programs can operate without interruption in the event of key staff extended absences. These tools will promote agency sustainability and direct the way to more successful management, further supporting our vision of becoming the best Community Action in NC.		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Provide training to directors on how to develop service plans and SOP's. The team will review examples and develop a sample to present to the group for practice	Executive Director	June 2014
Program Directors will introduce the project to key staff who will assist with the project	Program Directors	July 2014
Progress benchmarks will be established to ensure completion timeline is met	Program Directors with key staff	July 2014
Programs will review progress at least monthly at their staff meetings and work as a team to troubleshoot grey areas	Program Directors with key staff	Monthly Staff Meetings
Service Plans and Standard Operating Procedures completed and submitted to Executive Director on a flash drive. Directors will update as needed on an ongoing basis	Program Directors	June 2015

Service Plan Example

Standard	Regulation or Page No.	Responsibility or Monitored by	Document	Evidence Policy or Procedure	When
Communication - Governing Bodies	1304.51.d	Director	Agendas, Files, Minutes	Admin – SOP	Ongoing
Emergency - General	1304.22	Director All staff	Emergency Plans	SOP	Ongoing

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Strategic Issue #5: Update Succession Plan		
<u>Update Succession Plan:</u> For sound risk management practice and to promote the viability of the agency in the event of a key manager's unplanned, extended absence by having a current Succession Plan.		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Review current plan to determine format desired (template developed by the Center for Non-Profit Advancement)	Planning and Evaluation Committee	June 2014
Consider roles and responsibilities in the event of sudden, extended absence of key staff	Planning and Evaluation Committee in consultation with the Executive Director	June 2014
Present completed plan to Board for approval	Planning and Evaluation Committee	August 2014
Publish to applicable staff and Board members.	Administrative Secretary	Upon Board approval

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Strategic Issue #6: Financial Policies and Procedures Update		
Financial Policies and Procedures Update: To ensure compliance with applicable laws and regulations, align with agency needs, and to incorporate new Federal Circulars (regulations).		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Renew appearance of existing manual	Secretary/Receptionist	April 2014
Set up staff committee for review and input. Staff develop Coversheet for Change Recommendations	Finance Director, Executive Director	May 2014
Address any monitoring or audit findings as applicable	Finance Director	July 2014
Seek draft review by consultant or CPA for advisement	Finance Director	October 2014
Compile summary of changes to aid the review of updates	Finance Director	October 2014
Present to Executive Director and Finance Committee for approval	Finance Director	December 2014
Present draft to Board for approval	Finance Committee	December 2014
Distribute revised manual to directors with an intro at staff meeting. Publish on website with access via password	Finance Director	Upon Board approval

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Strategic Issue #7: Increase Paperless Systems		
<u>GOAL NAME:</u> Look for ways to use technology to become more efficient and cost effective		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Request meeting with Yadkin County Assistant County Manager to learn of practices currently used by their office	Finance Director	July 2014
Seek guidance and assistance from YVEDDI Information Technology (IT) Manager	Executive Director	In process
Research the feasibility of electronic timesheets with digital signatures, electronic Purchase Order Requests, etc.	Finance Director	December 2014
Implement Process to begin <ul style="list-style-type: none"> • Store files on server • Do back-ups for security • Virtual Signatures to cut down on amount of wasted paper • Retention policies set up on server to keep compliance intact 	IT Manager Executive Director Finance Director	Ongoing

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Strategic Issue #8: Community Outreach		
<u>GOAL NAME:</u> Bring about a greater awareness and support of YVEDDI programs and services		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Share Annual Report with County Boards and Municipalities; publish on website.	Executive Director	Annually after audit completed (March)
Share news and events with stakeholders and the public. Use social media – Agency Website, Facebook, flyers, etc.	All management staff; Secretary/Receptionist	Ongoing
Participate on local boards and committees that are familiar with community resources and services	Executive Director Program Directors	Ongoing
Provide links to community resources for clientele on agency website	Secretary/Receptionist	Ongoing
Keep agency website updated with news and current information about service opportunities	Secretary/Receptionist with input from staff and Board	Ongoing

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Strategic Issue #9: Community Assessment		
<u>GOAL NAME:</u> Conduct an agency-wide, four county Community Assessment to inform service needs and plans		
Action Steps: What is to be done?	Who will do it?	When will it be done?
Compile existing guidelines from each program currently required to do a Community Assessment to develop one, all-inclusive process with a whole team approach	Executive Director	August 2014
Incorporate data types currently required by various grantors	Executive Director	August 2014
Develop timelines that will satisfy current grantor required timelines	Executive Director	October 2014
Partner with Franklin Vance Warren Community Action with process development	Executive Director	April 2014
Develop list of potential sources for data	Executive Director with input from staff	November 2014
Develop a chart of persons responsible for each data type with timelines	Executive Director	November 2014
Present Draft CA Procedures to Planning and Evaluation Committee for review and input	Executive Director	December 2014