

## Neighbor to Neighbor 2017 Strategic Plan Executive Summary

In 2016, the Neighbor to Neighbor embarked on a strategic planning process to set forth a roadmap for organizational development over the next three years. A group of Neighbor to Neighbor board, staff and community members developed this plan with the assistance from The Strategy Group, LLC. The Strategic Planning Committee included four board members, two community members, and Neighbor to Neighbor's Executive Director, representing diverse perspectives and experiences within the organization. This is a critical time in Neighbor to Neighbor's history as it prepares to construct a new building and move out of the small program and office space where staff and volunteers have worked for decades.

The Strategy Group, LLC conducted an environmental scan including an internal organization assessment and interviews with 109 individuals. These helped the Strategic Planning Committee to assess both the challenges and opportunities Neighbor to Neighbor is likely to face over the coming years and set the context for the choices reflected in this strategic plan.

The Strategic Planning Committee (1) developed new vision, mission and core operating values statements; (2) identified five critical issues and goals, and; (3) created an action plan specifying the actions needed to address the critical issues.

### VISION STATEMENT

We envision a caring community where everyone has access to nutritious food and clothing.

### MISSION STATEMENT

Neighbor to Neighbor improves the lives of residents in need throughout the Greenwich area and strengthens our community by creating access to food, clothing and basic living essentials in an atmosphere of kindness and respect.

### CORE OPERATING VALUES

At Neighbor to Neighbor, we are:

- **Welcoming:** We respect the dignity of every human being and endeavor to create a positive environment for our community of clients, donors, volunteers and staff.
- **Responsive:** We strive to deliver the highest quality services in a professional manner.
- **Collaborative:** We recognize we can't do it alone and value all our relationships and community partnerships.
- **Accountable:** We serve as wise stewards of our human, material and financial resources.

The Committee completed a SWOT analysis, identified five critical issue areas, and developed an action plan. The action plan outlines strategies for each goal and target completion dates. Following are the five critical issues, goals and strategies:

1. Development & Fundraising - *To secure resources to fully support Neighbor to Neighbor's operating and capital needs and provide a healthy reserve for the future.*
  - a. Analyze, strengthen and communicate annual fundraising plan
  - b. Draft special events policy for board approval
  - c. Strengthen fund development committee
  - d. Board education workshop on fundraising
  - e. Draft pro forma budget forecasting new building expenses
  - f. Develop financial policies regarding new building
  - g. Create leadership/advisory committee
  
2. Marketing & Communications – *To broaden community awareness of poverty within our community and of the essential services Neighbor to Neighbor provides to meet those needs.*
  - a. Update website
  - b. Strengthen communications with volunteers
  - c. Adopt strategic communications plan
  - d. Implement strategic communications plan
  
3. Service Delivery – *To optimize and measure service delivery.*
  - a. Strengthen metrics collection and reporting
  - b. Create advocacy policy
  - c. Re-evaluate and report on client eligibility criteria and referral networks
  - d. Evaluate home delivery need and consider other methods for food outreach
  - e. Explore mission-related partnerships to provide education to clients
  
4. Human Resources – *To have a committed and skilled corps of staff and volunteers to achieve Neighbor to Neighbor's mission.*
  - a. Create Tech Task Force, Communications Task Force, and Advocacy Task Force to carry out work as described in strategic plan.
  - b. Approve leadership (staff and board) succession plan
  - c. Analyze and revise Executive Director job description
  - d. Strengthen volunteer program (e.g., orientation, training, retirement)
  - e. Create staffing plan that reflects physical space & hours
  
5. Planning for the Move – *To ensure a smooth and seamless transition into the new facility.*
  - a. Create Grand Opening Celebration
  - b. Wrap up the Capital Campaign
  - c. Establish Move Task Force
  - d. Communicate move plan to clients and the community
  - e. Draft operational policies for board approval
  - f. Evaluate opportunities for new technology