

# Niagara Community Action Program, Inc.



Responsibility of the implementation of the Strategic Plan belongs to the Board of Directors and Niagara Community Action Program, Inc. Staff. Oversight of the Strategic Plan belongs to the Board of Directors of Niagara Community Action Program, Inc.

**Board of Director's**

Approved: June 9, 2023



# Niagara Community Action Program, Inc. Strategic Plan

## Purpose:

To develop a corporate strategy for the Niagara Community Action Program, Inc. that will increase its long-term resources and efficiency to better serve community needs.



# Niagara Community Action Program, Inc. Strategic Plan

## **MISSION STATEMENT**

NIAGARA COMMUNITY ACTION PROGRAM, INC. IS A COUNTYWIDE AGENCY DEDICATED TO REDUCING POVERTY IN A COLLABORATIVE EFFORT BY INITIATING AND CONDUCTING PROGRAMS OF SELF-SUFFICIENCY. OUR ULTIMATE GOAL IS TO EMPOWER INDIVIDUALS AND FAMILIES TO REACH THEIR FULLEST POTENTIAL.

4/13/2023



# Niagara Community Action Program, Inc. Strategic Plan

**The Board of Directors and employees of Niagara Community Action Program, Inc. have agreed to embrace the following CORE values:**

- ▶ **Accountability** – We will accept responsibility for our actions that influence the lives of our customers, fellow workers, funding sources, and all those we come in contact with, reflecting positively upon the agency.
- ▶ **Efficiency** – We will promote pride in our work place by providing sufficient resources to include time management, organization, knowledge, training and equipment while continually upgrading our technology.
- ▶ **Quality Services** – We will support programs whereby all management and staff are at their best working together.
- ▶ **Cooperation** – We will be considerate, respectful, loyal, caring, supportive, and understanding while working together safely and professionally towards our mission.
- ▶ **Collaboration** – We will work together within our own agency and with community partners to achieve shared goals, mutual trust and respect to accomplish our mission.
- ▶ **Community** – We will create an environment of belonging that strives to successfully address each other's needs including cultural awareness.
- ▶ **Commitment** – We will demonstrate steadfast dedication, perseverance, consistency to the mission, our customers, our jobs, our coworkers, and our community partners.
- ▶ **Diversity** – We embrace and encourage all differences (in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics) that make everyone unique.
- ▶ **Dignity** – We will foster pride in the workplace, coworkers and customers, encouraging self-worth and respect for others while maintaining confidentiality.
- ▶ **Empowerment** – We will provide the opportunity to communicate, motivate and encourage self-reliance by using all available resources in order to reach one's fullest potential, creating a sense of purpose and self-sufficiency.
- ▶ **Excellence** – We will achieve excellence in all endeavors.



# Niagara Community Action Program, Inc. Strategic Plan

## STRENGTHS

- Dedicated, experienced staff and board of directors
- Critical role of the programs currently offered in the community
- Wide range of unique programs provided
- Effective use of available funds
- Genuine desire by staff to extend services to the community
- High level of credibility with all funding sources
- Support from community including local government officials
- Team-building training opportunities
- Partnerships throughout the county
- Good staff benefits
- Effective grant applications and approvals
- The organization's ability and willingness to adapt to change
- Excellent customer service
- Long term retention of employees
- Countywide awareness of the agency's programs/services which include places of worship, etc.
- Involvement of the employees in the community
- Expanded our services to include veterans and immigration

## OPPORTUNITIES

- Increase revenue to support additional programs through additional fund raising events, ongoing donations and financial aid from other agencies
- Increase awareness of most critical programs to the community
- Extend staff effectiveness and program reach by increasing the recruitment of volunteers and interns
- Increase awareness within the community and agency partners for Niagara Community Action Program, Inc. via: efforts in Public Relations, updated website, social media and mailings
- Continue to build awareness and partner with the funding sources regarding the agency's vital role in the community
- Establish additional ideas and new services
- Secure grants to offer more programs
- Board members to network with community and state leadership to increase the awareness of the agency

## WEAKNESSES

- Dependence on government sources to fund programs
- Customer demands exceed agency's funding ability
- Low awareness in the community for the agency's programs and locations
- Customer dependency on the agency's services

## THREATS

- Potential funding reductions due to government budget cut backs
- Potential funding reductions due to competitive agencies bidding for shrinking program dollars
- Community's increased needs continue to outpace agency's current capabilities
- Significantly increased paperwork requirements from government
- Resources that have restricted use
- Population decline/increase in low-income community



## Goal #1

Low Income people become more self-sufficient.

### Strategies/Objectives

<u>Priority</u>	<u>Item</u>	<u>Completion Date</u>	<u>Overseer</u>	<u>Review Dates/Conducted by</u>	<u>Measured Outcome</u>
1	Report client demographics who receive the programs/services from the agency	Annually through 12/31/28	Family Development & Nutrition Supervisor	Board of Directors will receive monthly	CAP 60 data base report & CSBG - PPR
2	Track client outcomes who receive the programs/services from the agency annually.	Annually through 12/31/28	Family Development & Nutrition Supervisor	Board of Directors will receive monthly	CAP 60 data base report & CSBG - PPR
3	Provide SNAP benefit application assistance to those who maybe potentially eligible in order to improve family stability and health.	Annually through 12/31/28	Family Development & Nutrition Supervisor	Board of Directors will receive monthly	Hunger Solutions NY data base report, 50 households will successfully complete the SNAP application process
4	Provide child care referrals to families in need of day care along with before and afterschool care in order for parents to gain and/or maintain employment	Annually through 12/31/28	Child Care Supervisor	Board of Directors will receive monthly	100 families will obtain child care referrals through the CCR&R program, either online, via phone or in-person



## Goal #2

The conditions in which low-income families live are improved, through agency programs/services addressing the needs necessary to reduce poverty.

### Strategies/Objectives

<u>Priority</u>	<u>Item</u>	<u>Completion Date</u>	<u>Overseer</u>	<u>Review Dates/Conducted by</u>	<u>Measured Outcome</u>
1	Provide assistance to low-income households avoiding eviction, or utility shut off with a one-time payment that will allow them to remain in their homes.	Annually through 12/31/2028	Family Development & Nutrition Supervisor	Board of Directors will receive monthly	CAP 60 data base report, 30 low-income households will avoid eviction, 20 avoid utilities shut off due to one-time payment
2	Provide home repair to low-income households to maintain their ability to remain in their homes.	Annually through 12/31/2028	Housing Supervisor	Board of Directors will receive monthly	Home inspection report on every completed job, 20 low-income eligible families receive home repair
3	Offer weatherization assistance to low-income households to help decrease energy costs.	Annually through 12/31/2028	Weatherization Supervisor	Board of Directors will receive monthly	50 low-income households receive energy conservation measures
4	Provide healthy and nutritious food to low-income individuals	Annually through 12/31/2028	Family Development & Nutrition Supervisor	Board of Directors will review monthly	Intake & sign in forms, CAP 60 data base report, 2,000 low-income individuals will receive food packages
5	Provide immigration support services to help immigrants become citizens and refer to other programs for additional needed assistance.	Annually through 12/31/28	Executive Administrative Assistant	Board of Directors will review monthly	3 households will utilize our immigration library resources. 2 immigrants referred to other programs, CSBG - PPR



## Goal #3

The results of the agency's data assessments are used to determine needed programs/services.

### Strategies/Objectives

<u>Priority</u>	<u>Item</u>	<u>Completion Date</u>	<u>Overseer</u>	<u>Review Dates/Conducted by:</u>	<u>Measured Outcome</u>
1	Conduct a Comprehensive Community Needs Assessment to include Agency staff, board members, partners, government officials and at least 10% of the customer base.	2025/2028	CEO & Executive Administrative Assistant	Board of Directors review results 2025/2028	Comprehensive Community Needs Assessment compiled results from 2025/2028
2	Present the Comprehensive Community Needs Assessment results to the Board of Directors.	January 2026/2029	CEO & Board Chairperson	Board of Directors review results	Analysis of data compiled
3	Conduct a Customer Satisfaction Survey agency wide annually.	Annually through 11/30/28	Executive Administrative Assistant	Board of Directors review annually in December	The decisions made regarding existing programs/services.





## **Goal #4**

Increase Partnerships among supporters and providers of services to low-income people.

### **Strategies/Objectives**

<b><u>Priority</u></b>	<b><u>Item</u></b>	<b><u>Completion Date</u></b>	<b><u>Overseer</u></b>	<b><u>Review Dates/Conducted By:</u></b>	<b><u>Measured Outcome</u></b>
1	Work with community partners to expand resources and opportunities in order to achieve family and community outcomes.	Annually through 12/31/28	Program Supervisors	Board of Directors will receive monthly	Supervisor's monthly board packet reports



## Goal #5

Low-income people are informed on how to get involved in their community.

### Strategies/Objectives

<u>Priority</u>	<u>Item</u>	<u>Completion Date</u>	<u>Overseer</u>	<u>Review Dates/conducted by:</u>	<u>Measured Outcome</u>
1	Continue to provide community event information to low-income families	12/31/2028	Program Supervisors	Board of Directors receive monthly	Information distributed related to community



# Niagara Community Action Program, Inc. Strategic Plan

## Summary

The Strategic Plan provides a roadmap to future growth and for building on Niagara Community Action Program, Inc.'s outstanding service level to the community.

Achieving the goals submitted in this strategic plan will serve to enhance both measures.