



2015 - 2017

STRATEGIC PLAN

PREPARED BY
KINGERY & COMPANY, LLC

Executive Summary

EnAct Community Action enlisted the assistance of strategic planning consultant, Tricia Kingery, M.A., M.B.A., of Kingery & Company, LLC, to conduct a strategic planning retreat on March 26, 2015.

Strategic planning for organizations is more important today than ever before. It is an integrative process of listening to needs, developing strategies to meet those needs, conforming to policies, and managing expenses within the context of financial and operating standards. This process of establishing a planning system needs to be clear and consistent. Every effort was made to do just that – an organized yet participatory agenda with interactive small group exercises that involved board members and staff in the strategic plan development process.

The goal of this plan is to provide a roadmap full of directions, suggestions, and examples that will help EnAct Community Action launch and manage a comprehensive strategic plan. **The flow of the planning session included the following three phases.** The report that follows is organized in these three phases as well.

1. **Scanning the Environment**
Understanding the history and current state of things
2. **Developing Goals and Objectives**
Assessing challenges, opportunities and critical issues for the future
3. **Setting Goals, Determining Objectives and Developing Action Plans**
Establishing and agreeing on the results to be achieved, determining specific outcome measures and deciding on a means to achieve the results

*Goals in writing are
dreams with
deadlines.*

Team building activities took place throughout the planning session to enhance team work and secure buy-in and ownership into the strategic planning process.

EnAct Strategic Planning Challenge:

- Respond intentionally to the current and future environments
- Gather new information to make decisions
- Set priorities and make decisions about direction, desired results, and what the organization will and will not focus on
- Engage appropriate stakeholders
- Determine which activities will have priority for resource allocation
- Focus on the most important issues
- Be open to questioning the status quo
- Create action plans that keep the strategic plan alive!

Phase One: Scanning the Environment

Scanning the Environment included a review of key history and present situation information and reports.

History and Present Situation Topics:

- Mission Review
- Program Matrix Review
- CSBG Organizational Standards
- Six National Community Action Goals
- Community Needs Assessment
- Issues on the Horizon
- Taking Stock Survey Results

Mission Review

Mission statements are fundamental to strategic planning and good management. **Reviewing major decisions against these yardsticks is a powerful governance and management tool.** Reviews allow those involved to truly understand the objectives of the organization, make everyday decisions that are consistent and buy into new directions. The organization is able to evolve without experiencing chaos because its overall direction and intent are clear.

The staff and board members gain a sense of pride in working in support of an organization that stands for something and are united by a common sense of purpose. These are compelling reasons to create meaningful, reflective statements that shine beyond an organization's annual report and web page, bringing guidance and motivation to all initiatives.

Mission Statements

A mission review **gets an organization back to basics**. The essential activity of determining whom you serve can be a **wake-up call for organizations** that have started to skew their activities to meet the needs of other stakeholders (such as their funders) and not their actual clients. Mission statements describe the overall purpose of an organization: what we do, who we do it for, and how and why we do it. They set the boundaries of the organization's current activities.

EnAct's Current Mission Statement:

It was determined that the current mission statement needed to be modified to reflect the essence of EnAct. The revised mission statement now reads:

Mission Statement:

EnAct Community Action will focus on the unique social planning responsibility of community action agencies by identifying the causes of poverty in the communities we serve, developing solutions, building active partnerships, and lifting low-income individuals and families to their fullest potential.

EnAct Community Action Program/Service Review and Decision Making Matrix

Program or Service Name	Outcomes (How this program/service makes a difference. Use data/statistics where possible.)	Challenges or Issues on the Horizon	Future Plans (Increase, Maintain, Phase Out)	New Ideas to Make it Better! (Must connect to Future Plans – Increase, Maintain or Phase Out)
<p>CSBG Program is the primary funding source for programs such as: Utility/rental assistance, food pantries, educational/employment and other services provided to low-income families.</p>	<p>Individuals/families can remain in their homes for 30 more days and/or have an additional 30 days of utility services. Nutritional needs are supplemented by food baskets, vouchers, etc. Tuition assistance can be provided for classes or required clothing, materials etc. in order to obtain employment.</p>	<p>Matching funds to provide more services to fully take care of the needs of the customer.</p>	<p>Plan to increase program by enacting new programs, enhance existing programs and recruit additional funding.</p>	<p>Activity pursue additional grant funding for future projects. Recruit new community partners.</p>
<p>Transportation Program</p> <p>Transport Medicaid Recipients to non-Emergency medical appointments</p>	<p>Gives access to individuals who have no transportation to and from doctor appointments</p> <p>Gives individuals that require dialysis and chemotherapy, a sense of independence from living with family members or in a nursing home by transporting them to and</p>	<p>Challenges that EnAct is currently facing is not enough vehicles and drivers to support our service area and the “need” of people needing transportation services.</p>	<p>Increase</p>	<p>To have at least two vehicles in Clay, two in Boone & two in Putnam, and to have two more vehicles in Kanawha & Fayette</p>

	<p>from their re-occurring treatments.</p> <p>Transportation program also helps families that have vehicles that cannot afford gas to use this service as long as they have Medicaid.</p>			
<p>Emergency Services</p> <p>Emergency Food Pantry – Assisting low income clients with food once a month</p> <p>Utility Assistance- Assisting low income clients with their utility bill to stop termination or assist with getting it turned back on</p>	<p>Some clients depend on the food pantry to get them through the rest of the month.</p> <p>Clients utilities are restored or termination is cancelled due to payments on the account</p>	<p>Having enough funding to purchase food for the pantry and utilities to assist the need in the community</p>	<p>Increase</p>	<p>To get more donations within the community.</p>

Case Management	Being able to work more one on one basis with more follow-up and achieve better outcomes	Case manager is currently covering several different programs and has been unable to do much case management for CSBG customers.	Increase	Case management is vital and a great program to increase. 1.) Freeing up the case manager to do case management 2.) Planning and have a set program to follow for referring customers to case management.
Budget Counseling	Budget counseling services – Income management	Time consuming – Follow up difficult	Maintain	Increasing follow-up and having incentives this year helped with participation.
VITA	Volunteer Income Tax Assistance	Time consuming – Current involvement with My Free Tax program much easier but not much of a program.	Phase out	I think we should totally phase out the VITA/MFT program or have a set couple of trained VITA preppers that travel to different sites during tax season to do tax prep.
Emergency Services	Emergency assistance with utilities and rent	Vital program that brings people in to the office – fear of decreased funding will be decreasing program	Maintain/Change	Offering more assistance to customers that are enrolled in Employment programs EnAct program that helps w/ stabilization

Dollar Energy	Complete Dollar Energy applications	Getting the information out to customers and keeping scores up so our agency can continue as a help agency	Increase	Using Dollar Energy funds when they are available instead of CSBG or local funds. Using money from completing applications as incentives to do more for our office. Money for new programs.
Food Pantry	Offer Emergency assistance with food boxes	Decreasing funds and availability of food	Maintain/phase out	Instead of offering monthly giveaways – offer emergency food boxes for customers that come in seeking assistance
FEMA	Emergency assistance with utilities/rent/food	Reporting problems	Maintain/increase	Get FEMA funding for all counties – Boone 😊
USDA	Commodity food	Decrease in amount of food supplied	Maintain/increase	Get USDA support for all counties – Boone 😊
Employment	Resume service/job search/tuition assistance or supplies for employment – Helping underemployed or unemployed reach full potential	Involvement from customers	INCREASE	Pushing employment programs for every employable individual that seeks emergency service – possibly making enrollment a prerequisite for assistance
LIEAP	Complete LIEAP applications	DHHR is getting so many applications complete with repeat services	Maintain/Increase	Set up LIEAP application completion sites at outer locations – Senior living facilities/nutrition centers, etc.

Family Supports COH	Medicaid waiver – in home care	Program is on freeze and getting new customers is very difficult	Maintain/Increase	Free up Case manager to be able to offer more one on one services and recruit new customers.
Health Screening	Health Screening	Program has not been utilized	Maintain	Increasing the times we offer health screening and planning some activities to go along with them. LIEAP applications – Holiday Food applications – Dollar Energy applications – Informative talks
Right from the Start	Birth to 1 program	Program services needs to be tracked more thoroughly in FACS Pro for reporting	Maintain/Increase	Increase service areas and start tracking all services offered with this program. Food Pantry/Baby Pantry/etc.
Nutrition	Completing Holiday Food applications	I don't know of any challenges	Maintain/Increase	Increase advertising and get new application acceptance sites in outer counties – Boone 😊
Transportation	Non-emergency medical transport	Program services needs to be tracked more thoroughly in FACS Pro for reporting	Maintain	Increase dependability and have drivers on stand by

CSBG Organizational Standards

Establishing the vision for a Community Action Agency is a big task and setting the course to reach it through strategic planning is serious business. CSBG eligible Entities take on this task by looking both at internal functioning and at the community's needs. An efficient organization knows where it is headed, how the board and staff fit in to that future, and how it will measure its success in achieving what it has set out to do. This agency-wide process is board-led and ongoing. A "living, breathing" Strategic Plan with measureable outcomes is the goal, rather than a plan that gets written but sits on a shelf and stagnates. Often set with an ambitious vision, Strategic Plans set the tone for the staff and board and are a key leadership and management tool for the organization.

- Standard 6.1 The organization has an agency-wide Strategic Plan in place that has been approved by the governing board within the past 5 years.
- Standard 6.2 The approved Strategic Plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.
- Standard 6.3 The approved Strategic Plan contains Family, Agency, and/or Community goals.
- Standard 6.4 Customer satisfaction data and customer input, collected as part of the Community Assessment, is included in the strategic planning process.
- Standard 6.5 The governing board has received an update(s) on meeting the goals of the Strategic Plan within the past 12 months.

Six National Community Action Goals - The work of Community Action Agencies is expected to address one or more of these goals.

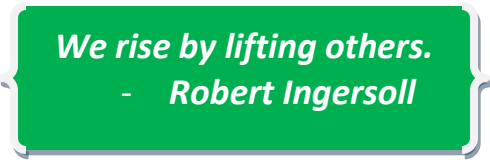
- GOAL 1: Low-income people become more self-sufficient.
- GOAL 2: The conditions in which low-income people live are improved.
- GOAL 3: Low-income people own a stake in their community.
- GOAL 4: Partnerships among supporters and providers of service to low-income people are achieved.
- GOAL 5: Agencies increase their capacity to achieve results.
- GOAL 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

Community Needs Assessment Survey Results, Region and County by County

As part of a one-day debriefing retreat with the Needs Assessment Steering Committee that took place on October 28, 2014, Kingery & Company presented primary and secondary data of each key poverty issue. Using a paired comparison technique, county representatives (EnAct staff and external stakeholder representatives) analyzed the information presented and prioritized the issues that are in **most** need in the region and each county.

Top Areas of Community Concern in Entire Region

1. Health
2. Employment
3. Use of Income
4. Nutrition
5. Housing
6. Emergency Situations



We rise by lifting others.
- *Robert Ingersoll*

Top Areas of Community Concern in Boone County:

1. Emergency Situations
2. Employment
3. Health

Top Areas of Community Concern in Clay County

1. Employment
2. Transportation
3. Use of Income

Top Areas of Community Concern in Fayette County

1. Emergency Situations
2. Use of Income
3. Health

Top Areas of Community Concern in Kanawha County

1. Employment
2. Use of Income
3. Housing

Top Areas of Community Concern in Putnam County

1. Emergency Situations
2. Transportation
3. Housing

Issues on the Horizon – Executive Director’s Perspective

After looking to the past to gain perspective, it was necessary to look at any major issues, trends, changes or federal/state mandates that will need attention as we plan for the future. In preparation for the retreat, it was important to provide EnAct Community Action’s CEO with an opportunity to present potential issues on the horizon from a ‘big picture’ or leadership perspective. They are as follows:

Stability of CSBG funding

- Political landscape
- Potential personnel changes

Program Expansions

- Rural Transportation
 - Funding/Financing

Senior Housing

- Needed to enhance COH
 - Funding/Financing

Meliora Lawsuit

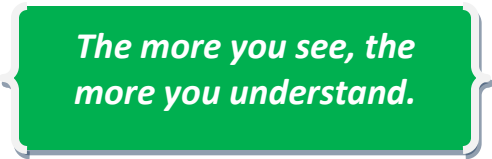
- Potential of Outcome Impact
 - Resolved May, 2015

Outcomes vs. Services

- Trend is to produce more outcomes
- Emergency Services will not count as Outcomes

Standards of Practice

- Compliance



The more you see, the more you understand.

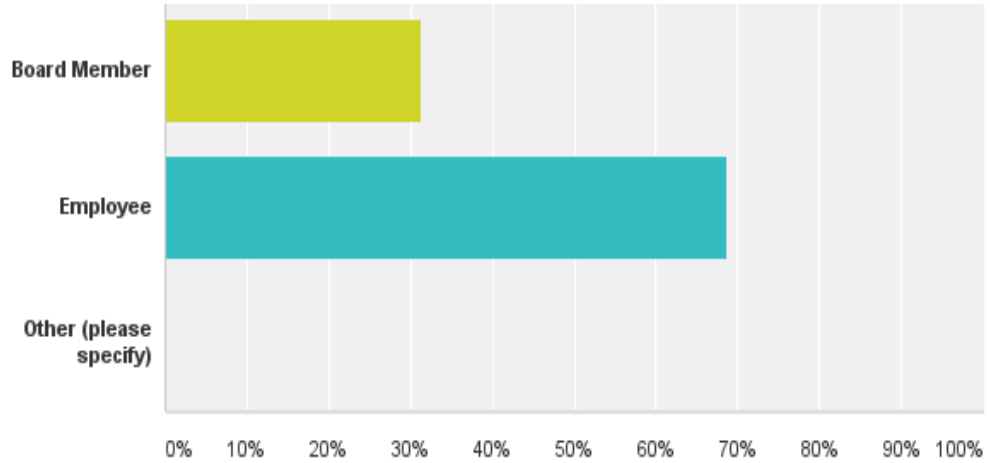
Taking Stock Survey Results - An Internal and External Perspective

A critical part to any successful strategic planning process is to gather information and prepare as much as possible prior to a retreat taking place. In addition to submitting a strategic planning proposal, conducting planning calls and exchanging emails with the CEO, another meaningful information gathering tool used was an electronic survey of **board and staff** to gain their individual perspectives on the organization. For EnAct Community Action, this information helped craft a customized retreat agenda that strived to make the most of our time together. The Taking Stock Survey covered a vast array of topics including image, relationships, challenges and future initiatives.

A summary of the results follows on the next few pages.

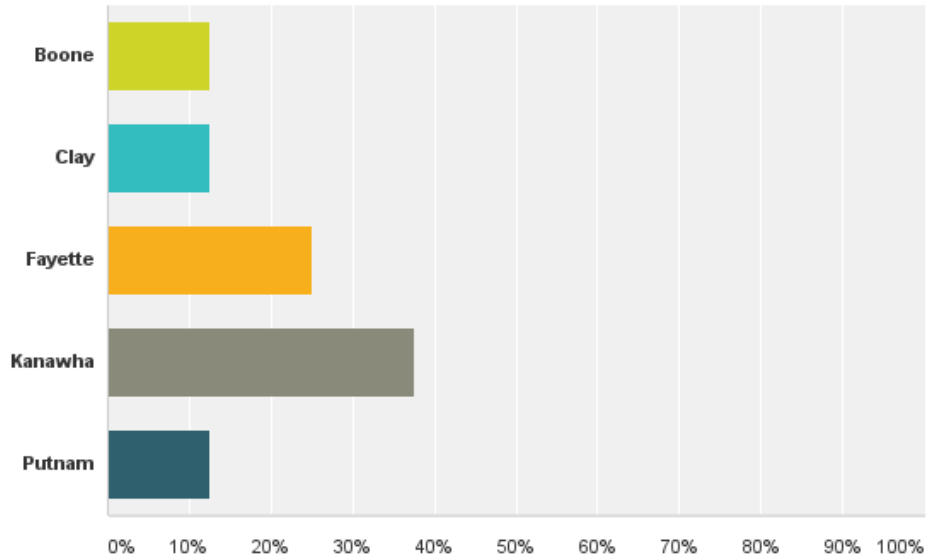
Q1 My relationship with EnAct can best be described as:

Answered: 16 Skipped: 0



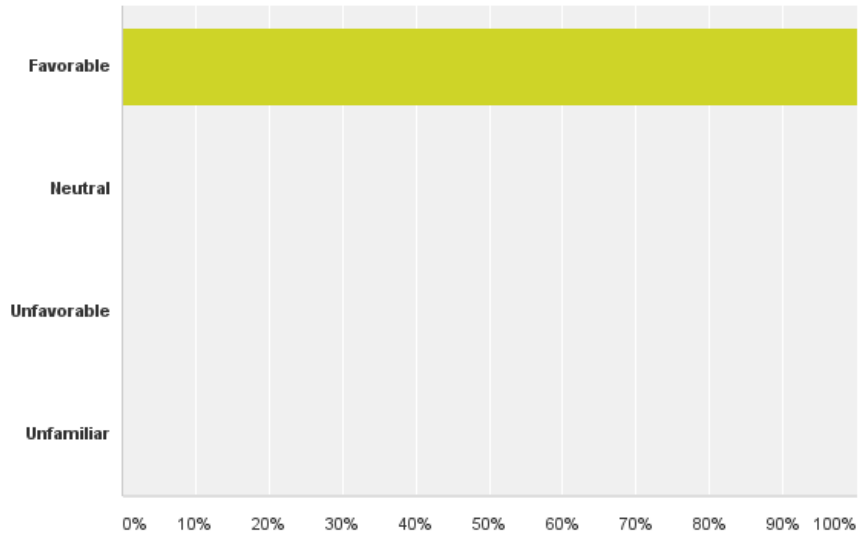
Q2 County in which you live (select one)

Answered: 16 Skipped: 0



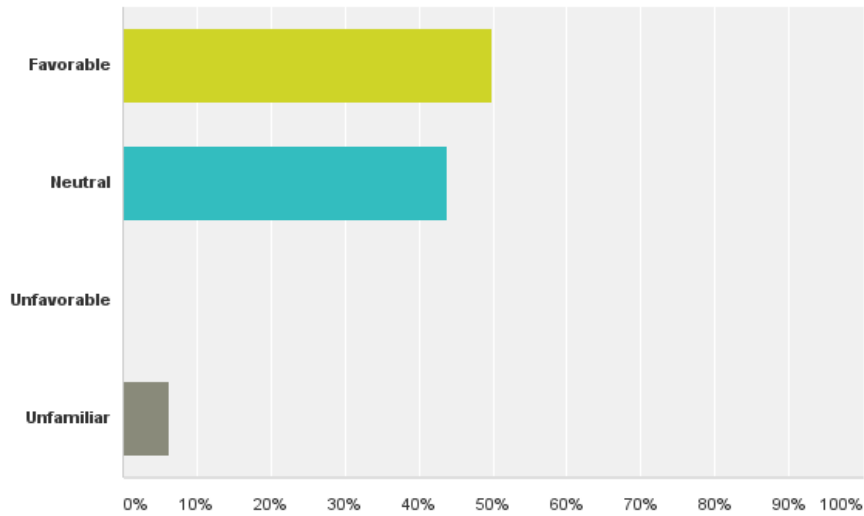
Q3 What is YOUR image and overall impression of EnAct (choose one)?

Answered: 16 Skipped: 0



Q4 What do you believe OTHERS think about the image and overall impression of EnAct? (choose one)

Answered: 16 Skipped: 0



EnAct Mission Statement: *EnAct will strive to focus on the unique social planning responsibility of community action agencies by analyzing poverty problems, developing solutions to those problems, and seizing other opportunities that will benefit low-income people.*

EnAct offers several programs and services. Do you agree that each program and service below supports our mission?

	Agree	Neutral	Disagree	Don't know	Total	Weighted Average
Education	75.00% 12	25.00% 4	0.00% 0	0.00% 0	16	1.25
Emergency Assistance	81.25% 13	12.50% 2	6.25% 1	0.00% 0	16	1.25
Comforts of Home	87.50% 14	12.50% 2	0.00% 0	0.00% 0	16	1.13
Case Management	87.50% 14	12.50% 2	0.00% 0	0.00% 0	16	1.13
Right from the Start	93.75% 15	6.25% 1	0.00% 0	0.00% 0	16	1.06
Employment	81.25% 13	18.75% 3	0.00% 0	0.00% 0	16	1.19
Nutrition	75.00% 12	25.00% 4	0.00% 0	0.00% 0	16	1.25
Transportation	93.75% 15	6.25% 1	0.00% 0	0.00% 0	16	1.06
Baby Pantry	87.50% 14	12.50% 2	0.00% 0	0.00% 0	16	1.13

What do you see EnAct doing well? (repeat X's = multiple responses)

- EnAct, Inc. is doing well developing ideas and actually trying to put those ideas together.
- Transportation - XXXX
- Comforts of Home – XX
- Strategic Planning - XXX
- Human Resources
- Helping low income families with emergency situations - XXXX
- Growing new program like MTM
- EnAct has done a great job with making some changes that are necessary and we are moving forward.
- Working towards giving a hand up not hand outs.
- Teamwork approach
- Meeting the needs of the customers served
- EnAct is a team effort and with complete participation and Mr. Pauley's leadership, EnAct will continue to reach out and expand to offer greater services to the community.

- Community Relations
- Elderly Care
- Assessing Community Needs

Text Analysis:

- Community
- Needs
- Low Income Families
- Planning
- Transportation

What challenges do you see for EnAct in the coming years? (repeat X's = multiple responses)

- EnAct, Inc. is hoping to branch out and become a household name. The biggest challenges will be to find and keep programs that are unique for every county we serve.
- CSBG cuts
- Economy
- Funding - XXXXX
- Keeping up with all the changes in all of our programs
- More changes and moving away from emergency services and focusing more on education and positive long term changes for our customers.
- People having the attitude that they are "entitled" to things they have not worked for
- Standing out in a crowd of non-profits
- Obtaining more grants
- Finances. We need to always seek additional funding to support our programs.
- Continue to improve on the number of individuals we serve and increased funding.
- Lack of awareness by community
- I fear there will be funding issues and budget cuts from the state

Text Analysis:

- Cuts
- Serve
- Funding
- Programs

How can EnAct improve what we do? (repeat X's = multiple responses)

- We can make improvements by being more involved with the community. The main office is located in one of the most low income areas in this county and the community is not informed about us.
- I appreciate the current process facilitated by the Executive Director
- More advertising and community involvement
- More outreach
- Work more in areas needed
- Develop new programs such as childcare and housing repairs
- Better awareness, better case management with CSBG customers
- We need to be in the public eye more.
- Spend more on each customer
- EnAct Inc. can improve by making having more case management and mentor type programs. I believe that these programs are going to get the results we want to see.

- Start new programs that can help low income families alleviate financial hardships. ex. low-cost child development centers, transportation to get to and from work or to and from college
- Unsure at this time
- Find ways to impact the community by helping people to help themselves
- More funding for alternate assistance
- I think sharing our results of the needs assessment to our leaders of the towns and communities will help EnAct share their vision of the services that can be provided.
- Continue to work on improving our image.

Text Analysis:

- Case Management
- Community
- New Programs
- Low Income

What relationships and partnerships may be important for EnAct to develop or nurture?

- Relationships with other community agencies and the schools in the area.
- Local funding streams.....state contracts
- Community agencies and leaders
- OEO, Congressman, Mayors
- Close relationships good work performance
- OEO, County Commissioners, Congressman, School Board Employees
- Partnerships with High Schools and Community Colleges need to be expanded.
- OEO, MTM, County Commission, WVCAP, Board of Education, local colleges, Senators & House Rep, United Way, Salvation Army, Department of Transportation
- Educational partners
- County Commissions, area service providers, private foundations
- I would like to see large area corporations such as industry coal mines to businesses providing donations either financially or items that can be used for the baby pantry or elderly care.
- United Way
- BSS, United Way, Community College
- Nurture the relationship with the United Way, although I'm not sure it would help any
- Business
- OEO, Local United Way, Schools County

Text Analysis:

- Community Agencies
- OEO
- United Way
- Schools

Are there any other ideas or issues that should be considered during the strategic planning process?

- Yes, we should consider the needs of the community, not just poverty. All poverty stricken neighborhoods might not need the same things. Education is a huge need in Kanawha County. It would be good for EnAct to offer basic reading and writing skills to the people we serve.

- How can EnAct be involved in the recovery support side of addiction issues
- Mentoring programs
- Better advertisement of services and successful projects
- Expansion of senior services
- A new approach

Phase Two: Goal and Objectives

The second phase in EnAct's Strategic Planning process was to establish and agree on a 4th goal. Based on the results of the Community Needs Assessment and group discussion of ways EnAct Community Action could make a meaningful impact, it was determined the 4th goal would address **Employment**.

Participants were asked to define what a successful **impact on employment** would look like. The following lists responses:

Partnerships
 Self-Sufficiency/Sustainability
 Long-term employment above minimum wage
 Good Wages
 Living wage jobs
 Tuition
 Employment assistance or referral programs
 Decrease in unemployment through workforce and educational programs

The following **solution strategies** were brought to a vote (the number of votes are in parentheses and the top three are in bold). The top three became measureable objectives.

Provide tuition assistance (10)

Create new EnAct programs to employ more people (7)

Research internship opportunities in the workplace (7)

Increase Community Awareness (5)

Present training and employment opportunities to high school juniors and seniors (3)

Be more proactive in finding employers to partner (3)

Expand case management (2)

Search grant opportunities in the job marketplace (2)

Provide supportive services

Provide employment and training related transportation

Meet regularly with Workforce and BridgeValley to determine needs

Provide computer training

Increase internal referrals from program to program

**Phase Three:
Setting Goals, Determining Objectives and Developing Action Plans**

The final phase in EnAct's Strategic Planning process was to revisit the previous strategic plan's goals and objectives, updating them as needed, and to develop goals and objectives for the new/fourth goal that specifically addresses the community needs assessment results. Action plans follow on the next few pages.

**DIRECTION GOAL:
Develop EnAct Community Action into a first-rate community action agency.**

Objective #1 - Agency Rebranding: Create a new identity for the agency.

Objective #2 - Board Development: Empower the board with targeted membership recruitment, active committees and fulfillment of agreed upon roles and responsibilities.

**PROGRAM GOAL:
Strengthen existing programs, explore ways to meet ever changing community needs and partner with other agencies in the community to make the most out of available resources.**

Objective #1 - Need Based Services: Execute our findings from the community needs assessment by incorporating it into the strategic plan and services delivered.

Objective #2 - Partnerships: Identify and leverage partnerships to enhance existing programs and create opportunities.

**FINANCE GOAL:
Be a fiscally responsible agency.**

Objective #1 - Budget: Establish an annual budget.

Objective #2 - Funding Sources: Secure private or other grant funding other than CSBG.

**EMPLOYMENT GOAL:
Decrease unemployment in the region through workforce development and education programs.**

Objective #1 – Tuition: Provide tuition assistance.

Objective #2 – Internships: Research internship opportunities in the workplace.

Objective #3 – New Programs: Create new EnAct programs and services to employ more people.

**EnAct
Strategic Plan in Action 2015-2017**

Direction Goal: Develop EnAct Community Action into a first-rate community action agency.

Objectives/Outcome Measures:

1. **Agency Rebranding:** Create a new identity for the agency.
2. **Board Development:** Empower the board with targeted membership recruitment, active committees and fulfillment of agreed upon roles and responsibilities.

Action Items	By When	Responsible Unit/Persons	Progress
1. Agency Rebranding: a) Utilize new logo companywide. b) Develop a marketing plan. c) Reincorporate Comforts of Home into EnAct.	July, 2015 August, 2015 March, 2016	CEO & Programs Director CEO, Management Team Senior Services Director, RN, and CEO	
2. Board Development: a) Establish board member roles and responsibilities and have each sign a commitment pledge. b) Conduct annual board self-assessment. c) Maintain full board membership.	Dec., 2015 Jan., 2016 On-going	CEO & Programs Director Board Chair CEO & Board	

**EnAct
Strategic Plan in Action 2015-2017**

Program Goal: Strengthen existing programs, explore ways to meet ever changing community needs and partner with other agencies in the community to make the most out of available resources.

Objectives/Outcome Measures:

1. **Need Based Services:** Execute our findings from the community needs assessment by incorporating it into the strategic plan and services delivered.
2. **Partnerships:** Identify and leverage partnerships to enhance existing programs and create opportunities.

Action Items	By When	Responsible Unit/Persons	Progress
1. Need Based Services: a) Update strategic plan b) Identify new programs and services c) Identify programs and services to be reduced or eliminated d) Conduct an annual needs assessment update (comprehensive assessment every three years)	 July, 2015 On-going On-going Dec - yearly	 CEO, Dept. Heads, Team CEO, Dept. Heads, Team CEO, Dept. Heads, Team CEO, Consultant	
2. Partnerships: a) Identify potential partners to enhance existing programs. b) Identify potential partners to explore new opportunities that are tied to our mission. c) Sign service agreements and MOUs.	 Oct., 2015 On-going On-going	 CSBG Supervisor & Team CSBG Supervisor & Team CEO, CSBG Supervisor	

**EnAct
Strategic Plan in Action 2015-2017**

Finance Goal: Be a fiscally responsible agency.

Objectives/Outcome Measures:

1. **Budget:** Establish an annual budget.
2. **Funding Sources:** Secure private or other grant funding other than CSBG.

Action Items	By When	Responsible Unit/Persons	Progress
1. Budget: a) Review actual to budget monthly. b) Receive a clean year-end audit. c) Prepare an annual budget.	 Monthly Annually – May November	 Acctg. Firm, CEO, Accountant Acctg. Firm, CEO, Accountant CEO, Dept. Heads	
2. Funding Sources: a) Identify and pursue grant opportunities. b) Present needs assessment information at each County Commission. c) Explore fundraising opportunities. d) Explore opportunities for discretionary grants from OEO.	 On-going Nov., 2015 On-going On-going	 CEO, Dept. Heads, Team CEO, County Coordinators, CSBG Supervisor Team & Board CEO, Dept. Heads, Team	

**EnAct
Strategic Plan in Action 2015-2017**

Employment Goal: Decrease unemployment in the region through workforce development and education programs.

Objectives/Outcome Measures:

1. **Tuition:** Provide tuition assistance.
2. **Internships:** Research internship opportunities in the workplace.
3. **New Programs:** Create new EnAct programs and services to employ more people.

Action Items	By When	Responsible Unit/Persons	Progress
1. Tuition Assistance	On-going	CSBG Supervisor & Team	
2. Internships	On-going	CSBG Supervisor & Team	
3. New Programs/Services	On-going	CEO, Dept. Heads, Team	

Keeping the Plan Alive!

In order to reasonably fulfill the goals and objectives outlined in the Strategic Plan, the plan should be actively used as a management tool. Actively using the plan as part of regular management team and/or board meetings will aid in providing long-term strategic direction and real-time decision-making.

Incorporate the Plan in Everyday Management

Formalize the use of the plan into the day-to-day activities. For example, you can read the mission statement at the opening of every meeting to remind everyone of the organization's focus and purpose. In addition, all ideas for program changes or expansion should directly address how the changes support the organization's mission.

Organize Work in the Context of the Plan

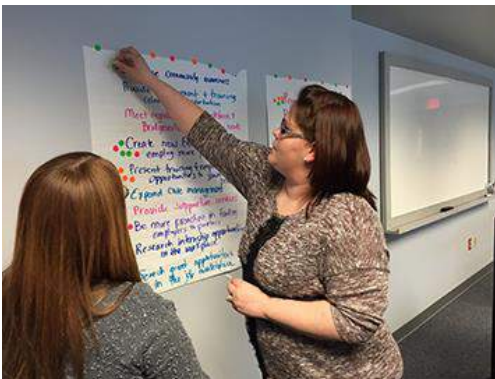
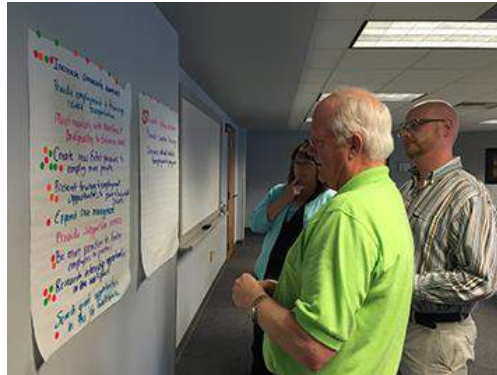
Develop program level work plans that tie directly to the Strategic Plan. For example, include goals and objectives in individual and program evaluations or have program directors refer to the plan to provide guidance in decision-making.

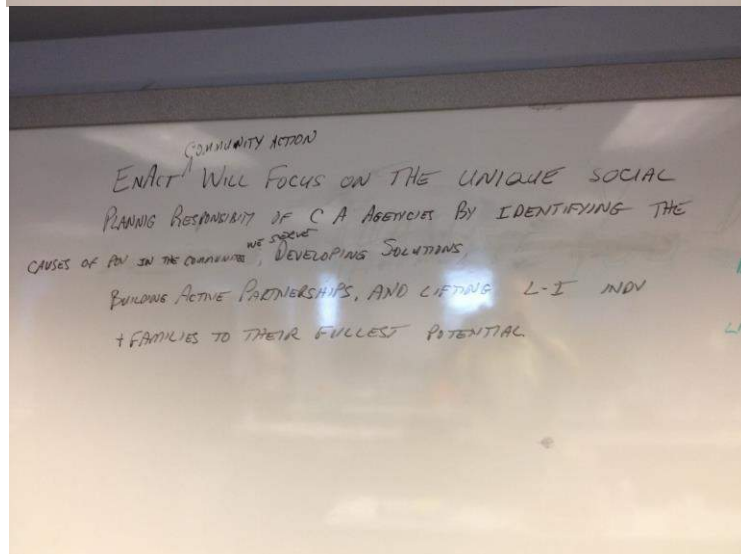
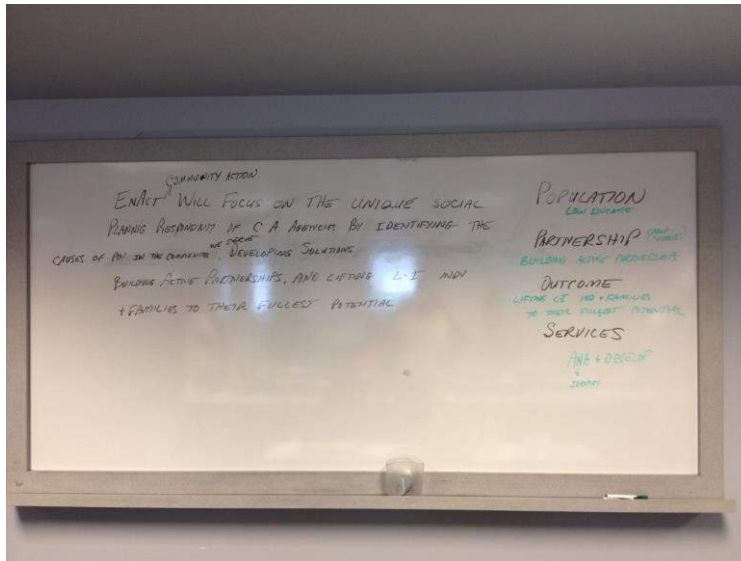
System for Controlling the Process

Ensure that there are mechanisms (i.e., evaluation meetings, regular reports against plan) to inform management/board members on the progress of the plan.

By employing the strategies listed above, EnAct Community Action can be sure that the effort put into the planning process results in using the action plan documents as a tool for management and oversight by board and staff. Regular updates can be made electronically by updating the action plan progress column.

Strategic Plan in Action - A Photo Gallery





For more information about this report or the strategic planning process, please contact:

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