

# Strategic Plan Update

## SWOT Analysis

STRENGTHS	
Areas of Strength	Options to Take Advantage of Strengths
Compliance Findings	Continue to train case managers to follow TAC.
Funder Requirements	Continue to follow the TAC and stay up to date with what is required.
Staff Retention (CS)	Continue to provide open line of communication with Case Managers. Continue to provide support in areas needed.
Customer Service	Continue to provide excellent customer service. Continue to know our areas and outside resources to assist clients.
Client Satisfaction	Continue to be clear and concise with the clients. Continue to send out client satisfaction surveys to all clients.
Array of programs and services addressing key needs	Continue to match clients with the appropriate program(s) to provide them with the assistance that best meets their needs.
Single Audit Issues	Continue to maintain accurate financial records.

**2022 Update: All strengths are consistent and CSNT is experiencing continued growth toward new strengths. The upward momentum of the agency’s growth is encouraging.**

<b>WEAKNESSES</b>	
<b>Areas of Weakness</b>	<b>Options to Overcome Weaknesses</b>
<b>Board Member Retention</b>	<b>Work towards shortening the meetings. Better selection criteria.</b>
<b>Staff Retention (HS)</b>	<b>Offer a company matched retirement plan.</b>
<b>Small I.T. Department</b>	<b>Budget for a larger I.T. department.</b>
<b>Partnerships</b>	<b>Focus on more outreach opportunities that will allow us the ability to find more partnership possibilities.</b>

**2022 Update:**

**Board Member retention:** CSNT has shortened the board meetings, but they are still too long. Board retention continues to be a struggle.

**Staff Retention:** A new retirement plan with NCAP endorsed “Mutual of America” has been added to the benefits package. CSNT hopes to provide a company match beginning in 2023.

**Small I.T. Department:** A new IT person has been hired. IT has turned over a new leaf under this person’s management.

**Partnerships:** Outreach has increased along with CSNT’s partnerships.

<b>OPPORTUNITIES</b>	
<b>External Opportunities</b>	<b>Options to Take Advantage of Opportunities</b>
<b>Unrestricted Funding</b>	<b>Go to counties and speak with them about donations and fundraising.</b>

**2022 Update: Unrestricted funding has increased by a small amount. Donations from Churches has increased. City Council meetings have been attended. More funding outreach within the service area should be considered.**

<b>THREATS</b>	
<b>External Threats</b>	<b>Options to Take to Overcome Threats</b>
<b>Demographic Changes</b>	<b>CNA will allow us to keep up with those changes and needs.</b>

**2022 Update: CSNT has kept up with the demographic changes and needs in the service area.**

**Key Strategic Issues:**

Strategic Issue	What makes it a strategic issue?	Consequences of not addressing issue	Benefits of addressing issue	Steps to address issue
Effective Program Outcomes (CSBG TOPS)	Funder Requirement	Clients being underserved and missed opportunities for the agency.	<p>Providing a holistic approach to clients needs.</p> <p>Increased service opportunities.</p>	<p>Monthly program evaluation</p> <p>Continued training on how to properly identify TOPS clients.</p> <p>Seek partnerships to provide additional resources to clients.</p>
Board Member Retention	Federal Requirement	If we do not have the required number of board members, we could lose our CSBG funding.	<p>The ability to meet quorum.</p> <p>Having a full board allows for more community engagement.</p> <p>Having a full board holds the agency accountable.</p>	<p>Better selection criteria.</p> <p>Encourage committee participation.</p>

**2022 Update:**

**Effective Program Outcomes:** CSBG TOPS is becoming a successful program. The program is being evaluated monthly and new partnerships are being pursued monthly. We have gained many partnerships through having two case managers dedicated to the CSBG TOPS program.

**Board Member Retention:** Board Member retainment and retention continues to be a struggle for CSNT.

**Goals, Objectives, Strategies, and Outcomes**

Type of Goal (Agency, Family, or Community):	Agency	Area to Address:	CSBG TOPS program
#1 Goal:	Meet the agency transitioning goal		
Strategy:	Provide continued training to the Case Managers enabling them to better identify clients to enroll in the program and help them successfully transition the household.		

**2022 Update:**

**Goal: The agency transitioning goal is 17. Currently, 8 individuals have transitioned. We expect that we will meet our goal by the end of December 2022.**

**Strategy: A procedure manual and monthly trainings have been provided.**