

Strategic Plan Update

SWOT Analysis

STRENGTHS		2022 Update	2023 Update
Areas of Strength	Options to Take Advantage of Strengths	All strengths are consistent and CSNT is experiencing continued growth toward new strengths. The upward momentum of the agency's growth is encouraging.	All strengths are consistent and CSNT is experiencing continued growth toward new strengths. The upward momentum of the agency's growth is encouraging.
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.		
WEAKNESSES		2022 Update	2023 Update
Areas of Weakness	Options to Overcome Weaknesses	CSNT has shortened the board meetings, but they are still too long. Board retention continues to be a struggle.	Board meetings are averaging an hour long, which is a huge improvement. Board retention is much better than in 2022.
Board Member Retention	Work towards shortening the meetings. Better selection criteria.		
Staff Retention (HS)	Offer a company matched retirement plan.		
Small I.T. Department	Budget for a larger I.T. department.		
Partnerships	Focus on more outreach opportunities that will allow us the ability to find more partnership possibilities.		
		A new retirement plan with NCAP endorsement has been added to the benefits package. CSNT hopes to provide a company match beginning in 2023.	Retirement plan is active. A 1% company match will be included in 2024.
		A new IT person has been hired. IT has turned over a new leaf with this person's management. CSNT is considering budgeting for an IT Assistant.	IT Assistant will be hired by January 2024.
		Outreach has increased along with CSNT's partnerships.	Outreach and partnerships continue to increase.
OPPORTUNITIES		2022 Update	2023 Update
External Opportunities	Options to Take Advantage of Opportunities	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.	A Director of Marketing and Development will be hired in late 2023 to increase unrestricted funding.
Unrestricted Funding	Go to counties and speak with them about donations and fundraising.		
THREATS		2022 Update	2023 Update
External Threats	Options to Take to Overcome Threats	CSNT has kept up with the demographic changes and needs in the service area.	CSNT continues to keep up with the demographic changes and needs in the service area.
Demographic Changes	CNA will allow us to keep up with those changes and needs.		

Key Strategic Issues

Strategic Issue	What makes it a strategic issue?	Consequences of not addressing issue	Benefits of addressing issue	Steps to address issue	2022 Update	2023 Update
Effective Program Outcomes (CSBG TOPS)	Funder Requirement	Clients being underserved and missed opportunities for the agency.	Providing a holistic approach to clients needs. Increased service opportunities.	Monthly program evaluation Continued training on how to properly identify TOPS clients. Seek partnerships to provide additional resources to clients.	CSBG TOPS is becoming a successful program. The program is being evaluated monthly, trainings are being provided monthly, and new partnerships are being pursued monthly. We have gained many partnerships through having two case managers dedicated to the CSBG TOPS Program.	CSBG TOPS is becoming a successful program. The program is being evaluated monthly, trainings are being provided 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	Federal Requirement	If we do not have the required number of board members, we could lose our CSBG funding.	The ability to meet quorum. Having a full board allows for more community engagement. Having a full board holds the agency accountable.	Better selection criteria. Encourage committee participation.	Board Member retention and retention continues to be a struggle for CSNT.	Board Member retention and retention is getting better, with only one vacancy.

Goals, Objectives, Strategies, and Outcomes

Type of Goal (Agency, Family, or Community):	Agency	Area to Address:	CSBG TOPS program	2022 Update	2023 Update
#1 Goal:	Meet the agency transitioning 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.	The agency transitioning goal is 17. Currently, 66 individuals are enrolled and 6 individuals have transitioned. We expect that we will meet our goal by the end of December 2023.
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.			Case Managers have been provided a procedure manual and monthly trainings.	Case Managers have successfully enrolled 66 individuals in the CSBG TOPS program.