

Southeast Nebraska Community Action Council, Inc.



Strategic Plan 2004-2007



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Message from the Director



I am pleased to present the 2004-2007 Strategic Plan for Southeast Nebraska Community Action Council, Inc (SENCA). The planning process and the plan itself will guide our agency and staff. It is a means to meet the priorities set by the agency and to maximize the impact of the resources available to us in improving the lives of individuals, families, and communities of southeast Nebraska.

The most important part of SENCA's business is the people, including our participants, our staff, and the people with which we coordinate, partner, or contract. We feel that our Strategic Plan reflects our focus on the people.

SENCA's staff members are committed to implementing this plan in order to turn our mission and vision into a reality. We believe we are a good organization and that implementing this plan will make us a great one. SENCA's FOCUS (Forming and Organizing Creative, United Strategies) Team and the Board Planning Committee will guide us through the implementation and track our progress. SENCA's Strategic Plan is a living, working document. The plan will be adjusted as new priorities arise.

A special thanks goes to the staff, managers, and Board members who have contributed their energy, work, and dedication to this plan. Staff will be carrying out this plan every day through their commitment to our participants and the values that make SENCA a unique organization. We are fortunate to have the opportunity to serve southeast Nebraska and take this responsibility seriously.

Sincerely,

A handwritten signature in black ink that reads "Richard M. Winslow". The signature is written in a cursive style.

Richard M. Winslow
Executive Director
Southeast Nebraska Community Action Council, Inc.

SENCA's Mission and Vision

Our mission describes our purpose as an organization, while our vision describes what we aspire to become as a result of our strategic thinking, planning, and actions.

SENCA's Mission

SENCA is committed to improving the well-being of individuals, families, and communities in southeast Nebraska.

SENCA's Vision

Individuals, families, and communities experience improved quality of life through timely, consistent, comprehensive services and leadership that SENCA provides.

Our Values

Our values define how we will treat our participants, partners, stakeholders, employees, Board members, and any organization or individual with whom we have contact.

A Can-Do Attitude

We will focus on what can be done rather than what cannot be done.

A Participant Focus

We will treat those less fortunate and less able with the respect, privacy, and knowledge that they deserve. Everything we do will demonstrate we truly care.

Accountability and Dependability

We will take responsibility for all we say and do. We will do what we say we do, when we say we will do it, and in the manner in which we say we will do it. We will be responsive to the needs of our participants and employees in a manner that is meaningful to them.

Advocacy

We will advocate for those less fortunate and less able. We believe in our mission and everything we do will replicate that message.

Professionalism

We will approach everything we do with the highest level of performance. We will provide individuals, families, and communities with timely, consistent, and comprehensive services and leadership.

Respect

We value our participants, partners, and employees and will create an environment free of prejudice and discrimination.

Programs and Services

Southeast Nebraska Community Action Council, Inc. (SENCA) is a private non-profit, 501(c)(3) corporation incorporated on May 2, 1966. SENCA's headquarters are located in Humboldt, Nebraska. SENCA was incorporated for the purpose (as stated in its Articles of Incorporation) of "developing and operating any and all community action programs and activities, including, but not limited to, those authorized or permitted by the Economic Opportunity Act of 1964." Evelyn Cooper of Humboldt and Cecil Davis of Pawnee City incorporated SENCA as a non-profit under the laws of the state of Nebraska. SENCA currently provides services to the individuals, families, and communities within Cass, Johnson, Nemaha, Otoe, Pawnee, and Richardson Counties. Limited services are available in Sarpy County.

SENCA offers a wide range of services that are aimed at the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income individuals and families to become self-sufficient. The services and activities offered have a measurable and potentially major impact on the causes of poverty in the communities. SENCA works with participants to increase and improve their skills, knowledge, and motivation to secure the opportunities needed for them to become self-sufficient.

The business, property, policies, programs, and affairs of the corporation are determined and managed by a volunteer Board of Directors representing SENCA's six county service area. Each county has an equal number of representatives on the Board. At least one-third of the members are chosen by a democratic process to represent low-income persons residing within the service area. One-third of the members are appointed to represent public officials and one-third are appointed to represent private interest. The elected Chair of the Head Start Policy Council is also a voting member of the Board of Directors.

SENCA's various services are offered through the Agency's six programs/departments. Those programs/departments include:

- ◆ Administration Department, Including Fiscal, Human Resources, & Data
- ◆ Youth Services Department,
- ◆ Family & Community Services Department,
- ◆ Supportive Housing Department,
- ◆ Housing Department
- ◆ Housing Development Department, and
- ◆ Public Transportation Department.

Programs and Services

Administrative Department, Including Fiscal, Human Resources, & Data

SENCA's Administrative Office is located at 802 Fourth Street, Humboldt, Nebraska. The office houses middle and senior management members responsible for ensuring that the participants receive quality services throughout SENCA's service area. Administrative staff are responsible for general management and oversight of programs and services. Administrative staff are also responsible for ensuring that all funding guidelines are followed consistently within the Agency. The office also houses the Fiscal, Human Resources, and Data Departments. These departments are responsible for ensuring financial accountability, that human resource activities are carried out effectively and efficiently, and that accurate data is collected and maintained on all agency activities.

Youth Services Department

SENCA operates a comprehensive child development program known as Head Start. This program serves children from age 3 to 5 and their families in either a part-day/part-year or full-day/full-year program. This is a child-focused program with the goal of ensuring the school readiness of young children at-risk. Children are provided with early education, mental health, physical and dental health, and nutrition services.

The program involves the entire family through the four cornerstones of Head Start: child development, family partnerships, community partnerships, and staff development. These comprehensive services are provided to income eligible families in the counties of Nemaha, Otoe, Pawnee, and Richardson in southeast Nebraska. Head Start facilities are located in Table Rock, Falls City, Auburn, and Nebraska City. Additional collaborative sites are located in Stella, Humboldt, and Falls City.

Youth Mentoring Services area also available within this department. Middle and high school age youth serve as mentors to currently enrolled Head Start children. The primary goals of this project is to provide young children and youth the opportunity to build trusting relationships and gain a sense of self-confidence.

Family & Community Services Department

The Family & Community Services Department's goals are aimed at the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income individuals and families to become self-sufficient. To this end the department offers the widest range of services available through SENCA. These services include, but are not limited to: emergency services, including rental and utility assistance; food pantries and meal programs; and family development (case management for families pursuing self-sufficiency). These services are available in Cass, Johnson, Nemaha, Otoe, Pawnee, and Richardson counties of southeast Nebraska. Offices are located in Plattsmouth, Tecumseh, Auburn, Nebraska City, Pawnee City, Humboldt, and Falls City.

Programs and Services

Supportive Housing Department

The Supportive Housing Department operates Project FIRST (Families in Residence with Support for Transition). This project provides homeless families with children with transitional housing and intensive case management for up to 24 months in order to assist the family with obtaining and maintaining permanent housing and self-sufficiency. This service is available in Cass, Johnson, Nemaha, Otoe, Pawnee, & Richardson Counties.

Housing Department

SENCA owns and manages three rental housing complexes. One complex is located in Sterling, Johnson County and provides affordable housing for persons who are elderly and/or disabled. A second complex is located in Elk Creek, Johnson County which provides affordable multi-family housing. The third complex is in Falls City, Richardson County and provides affordable housing for persons who are elderly and/or disabled. A fourth complex, partially owned by SENCA and partially by Perry & Associates, provides 24-units of multi-family housing in Nebraska City, Otoe County.

In addition to providing rental housing, SENCA operates a Weatherization Program in Cass, Johnson, Nemaha, Otoe, Pawnee, Richardson, and Sarpy Counties. The goals of this program are to save energy, reduce heating and cooling costs, and to ensure the health and safety of the households served. The program places an emphasis on the homes of the elderly, persons with disabilities, and homes with small children. SENCA also works closely with the Assistive Technology Partnership in an effort to assist those who are disabled in making their homes accessible.

Housing Development Department

SENCA is committed to developing safe, decent, affordable housing for persons with low to moderate incomes. The Housing Development Department is a new department to SENCA that will be working to identify the housing needs and desires of low to moderate income families in the area in order to develop appropriate housing opportunities.

In the arena of home ownership, SENCA is a REACH Affiliate Educator for Cass, Johnson, Nemaha, Otoe, Pawnee, Richardson, and Sarpy Counties. REACH or Readiness, Education, Awareness Collaborative for Homebuyers and Homeowners, has a mission of removing the barriers of home ownership through a statewide education delivery system. These classes enhance the success of homebuyers in achieving and maintaining home ownership.

Public Transportation Department

SENCA operates two county-wide Transit Systems for the general public, with priority given to the elderly and disabled. These systems are operated under contracts with Richardson and Pawnee Counties. Riders are provided with both local and out of area door-to-door service for a minimal cost.

The Planning Process

Southeast Nebraska Community Action Council, Inc. has been involved in strategic planning since the organization's inception in 1966. This planning has always been departmental based, with each department operating as a separate entity of the Agency. In October of 2001, this began to change. Fiscal years 2001-2003 were the birth of a new planning process. Beginning with each department's Administrative staff, SENCA embarked on a voyage that would reshape the planning process and expand the involvement of Board, community, and staff members. With lessons learned from the first Agency wide strategic plan (FY 2001-2003), the FY 2004-2007 Strategic Plan was developed. The information contained within this page outlines the process that will be followed to ensure that strategic planning is comprehensive and reflective of the Agency operating as one. This process will continue to become a way of life for the organization.

SENCA believes that in order to be successful, a planning process must engage large numbers of staff, board, and community members in order to gain their agreement and commitment at every step. Plans that are created by a small group of people with little input from staff, board, and community have little chance of success. Thus, the planning process that SENCA will use is broad-based and inclusive. Input will be gained from staff, board, and community members throughout the entire planning process to ensure that SENCA develops a quality plan that is supported by those involved with and/or affected by the plan and its ultimate outcomes.

SENCA's strategic plan will cover a three year period in line with the Agency's fiscal year. The strategic plan will be multi-faceted with all components intertwined for maximum results. The components to be included will be the annual Community Assessment, the multi-year Strategic Plan, and the multi-year Marketing Plan. All components are viewed as "living documents" that require ongoing action, regular reviews, and annual updates. Staff assigned specific action steps will be asked to provide input regarding the progress made towards assigned steps.

The 3-year strategic plan itself will address the Agency's vision, values, mission, general goals, objectives, and performance goals in order to meet the Government Performance Results Act requirements. To this end all components of the aforementioned plans, especially the strategic plan, will center around the six national ROMA (Results Oriented Management & Accountability) goals. These goals will provide the framework that drives activities developed and implemented throughout the agency. The six national goals are:

1. Low-Income People Become More Self-Sufficient,
2. The Conditions in Which Low-Income People Live are Improved,
3. Low-Income People Own a Stake in the Community,
4. Partnerships Among Supporters and Providers of Services to Low-Income People are Achieved,
5. Agencies Increase Their Capacity to Achieve Results, and
6. Low-Income Persons, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Support Systems.

Strategic Planning Matrix

The strategic planning matrix consolidates Agency and Department plans into one. It is organized by National Results-Oriented Management and Accountability (ROMA) goals, administrative strategies and correlating objectives. The action steps required to implement these strategies and meet these goals and objectives will detailed on the attached Administrative Strategy Action Plan Form and within the Marketing Plan.

General Goal 1: Family Success		Low-income people become more self-sufficient
<i>Administrative Strategy 1</i>	<i>Develop methods to diversify resources allowing the agency to grow and increase organizational sustainability.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Identify needs outside of SENCA spectrum.	X
2	Develop annual fund-raiser event.	
3	Utilize new funding sources.	
4	Develop agency-wide projects.	

<i>Administrative Strategy 2</i>	<i>Retain and/or expand current agency programs allowing the agency to grow and increase organizational sustainability.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Evaluate ways SENCA can add new facets to retain and expand current programs and services.	
2	Develop a new youth program.	
3	Develop model and/or pilot programs.	

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General Goal 2: Community Improvement		Conditions under which low-income people live are improved.
<i>Administrative Strategy 1</i>	<i>Provide effective and efficient management of rental housing programs allowing for future expansion.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Transition rental housing duties.	X

<i>Administrative Strategy 1</i>	<i>Develop and expand housing programs.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Expand rental housing acquisition and construction.	
2	Develop down payment assistance program.	
3	Develop purchase-rehab-resale program.	

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General Goal 3: Community Involvement		Low-income people own a stake in their community.
<i>Administrative Strategy 1</i>	<i>Increase the awareness and activity of the Board.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Better utilize media and personal presentations in order to increase and improve Board recruitment.	
2	Ensure Board members are provided with adequate training.	X
3	Provide Board members with ample opportunities to participate in all aspects of Agency.	

<i>Administrative Strategy 2</i>	<i>Increase community support.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Develop a speaker pool.	
2	Increase public speaking engagements.	
3	Increase visibility of Agency throughout service area.	

Strategic Planning Matrix

General Goal 4: Partnerships		Partnerships among supporters and providers of services to low-income people are achieved.
<i>Administrative Strategy 1</i>	<i>Increase collaborations and partnerships.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Identify potential new partners that compliment SENCA's mission.	
2	Develop partnerships for new programs that meet identified needs.	
3	Develop programs or services that are collaborative efforts.	

<i>Administrative Strategy 2</i>	<i>Improve support of SENCA by local elected officials.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Develop procedure for maintaining regular contact with officials.	X

Strategic Planning Matrix

<i>Administrative Strategy 3</i>	<i>Increase agency marketing.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Implement marketing plan.	

Strategic Planning Matrix

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General Goal 5: Capacity		Agency increases its capacity to achieve results.
<i>Administrative Strategy 1</i>	<i>Develop and utilize the Agency strategic plan as a working document.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Write it, believe it, implement it.	
2	Provide opportunities for all agency staff to be involved in strategic planning.	X

<i>Administrative Strategy 2</i>	<i>Increase agency awareness and improve reputation.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Train staff on all agency programs.	
2	FDAs and FSAs make joint appearances.	
3	Encourage staff to become involved in the communities SENCA serves.	

Strategic Planning Matrix

<i>Administrative Strategy 3</i>	<i>Improve staff effectiveness through staff retention, training, work environment, team building, and employee empowerment.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Provide teamwork training and incorporate mission training.	X
2	Hire staff which will be beneficial in achieving SENCA’s mission.	X
3	Enhance work environments.	

<i>Administrative Strategy 4</i>	<i>Address personnel policies.</i>	
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>
1	Evaluate current policies and identify needed changes.	X
2	Ensure that policies are modified and updated as needed.	X

Strategic Planning Matrix

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General Goal 6: Supportive Supportive Services		Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive services.	
<i>Administrative Strategy 1</i>	<i>Strengthen collaborations with other service providers.</i>		
<u>Objective</u>	<u>Description</u>	<u>Objective Met</u>	
1	Develop methods to enhance the service provider network within SENCA’s service area.		

Accomplishments

This section of the Strategic Plan will be updated regularly and at a minimum will be updated annually in October. The purpose of this section is to report progress made, action underway, and any changes that will be made to the plan.

Goal 1, Strategy 1, Objective 1: A new comprehensive Community Assessment procedure has been developed and the first assessment was completed in September 2004. Needs, including those not typically met through existing SENCA services, were identified and programs or services are being developed and/or modified to assist families in meeting those needs. Among the top needs identified are affordable housing, substance abuse counseling, and youth services. In the upcoming year SENCA will be developing and implementing various housing and youth services aimed at meeting those needs. SENCA will also work with other community agencies to assist families dealing with substance abuse issues. A comprehensive Community Assessment will be conducted on an annual basis.

Goal 1, Strategy 1, Objective 2: An annual fundraiser was developed. SENCA planned an annual golf tournament. Due to circumstances beyond the agency's control this event had to be cancelled. The agency's FOCUS Team is diligently working to ensure that a new fundraising event is developed.

Goal 1, Strategy 1, Objective 3 & 4, and Goal 1, Strategy 2, Objective 1: SENCA continues to look for new and varied funding sources. In addition to looking for new funding sources, SENCA will be working to develop projects on an agency-wide basis that will address families needs in a wholistic manner. Future plans will include looking into ways that SENCA can generate additional income in order to increase organizational sustainability. As a part of the aforementioned plans, SENCA will evaluate ways in which programs and services can be retained and/or expanded.

Goal 1, Strategy 2, Objective 2 & 3: SENCA and its Head Start program received funding to pilot a Youth Mentoring Project. This project paired high school and middle school age youth mentors with Head Start children. The goal of this project was to provide everyone involved with the opportunity to develop a caring, trusting relationship, as well as to learn new skills and gain self-confidence. The Youth Mentoring Pilot Project will be completed in May of 2006. At that time the project will be evaluated. The evaluation process will include recommendations for modification in order that the project may be replicated in other service areas of SENCA.

Goal 2, Strategy 1, Objective 1: While this objective was met in July of 2004, additional modifications had to be made in February 2005. The Housing Director will have the full responsibility for managing the three rental housing complexes managed and owned by SENCA.

Goal 2, Strategy 2, Objective 1, 2, & 3: SENCA acquired a 12-unit elderly/disabled complex in Falls City, NE in July 2004. This complex known as Fulton Villa Apartments will further the agency's commitment to providing affordable housing. SENCA received \$468,200 in HOME funds in August 2004 to construct 16 new rental housing units in Nebraska City. Construction is now scheduled to begin in early October of 2005 due to unexpected delays. In March 2005, SENCA submitted an application to the NE Department of Economic Development for a homebuyer program. This program, SENCA HOMES (Home Ownership Makes Economic Sense) will provide 16 first-time eligible home buyers with down-payment/closing cost assistance. Eight of those sixteen will also be provided with grants to complete minor rehabilitation work in order to bring purchased homes up to Housing Quality Standards. SENCA has been awarded \$349,800 to implement this project. During 2006, SENCA will also be working to develop a purchase-rehab-resale program in the area and anticipates completing a funding application in early 2007.

Goal 3, Strategy 1, Objective 1, 2, & 3: The Board Planning Committee made recommendations to enhance the recruitment/election of members. A new press release was also developed to enhance recruitment. SENCA continues to provide training to new Board members annually. A new Governance Training was developed the latter part of 2004 and the first session was held in December 2004. This new, intensive training is aimed at enhancing the shared decision making power that the Board of Directors and Head Start Policy Council have. The new training process provides these members with a better understanding of agency programs and the vital role they play in SENCA's mission. Governance training will be held annually in February and November. Combined all of these efforts will assist SENCA in providing Board members with ample opportunities to participate in all aspects of the agency.

Accomplishments

Goal 3, Strategy 2, Objective 1, 2, & 3: A variety of public relation materials have been developed and revisions are under way. While a variety of material is currently available to the public throughout the service area a more concentrated effort will need to be implemented to ensure the success of this strategy. New speakers need to be identified and trained to ensure a uniform message is presented.

Goal 4, Strategy 1, Objective 1, 2, & 3: SENCA is continually working on strengthening current partnerships and developing new partnerships that assist the agency in providing quality, comprehensive services. The agency needs to approach these objectives in a more formal manner to ensure efficiency and effectiveness.

Goal 4, Strategy 2, Objective 1: A process for meeting with Local Elected Officials has been developed and implemented. County Commissioners are being visited on a quarterly basis. Information regarding current events, activities, needs, and accomplishments are reported to each of the six counties.

Goal 4, Strategy 3, Objective 1: The Marketing Plan is provided as an attachment to the Strategic Plan. Implementation tactics are also found within the Strategic Plan. Action plans have been developed to ensure that a more concentrated effort is put into marketing of SENCA.

Goal 5, Strategy 1, Objective 1 & 2: Work is currently being done to develop a more formal process for monitoring the progress of the Strategic Plan. This process will ensure that all staff remain focused on accomplishing the goals of the agency. SENCA has initiated a FOCUS (Forming Organizing Creative United Strategies) Team in order to ensure success in the implementation of the Strategic Plan and in order to gain maximum staff input.

Goal 5, Strategy 2, Objective 1: The agency has implemented a "Program Spotlight" program in which information is provided to staff on everything provide by SENCA. The ultimate goal is that staff will have the knowledge available to meet the comprehensive needs of our customers. A print directory of all staff and agency programs has been developed and is being used to assist in making the appropriate referrals within the agency. A new presentation will be developed in order to emphasize SENCA's mission and vision, as well as reinforce that we are all one agency.

Goal 5, Strategy 2, Objective 2: A plan has been developed to increase the joint appearances of Family Service Advocates and Family Development Associates. These appearances will allow for comprehensive presentations.

Goal 5, Strategy 2, Objective 3: The FOCUS Team will be assessing the involvement of staff within the communities SENCA serves and looking for ways to increase SENCA's community involvement.

Goal 5, Strategy 3, Objective 1, 2, & 3: Teamwork training has been provided to all staff and further updates on this objective will be added in the near future. Job descriptions were evaluated in August 2004 and a process has been developed to ensure timely reviews and revisions are completed. SENCA staff participated in a staff satisfaction study and results from this study will assist management in addressing employee morale. The FOCUS Team will be working on ways that SENCA can enhance the work environments of our valuable employees.

Goal 5, Strategy 4, Objective 1 & 2: In March 2004 the agency personnel policies were updated. A process has been developed to ensure that policies remain current and are updated annually. All changes will require Board and Policy Council approval.

Goal 6, Strategy 1, Objective 1: SENCA is continually working on strengthening current partnerships and developing new partnerships that assist the agency in providing quality, comprehensive services. A formal plan has been developed and will be implemented during 2006. This plan is aimed at developing case coordination teams in all six counties served by SENCA.

Administrative Strategy Action Plan Form

This form will be used by planning teams to develop action steps aimed at meeting administrative strategies and objectives.

Goal: _____

Strategy: _____

Specific Objective: _____

Action Step	Assigned To	Starting Date	Due Date	Completion Date

Lead for Implementation:
Monitor:
Outcome:

SOUTHEAST NEBRASKA COMMUNITY ACTION COUNCIL, INC.

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MARKETING PLAN
2004-2007



I. Executive Summary

Southeast Nebraska Community Action Council, Inc. has developed this marketing plan to assist in meeting some of the goals outlined in the agency's 2004-2007 Strategic Plan. SENCA has the desire to diversify its funding sources, to increase the activity of Board members, to increase and enhance partnerships, and to increase community support and partnership by being viewed as a credible and professional organization. Therefore, SENCA will focus on marketing the "Agency" rather than the programs and services it provides. These business goals are directly tied to the following marketing goals:

1. To increase awareness of our organization among funding sources and further develop our identity as the most effective and efficient means to achieving their goals.
2. To increase the participation of Board members in the promotion of the agency and mobilization of resources.
3. To increase awareness of our organization among service providers and community organizations and further develop our identity as the most effect partner as a means to achieving their goals.
4. To increase awareness of our organization among community members and further develop our identity as an organization they wish to support in the pursuit of community betterment.

SENCA will utilize various marketing tools to address its target audiences. Staff time will be the largest budget item in this plan. Staff must be trained in the use of such marketing tools. Budget funds will be needed for the printing of various flyers and brochures.

Progress of this plan will be monitored to ensure that ultimate success is achieved. Success of this plan will result in funding from new sources and/or programs, Board members active participation of Board members in the promotion of SENCA and mobilization of resources, increase and enhanced partnerships, and increased community support and participation.

II. Business Overview

SENCA has worked with a variety of funding sources over the course of many years. A slacking economy has “tightened the belt” of many of those funding sources. This tightening has been experienced across the board at the federal, state, local, and private levels. Agencies applying for funding must produce results and be able to convey that message back to funding sources. Investors want to see a return on their investment to ensure that dollars are being spent wisely and making a real difference in the lives of the people served. SENCA has provided quality services to individuals, families, and communities of southeast Nebraska for many years. The agency must be able to “tell their story” to those who provide funding opportunities. This is an area that will need a lot of concentration in the next few years.

SENCA’s Board of Directors has eighteen members with one-third representing the public sector, one-third representing the private sector, and one-third representing the low-income population. Each of the six counties served have three representatives ensuring each has adequate representation. The agency has not worked with these members to the fullest extent possible. While the Board is very involved in the oversight of the agency, they have the potential to be even greater assets to SENCA and the people we serve. Board members are one of the best ways to promote an agency and they need to be empowered to do so. This promotion many times leads to the mobilization of greater resources.

SENCA would not be able to accomplish many of the wonderful things the agency does if it were not for the strong partnerships in existence today. In the ever tightening economy, it is even more important that SENCA work with various agencies and organizations to ensure that resources and services are being utilized in an effective and efficient manner in order to avoid duplication.

SENCA is here to assist in the betterment of communities. Success in this area will only be as good as the support of the community in these efforts. SENCA present itself as a professional and credible organization in order to gain the ultimate support of the community. It takes an entire community to improve the existing conditions and maintain “The Good Life”.

III. Target Market/Audiences

The target market for this plan is fairly homogeneous. The majority are white, middle class, employed individuals. The number of Hispanic community members is growing especially in Johnson and Otoe counties. They can be found in Church, the community, the school, various service and funding agencies, just to name a few places.

Funding sources are found at the federal, state, local, and private level, as well as via the internet. Board members are typically found within the community, community organizations, and county offices. Partnering agencies or organizations are found within the Church, the community, service agencies, educational institutions, and various civic organizations. Community members to be targeted are found in Church, city offices, county offices, and the community at large.

All of these target audiences are interested in seeing individuals, families, and communities prosper. They are interested in improving, sustaining, and maintaining the quality of life in southeast Nebraska. SENCA's mission is aimed at doing just that.

IV. Goals

These general marketing goals target funding sources, Board members, service agencies and organizations, and the community at large. These goals have been developed in accordance with the agency's 2004-2007 Strategic Plan and aimed at furthering the mission of SENCA.

1. To increase awareness of our organization among funding sources and further develop our identity as the most effective and efficient means to achieving their goals.
2. To increase the participation of Board members in the promotion of the agency and mobilization of resources.
3. To increase awareness of our organization among service providers and community organizations and further develop our identity as the most effect partner as a means to achieving their goals.
4. To increase awareness of our organization among community members and further develop our identity as an organization they wish to support in the pursuit of community betterment.

V. Marketing Strategies

A number of marketing strategies and tools will be used to meet the goals. The following marketing strategies will be implemented:

1. Provide staff members with training in how to present SENCA information and messages to various sources.
2. Provide Board members with training on their responsibility to market the Agency and techniques for doing this during new member orientation.
3. Provide presentations as requested and seek groups to present to SENCA's message to on an ongoing basis. Gear presentations to specific target audiences.
4. Provide local newspapers with press releases on a monthly basis.
5. Increase the visibility of SENCA and/or SENCA information in the community by 100% over the course of three years.
6. Provide annual reports to target audiences annually.
7. Provide field offices with tools necessary to convey a professional, credible image and consistent message across the Agency.

A number of marketing tools will be used throughout the implementation of this plan. These tools include, but are not limited to:

- | | |
|-------------------------------|-------------------------------|
| 1. Bulletin Boards | 10. Brochures |
| 2. Surveys | 11. Newsletter |
| 3. Speeches | 12. Banners |
| 4. Radio PSAs | 13. Photographs |
| 5. Exhibits/Posters | 14. Community Wide Activities |
| 6. Slide Shows | |
| 7. Printed PSA/Press Releases | |
| 8. Fact Sheets | |
| 9. Annual Reports | |

VI. Implementation Tactics

The following lists the tasks required to implement and monitor each of the aforementioned strategies. Outlined as well is the person responsible for each task and the completion target date.

1. Provide staff members with training in how to present SENCA information and messages to various sources within the first six months of 2004.

Task	Description	Person Responsible	Deadline
a)	Identify staff needing training.	FOCUS Team, Lynn Hartter & Sasha Rightsell	11/2005
b)	Develop training presentation.	FOCUS Team, Lynn Hartter & Sasha Rightsell	12/2005
c)	Provide training to identified staff.	Sasha Rightsell & Lynn Hartter	12/31/2005
d)	Hold mock presentations and refine.	FOCUS Team	02/2006

2. Provide Board members with training on their responsibility to market the Agency and techniques for doing this during new member orientation.

Task	Description	Person Responsible	Deadline
a)	Identify new members.	Management Team	01/2004 Completed 01/05/2004
b)	Provide training to new members.	Development Director	01/2004 Completed 01/13/2004
c)	Provide all members to marketing tools helpful in Agency promotion.	Development Director	02/2004 Completed 01/13/2004

VI. Implementation Tactics Cont...

3. Provide presentations as requested and seek groups to present SENCA’s message to on an ongoing basis. Gear presentations to specific target audiences.

Task	Description	Person Responsible	Deadline
a)	Identify groups to be presented to.	FOCUS Team	12/2005
b)	Develop audience specific presentations.	Sasha Rightsell	02/2006
c)	Present to identified groups.	Trained Staff	02/2007
d)	Make presentations as requested.	Trained Staff	As Needed

4. Provide local newspapers with press releases on a monthly basis.

Task	Description	Person Responsible	Deadline
a)	Identify monthly news worthy information.	Lynn Hartter	11/2005
b)	Write press releases from provided information.	Lynn Hartter	12/2005 Monthly

VI. Implementation Tactics Cont...

5. Increase the visibility of SENCA and/or SENCA information in the community by 100% over the course of three years.

Task	Description	Person Responsible	Deadline
a)	Identify public places to display information.	FOCUS Team	11/2005
b)	Post SENCA information in public area.	FDAs and FSAs	01/2006
c)	Post uniform display materials in field offices.	FDAs and FSAs	01/2006
d)	Replenish posted materials.	FDAs and FSAs	Quarterly

6. Provide annual reports to target audiences annually.

Task	Description	Person Responsible	Deadline
a)	Identify specific agencies, organizations, and individuals to receive annual report information.	Management Team	10/2004 Annually Completed 10/31/2004
b)	Distribute annual report.	Lynn Hartter & Management Team	02/05 Annually Completed 01/05/2005

7. Provide field offices with tools necessary to convey a professional, credible image and consistent message across the Agency.

Task	Description	Person Responsible	Deadline
a)	Develop professional, consistent brochures, flyers, business cards, presentations, etc...	Development Director	06/2004 Completed 10/15/2004
b)	Replenish materials as needed.	FDAs and FSAs	Quarterly

VII. Budget

Staff time will be the highest budget item affected by this plan. This time is already incorporated into the regular salaries of staff responsible for carry out the implementation of this plan.

Other associated costs will include mileage, postage, fax charges, and printing. A breakdown of these estimated costs are as follows:

Mileage	1000 miles x 37.5 cents/mile =	\$375.00
Postage	Bulk Mail Permit =	\$150.00
	\$40/mailing x 8 mailings =	\$320.00
Fax Charges	200 calls x 7 cents/call =	\$ 14.00
Printing	\$7.50/ream x 10 reams =	\$ 75.00
	\$14.00/ream x 4 reams =	\$ 56.00
	\$30.00/ink cart. x 16 cart. =	\$480.00
<hr/>		
	Total Estimated Costs =	\$1470.00 Annually
	(excluding staff time)	

VIII. Evaluation of Results

Progress will be monitored on an ongoing basis, with an in-depth evaluation of its success to occur in 2007, which will be in alignment with the 2004-2007 Strategic Plan. The marketing goals and success criteria are listed below:

Goal 1: To increase awareness of our organization among funding sources and further develop our identity as the most effective and efficient means to achieving their goals.

Success

Criteria: SENCA will utilize three new funding sources and/or programs by the end of 2007.

Goal 2: To increase the participation of Board members in the promotion of the agency and mobilization of resources.

Success

Criteria: SENCA will utilize Board members in the marketing of the Agency on a regular basis by the end of 2007.

Goal 3: To increase awareness of our organization among service providers and community organizations and further develop our identity as the most effect partner as a means to achieving their goals.

Success

Criteria: SENCA will increase its formal partnerships by 10% by the end of 2007. (FY 2004 will provide the baseline data.) Formal partners will express a 80% satisfaction with its endeavors/partnerships with SENCA. (A survey will be used to measure satisfaction.)

Goal 4: To increase awareness of our organization among community members and further develop our identity as an organization they wish to support in the pursuit of community betterment.

Success

Criteria: SENCA will increase its volunteer base by 5% by the end of 2007. (FY 2004 will provide the baseline data.) SENCA will increase its financial contributions through community donations by 5% by the end of 2007. (FY 2004 will provide the baseline data.)