

*Helping People
Help Themselves*



SOUTH CENTRAL
SCHRA
HUMAN RESOURCE AGENCY



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Strategic Plan

May 2017

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EXECUTIVE SUMMARY

Background and History

The South Central Human Resource Agency (SCHRA) was created July 11, 1973, and chartered as a public nonprofit organization February 19, 1975, with the goal of promoting the development of human resources in South Central Tennessee. In the years that followed our charter, our programs expanded exponentially and we have emerged as a recognized leader in helping the economically disadvantaged, elderly and handicapped persons in the South Central Tennessee Development District.

Today, we are guided by our Governing Board and Policy Council and continue to strive to effectively and efficiently deliver human services through our numerous programs. This strategic plan reflects our strong desire to continue our positive contribution to the community through continuous improvement, innovation, and high quality service delivery.

A strategic planning session was held at the Neighborhood Service Center in Lawrenceburg on October 17-18, 2016. The purpose: **To create a strategic vision for the next three years and to determine three to five strategic goals to accomplish this vision. To improve management cohesiveness while getting to know each other and building camaraderie and a sense of partnership.** Discussion and development of these goals were completed by our agency Executive Director, administrative staff, program directors and other organizational leaders who direct and manage the SCHRA.

These individuals comprise the strategic planning team.

TEAM MEMBER	POSITION
Paul T. Rosson	Executive Director
Patsy Freeman	Executive Secretary
Sara Brown	Community Services Director
Scarlet Patterson	Human Resources Manager
Patric Bennett	Network Administrator
Amy Ezell	Director of Fiscal Operations
Laure Hopper	Program Director, Head Start/Early HS
Dee Dee Sneed	Program Coordinator, CSBG
Cindy Campbell	Program Director, Homemaker
Rebekah Provost-Emmons	Program Director, Community Corrections
Donna Brazier	Program Director, Nutrition
Pamela Morris	Program Director, SCSEP/Title V
Lisa Salvador	Purchasing Officer
Kenneth Parker	Maintenance Officer
Teresa Swafford	Program Director, CRPP

Goals

Our goals and strategies were developed as a result of our knowledge of the challenges we currently face as an agency and our unwavering desire to deliver added value and support to the communities we serve, amidst rapidly changing times. The following goals have been established:

1. Using existing strengths and opportunities within our organization;
2. Overcoming impeding perceptions, beliefs, assumptions and habits, as well as outmoded patterns, structures and policies; and
3. Catalyzing movement in the direction of the organization's overall vision.

Our Planning Process

“The eye sees only what the mind is prepared to comprehend.” - Robertson Davies

INTRODUCTION

This plan represents the initial steps of a continual process to establish strategies that will sustain us during irresolute times and help us to continue satisfying the increasing needs of our customers. A strategic planning session was held at the Neighborhood Service Center in Lawrenceburg on October 17-18, 2016. The agenda included:

Monday, October 17, 8:30 -4:30

Welcome and Introductions.....Paul Rosson
IcebreakerLee Ann Smith
Plan for the Meeting.....Lee Ann Smith
Environmental Scan /Boasts & Strengths (Based on Pre-work).....Group
Current realities/Threats & Opportunities (Based on Pre-work).....Group
Community Assessment Results.....Sara Brown
Focus Question for Strategic Planning.....Lee Ann Smith

~Lunch Break~

Regroup

What do we want to see in place in 3 years as a result of our actions?
Practical Visioning Workshop.....Lee Ann Smith
Understanding Contradictions (Activity).....Group
What is blocking us from moving toward our vision?
Underlying Contradictions Workshop.....Lee Ann Smith
Session Reflection.....Lee Ann Smith

Tuesday, October 18, 8:30 – 4:30

Review the previous day.....Group

Setting the stage.....Lee Ann Smith

What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?

Determining Strategic DirectionsLee Ann Smith

~Lunch Break~

Reviewing and refining the Strategic Directions.....Lee Ann Smith

Representing the Strategic Directions(Activity).....Group

Resolving.....Paul Rosson

Reflecting.....Group

**SCHRA Mission Statement: To help people in need to help themselves
and each other to enrich their lives.**

However beautiful the strategy, you should occasionally look at the results.

Sir Winston Churchill

Current Realities: Boasts/Strengths/Threats/Opportunities

Boasts (What have you accomplished since the last strategic plan?)

- Receiving the Gordon Acuff Award
- Improvement of facilities
- The Head Start mentor/coach program
- Community Representative Payee Program (CRPP)
- Procurement Manual
- The RSVP Grant
- IT systems improvement
- EHS – 2 million expansion
- INFLOW system (inventory management)
- ACES Grant
- Added a maintenance worker
- **Implementing Human Resources System (HRS)**
- Assessment Tool for clients of CSBG
- Adding VA clients to CRPP

Strengths

- Communication Internally
- **Collaboration Internally (between divisions) and Externally (with funders & community)**
- Keeping current on funding requirements

- Broadening use of funds
- **Modeling leadership**
- Strong Internal controls
- Asking questions – challenging ourselves and others
- Staff: adaptability, openness, endurance, passion
- Aligning strengths with duties
- **Teamwork**
- Relationship w/Social Security Administration
- Relationship w/funders
- Relationship w/licensing agencies
- Reputation for quality
- Looking for/expecting high quality job applicants

Threats

- Cuts in funding
- Competitive Grant process
- Competitors with more resources
- **IT security – Internal & external**
- Changes in infrastructure of funders
- Regulations – Federal level
- Losing confidence of board
- **Losing institutional knowledge of those retiring**
- Staff turnover
- Not being known-services and value
- Bad publicity
- **Not fully utilizing IT**
- Unpredictability of resources
- Inadequate/declining facilities
- Declining fleet

Opportunities

- Processes
- Data & Documents (Client Info)
- **Cross Training**
- Develop more program projects
- Seek Funding (new grants and for-profit)
- Fundraising
- Services to those barely above threshold
- Procedures – written
- **Case management – automating**
- Predicting community needs
- Add/increase assessment of community contacts/leaders
- CRPP documenting services/clients
- Educating/Engaging Board
- Collaboration w/community
- Adding positions – Promotion – Seccession Planning
- Staff growth
- **Facilities management**
- **Continue to pursue fund utilization**
- Ensure reliable transportation
- **Promoting services to existing clients & community**

Assessing Needs/Using Data

In order to properly assess the needs of a community, good data is essential. Each program at SCHRA is required in some way by their funding agency to gather data from either their clients, specifically, or the general population. Data is also gathered from stakeholders and other community partners. This allows each program to mold to changing client/community needs.

The Nutrition program conducts quarterly surveys and utilizes that data to make changes in the program as allowed by their funding agency. The purpose of the surveys is to assess client satisfaction, quality of food, quantity of food, and variety of food. The survey is completed by both home delivery and congregate clients.

Head Start is required to complete several surveys throughout the year and compares data from year to year. Staff surveys and parent surveys with open ended questions give them the opportunity for feedback. They look at the data and try to use it real time. Last year they used Survey Monkey and usually left it open for 2 months. The staff satisfaction percentage has increase on all seven (7) measures since the survey in 2014. Thirty four percent (34%) of those answering the survey indicated this year was their first year with HS. About 75% of staff returned the survey. Census data is also used in planning programs. The Head Start Program provides assistance to parents with parenting classes covering topics such as managing finances, budgeting, discipline, nutrition, etc. They also provide assistance with dental care as this is often not a priority for parents with limited funds since the children will lose their baby teeth anyway.

The Community Corrections division sends data to TDOC thru TOMIS. They would like to conduct a survey of the judges and others to be sure they are doing what is needed and expected.

The CRPP clients are from Social Security Administration, Centerstone, and APS. They do not keep a record of clients or services. They want to implement Dunlap Case Management system. The CRPP program is not required to survey clients by the SSA.

Commodities Division is using Inflow for inventory management. If participants aren't registered prior to distribution they can complete a paper application on site. They do not have to prove eligibility – the agency does not turn anyone away. They conduct surveys in December. It is usually a few yes/no questions.

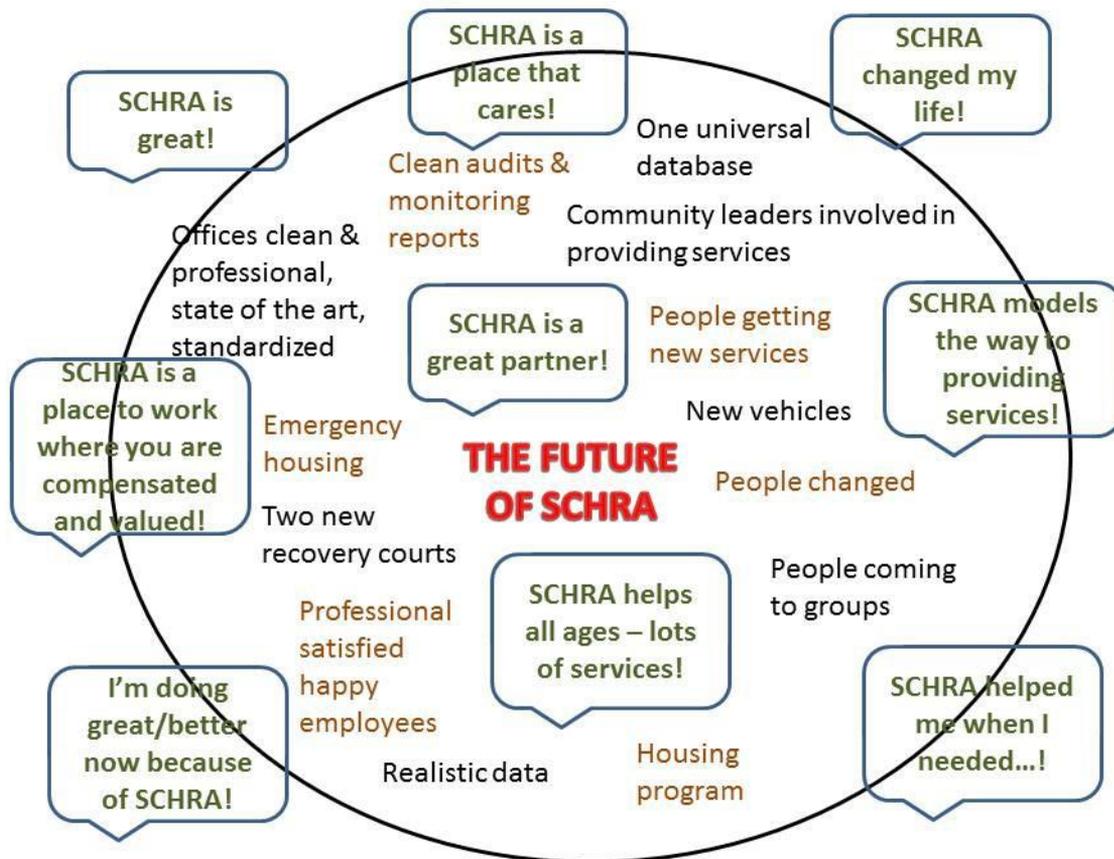
The Foster Grandparent Program counts the numbers served by a volunteer. They use surveys for staff benefits only. They have good collaboration with Nutrition on their surveys.

The Homemaker program conducts satisfaction surveys annually. The clients are specifically asked about the quality of their individual homemaker and the duties performed. Generally, clients are satisfied with their homemaker and her work, however, almost always request that they have additional hours for the homemaker to be in the home.

The CSBG program is required to conduct the Community Needs Assessment (CNA) every three (3) years with updates annually. All programs use this data for various reasons. For example: Head Start uses it to see how many low income families with preschool children are in an area/county along with census data. The most recent CNA dated January 2016 reveals the top 5 needs to be: 1) Help paying bills; 2) Vision Care; 3) Dental Care; 4) Food assistance; 5) Managing finances and budgets. Additionally, the CSBG program, as part of the Organizational Standards, must conduct a client satisfaction survey annually.

“The starting point for a better world is the belief that it is possible.”

Margaret Mead



What do we want to see in place in 3 years as a result of our actions?

A practical vision is not wishful thinking or “pie-in-the-sky” dreaming. It is what we want to see and are willing to commit to. It is shared, concrete, intentional, familiar, and inspiring. It comes from the collective knowledge and aspirations for the future.

New & Expanded Program and Funding – stay on the offense and expanding. When something is pulled already have it replaced.

- Housing development at Maury & Coffee Counties
- Homeless/domestic Violence Housing
- VA program for Nutrition & Homemaker
- Criminal Justice programs (two recovery courts)
- Vegetable Gardens at Senior Centers
- More direct federal funding programs
- Private sources of money
- Adult daycare
- Serve more clients thru more funding
- More state appropriations

Holistic Services – being effective with different populations. Working together to provide all the services needed to each client.

- Case manager/social worker at every NSC
- Educate the consumer on available resources
- More one on one with clients
- Adapting programs to be 2nd generational (avoiding generational dependency)
- Children are ready for school
- Successful early intervention for children with behavior concerns

Mission Driven Culture- all are headed down the same path with common goals. Staff looking at the totality of services needed.

- Center/field staff embrace our mission
- Silo lines further blurred-resource sharing
- Able to meet all customer's needs
- Empathy & sympathy for clients

Updated Infrastructure-go into the 21st century with up-to-date, real time data; using all tech available, vehicles are up –to-date and safe, all tools are provided, buildings are up-to-date.

- One contract software, reliable, drillable
- Technology
- Topnotch transportation/vehicles
- Staff equipped with all tools needed

Innovative planned outreach-the past was generic – step outside the box; let others know what services are available. Present well and often.

- Everyone knows our name & has a positive opinion
- Form alliances with community non-profits
- Collaborate with city/county offices we share clients with
- Provide statewide training on trauma informed care
- Better public awareness
- Vinyl wrap for nutrition vans – advertising services/seeking volunteers
- Go-to premier agency that gets results

Evidence Based Enhancements (Data & Results)-the ability to move away from what has always been done; to adapt to work better with updated programming that is evidence based.

- Implement EPICS model of offender supervision
- Job training/resource
- Facilities personnel to improve and maintain

- Provide IOP/Aftercare by licensed LADAC
- Expanded DUI School
- Increased service hours for HS/EHS
- Misdemeanor probation
- Job training & employment placement for clients

***Focused HR Practices-**to be the best and have the best people working for SCHRA; providing training and equipping; recruiting; increasing wages to attract the best; technology and innovation to attract individuals who are engaged in driving the Agency to becoming a leader in its industry.*

- New wage and compensation study
- <2% staff turnover
- Collegiate internship for all SCHRA jobs
- Better compensation of employees
- Participate in collegiate job fairs
- More qualified applicants than jobs available

Underlying Contradictions

"We tend to keep on doing what we are currently doing, and perhaps do more of it...The first act of courage, then, is to simply see things as they are."

Peter Block, *The Empowered Manager*

Underlying contradictions are blocks and barriers that prevent us from realizing our vision. The images, attitudes, structures and trends that keep negative patterns alive are so integrated into our experience we do not readily recognize them for what they are. They are unquestioned assumptions, mindsets, beliefs and practices that oppose the vision. While contradictions are not problems to be solved, they are real blocks. Contradictions are not a lack of or absence of something. They exist as a block. We must look beyond the "lack" to the root cause. A yard full of dandelions can be mowed to look clean and beautiful but if the roots of the dandelions are not addressed they will come back up within the week. Identifying contradictions allows us to see the opportunities for solutions and movement toward the vision.



If the water flow suddenly stops when we are watering we do not stand and lament the lack of water, we look to see what is causing it. In the same way when we experience what seems to be a lack of something we must look to see what is causing this in order to gain new insights about alternative ways to achieve the vision.

**What is blocking us
from moving
forward?**

Unhealthy Culture

- Poor attitudes
- Ability/Inability to compromise
- Unwillingness to make difficult decisions
- Shifting of paradigm
- Unwillingness to innovate
- Unwillingness to see other points of view
- Conflicting messages within hierarchy - regional office, main office
- Inability to adapt to change
- Refusal to hold staff/self-accountable
- Avoiding confrontation – letting problems stew
- Afraid of change

Passive Leadership

- Employees not trained on their role in organizational success
- Low salaries
- Depending on others to contact us
- Employees unable to understand IT infrastructure & capabilities
- Outdated technology
- Staff do not reach out or take initiative

Outside forces

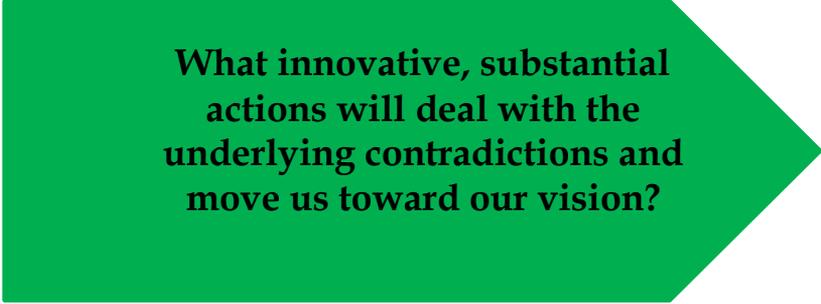
- Contradictions of regulatory agencies
- Increased competition for grant dollars
- Diverse demographics
- New regulations and rules
- Economy shift

Competing Priorities

- Unanalyzed data
- Program leaders writing their own grants
- Competing priorities
- Poor fund raising

Ad Hoc Learning

- Underdeveloped operational knowledge
Possibly includes
- Employees not trained on their role in organizational success
- Employees unable to understand IT infrastructure & capabilities



What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?

Possible ways to address:

- Leadership help, support and advocate for staff. Change management.
- Communicate with staff. Meet with staff. Hold people accountable. Lead.
- Mitigate risk. Model expected behaviors and attitudes. Look ahead and be proactive.
- Improve time management. Block off time for certain tasks. Delegate more.
- Document procedures and policies. Provide specialized training.

Strategic Directions

"The bottom line of systems thinking is leverage – seeing where actions and changes in structures can lead to significant, enduring improvements."

Peter Senge, *The Fifth Discipline*

Strategic Directions are broad directions or proposals that impact the future by:

- Using existing strengths and opportunities within an organization
- Overcoming impeding perceptions, beliefs, assumptions and habits, as well as outmoded patterns, structures and policies
- Catalyzing movement in the directions of the organization's vision.

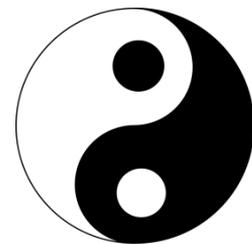
Strategic directions are aimed primarily at the contradictions rather than the vision in order to keep strategies related to the real situation-not to a future that doesn't yet exist.

Crafting strategic directions involves a combination of rational and intuitive thinking that encourages creativity and a comprehensive approach.

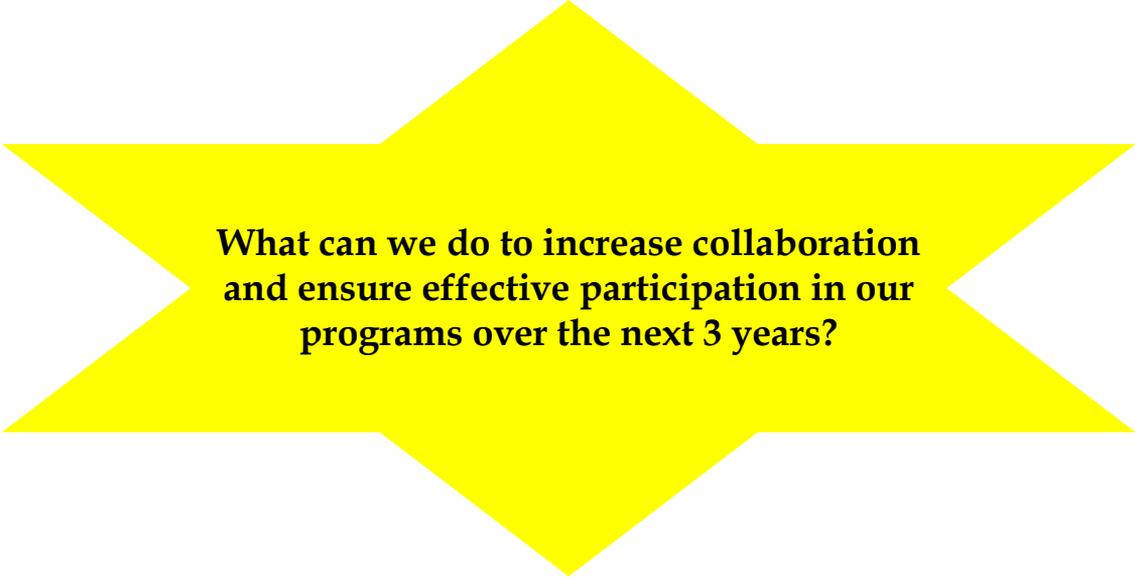


Addressing
multiple topics

Forward Thinking



Yes, and ... thinking.
Opposites need not conflict.



**What can we do to increase collaboration
and ensure effective participation in our
programs over the next 3 years?**

Empowering staff to develop their full potential for a positive work force

This includes: helping each other with sourcing services; sending staff to training as well as leaders; bringing in trainers; providing incentives to staff by sending to training; asking what they are interested in learning; sharing and debriefing after attending a conference.

A. Engage Staff

- Promote "safe zone" communication
- Promote "seek help if needed"
- Provide a forum to address conflict & ideas
- Better communication between departments
- Pat on the backs - making staff feel appreciated
- Engage staff - get their input and ideas
- Schedule meetings to share ideas and discuss challenges.. help reduce conflict

B. Model Positive Leadership

- Be approachable
- Agree to disagree and move on
- Be open to debate
- Morale & vision starts with E.D.
- Use leadership meetings to support one another
- Develop servant leadership mentality
- Be firm, but fair with people
- Model attitude/passion for mission
- Supervisors should lead by example
- Keep your word to build trust
- Do away with cliques among senior staff
- Model what you expect
- Treat senior staff with respect but demand high performance

C. Implement Staff Development

- Cross-training
- Develop desk top procedures
- Implement a systematic plan for education and retention
- Promote professional development by joining membership groups
- Pro-active time management training
- Offer continuous training
- Cross-train staff
- Professional development - target personal interest and cross train
- Continuous Outlook training
- Identify training needs

Catalyzing Resources to Implement Effective Services

This involves finding ways to overcome blocks and resistance; possibly temporary solutions; evaluating and implementing; teamwork that involves all staff, not just central office. Organizing responsibilities to know who is doing what and writing real job descriptions will be the first step.

A. Evaluating

- Look at job functions to see where duties could be realigned
- Address facility maintenance improvement
- Access programs from the ground up
- Client satisfaction surveys at NSCs
- Utilization of IT system to streamline data and research

B. Communicate Expectations

- Hold people accountable
- Recognize positive not only negative actions
- Address conflict immediately
- Provide employee feedback opportunities – employee surveys
- Share individual program goals as an agency
- Meet to discuss our progress toward our goals
- Give clear concise feedback & expectations
- Goals and expectations should be expressed to supervisors...outcome expected

C. Organizing Responsibilities

- Time management – daily planning and prioritizing
- Set a timeline [for meeting goals]
- Prioritize daily needs
- [Create] Program specific policies and procedures
- Prioritize duties
- Analyze budget for ways to move funds to salaries

- Mitigate risks - both real and perceived
- Active, ongoing, proper policies and procedures

Pursuing Collaborative Relationships with External Partners

This will include: contacting external partner for resources for a client; going to corporations and determining ways to partner; designing ways to get involved and publishing (i.e., food program sponsor, paying bills, Head Start sponsor); reporting back when money is received; guaranteeing the money stays in their own county; setting up variable funds to use for non-allowable expenses under grants.

Outreach

- Continue to develop relationships with other service providers
- Create community partner groups and meet annually or quarterly
- Develop proactive networks – community, professional, individual
- Partner with colleges and professional organizations
- Meet with sister agencies to compare successes/failures and brainstorm ideas
- Program promotion-aggressive marketing
- Proactively build network
- Use brochures to solicit for donations
- Hold a fund raising campaign

Which of the current strategies for reaching goals should be easiest?

Empowering staff to improve their output and work as a team. We have all the pieces (strengths), staff needs to work as a cohesive unit and stay unified and connected. Even though we operate numerous separate programs, we cannot work in silos. Our goal is to promote and support SCHRA as a whole so that each individual program is strengthened by the overall progress of the Agency.

What is the biggest threat to successes?

Empowering staff is key to the overall success of the Agency. Institutional knowledge had value but it also resulted in status quo. If we aren't willing to relearn, redevelop, and adapt our core strengths to meet current challenges, then we cannot move forward toward success.

What was the biggest break through during the strategic planning process?

As an Agency, we are all aware that we have infinite amounts of data and information, but if we don't take time to analyze that data, it is useless. It is essential to build partnerships between programs so that we can share information to enhance and develop sound strategies and goals for the Agency. We will only be successful together.

All of these goals are achievable. We, as an Agency, want to grow beyond ourselves. There are real stresses associated in balancing serving clients, meeting the requirements of our funding agencies, and doing outreach in the community. However, our external partners will augment our resources and provide assistance to clients we don't/can't provide. We must focus on building those bridges and reaching outside our agencies. We want to be there for each other and partner for success.

Organizational Level Goals and Strategies

GOAL # 1

Continue providing services to our customers by implementing activities that will sustain our agency for the next three years.

PROPOSED STRATEGIES: Review all operations across the 13 County Service Area.

ACTION STEPS

Review the operations and service delivery of the Neighborhood Service Centers and Head Starts/Early Head Starts within the service area.

Activity	Responsible Person(s)	Target Date	Date Achieved/ Comments
Conduct a cost analysis of each NSC office, Head Starts/Early Head Starts Nutrition Sites	Executive Director, Director of Fiscal Operations, CSBG Program Director, CSBG Coordinator, HR Manager, Head Start PD, Nutrition PD	March 2018	
Analyze the demographic data of each NSC, Head Starts/Early Head Starts Nutrition Sites	Executive Director, Director of Fiscal Operations, CSBG Program Director, CSBG Coordinator, HR Manager, Head Start PD	March 2018	
Establish criteria for facility reviews and assessments.	Executive Director, Director of Fiscal Operations, CSBG Program Director, CSBG Coordinator, Head Start Director	August 2017	
Activity	Responsible Person(s)	Target Date	Date Achieved/ Comments
Based on data analysis of operations and staffing of the NCS, Head Starts/Early Head Starts, Nutrition Sites	Executive Director, Director of Fiscal Operations, CSBG Program Director, HR Manager,	June 2020	

Implementation and Complete	Executive Director, Director of Fiscal Operations, CSBG Program Director, HR Manager, Head Start/ Early Head Start Director	June 2020	
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ACTION STEPS

Use other revenue sources and divert funds, if necessary

Activity	Responsible Person(s)	Target Date	Date Achieved/ Comments
Research and locate potential community partners	Executive Director, Director of Fiscal Operations, CSBG Program Director, Head Start/Early Head Start Director	July 2017	
Research available funding opportunities.	Executive Director, Program Directors, Accounting Technician, HR	July 2017	
Explore alternative funding methods to sustain agency operations.	Senior Staff	July 2017	
Apply for available opportunities using our strategy screen as a filter	Executive Director, Director of Fiscal Operations, CSBG Program Director, CSBG Coordinator, HR Manager	As Available	
Appeal to local elected officials to advocate for the continuation of funding	Executive Director	July 2017	

GOAL # 2

Increase community awareness, support and advocacy.

PROPOSED STRATEGIES

We will enhance our media exposure and conduct aggressive marketing techniques. We will also maintain our connections to community groups and establish new partnerships.

ACTION STEPS

Activity	Responsible Person(s)	Target Date	Date Achieved/ Comments
Conduct discussions with local elected officials to increase our presence in the community	Executive Director, Senior Staff, Designated employees	July 2017	
Conduct regional meetings and open houses to increase opportunities for internal communication.	Senior Staff	September 2017	
Increase presence at county court meetings and meetings with aldermen.	Senior Staff	July 2017	
Revise agency brochures to include fact sheet and contact person	Executive Secretary	March 2018	
Distribute agency brochures throughout the communities we serve	Executive Secretary, Agency Employees	April 2018	
Attend and participate in local expos and job, health and business fairs	Agency Staff	As Scheduled	
Organize and implement SCHRA sponsored events.	Individual Program Personnel	August 2017	

GOAL # 3 Gain new programs and services to meet community needs.

PROPOSED STRATEGIES

We will develop systems for data gathering and analysis and utilize the information to make decisions about new services and programs.

ACTION STEPS

Activity	Responsible Person(s)	Target Date	Date Achieved/ Comments
Develop criteria to determine which new programs and services to acquire.	Executive Director, HR Manager, Director of Fiscal Operations, Program Directors, Designated Employees	October 2017	
Begin to research the programs and services available for acquisition.	Executive Director, HR Manager, Director of Fiscal Operations, Program Directors, Designated Employees	January 2018	
Pursue new programs and services based on information learned during the research and analysis process.	Executive Director, HR Manager, Director of Fiscal Operations, Program Directors, Designated Employees	As Grant Due Dates Dictate	

GOAL # 4 Develop an organized approach to program services that is driven by the specific needs and priorities of the community.

PROPOSED STRATEGIES

We will conduct an assessment of community strengths, needs and resources through the development and completion of a comprehensive community assessment (CA).

ACTION STEPS

Activity	Responsible Person(s)	Target Date	Date Achieved/ Comments
Establish CA committee	Senior Staff	July 2017	
Develop plan for conducting an agency wide CA	Senior Staff, Committee	September 2017	
Begin the steps to implementation of CA plan	Senior Staff	November 2017	
Conduct CA	Committee	November 2017- January 2018	
Compile data and create report	CA Lead	February 2018	
Report outcomes to Senior Staff and Board	CA Lead	May 2018	

GOAL # 5 Employee Development and Wellness

PROPOSED STRATEGIES

We will develop strategies to ensure staff is trained and cross-trained to catalyze resources within the agency. Wellness activities and strategies will be implemented to address overall employee development.

ACTION STEPS

Activity	Responsible Person(s)	Target Date	Date Achieved/ Comments
Designate a Wellness Coordinator to develop wellness plan and coordinate activities.	Executive Director	January 2017	
Develop plan to monitor ongoing training and assess whether existing training is adequate.	Executive Director/Senior Staff	August 2017	
Implement Employee Wellness Activities	Wellness Coordinator	February 2017	
Evaluate successes of Wellness Program	Executive Director/Wellness Coordinator	January 2018	
Implement cross-training strategies where programs/duties allow	Executive Director/Senior Staff	October 2017	

Monitoring

This strategic plan reflects a variety of sound strategies to enhance our service delivery and market position. The result is not one colossal organizational strategy that we revisit every three to five years, but a plan that requires constant monitoring of our programs and communities so that as an Agency, we are always aware of where we stand. We will monitor our progress initially by reviewing the plan at Senior Staff meetings.