

Planning for the Future 2022-2026 Strategic Plan



Southwestern
Community Services

People Helping People in Cheshire and Sullivan Counties



VISION STATEMENT

SCS seeks to create and support a climate within the communities of Southwestern New Hampshire wherein poverty is never accepted as a chronic or permanent condition of any person's life.



MISSION STATEMENT

SCS strives to empower low-income people and families. With dignity and respect, SCS will provide direct assistance, reduce stressors, and advocate for such persons and families as they lift themselves toward self-sufficiency.



COMMUNITY STATEMENT

In partnership and close collaboration with local communities, SCS will provide leadership and support to develop resources, programs, and services to further aid this population.

Introduction

Southwestern Community Services, Inc. (SCS) experienced many new challenges throughout 2020-2022, including a global pandemic and an agency leadership change. A multitude of other items have shifted or come into sharper focus in recent years, some of which are:

- 👉 The plethora of challenges a vulnerable household may face
- 👉 The importance of a strong workforce
- 👉 The changing funding landscape

Agency leadership began the strategic planning process by conducting a “refresh” of the Community Needs Assessment that had previously been completed in early 2020. This “refresh” included a focus on the COVID-19 pandemic, the workforce needs within the agency, and the community as a whole.

Surveys, interviews, and focus groups were completed with board members, agency staff, community members, and households served. Data was collected through various means as well. To name a few:

- 👉 Area studies that had been completed
- 👉 Census data
- 👉 Program numbers

A consultant assisted the agency with collating the information into high-level priority areas.



Priorities

The Board of Directors and senior leadership have identified the following high-level priorities and has set as its vision achievement of these goals over the coming three to five years. Accomplishment of each of the targets below is essential to assure SCS continues to do all it can to respond to the evolving needs of the community.

1

SCS will offer clients **seamless access to services** with as few barriers as possible.

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- 👉 Assure all services are offered in a manner that creates a diverse, inclusive, and equitable environment and reduces barriers due to language, cultural and other differences.
 - 👉 Develop and implement a caseworker/single-entry point/assessment model, ultimately assuring a client's full range of needs are recognized and addressed.
 - 👉 Create a service road map to identify critical access points and methods needed in each program, recognizing client needs vary based on factors such as age, race, gender, language, technology comfort/access, transportation, etc.
 - 👉 Assure our infrastructure and tools match and support all of our client access points.
 - 👉 Expand staff involvement in the newly developed Equity Team.

Outcomes / Goals

- 👉 An accurate, unduplicated count of households served
- 👉 Demographics of households served align with our region's census data

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Assure consistent high-level, caring service to our community by becoming an **employer of choice** in our region. We will accomplish this by enhancing our work environment, as well as consistently recruiting, and retaining strong teams.

- 👉 Continue to find ways to support the health and well-being of each staff member, including achieving work-life balance.
- 👉 Develop and implement a comprehensive staff training program for new and existing staff to assure all team members are meeting core competencies, including appropriate cross-training.
- 👉 Support staff with the proper tools, such as appropriate technology and adequate workspaces.
- 👉 Develop and implement a training and support program for staff to help them appropriately respond to the ever-increasing mental health needs of their clients.
- 👉 Implement a plan to create a competitive and equitable wage and benefit structure appropriate to our region and funding restrictions.
- 👉 Implement a marketing campaign for the recruitment of quality staff; incorporate marketing efforts focusing on “a day in the life of an SCS staff person.”
- 👉 Assure Equity Team efforts include hiring and training plans.

Outcomes / Goals

- 👉 Reduce staff turnover rates by 75%
- 👉 Staff surveys become annual and scores improve over the course of the plan period

3

Serve as a voice for our clients by **increasing community awareness** and support for our programs through expanded communications, public events, and fundraising efforts.

- 👉 Create and implement a three-year development plan, including marketing and communications.
- 👉 Secure capacity building funding to hire development staff to support the plan.
- 👉 Enhance community outreach opportunities for Board members.
- 👉 Expand our circles by engaging board, donors, and volunteers.

Outcomes / Goals

- 👉 Raise a minimum of an additional \$500,000 in new, private, philanthropic funding and attract at least 300 new donors by 2026
- 👉 Experience a 10% increase in new households with a demonstrated need engaged in our services
- 👉 Stories about our work are in local media at least 4 times per year

4

Assure the continued **long-range stability of the organization** so we remain the strongest possible partner to our clients, our funders, other agencies, and the community.

- 👉 Create a comprehensive capital improvement/replacement plan to assure we are appropriately managing and stewarding our physical assets.
- 👉 Create a viable plan to build our unrestricted reserve fund to 6 months' cash on hand to assure we can respond to unforeseen emergencies.
- 👉 Bolster board's ability to provide appropriate support to the organization by enhancing training and implementing an active committee structure.

Outcomes / Goals

- 👉 Achieve the threshold of six-months' cash on hand
- 👉 Ten-year agency-wide capital needs plan is in place
- 👉 A comprehensive, written technology acquisition and replacement plan with appropriate budget to support implementation
- 👉 By the end of 2026 there will be active board committees

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Will have implemented and be operating under a **comprehensive continual improvement process** across all departments.

- 🏡 Each department has a process in place to remain aware of and respond to changing community needs in their area.
- 🏡 Each department develops a method to measure program goals and outcomes.

Outcomes / Goals

- 🏡 Each department is actively and effectively utilizing the continual improvement process

Summary

Southwestern Community Services, Inc. has reached many milestones and celebrated many accomplishments over the last several decades: unprecedented housing development, program expansion, increased branding, and social media presence, and much more. Like any organization, it is crucial to celebrate the accomplishments, but it is also necessary to examine areas for improvement and to search out opportunities for growth and learning.

This Strategic Plan for 2022-2026 outlines the five priority areas of our focus:

- 🏡 Clients
- 🏡 Staff
- 🏡 Community
- 🏡 Agency
- 🏡 Programs

With focus, determination, and collaboration, SCS looks forward to meeting the goals and outcomes for maximum impact.