



The Next Door, Inc.

Strengthening Children and Families

2009-2011 Strategic Plan

Executive Summary

In the spring of 2008, the Next Door, Inc. (NDI) embarked on a strategic planning process in order to fully understand where the past 37 years of history had brought the agency and to better grasp where the agency wanted to go for the next three years. The previous year had been one of transition among upper management employees including the Executive Director and Controller. The Next Door's previous plan had been completed in 2001.

Since 1971, the Next Door, Inc. (NDI) has ensured that children and families in the Columbia Gorge region have benefited from programs that have worked to transform their lives. Many changes have taken place in almost four decades of service to the community, but there has been one constant: a sincere dedication to children and their families. Also testament to NDI's longevity has been a commitment to working closely with the community: schools, other agencies, businesses, service clubs and others in order to maximize the impact of the agency's programs.

The Next Door has never strayed very far from its original mission or vision for the community, but it has changed in its operation within the community, from programs to office space to personnel. These changes will continue, brought about by internal decisions as well as external requests, needs, opportunities and challenges. In order to address these changes and ensure continued success, a plan for marketing, resource development, programmatic expansion and efficacy of employees and board members was developed.

The plan includes six strategic goals:

- Establish stable and diverse funding
- Build community awareness of NDI and its programs through a consistent and standardized image
- Ensure decisions regarding programmatic growth and stability are informed, educated and responsive to diverse community needs
- Ensure programmatic growth and stability
- Ensure NDI staff are effective and efficient
- Ensure NDI board members are effective and efficient

Currently, there are 74 people employed by the Next Door, of whom 59 are full or part time employees, the rest are on-call. The agency has a proposed budget in Fiscal Year 08-09 of 3.45 million dollars. Services are provided for residents of five counties: Hood River, Wasco and Sherman in Oregon and Skamania and Klickitat in Washington.

Besides its solid history and longevity, NDI has competent staff, dedicated board members, a good reputation, relative financial stability and flexible and creative programs. Opportunities for the agency abound, including enhancing community partnerships, expanding services, building a donor base, utilizing the internet and other technology to increase awareness of the agency, building a new central office space in Hood River and capitalizing on employees' abilities and creativity.

The Next Door does face some challenges including the uncertain economy, community confusion around what the agency really does, multiple locations which prohibit staff unity, fluctuating funding streams and competition from other non-profit organizations. Internal weaknesses include

confusing and inconsistent marketing materials, uncomfortable facilities that are not centralized (in Hood River), lower compensation than employees would like, not enough development opportunities for employees and lack of resources for administration and development.

To achieve the established goals, The Next Door will work hard to build upon its solid base, always keeping in mind the internal and external challenges that could stand in the way.

The Mission and Vision of The Next Door, Inc.

The Next Door is dedicated to opening doors to new possibilities by strengthening children and families and improving communities.

The values that lead The Next Door in its work are passion for service, compassion for clients, advocacy, a results-oriented approach and a strengths-based approach, respect for diversity, self care and development of staff, understanding that “those who have” need to care for “those who don’t have” and that the status quo is not acceptable.

The ultimate vision of The Next Door is a supportive community where all children and families are safe, healthy and valued. By basing its work on its core values while striving to achieve its mission, NDI truly believes that this vision can become a reality.

Organizational Description

In 1971, the Next Door, Inc was founded as a non-profit agency to house ten teenage foster children, both girls and boys. In 1975, Housing for All, another non-profit, was established to assist Next Door with real estate needs. The big farmhouse in Hood River where the agency was located was purchased and, in 1987, it was named the Klahre House after NDI’s first Board Chair, Jim Klahre.

In 1987, NDI hired Michael Mehling as its new Executive Director; he stayed until 1999. Michael wanted to take the 12 bed residential program for boys to another level, not dependent solely on the state for funding and more of a community partner. He spent a good portion of his years at NDI expanding services, with the cooperation of the community and in the mid-1990s the program moved away from being a residential treatment facility and into being a therapeutic foster care program. The program was then able to become co-ed once again with children living in specially trained foster homes and coming to the Klahre House for treatment and schooling during the day.

In 1991, The Next Door made a significant move towards incorporating other programming besides intervention for adolescents, when New Parent Services, a volunteer run program, joined NDI. In 1995, Families First of Wasco/Sherman was also added to NDI, providing the same Healthy Start services as NPS.

In 2000, Bob Johnson was hired to lead The Next Door. Shortly before he started, NDI started an evidenced based mentoring program for children ages 6-18 called Big Brothers Big Sisters of the Columbia Gorge (BBBS). This program was formally recognized as a national affiliate of Big Brothers Big Sisters of America in 2004.

Bob Johnson presided over the merging of Nuestra Comunidad Sana (NCS) into NDI in 2002. This health promotion program had begun at La Clinica del Cariño in 1988, one of the first programs in the country to train and utilize community health promoters to promote health and prevent disease. By 2007, NCS had been combined with two other programs of NDI, Latino Outreach and Youth & Family Services, to consolidate health promotion and crime and substance abuse prevention work within the agency.

In 2007, Janet Hamada took over as Executive Director of NDI. The Next Door currently has the following programs:

- ❖ New Parent Services is dedicated to supporting families in Hood River County. Families First works with families of Wasco & Sherman Counties. The programs seek to ensure healthy, thriving children and strong, nurturing families by providing services such as Healthy Start home visits, play groups, parenting classes, clothing and toys closet and more.
- ❖ Big Brothers Big Sisters of the Columbia Gorge is dedicated to mentoring youth. Volunteer 'Big's' offer friendship and support with the goal of helping their 'Little' stay on a healthy path that will lead them to a bright future.
- ❖ Nuestra Comunidad Sana/Our Healthy Community helps local Spanish speaking residents to develop leadership qualities and advocate for themselves about issues of concern to the community. The program also strives to prevent substance abuse, diabetes, HIV/AIDS and to make early detection of breast cancer a priority.
- ❖ Youth and Family Services provide a variety of prevention and intervention outreach programs to meet the needs of youth ages 12-18 and their parents in Hood River County. These services are available in individual and group format. Services are primarily client driven and include parenting classes, violence and anger prevention training, outreach, life skills groups, teen court program, consultation, and connection to resources.
- ❖ Therapeutic Foster Care provides dedicated foster parents for children and teenagers while they receive treatment for behavioral and mental health issues. These parents teach skills, provide recreational opportunities, and instill hope in children who face great difficulties.
- ❖ The Crisis Shelter is a temporary residential program (a maximum of 30 days) that provides youth ages 12-18 a safe, stable environment in foster homes. Youth may be placed in this program because of mental health needs, runaway or homeless status or because of a family crisis that requires immediate removal from the home.
- ❖ At Klahre House Alternative Day Treatment School, professional staff members provide a safe and caring therapeutic environment where young people begin to heal. Teenagers at the school gain tools to help them build healthy, happy lives.
- ❖ The Independent Living Program assists youth who have been in foster care to prepare to transition into the community. They develop self-help skills such as money management, vocational training, and other life skills to become more self-sufficient.

Goals and Strategies

In June 2008, The Next Door, Inc. was granted funding support for a strategic planning process from the Ford Institute of the Ford Family Foundation. Some employees of the Next Door had participated in the Ford Institute Leadership Program, which introduced them to the Rural Development Initiative (RDI). With the Ford Family Foundation funding, a consultant from RDI was hired to assist in the facilitation of the strategic planning retreats.

From June through October of 2008, board members and members of the management team of The Next Door attended four three-hour retreats (see attached photos).

As a result of the strategic planning process, six goals were identified to be accomplished in 2009-2011. Each goal has multiple strategies and action steps. At the end of each year, the team will reconvene to evaluate progress made on each strategy and potentially to decide upon new strategies.

Goal 1: Establish stable and diverse funding

- Strategy 1.1: Increase sponsorship, agency partnerships and business partnerships.
- Strategy 1.2: Increase percentage of revenue through fundraising.
- Strategy 1.3: Stabilize current funding streams.
- Strategy 1.4: Improve efficiency of grant writing.
- Strategy 1.5: Integrate services and offices into one centralized building for increased recognition and community giving.

Goal 2: Build community awareness of NDI and its programs through a consistent and standardized image

- Strategy 2.1: Build community reputation by co-branding ourselves through employee participation in other community-oriented organizations and agencies.
- Strategy 2.2: Raise community awareness by improving use of media release and media opportunities.
- Strategy 2.3: Seek out and take advantage of opportunities to present to community groups.
- Strategy 2.4: Redesign all marketing materials to present a consistent image.
- Strategy 2.5: Use new building as a way to increase awareness and involvement of NDI.

Goal 3: Ensure decisions regarding programmatic growth and stability are informed, educated and responsive to diverse community needs

- Strategy 3.1: Develop a systematic process to assess services, needs and requests for merging with other non-profit organizations.
- Strategy 3.2: Perform needs analysis on whether proposed programs or agencies wishing to merge are fiscally responsible to proceed, i.e. are they self-sustaining? Develop a plan whether or not they are found to be self-sustaining.

Goal 4: Ensure programmatic growth and stability

- Strategy 4.1 Create poverty reduction programs.
- Strategy 4.2: Develop a more holistic continuum of care for families.
- Strategy 4.3: Create a seamless system to alternative high school and middle school education.

Goal 5: Ensure NDI staff are effective and efficient

- Strategy 5.1: Conduct an analysis of staff effectiveness and efficiency levels to determine areas that need improvement.
- Strategy 5.2: Create staff training plan based on the analysis.
- Strategy 5.3: Create staff recruitment and retention plan.
- Strategy 5.4: Improve organizational structure.
- Strategy 5.5: Consolidate operations into one new centralized building for an improved work environment that is safe, relaxing and healthy.
- Strategy 5.6: Implement inter-office, inter-staff and inter-program learning and teaching opportunities.

Goal 6: Ensure NDI board members are effective and efficient

- Strategy 6.1: Provide ongoing training opportunities for board members.
- Strategy 6.2: Ensure that ongoing recruitment and retention plan is in place.
- Strategy 6.3: Increase board members’ knowledge of programs and commitment to work on behalf of NDI and its programs.

Authorization

Approved: _____
Kelly Beard, Board Chairman Date

Approved: _____
Janet Hamada, Executive Director Date

PHOTOS FROM FIRST STRATEGIC PLANNING RETREAT
JUNE 25, 2008



Appendices

A) Action Planning -- Specifies objectives, responsibilities and timelines for completion of objectives

B) Goals for Board and Executive Director -- Goals of the board and ED should be directly aligned with goals identified during strategic planning. This appendix will list goals for the board and can include recommendations for redesigning board committees to be associated with strategic goals. The appendix also lists goals for the ED goals -- these can be used (along with the ED job description) to form the basis for performance evaluations of the ED.

C) Budget Planning -- Depicts the funding needed to obtain and use the resources needed to achieve the strategic goals.

D) Financial Reports – Includes:

- FY 07-08 budget vs. actual
- FY 08-09 budget vs. actual YTD
- A current balance sheet or statement of financial position
- Income statement or a statement of financial activities

Appendix A: Strategic Action Plan (from Action Planning session on 10/15/08)

GOAL 1: ESTABLISH STABLE AND DIVERSE FUNDING				
STRATEGY 1.1: Increase sponsorship, agency partnerships and business partnerships				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Face to face meetings with prominent businesses in community, who are dedicated and loyal.	Heidi Seymour, ED and Board Members	June 2009	List of potential patrons from board/staff	Meetings completed
Develop menu of ways donors/partners can be involve and stay involved.	Heidi Seymour, Program Managers, Board members	June 2009	Time	List completed
Develop stewardship program for donors and clients	Heidi Seymour, Program Managers, Board members	June 2009	Time	Program outlined
Show appreciation to partners by “thank you” event—involve kids/clients.	Heidi Seymour, Program Managers, Board Fundraising Committee	Nov. 09	Time, Site, Funding	Event completed

GOAL 1: ESTABLISH STABLE AND DIVERSE FUNDING				
STRATEGY 1.2: Increase percentage of revenue through fundraising				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Expand fundraising: <ul style="list-style-type: none"> • Create a fundraising committee • Recruit members/volunteers for fundraising committee 	Heidi Seymour and Board Fundraising Committee	Jan. 2010	Time	Members recruited
Implement Best Practices in Fundraising <ul style="list-style-type: none"> • TACS training • Research best practices (best returns) 	Heidi Seymour	June 2009	Time	Training complete research done
Specifics regarding events <ul style="list-style-type: none"> • Consider gorge calendar for timing • Consider timing around tourist seasons 	Board Fundraising Committee	Aug. 2009	Time	Events planned or completed

GOAL 1: ESTABLISH STABLE AND DIVERSE FUNDING				
STRATEGY 1.3: Stabilize current funding streams				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Evaluate Government funded services for expansion into Klickitat, Skamania, and Wasco Counties	ED and Program Managers	January 2010	Time	Plan outlined
Review ROI at Gorge Foundation	ED and Finance Committee	Sept. 2010	Time	
SWOT analysis of current funding streams ---which programs rely on soft funding	ED and Finance Committee	Dec. 2010	Time	Analysis completed

GOAL 1: ESTABLISH STABLE AND DIVERSE FUNDING				
STRATEGY 1.4: Improve efficiency of grant writing				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Create a shared file on server with demographic data, proposal templates, etc.	ED and Program Managers	June 2009	Time	File completed
Annual plan for grant writing, including: <ul style="list-style-type: none"> • To whom • When • How much 	ED and Program Managers	Sept. 2009	Time	Plan completed

GOAL 1: ESTABLISH STABLE AND DIVERSE FUNDING				
STRATEGY 1.5: Integrate services and offices into one centralized building for increased recognition and community giving.				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Establish Capital Campaign for new building. <ul style="list-style-type: none"> • Place Funding Thermometer or other noticeable maker on the outside of new building to increase awareness of campaign • <i>More...</i> 	ED, Development Director, Board Fundraising Committee	Jan. 2010	Funding, Time	Increased giving Funds raised
Once built, hold community open house and ask for individual giving	ED, Development Director, Board Fundraising Committee	Dec. 2011	Funding, Time	Increased giving Funds raised

GOAL 2: BUILD COMMUNITY AWARENESS OF NDI AND ITS PROGRAMS THROUGH A CONSISTENT AND STANDARDIZED IMAGE				
STRATEGY 2.1: Build community reputation by co-branding ourselves through employee participation in other community-oriented organizations and agencies				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Survey employees to ascertain the percentage who are involved in community-oriented volunteerism	Heidi Seymour	June 2009	Time	Increased percentage of employees will be participating with organizations or agencies. Increase of NDI Volunteers
Define what kinds of groups in which NDI wants to encourage employee involvement. Write a policy that clarifies how employees can be reimbursed or have time off of participation.	ED and program managers	May 2009 June 2009	None	A definition that employees can refer to.
Add an agenda item to every all-staff meeting to give employees time to share about their community involvement.	ED	June 2009	Time	Item on Agenda
Plan to develop a volunteer program by engaging community, business, and public sectors	ED and program managers	March 2010	Shared volunteer coordinator? AmeriCorps?	A written Plan.

GOAL 2: BUILD COMMUNITY AWARENESS OF NDI AND ITS PROGRAMS THROUGH A CONSISTENT AND STANDARDIZED IMAGE				
STRATEGY 2.2: Raise community awareness by improving use of media release and media opportunities				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Develop a calendar of opportunities to interact with media. Use employee-of-the-month, employee newsletter, donor newsletter, donor thank-you letter, donor activities, events, nominating for awards etc.	Program Managers Jennifer Vizcarra	June 2009	Staff time, info from program managers	Completed calendar
Develop press release process including format, authorization by ED or designee, posting on website, on NDI bulletin boards, list of media outlets, designated support staff.	Mike Doke Heidi Seymour Erica	March 2009	Time	Policy, Process, and lists completed.
Build Facebook and My Space pages.	Heidi Seymour and clients	June 2009	Time	Completed pages

GOAL 2: BUILD COMMUNITY AWARENESS OF NDI AND ITS PROGRAMS THROUGH A CONSISTENT AND STANDARDIZED IMAGE				
STRATEGY 2.3: Seek out and take advantage of opportunities to present to community groups				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Create list of community groups to speak to community forums and summits	Mike Doke, Heidi Seymour	March 2009 Sept 2010	Time, Information from program managers	Completed list
Create list of available presenters and topics	ED, Heidi Seymour	March 2009	Time Information from program managers	Completed list

GOAL 2: BUILD COMMUNITY AWARENESS OF NDI AND ITS PROGRAMS THROUGH A CONSISTENT AND STANDARDIZED IMAGE				
STRATEGY 2.4: Redesign all marketing materials to present a consistent image				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Develop graphic standards for stationary, brochures, flyers, invoices, poster, shirts, mugs, website, email newsletter, calendar	Mike Doke and Heidi Seymour	Oct 2009	Brochures and marketing materials	Portfolio of examples of graphic standards
Rewrite text for every current brochure to fit new format	Program Mangers and Heidi Seymour	Oct 2009	Staff	Completed text
Develop new brochures—two for each program and 2 for NDI as a whole: one for the donor audience and one for the client audience.	Program Manager and Heidi Seymour	Dec 2009	Staff	Completed text
Hire a graphic artist to complete preparing the brochures for printing.	Mike Doke, Heidi Seymour and ED	Dec 2009	Money—Grant funding?	Contract
Print Brochures	Heidi Seymour	Jan 2010	Money—grant funding	Brochures

GOAL 2: BUILD COMMUNITY AWARENESS OF NDI AND ITS PROGRAMS THROUGH A CONSISTENT AND STANDARDIZED IMAGE				
STRATEGY 2.5: Use new building as way to increase awareness and involvement of NDI				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Hold a ground breaking party –invite media, city and state officials, etc. --inform how much more money has to be raised	ED, Heidi Seymour and Board Fundraising Committee	Feb 2010	Time, Funding	Groundbreaking party completed
Hold Open Houses/Fundraisers at new building	ED, Heidi Seymour and Board Fundraising Committee	Dec 2011	Time, Funding	Open Houses held
Allow other community groups to rent space at discounted rate	ED, Program Managers	After Dec 2011	Time	Rentals completed

GOAL 3: Ensure decisions regarding programmatic growth and stability are informed, educated, and responsive diverse community needs				
STRATEGY 3.1: Develop a systematic process to assess services, needs and requests for merging with other non-profit organizations				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Research the process that other organizations follow	ED	March 2009	Staff time	List of ideas from other organizations
Develop a needs assessment	ED and Board	March 2009	Staff time and board decisions	Plan for analysis

GOAL 3: Ensure decisions regarding programmatic growth and stability are informed, educated, and responsive diverse community needs				
STRATEGY 3.2: Perform needs analysis on whether proposed programs or agencies wishing to merge are fiscally responsible to proceed, i.e. are they self sustaining? Develop a plan whether or not they are found to be self-sustaining.				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Develop Pilot Process to assess on potential growth areas	ED and Program Managers	April 2009	Time	Plan
Determine program budget approval policy such as: <ul style="list-style-type: none"> • \$5000—program manager approval • \$10,000-\$50,000—ED approval • \$50,000 plus—Board approval 	ED and Board	April 2009	Time	Policy

GOAL 4: Ensure Programmatic growth and stability				
STRATEGY 4.1 Create poverty reduction programs				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Follow new procedure to determine whether initiative is a good fit or not.	ED, Board and Managers	After June 2009	Time	Procedure notes and outcome
Research and write proposals on poverty reduction strategies	ED and Managers	Beginning July 2009	Time	Proposals written, funding received

GOAL 4: Ensure Programmatic growth and stability				
STRATEGY 4.2 Develop a more holistic continuum of care for families				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Follow new procedure to determine whether initiative is a good fit or not.	ED, Board and Managers	After June 2009	Time	Procedure notes and outcome
Research and write proposals on programs for families	ED and Managers	Beginning July 2009	Time	Proposals written, funding received

GOAL 4: Ensure Programmatic growth and stability				
STRATEGY 4.3 Create a seamless system to alternative high school and middle school education				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Follow new procedure to determine whether initiative is a good fit or not.	ED, Board and Managers	After June 2009	Time	Procedure notes and outcome
Research and write proposals on alternative high school and middle school education	ED and Managers	Beginning July 2009	Time	Proposals written, funding received

GOAL 5: ENSURE NDI STAFF ARE EFFECTIVE AND EFFICIENT				
STRATEGY 5.1: Conduct an analysis of staff effectiveness and efficiency levels to determine areas that need improvement				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Identify consultant, firm, committee, or to conduct analysis including IT to determine all areas that need improvement	ED and Managers	Dec. 2009	Funding and Time	Consultant findings and analysis
Convene committee (staff and one board rep) to determine areas of greatest need to address	ED, Managers and Board	Jan 2010- June 2010	Time	Committee minutes
Implement changes in areas of need	ED, Managers and Board	June 2010- Dec. 2011	Funding and Time	Changes completed

GOAL 5: ENSURE NDI STAFF ARE EFFECTIVE AND EFFICIENT				
STRATEGY 5.2: Create staff training plan based on the analysis				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
IT Training for all staff to ensure most efficient/effective use of computers, phones, email, etc.	IT Coordinator or consultant or designated staff	Start by March 2010	Funding	Increased staff skills, increased efficiency
Time management training for all staff (annually, required)	HR Dept.	Start January 2010	Time	Increased staff efficiency

GOAL 5: ENSURE NDI STAFF ARE EFFECTIVE AND EFFICIENT				
STRATEGY 5.3: Create staff recruitment and retention plan				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Form a Human Resources committee to address staff recruitment and retention (include a board member) to assess compensation, benefits, turn over	HR Department, ED, Board Member	Jan 09	Time	Committee formed with action steps outlined
Make sure employee survey covers issues/info needed to improve recruitment and retention	Committee	Oct. 09	Time	Survey reviewed

GOAL 5: ENSURE NDI STAFF ARE EFFECTIVE AND EFFICIENT				
STRATEGY 5.4: Improve organizational structure				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
HR Committee analyze organizational structure	HR Committee	Sept. 09	Time	Analysis completed
Take Steps to implement improved organizational structure	Managers, ED	Oct. 09	Time, Funding	New structure

GOAL 5: ENSURE NDI STAFF ARE EFFECTIVE AND EFFICIENT				
STRATEGY 5.5: Consolidate operations into one new centralized building for an improved work environment that is safe, relaxing, healthy				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Ensure efficiency of operations, including admin assistants, IT before building is completed during development phase	ED, Managers, Board Facilities Committee	Dec. 2011	Time	Analysis completed and plan in place
Provide break room/staff lounge (with possible lunch options) that encourages communication among all staff.	ED, Managers, Board Facilities Committee	Dec. 2011	Time	Break room provided
Central entry point for all staff and public	ED and Board Facilities Committee	Dec. 2011	Time	Entryway completed

GOAL 5: ENSURE NDI STAFF ARE EFFECTIVE AND EFFICIENT				
STRATEGY 5.6: Implement inter-office, inter-staff, and inter-program learning and teaching opportunities.				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
Actions:	Who	By When	Resources Needed	Indicator of Accomplishment
Create all-staff learning opportunity of visiting and touring other programs (open houses).	ED and Managers	June 09	Time	Learning opportunities offered and accepted

GOAL 6: ENSURE NDI BOARD MEMBERS ARE EFFECTIVE AND EFFICIENT				
STRATEGY 6.1: Provide ongoing training opportunities for board members				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Survey Board Members for training needs	ED	June 2009	Time	Survey
Provide training opportunities	ED, Consultants	Beginning July 2009	Time, Funding	Trainings attended and evaluated

GOAL 6: ENSURE NDI BOARD MEMBERS ARE EFFECTIVE AND EFFICIENT				
STRATEGY 6.2: Ensure that ongoing recruitment and retention plan is in place				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Perform ongoing needs assessment of board	ED	Beginning June 2009 and performed quarterly thereafter	Time	Assessment
Address needs in recruitment and retention	ED	Beginning Jan 2009 and performed quarterly thereafter	Time	Board is stable, diverse, able to address multiple issues effectively

GOAL 6: ENSURE NDI BOARD ARE EFFECTIVE AND EFFICIENT				
STRATEGY 6.3: Increase board members' knowledge of programs and commitment to work on behalf of NDI and its programs				
How SMART is this Goal? Specific? Measurable? Achievable? Reasonable? Timed?				
<i>Actions:</i>	Who	By When	Resources Needed	Indicator of Accomplishment
Provide ongoing education about NDI and its programs to board	ED and managers	Beginning January 2009 and ongoing at every monthly meeting	Time	Board member level of knowledge and stated commitment
Ensure that board members sit on staff committees and represent each program (through advisory board or other means)	ED	January 2009	Time	Board member level of knowledge and stated commitment

Appendix B--Goals for Board and Executive Director

Goal 1: Establish stable and diverse funding

Goals for Board: Board Fundraising Committee will work closely with executive director and development director to: 1) increase sponsorships and business partnerships, 2) increase percentage of revenue through fundraising, 3) integrate services and offices into one centralized building for increased recognition and community giving. The other Board Members will also assist with accomplishing these goals as directed by the Fundraising Committee.

Goals for Executive Director: In line with executive director's job description, the ED will work closely with the development director and Board Fundraising Committee to: 1) increase sponsorships, agency partnerships and business partnerships, 2) increase percentage of revenue through fundraising, 3) stabilize current funding streams, 4) improve efficiency of grant writing and 5) integrate services and offices into one centralized building for increased recognition and community giving.

Goal 2: Build community awareness of NDI and its programs through a consistent and standardized image

Goals for the Board: Board Public Relations Committee (to be formed) will work closely with the executive director and development director to: 1) raise community awareness by improving use of media release and media opportunities and 2) redesign all marketing materials to present a consistent image.

Goals for Executive Director: In line with executive director's job description, the ED will work closely with the development director and Board Public Relations Committee to: 1) build the agency's community reputation by co-branding through employee participation in other community-oriented organizations and agencies, 2) raise community awareness by improving use of media release and media opportunities, 3) seek out and take advantage of opportunities to present to community groups, 4) redesign all marketing materials to present a consistent image and 5) use new building as a way to increase awareness and involvement of NDI.

Goal 3: Ensure decisions regarding programmatic growth and stability are informed, educated and responsive to diverse community needs

Goals for the Board: Work with executive director to design and approve a process to assess services, needs and requests for merging with other non-profit organizations.

Goals for Executive Director: In line with executive director's job description, the ED will work with program managers and board members to develop a systematic process to assess services, needs and requests for merging with other non-profit organizations. After approval of this process, executive director and applicable program managers will perform a needs analysis on whether a proposed program or agency wishing to merge is fiscally responsible to proceed, i.e. is it self-sustaining? The ED will then develop a plan whether or not it is found to be self-sustaining.

Goal 4: Ensure programmatic growth and stability

Goals for Board: Work with executive director to ensure current agency programs are stable and approve the addition of new or merged programs.

Goals for Executive Director: In line with executive director's job description, the ED will work with board members and program managers to ensure stability of existing programs and 1) create poverty reduction programs, 2) develop a more holistic continuum of care for families and 3) create a seamless system to alternative high school and middle school education.

Goal 5: Ensure NDI staff are effective and efficient

Goals for Board: Board Human Resources Committee will work with the executive director to: 1) conduct an analysis of staff effectiveness and efficiency levels to determine areas that need improvement, 2) create a staff recruitment and retention plan and 3) improve organizational structure.

Goals for Executive Director: In line with executive director's job description, the ED will work with the Board Human Resources Committee to: 1) conduct an analysis of staff effectiveness and efficiency levels to determine areas that need improvement, 2) create a staff recruitment and retention plan and 3) improve organizational structure.

In addition, the ED will work with the human resources director and program managers to: 4) create staff training plan based on the analysis, 5) consolidate operations into one new centralized building for an improved work environment that is safe, relaxing and healthy and 6) implement an inter-office, inter-staff and inter-program learning and teaching opportunities.

Goal 6: Ensure NDI board members are effective and efficient

Goals for Board: Board Recruitment Committee will work with executive director to interview and vote on prospective board members.

Goals for Executive Director: In line with executive director's job description, the ED will 1) provide ongoing training opportunities for board members, 2) ensure that ongoing recruitment and retention plan is in place and 3) increase board members' knowledge of programs and commitment to work on behalf of NDI and its programs.