

Blount County Community Action Agency, Inc.

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Strategic Plan for 2009-2012

June 2009

Revised August 2010

BCCAA Strategic Plan 2009-2012

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I Introduction

Blount County Community Action Agency, Inc. is in the midst of an exciting time of reflection and refining. As a new Executive Director and Chairman of the Board of Directors, we have been challenged to consider the past, present, and future of the agency. The strategic planning process is an excellent way to ask some necessary and important questions about the future of our work.

Strategic planning is a way to look at where we have been and what benefit BCCAA has been to this county. It helps us to look at current times and trends and determine if we are meeting identified needs in our community. It also helps us to develop a shared vision of the future and define priorities during tough times. Strategic planning helps us identify and quantify measures that determine success. This process has produced a deliberate and proactive framework for adapting to change and will help us to utilize our resources more efficiently. In developing a strategic plan, we develop a clear understanding of: What is our mission or purpose? What is our vision for the future? What are our core values (What do we stand for)? What do we look like today? What will determine success? What do we need to do to reach our goals? What do we need to address in order to reach our vision?

As BCCAA moves forward into the future, this strategic plan will guide us and help us to focus on goals to accomplish during the next three years. This is a plan that can grow and evolve as we take each step. Our staff and Board of Directors will assure that this strategic plan is followed and not put on a shelf to collect dust. Much appreciation goes to those on the Strategic Planning Committee who devoted time and energy to making this process successful.

Sincerely,

Nancy E. Sentell
Executive Director

Ed Mitchell
Chairman, Board of Directors

June 2009

II Roster of Strategic Planning Committee Members

Board Members	Staff Members
Ed Mitchell Chairman, Board of Directors	Nancy Sentell Executive Director
William “Bill” Lyons Vice-Chairman, Board of Directors	Laura Maclin Fiscal Officer
Stone Carr Executive Committee, Board of Directors	Kay Garrison Program Coordinator
Terry Elmore Board of Directors	Mitzi Long Program Coordinator
	Anne Pfeiffer Program Coordinator
	Colleen Brzuchalski Program Coordinator
	Linda Kirkland Program Technician
Consultant	
Nina Gregg Communication Resources	

III History of the Blount County Community Action Agency, Inc.

BCCAA has a wonderful history and since 1965 many residents of Blount County, both young and old have turned to BCCAA for assistance. Some of the services that we continue to provide have been the bedrock of CAA existence.

Aging services have always been and will continue to be a vital service to this community as our population ages and services are needed to enable residents to age in place. Office on Aging and Senior Nutrition Program services are provided through information and assistance, homemaker services, and home-delivered and congregate meals.

Programs to assist low income people with energy bills have been a foundation of this agency whether in cases of an emergency, in anticipation of high energy bills, or to weatherize their homes.

Other programs from the past include Summer Youth Recreation Programs, Summer Youth Employment Programs, and Summer Feeding Programs which helped low income children and youth with supervised, structured recreation, learning skills and exploring vocations, and nutritional lunches during the summer season.

Another program from the past was the Youth Employment and Training Program helping young people to establish work habits, gain experience, and/or study for the GED.

The Neighborhood Service Center (with Ethel Curtis and Christine Cash who some readers will remember) provided Outreach Services, Christmas Clearinghouse, and Needs Assessment Surveys to help determine the greatest needs of our community. As some of these programs were no longer part of the BCCAA portfolio of community services, those needs were met by other agencies.

BCCAA programs continue to reach low income families, seniors, and disabled individuals. The Office on Aging provides assistance through Information and Assistance (I&A) services, Telephone Reassurance Calls, Community Education, and Homemaker Services. The Senior Service Directory produced by the Office on Aging is a valuable resource to the community. Collaborations are formed with the Geriatric Screening Team and Blount County ElderWatch to assure that seniors' needs are met. The Senior Nutrition Program provides home delivered meals to seniors over age 60 that are physically or mentally impaired and unable to prepare a nutritious meal. There are also four congregate meal sites where seniors can go to receive a nutritious meal and socialize with friends.

The Community Service Block Grant Program contains several services including Emergency Assistance, House Repair, Commodity Food Distribution, Volunteer Income Tax Assistance, and Red Food Card Certification for local pantries. Several partnerships have been formed to stretch the community resources and volunteers, including Helpline Advisory Committee, Housing Repair Collaborative, and Food Pantry Committee.

The Low Income Home Energy Assistance Program and Weatherization Programs assist clients with emergency utility assistance, one-time energy assistance, and

weatherize homes to make them more energy efficient. The HOME and HOUSE programs provide home rehabilitation to bring homes up to Federal Housing Standards.

BCCAA is a public, non-profit, 501 (c) 3 organization that accepts tax-deductible contributions. Programs of BCCAA have met needs in Blount County for over 40 years and will continue to provide services in collaboration with our volunteers and community partners.

IV Mission, Vision, Values and Areas of Focus

Vision Statement

Blount County Community Action Agency's vision for the future is that everyone in the community is knowledgeable of available services; everyone is supported to become self-sufficient, independent, and responsible; everyone has hope; and everyone has what they need to develop their full potential.

Mission Statement

The mission of Blount County Community Action Agency, Inc. is to provide services and develop resources with partnering agencies to help meet basic needs to improve the lives of the elderly, disabled, and low income people in the community.

In fulfilling its mission, BCCAA will:

- provide meals to the elderly to assure good nutrition and that no elderly person goes hungry;
- provide funds for energy assistance and weatherization of homes to assure that homes are energy efficient and that no low income household members go to bed cold;
- provide home repair to assure that homes are habitable and partner with others to ensure low-income households are housed;
- provide homemaker services, information and assistance services to help elderly people achieve and maintain a level of self sufficiency and independence in their own home;
- continue to seek opportunities to provide additional services to meet community needs.

Values Statements

Blount County Community Action Agency is committed to these values in our actions and our relationships with co-workers, clients, community partners and the community at large:

Commitment: We are committed to ensuring people know what resources are available in the community and helping people make the most of those resources.

Integrity: Our actions and decisions are consistent with our values and our mission to meet our clients' needs equitably and impartially.

Care: We treat all people with compassion, dignity and worth.

Responsiveness: We respond promptly to client needs for their peace of mind.

Stewardship: We manage our resources responsibly for the greatest benefit to clients.

Teamwork: We work together both within our agency and with community partners to serve our clients.

Transparency: We maintain transparency to the community through open business practices, open financial records and abiding by our Code of Ethics.

Areas of Focus for the 2009-2012 Strategic Plan

The overall goal of the Strategic Plan:

The Blount County Community Action Agency is a high functioning and adaptive organization, widely known in the community for its programs, for the competence, vision and values of its staff, for the engagement and commitment of its Board of Directors, and for its partnerships with other organizations sharing the Agency's commitment to meeting human needs in the community.

Areas of Focus for the Plan:

Governance

The Board of Directors is effective in its governance and leadership of BCCAA, guidance of the Executive Director and representation of the agency to the community.

Marketing and Visibility

BCCAA is known in the community for our programs, our values, and opportunities to volunteer and to make donations.

Policies and Procedures

BCCAA has up-to-date policies and procedures that provide guidance to the Board of Directors and all staff.

Succession Planning

BCCAA has systems in place to enable smooth transitions whenever staff are added, depart, or change responsibilities, and whenever Board members are added, depart, or change responsibilities.

Sustainability

BCCAA has diverse revenue sources and a reliable volunteer base.

V. **BCCAA Strategic Plan 2009-2012**

Overall goal: The Blount County Community Action Agency is a high functioning and adaptive organization, widely known in the community for its programs, for the competence, vision and values of its staff, for the engagement and commitment of its Board of Directors, and for its partnerships with other organizations sharing the Agency's commitment to meeting human needs in the community.

I. **GOVERNANCE** (see also Board Succession Planning under Succession Planning)

Overall goal: The Board of Directors is effective in its governance and leadership of BCCAA, guidance of the Executive Director and representation of the agency to the community.

Year 1 Goal: Review and revise by-laws

Actions:

1. Compare BCCAA By-laws to state and federal statutes to identify what is mandated before making revisions.
2. Review, revise and adopt by-laws regarding:
 - a. Length of terms of office (Directors as well as Officers)
 - b. Term limits (for example, two terms of three years each)
 - c. Procedure if member no longer represents the sector s/he was appointed to represent
 - d. Requirements for becoming an officer and duties of officers
 - e. Absence policy
 - f. Filling vacancies (unexpired terms)
 - g. Staggering terms to minimize turnover
3. Designate where responsibility lies for enforcement of by-laws.

Indicators: By-laws are current and observed consistently.

Year 1 Goal: Establish Board Committees and hold first meetings

Actions:

1. Clarify which Standing and Ad-hoc Board Committees are needed and size of each (Executive; Nominating; Strategic Planning; Building; Fundraising; Marketing and Visibility; others?) and revise By-laws accordingly
2. Create committees through Board member selection or assignment; designate Committee Chair(s)
3. Determine agendas and dates for first meeting of each Committee

Indicators: Board Committees are functioning.

Year 2 Goal: Continue Board Committees and regular meetings

Actions:

1. Recruit existing and new members for all committees
2. Identify leadership for all committees
3. Determine agendas and goals to accomplish

Indicators: Board Committees have effective leadership and working members.

Year 2 Goal: Institutionalize Recruitment and Nominating Procedures and Board Member Agreement

Actions:

1. Create Board Member Agreement that describes responsibilities and expectations
2. Nominating Committee meets to identify upcoming and anticipated Board vacancies
3. Establish procedures (including standard interview questions), timetable for filling Board vacancies, classes and basic orientation
4. Executive Committee uses Board Member Self-Evaluation to identify skills, expertise and representation gaps to determine what to seek in incoming Board members
5. Board Member Agreement and standard questions and procedure are used in interviews with prospective Board members
6. Nominating Committee requests representation (from governing bodies) or invites interviewed individuals to join the Board
7. Board evaluates effectiveness of new procedures

Indicators: Recruitment and Nominating procedures are in place and being used.

Year 2 Goal: Develop basic orientation for new Board members

Actions:

1. Identify critical information for understanding BCCAA programs & policies
2. Schedule sessions and speakers to present critical information
3. Identify & schedule opportunities for new Board members to be involved in BCCAA activities

Indicators: New Board members will understand BCCAA programs & policies.

Year 2 Goal: Provide two Board trainings on topics identified by Board members

Actions:

1. Conduct Board Member Self-Evaluation each year
2. Identify priority areas (as indicated in Board member self-evaluation) for skill development (for example, financial literacy; program details like eligibility and numbers served and not served)
3. Set date(s) and location for training
4. Secure trainer
5. Evaluate effectiveness of training

Indicators: Board trainings address identified topics and skills

Year 3 Goal: Board Committees have their own goals and action plans

Actions:

1. Each Board Committee meets to consider which Strategic Plan goals it will support and in which ways
2. Committee goals are presented to Board for approval
3. Progress evaluated at year-end

Indicators: Board Committees are working to advance the mission and needs of the agency.

II MARKETING & VISIBILITY

Overall goal: BCCAA is known in the community for our programs, our values, and opportunities to volunteer and to make donations.

Year 1 Goal: Develop materials that inform and inspire.

Actions:

1. Revise brochure and website to explain programs and reflect new mission, new vision, and values
2. Develop distribution plan for brochure
3. Identify websites where BCCAA website and links can be posted
4. Explore what is involved (costs, preparation time) in creation of a promotional video that could be downloaded from the website and used for public presentations.

Indicators: Brochure and website have current and up-to date information; brochure is widely available; information available to decide whether to create a promotional video.

Year 2 Goal: Finalize new logo and brochure.

Actions:

1. Finalize new logo and brochure to explain programs and reflect new mission, new vision, and values
2. Implement distribution plan for brochure
3. Secure placement of BCCAA website links on identified websites

Indicators: Logo is utilized on BCCAA material; Brochure & website contain logo and up-to date information; brochure is widely available.

Year 2 Goal: Develop outreach programs to inform people of available services and recruit volunteers

Actions:

1. Establish calendar of presentations to civic groups
2. Identify who will speak to each group (staff partner with Board members)
3. Explore placement on Chamber of Commerce Speakers Bureau
4. Have specific volunteer opportunities ready for each speaking engagement
5. Identify organizations seeking volunteer opportunities
6. Track how people learn about BCCAA

Indicators: Increased number of speaking engagements; increased number of volunteers.

Year 2 Goal: Increase local media reporting on BCCAA programs and volunteer opportunities

Actions:

1. Prepare a monthly story about a client or a program with specific visibility objective (for example, publicizing a particular program, deadline, partnership or volunteer opportunity)
2. Send press releases to area media and blogs
3. Strengthen relationships with editors of local newspaper, radio and TV

Indicators: Increased frequency of intentional media attention to BCCAA

Year 3 Goal: Assess effectiveness of outreach program

Actions:

1. Review scope of distribution of brochure and speaking engagements
2. Assess data reporting on where people learn about BCCAA
3. Assess frequency of intentional media attention to BCCAA
4. Assess stability or growth of new client constituencies
5. Assess results of volunteer recruitment
6. Revise outreach efforts in response to assessment

Indicators: New outreach efforts reflect assessment.

Year 3 Goal: Explore electronic communication channels to increase exposure

Actions:

1. Investigate use of e-newsletters by other CAAs and learn what is required in time and what is accomplished
2. Explore using website for news and announcements and sending an e-mail 'push' to alert friends, partners and supporters to go to the website to learn more
3. Pilot one new electronic communication channel.
4. Evaluate effectiveness of the pilot.

Indicators: New electronic communication channel is used and evaluated.

III POLICIES AND PROCEDURES

Overall goal: BCCAA has up-to-date policies and procedures that provide guidance to the Board of Directors and all staff.

Programmatic Policies and Procedures

Overall goal: Support all staff in developing the skills and knowledge to do their work effectively by having in place policies and procedures for all programs, creating professional development opportunities, and providing training as needed.

Year 1 Goal: Ensure all programs have current policy manuals

Actions:

1. Set time table for review and revision of policy manuals for each program
2. Assign or identify staff to conduct the reviews
3. Prepare drafts of manuals
4. Produce completed manuals
5. Schedule periodic reviews and revisions of program manuals

Indicators: Current policy manuals are complete and available for use.

Year 1 Goal: Review and revise personnel and policy manual for all employees

Actions:

1. Set time table for review and revision of personnel and policy manual
2. Assign or identify staff to conduct the review
3. Prepare draft of manual
4. Produce completed manual
5. Schedule periodic reviews and revisions

Indicators: Agency Personnel and Policy Manual is current and available for use.

Year 1 Goal: Provide relevant technical training as needed to all staff

Actions:

1. Inventory anticipated technical training needs
2. Create system for prioritizing training needs
3. Allocate resources to cover training costs
4. Secure adequate backup/coverage to allow use of professional development opportunities

Indicators: Staff has access to identified technical training.

Year 1 Goal: Provide professional development opportunities for all staff

Actions:

1. Define appropriate professional development opportunities
2. Create process for applying for funding for professional development opportunities
3. Allocate resources to cover professional development
4. Secure adequate backup/coverage to allow use of professional development opportunities

Indicators: Staff makes use of appropriate professional development opportunities.

Year 2 Goal: Policies are reviewed and revised annually to comply with changes in regulations

Actions:

1. Staff work plans include program policy manual review
2. Staff work plans include personnel and policy manual review

Indicators: All manuals are reviewed and revised annually.

Year 2 Goal: Review and Select action(s) from Community Action Partnership's Standards of Excellence

Actions:

1. Make CAP report available to all Board members and staff
2. Include discussion of the Report on a Board meeting agenda or schedule a special session for this purpose
3. Identify which (if any) CAP Standards of Excellence to incorporate into the BCCAA's goals for the coming years.

Indicators: BCCAA is working towards one or more CAP Standard of Excellence.

Year 2 Goal: Begin implementation of selected Standards of Excellence

Actions:

1. Create work plan with goals and actions for selected standards
2. Secure necessary resources
3. Evaluate progress

Indicators: Documented progress towards selected standard

Year 3 Goal: Continue implementation of selected Standards of Excellence

Actions:

1. Identify next goals and actions for selected standards
2. Secure necessary resources
3. Document progress
4. Select additional standards for implementation

Indicators: Documented progress towards selected standards.

IV SUCCESSION PLANNING

Overall goal: BCCAA has systems in place to enable smooth transitions whenever staff are added, depart, or change responsibilities, and whenever Board members are added, depart, or change responsibilities.

Staff Succession Planning

Year 1 Goal: All position descriptions, position requirements and salary ranges are up-to-date.

Actions:

1. Review position descriptions and make necessary revisions.
2. Review position requirements and make necessary revisions.
3. Review and set salary range, looking at comparable County and Community Action salaries.

Indicator: All position descriptions, position requirements and salary ranges are up-to-date.

Year 1 Goal: Recruitment, interviewing and selection procedures are formalized.

Actions:

1. Create standard procedure for announcing/advertising position vacancies, including breadth and scope of outreach/advertising consistent with our value of non-discrimination.
2. Create standard process for recruitment and interview procedures, including formation of hiring committee, interview questions, and expected time frame for entire process.
3. Formulate objective criteria for choosing among candidates.
4. New employee packet reviewed and updated annually.

Indicator: Formal procedures are established and are being used.

Year 2 Goal: 'Playbook' outlining and documenting job duties is available for each staff position.

Actions:

1. Agree on scope of documentation (daily, weekly, monthly, annual activities and essential required information for each)
2. Create work plan for documentation process
3. Periodic check-in regarding progress
4. When complete, each 'playbook' is reviewed by someone unfamiliar with the position

Indicator: Comprehensive documentation available for each staff position

Year 2 Goal: All programs are prepared for staff departures, retirement and new hires.

Actions:

1. Identify anticipated departures, retirements and possible new hires for coming year.
2. Develop transition plans for orienting/training new staff.
3. Consider budget implications.

Indicator: Transition plans and related budgets are in place.

Year 2 Goal: All programs have trained and capable contract workers or volunteers who can take over program functions if needed.

Actions:

1. Outline minimum or baseline functions for each program.
2. Determine how many 'back-up' person(s) required for each program
3. Identify source for contract workers.
4. Provide training as necessary.

Indicator: Training and back-up staffing plans are completed.

Staff Cross-Training

Year 1 Goal: Identify opportunities for cross-training of staff paid through program grants.

Actions:

1. Explore and identify opportunities for cross-training within job duties.
2. Explore and identify opportunities for cross-training across programs.

Indicators: Cross-training opportunities are identified.

Year 1 Goal: Implement cross-training of staff paid through program grants.

Actions:

1. Schedule cross-training time into work plans.
2. Evaluate impact and effectiveness of cross-training.
3. Revise/adapt cross-training plan for coming year.

Indicators: Cross-training occurs as part of regular work plans.

Board Succession Planning

Year 1 Goal: Board of Directors is prepared for departures, resignations, new appointments and new officers.

Actions:

1. Identify anticipated departures, resignations, and end of terms for coming two years based on any revised term limits and rotation schedules.
2. Develop descriptions of duties for Directors and for Officers
3. Develop Board Member Agreement to use in recruitment
4. Make necessary changes to By-laws addressing Director and Officer duties

Indicators: Director and Officer description of duties and Member Agreement are completed; By-laws reflect these changes.

Year 2 Goal: New Board members are supported in becoming effective in their role and responsibilities.

Actions:

1. Survey new members to learn what they would like to learn and survey veteran Board members to learn what they wished someone had told them.
2. Develop an orientation program for new Board members
3. Schedule and hold an orientation (to coincide with arrival of new class of Directors)
4. Evaluate the orientation

Indicator: Content of orientation program is identified, orientation has occurred, been evaluated, and prepared for the coming year.

Year 3 Goal: New Board members are supported in becoming effective in their role and responsibilities.

Actions:

1. Revise orientation in response to evaluation from previous year
2. Identify topics for Board training
3. Schedule training(s)
4. Evaluate training(s)

Indicators: Board member orientation and trainings reflect evaluation.

Board Leadership Development

Year 2 Goal: Board members are mentored for leadership development

Actions:

1. Assign a 'veteran' Board member to each new Board member to act as a mentor
2. At year-end, evaluate effectiveness of mentoring

Indicators: Mentoring program has been evaluated and prepared for the coming year.

Year 2 Goal: Succession in Board Leadership is planned (*see also Governance*)

Actions:

1. Review the size, composition, terms and roles of the Executive Committee
2. Make changes as needed and ensure By-laws reflect these changes
3. Identify successors to officers/Executive Committee and provide appropriate training

Indicators: By-laws reflect changes in size, composition and terms of Executive Committee; successors are identified and training provided.

Year 3 Goal: Transition in Board Leadership is accomplished successfully

Actions:

1. Outgoing officers' service is acknowledged.
2. Incoming officers assume their duties.

Indicators: Identified and trained successors take office as scheduled.

V SUSTAINABILITY

Overall goal: BCCAA has diverse revenue sources, strong partnerships and a reliable volunteer base.

Internal Revenue Sources

Year 1 Goal: Identify new grant opportunities

Actions:

1. Research potential funders of BCCAA programs based on identified community needs
2. Select limited number of grants to apply for in coming year (consider BCCAA goals in this plan, what's most needed by the agency and its constituents and which funders are the best matches)

Indicators: New grants submitted.

Year 1 Goal: Explore ways for Board of Directors to support fundraising

Actions:

1. Identify all the different ways Directors can support fundraising (personal contribution, referral to possible donor or sponsor, invitation to speak to a civic group, assist with signature fundraising event, etc.)
2. Ask each Director to select one (or more) way she or he will support fundraising in the coming year.

Indicators: Every Board member is involved in fundraising in some way.

Year 2 Goal: Explore revenue generating activities

Actions:

1. Identify value-added skills and resources for the agency.
2. Learn from other CAAs how their 'social enterprise' or 'fee for service' programs are structured.
3. Decide whether to launch one or more revenue-generating activities.

Indicators: Decision is made based on research.

Event Revenue Sources

Year 1 Goal: Explore holding a 'signature' fundraising event or project for each BCCAA program to be held annually.

Actions:

1. Each program learns what kind of fundraising events are held by their counterparts in other community action agencies.
2. Each program assesses the feasibility of different kinds of events (labor, \$ and preparation required, similar events already being held in community, consistency with BCCAA values, etc.)
3. Each program selects an event to pilot and presents proposal to Board
4. Board and staff select events to hold and evaluate in the next two years

Indicators: New fundraising events are planned.

Year 2 Goal: Hold and evaluate signature events

Actions:

1. Select which one or two events to hold in coming year that will provide resources for a specific program or needed service.
2. Form committee of Board members and volunteers to organize the event
3. Develop marketing & visibility component of event
4. Identify community partners for each event
5. Evaluate event and document recommendations about future events

Indicators: New events are held and evaluated; recommendations made for future events.

Year 3 Goal: Continue to hold and evaluate signature events

Actions:

1. Plan additional events in response to evaluation and recommendations.
2. Form committee of Board members and volunteers to organize new events
3. Develop marketing & visibility component of new events
4. Identify community partners for each event
5. Evaluate events and create handbooks to guide organizers of signature events

Indicators: New events are held and evaluated; recommendations made for future events; handbooks are created for each signature event.

Donor Revenue Sources

Year 1 Goal: Expand number of individual donors and amount of revenue from individual donors

Actions:

1. Determine what programs or services we will be asking donors to support
2. Design materials for an individual donor campaign (appeal letter, mailing list)
3. Schedule a mail appeal to individual donors
4. Evaluate outcome and document changes to make for next appeal

Indicators: Number of individual donors and revenue increase.

Year 2 Goal: Continue expanding number of individual donors and amount of revenue from individual donors

Actions:

1. Design mail appeal reflecting what was learned from previous year
2. Link mail appeal to occasions for donations (memorials, tributes, etc)
3. Explore BCCAA history for opportunities for donor appeals (agency anniversary, etc)

Indicators: Number of individual donors and revenue increase.

Innovative Revenue Sources

Year 1 Goal: Create multiple ways to give

Actions:

1. Add donor opportunities to website (to specific programs; for memorials, tributes, birthdays, Mother's and Father's Day)
2. Publicize new giving opportunities (see Marketing and Visibility goals)

Indicators: Special event donations and website donations increase; donations increase in response to publicity about giving opportunities.

Year 2 Goal: Continue to create multiple ways to give

Actions:

1. Evaluate effectiveness of mail appeals, special event giving and related publicity
2. Choose which giving opportunities to emphasize
3. Focus publicity and outreach on selected giving opportunities

Indicators: Expense to income ratio improves for fundraising.

Volunteer Personnel

Year 1 Goal: Increase the number of reliable volunteers (*see also Marketing & Visibility*)

Actions:

1. Develop "Volunteer Opportunities at BCCAA" list and identify priorities for each month or quarter.
2. Prepare for supervision and affirmation of volunteers (volunteer recognition is a marketing & visibility opportunity).
3. Post the list on BCCAA website, distribute it at speaking engagements and share with organizations (colleges, businesses, United Way, civic groups, service groups, churches) seeking volunteer placements and media.
4. Evaluate agency experience with volunteers and adjust recruitment accordingly.

Indicators: Number of reliable volunteers increases

Year 2 Goal: Increase the number of reliable volunteers

Actions:

1. Revise Volunteer Opportunities outreach in response to evaluation.
2. Prepare for supervision and affirmation of volunteers
3. Recruit volunteers for specific roles
4. Evaluate and revise volunteer program

Indicators: Number of reliable and returning volunteers is stable or growing.

Year 3 Goal: Create volunteer coordinator position (*if needed*)

Actions:

1. Explore costs and benefits of creating volunteer coordinator position
2. Identify funding and type of position needed (part-time, full-time)
3. Define position and proceed with advertising and hiring

Indicators: Volunteer coordinator position created and filled.

Interns

Year 1 Goal: Develop intern program to provide valued assistance to BCCAA.

Actions:

1. Identify area institutions (PSTCC, Maryville College, UT College of Social Work) seeking internship placements for students.
2. Assess whether each institution is a good match for Agency needs
3. Determine impact of intern supervision on staff work loads
4. Reach agreement with selected institutions for intern placement.

Indicators: Interns are placed with BCCAA, make valuable contributions and advance their own goals.

Year 3 Goal: Evaluate Intern Program's value in providing assistance to BCCAA.

Actions:

1. Evaluate experience with interns and adjust expectations, criteria, and supervision plan.
2. Seek fewer or more interns, depending on previous experience and capacity to provide supervision.
3. Renew relationships with area institutions to place interns with Agency

Indicators: Interns contribute effectively to Agency operations and advance their own goals.

Partnerships to strengthen existing programs

Year 1 Goal: BCCAA forms new partnerships to strengthen programs

Actions:

1. Identify potential partnerships to strengthen existing programs
2. Approach selected potential partners with proposal to work together
3. Define scope, scale and expected outcomes of partnership and resources needed
4. Implement partnership
5. Evaluate outcomes of partnership

Indicators: New partnership is formed and effectiveness evaluated.

Year 2 Goal: BCCAA forms new partnerships to strengthen programs

Actions:

1. Renew or revise partnerships from past year
2. Explore affordable housing as a need and a partnership
3. Develop additional partnerships
4. Evaluate outcomes

Indicators: Partnerships allow BCCAA to reach more people more effectively.

Implementation of new programs

Year 1 Goal: Explore new program opportunities and partnerships to meet identified community needs

Actions:

1. Explore new programs identified in External Scan (federal transportation program, emergency housing program)
2. Determine which (if any) new programs meet identified community needs and are consistent with BCCAA mission
3. Decide whether to pursue one or more new programs and partners to meet identified community needs
4. Determine that BCCAA has the capacity (personnel, financial, facility, etc.) to implement new programs and partnerships

Indicators: Decisions made regarding whether to add new programs and partners.

Year 2 Goal: Evaluate any new programs and partnerships

Actions:

1. Identify team (BCCAA and partners) and timetable to evaluate new program(s) and partnerships
2. Evaluation report(s) provided to Board(s) and partners
3. Review evaluation and make changes in program reflecting what was learned

Indicators: New programs and partnerships have been evaluated and revised in response to evaluation.

Facility

Overall goal: Become more secure about the future in this building and better prepared for relocation

Year 3 Goal: Conduct assessment to document specifications of BCCAA facility requirements

Actions:

1. Form Board & Staff Committee to conduct assessment
2. Each program prepares inventory of their facility needs (square footage, utilities, fixtures, access, etc.) and provides this to Committee
3. Compile expense data to show real facility costs of monthly operations
4. Determine preferred factors for location visibility and access
5. Consider potential facility needs requirements should expanded programs and services be implemented in the future

Indicators: BCCAA facility needs and specifications are documented.

Year 3 Goal: Evaluate advantages and disadvantages of voluntary relocation

Actions:

1. Research available properties that meet agency needs
2. Investigate costs and evaluate against current expenses
3. Explore donations of building or space
4. Explore opportunities for co-location with allied agencies
5. Learn where BCCAA clients go for other services to identify central locations

Indicators: Clear understanding reached about available options for relocation and benefits and drawbacks of co-location.

Year 3 Goal: Secure the Agency's location for the future.

Actions:

1. Negotiate long-term commitment in present or new location.
2. Make necessary arrangements for improvements, reconfiguration, capabilities for future onsite expansion if needed, etc.
3. Implement marketing & visibility campaign associated with location

Indicators: Agency has a long-term location that meets its and the community's needs.

VI Appendices

A. Roster of Board of Directors

NAME	BOARD POSITION	SECTOR	METHOD OF APPOINTMENT
Robert Ramsey		Public	Blount County Commission
Ed Mitchell		Public	City of Maryville Commission
Ken White		Public	City of Alcoa Commission
Mike Lewis		Public	Blount County Commission
Stone Carr	Exec. Committee	Low-Income	Senior Citizens Center at MLK Community Center
Joan VanSickle Sloan		Public	Blount County Commission
Terry Elmore	Vice-Chairman	Low-Income	Maryville Housing Authority Maryville/Alcoa Representative
Bill Crisp		Low-Income	Friendsville/Miser Station Noonday Dinner Club
Jim Hill	Exec. Committee	Low-Income	Chilhowee View Community Club/ CV Representative
Gloria Bickers		Low-Income	Blount County Public Hearing
Tony Crisp		Private	Fraternal Order of Police
Gary Heath		Private	Good Landlords
Clara Peals	Secretary / Treasurer	Private	Board of Realtors
Jason Emert		Private	Community Health Initiative
William Lyons	Chairman	Private	Maryville Optimist Club

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B. Board of Directors Evaluation

This evaluation has three parts:

1. Self-evaluation of your knowledge about the organization and your responsibilities as a Director
2. Identification of skills you bring to the Board and knowledge/skills you would like to develop
3. Your assessment of the Board's effectiveness as a governing body.

Compilation of the completed evaluations is usually done by someone outside the Board of Directors or by the Executive Committee. The results are useful for identifying the kinds of training needed by the Board, types of representation and expertise to seek in filling Board vacancies, and Board development opportunities.

This evaluation format is an adaptation and synthesis of Board evaluation tools developed by several individuals and organizations. Credit to: Carter McNamara, Oregon State Board of Higher Education, Nathan Garber, and Nina Gregg & Communication Resources.

Part 1: Your knowledge about the organization and your responsibilities as a Director

Indicate *Yes*, *No* or *Not Sure* for each of the statements below.

	Yes	No	Not Sure
1. I have the required information and opportunity to understand my obligations and responsibilities as a Board member.			
2. I am knowledgeable about the organization's programs and services.			
3. I am familiar with and support the mission, plans and policies of the organization.			
4. I prepare for, attend and participate in Board and committee meetings regularly.			
5. I follow trends and important developments related to the organization's mission and programs.			
6. I read and understand the organization's financial statements.			
7. I have taken advantage of opportunities to meet with and get to know fellow Board members.			
8. I understand and disclose any conflict of interest I may have with the organization.			
9. I assist with fundraising and/or give an annual gift to the organization.			
10. I act as a good-will ambassador for the organization in the community.			
11. I recommend individuals for service to this Board.			
12. I find serving on the Board to be a satisfying and rewarding experience.			

What factors contribute to your performance or lack of performance in the areas above: (please be specific)?

What do you need from the organization to maintain/increase your level of board commitment:

Part 2: Identification of skills you bring to the Board and knowledge/skills you would like to develop

Please indicate with an “X” your three strongest areas of expertise based on your background and experience.

Now go back and place a check (✓) mark beside three areas of interest to you outside of your background and expertise.

Budget/Finance

Investments

Management

Governance (please specify: Board policies, parliamentary procedure or consensus process, Board orientation, by-laws, nominations, etc.)

Personnel

Planning and Evaluation

Legal

Programs (please specify for your organization):

Board recruitment and nominations

Real estate/Maintenance

Information Technology

Graphic Design

Organizational Design and Development

Fundraising

Grant writing/Foundations

Public relations (writing, public speaking)

Marketing/Promotion

Government relations

Volunteer Recruitment and Management

Other:

Part 3: Effectiveness of the Board as a governing body

	Considerations	5 Very Good	4 Good	3 Ave.	2 Fair	1 Poor
1	The Board has full and common understanding of the roles and responsibilities of a board					
2	Board members understand the organization's mission and its programs					
3	The organizational structure (board, officers, committees, executive and staff) is clear					
4	The Board has clear goals and actions resulting from relevant and realistic strategic planning					
5	The Board attends to policy-related decisions which effectively guide operational activities of staff					
6	The Board receives regular reports on finances/budgets, products/program performance and other important matters					
7	The Board helps set fundraising goals and is actively involved in fundraising					
8	The Board effectively represents the organization to the community					
9	Board meetings facilitate focus and progress on important organizational matters					
10	The Board regularly monitors and evaluates progress toward strategic goals and program performance					
11	The Board regularly evaluates the chief executive and offers adequate professional development opportunities					
12	The Board has approved comprehensive personnel policies which have been reviewed by a qualified professional					
13	Each member of the Board feels involved and interested in the Board's work					
14	All necessary skills, stakeholders and diversity are represented on the Board					

Please list the three to five points (from the above assessment) on which you believe the Board should focus its attention in the next year. Be as specific as possible in identifying these points.

1.

2.

3.

4.

5.

Do you have any other comments or suggestions that will help the Board increase its effectiveness?

C. Internal and External Scan Questions

Internal Scan

Part one: Paired Interviews

The members were paired and asked each other the following questions:

1. Think about a time when the work of BCCAA was going really well- a “peak experience.” This could be at a special event, during a Board meeting, routine program activities, committee work or any time you have been involved in BCCAA. Was there a time when you felt most engaged or most excited about the work? Tell me a story about the time: What was happening? Who was involved? What did you do? What about this time or event made it so good?
2. Can you identify the factors or conditions that made this such a good experience? What was in place? Was it leadership, the setting, preparation, or something else that made this a good experience?

Part Two: Small Groups

Groups of 3 or 4 people (mixture of staff and board) met for 30 minutes to discuss the following questions:

3. What are BCCAA’s assets and strengths in the areas below? Be specific about what BCCAA does well in each area. What factors or conditions contribute to these strengths?
 - a. Programmatic
 - b. Administrative
 - c. Financial
 - d. Organizational
 - e. Other areas?
4. What are BCCAA’s vulnerabilities and weaknesses in the same areas? What does BCCAA do less well (or avoid) that works against our success? What internal factors or conditions contribute to these vulnerabilities?
5. Which strengths can we build on? Which vulnerabilities do we need to address in order to be prepared for the future?

External Scan

Instructions to Strategic Planning Committee members:

- Keep notes on your conversation. Whatever people say, even if not a direct response to a question can be useful for the Committee to hear.
- You may ask for more information to help you understand what you are hearing.
- Do not express your own opinion during this conversation. The purpose is to learn what the other person knows and thinks about BCCAA.
- You may ask additional questions but be respectful of people’s time.
- Conversations are to be completed before our next meeting on April 13.

E-mail invitation for conversation:

Dear _____.

I am a member of the (staff/Board) of the Blount County Community Action Agency. We are starting a strategic planning process and I'd like to have a brief conversation with you. May I call you at (date & time)?

Thank you.

Sincerely,

Telephone invitation for conversation:

Hello, my name is _____. I am a member of the (staff/Board) of the Blount County Community Action Agency. We are starting a strategic planning process and I'd like to have a brief conversation with you. Is this a good time for us to talk? If not, when may I call you?

Interview Guide

Thank you for agreeing to have this conversation with me.

As part of planning for BCCAA's future, we are having conversations with community members to learn their thoughts about the agency.

First I'd like to ask:

1. What do you know about the Blount County Community Action Agency?
2. Have you heard of the _____ program? (Here you can name one or more programs) What do you know about this program?

Programs managed by BCCAA (according to web page) include:

Senior Nutrition (Mobile Meals)

Office on Aging

Low Income Home Energy Assistance (LIHEAP)

Weatherization

Community Service Block Grant (includes Emergency Assistance, Income Tax Assistance, and House Repair)

House and Home

Commodity Food Distribution

3. Where do you think the funding comes from for BCCAA's programs?
Primarily federal and state funding and some county and private donations.
4. Did you know BCCAA is a non-profit charitable organization?
5. What kind of reputation does BCCAA have?
6. What kind of reputation do our programs have?
What do we do well? What could we improve?
7. Do you know where these programs are located?
Hubbard School on Tuckaleechee Pike.
8. What do you know about who can be served by these programs?
Eligibility criteria are: Low-income families, Elderly, Disabled. (If more details are needed for programs, include age 60+ for Senior Nutrition, 125% of poverty level for LIHEAP, Weatherization, Community Service Block Grant, House & Home; and 150% for Commodity Food Distribution.)
9. Have you ever referred anyone to BCCAA?
10. What unmet social service needs are you aware of in our community?
11. Is there anything else you'd like to say about BCCAA and our presence in the community?

Thank you for your time.

D. Staff, Programs and Contact Information

Administration

Nancy E. Sentell – Executive Director
(865) 983-8411 EXT. 22, nsentell@blountcaa.org
Colleen Brzuchalski – Agency Clerk/Receptionist
(865) 983-8411 EXT. 0, cbrzuchalski@blountcaa.org
Laura Maclin – Fiscal Officer
(865) 983-8411 EXT. 29, лмаclin@blountcaa.org
Linda Kirkland – Program Technician
(865) 983-8411 EXT. 30, lkirkland@blountcaa.org

Senior Nutrition Program

Karen Koch – Program Coordinator
(865) 983-8411 EXT. 27, kkoch@blountcaa.org
Marilla Cable – Program Technician
Anne Fields – Kitchen Manager/Cook
J. R. Jackson – Food Service Worker/Driver
Anita Brosky – Food Service Worker
Rose Arwood – Food Service Worker
Lillian Hamilton – Food Service Worker
Christie Hawley – Food Service Worker
Jennifer Dove – Food Service Worker

Office on Aging

Joani Shaver – Program Coordinator
(865) 983-8411 EXT. 25, jshaver@blountcaa.org

Community Service Block Grant Programs

Kay Garrison – Program Coordinator
(865) 983-8411 EXT. 23, kgarrison@blountcaa.org
Kristin Townson – Program Technician

Low Income Home Energy Assistance Program

Weatherization Assistance Program

House and HOME Programs

Mitzi Long – Program Coordinator
(865) 983-8411 EXT. 24, mlong@blountcaa.org
Nicosha Webb – Program Technician

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