

**Request for Proposals:** New Build Feasibility Study  
**Submissions Due:** 5:00pm EST on Monday April 15, 2024  
**Location:** Millerton, NY



## **General Information/Background:**

North East Community Center, Inc. (NECC) is a 501c3 non-profit serving the northeastern area of Dutchess County, NY, with some services that also extend to parts of Columbia County NY, Litchfield, CT and Berkshire County, MA. NECC's mission is to *advance the well-being of all people in our rural region by responding to their diverse needs through services, programs, and partnerships*. With more than 40 staff and a budget of \$3 million, NECC's services, programs and events serve all ages, income levels, demographics, connect people to resources they need and to each other (See Attachment A for the most recent Annual Report). More information about our programs and services may be found on our website [www.neccmillerton.org](http://www.neccmillerton.org).

In August of 2023, the Board of Directors and Staff convened a Strategic Planning process which identified space and building solutions as the top priority for the organization over the next 3 years (See Attachment B for more information about the 2023-2026 Strategic Plan). The first steps in this process are underway and include the need for two (2) schematic architectural designs to aid in decision-making as space and building solutions are weighed, leading to a final decision.

The local area is rural but with shifting demographics over the last 30 years as the 1980s and 1990s saw the local agriculture industry fade, and those from the urban area in and around New York City moved to the area for retirement, for weekend/summer escape during the 1990s and 2000s. The disruptions created by the pandemic caused another influx of residents from urban areas. Although the middle class in this area has dwindled in recent years, the needs of the working class are significant, the number of families considered "in crisis" is still increasing, and the availability of support from individual donors continues to increase. NECC's overall funding picture is 60% grant-based, 20% fundraising and 20% Fees/Reimbursements. NECC currently owns two properties in Millerton, NY, including one vacant 2.7-acre lot.

NECC is **seeking a cost and feasibility study of the vacant lot as an option for a new NECC Community Center facility**. A space assessment regarding the needs of NECC is already complete and has identified the specific needs within a 16-20,000 square foot interior area. It is expected that this feasibility study will include any necessary zoning/code searches, site development due-diligence, site plan/building footprint study, MEP study, and a budget study.

Minority and women-owned business enterprises are encouraged to apply. NECC is an equal opportunity organization.

## **Bid Proposal Content:**

- 1) Description of applicant's background and qualifications, including 2-3 professional and relevant references
- 2) Draft Work Plan which is to include Action Steps, Time Frames, Needed Resources, and Expected Outcomes.
- 3) Narrative section(s) to make the case for your approach/plan.

- 4) Narrative description of data collection and evaluation processes.
- 5) Itemized budget for work including all expenses for the entire project start to finish.
- 6) A clear timeline for completing the proposed work.
- 7) Contact information for one primary contact for the submission with email address and telephone number.

## Submission Process:

Note: Bids Proposals are to be submitted as one complete pdf attached to the submission email. Do not provide several attachments. Subject line: **New Build Study: [your business name]**

**Submit proposals by 5:00 pm EST on Monday April 15, 2024, to:**

**Christine Sergent, Executive Director**

**Christine@neccmillerton.org**

Questions that are *specific to the proposal development process* may be addressed to contact above no later than **5:00pm EST on March 29, 2024**. Questions will be addressed via email during normal business hours.

NECC reserves the right to reject any or all proposals or may request further information from respondents before a selection is made.

## Timeline for Review and Selection:

Review/Interview:	April 15-26, 2024
Selection:	April 26, 2024
Contract Development:	April 26-May 3, 2024
Project Implementation:	May 15, 2024

### **NORTH EAST COMMUNITY CENTER, INC.**

51 S. Center Street / P.O. Box 35 Millerton, NY 12546 Tel (518) 789-4259 Fax (518) 789-9279 [neccmillerton.org](http://neccmillerton.org) [info@neccmillerton.org](mailto:info@neccmillerton.org)

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# ANNUAL REPORT 2022



*“NECC is committed to helping those in need and to finding ways to bring people of all ages and backgrounds together.”*

Christine Sergent  
Executive Director



## OUR MISSION

The North East Community Center seeks to build a healthy, caring, responsive and welcoming community for all who live and visit here.

NECC acts as a catalyst for that community vision through its partnerships with other organizations and by offering social, educational, recreational and cultural programs and services to help meet community needs.

SCAN HERE  
TO DONATE



## THE CHALLENGE

As much as we love what living in Dutchess County affords us — beautiful, serene views, walkable downtowns, wonderful farmers markets — it’s impossible not to acknowledge the challenge many in our community face in accessing critical resources. The rural character that draws so many of us to this area also creates several overlapping and interconnected deserts. At North East Community Center, we have identified “Five Deserts” of urgent need: **transportation, food access, housing, childcare, and mental health.** Improving access to services in these areas is vital to creating a functional, healthy community ecosystem. With the help of our supporters, NECC works to face these challenges head-on by building partnerships and embracing innovation.

## THE SOLUTION

Over the course of 2022, NECC has made great strides in bridging gaps in access for so many residents who have been isolated by these deserts of scarcity. Consider, for example, the issue of food access. The proximity of our clients to grocery stores or farmers markets impacts how well or even whether a family eats. Not only does NECC provide transportation to food access points, but we also operate a food pantry that includes fresh, nutritious, and local food. For residents in need of additional help, food delivery is available. NECC’s Food Programs are just one part of our wholistic approach to creating a healthy, thriving community. Read through the pages of this report to learn about how we have expanded program offerings to create more opportunities. While there is still much work to do, our momentum is undeniable. We are excited every day by the possibilities at hand — with your continued support we can become still more impactful. The bright future of our community relies on the paths we are forging together.

***TOGETHER, WE THRIVE***



## FOOD PROGRAMS

91,000  
Meals  
Served

In 2022, the NECC **Food and Supply Pantry** provided groceries to 955 unduplicated adults, seniors, and children, more than doubling our service from 2021. The NECC Food Program distributed groceries for more than 91,000 meals to local residents, including more than 45,000 lbs of fresh produce. NECC was selected as a regional fresh food access hub as part of the Glynwood Center's Food Sovereignty Fund, which supports local farmers growing food for meal programs and food pantries. NECC receives fresh food from partner farms and distributes fresh produce through our own food pantry as well as neighboring pantries in Pine Plains, Amenia, and Dover. In August, the food pantry received a mobile walk-in cooler to increase capacity as a regional fresh food access hub moving into the 2023 growing season.

From June through November, the **Fresh Food Pantry** distributed 440 fresh vegetable boxes, 300 half-gallons of milk, and 300 dozen eggs to partner food pantries in Pine Plains, Amenia, and Dover Plains. NECC provided free nourishing breakfasts and lunches to Webutuck students throughout the summer break. In July and August the **Summer Meals** program served 2,500 meals to youth at a Webutuck Elementary School site and at the NorthEast-Millerton Library. Our **Food Futures** program, with help from Dutchess County SYEP, worked with eight Webutuck students growing food at community gardens and local farms, preparing meals from scratch for our Summer Meals program, and supporting the NECC Food Pantry in distributing fresh groceries to households in need.

NECC Food Programs staff also participated in several regional organizing efforts focused on increasing food security, including the first meeting of the Tri-Corner Nutrition Security Coalition. In October, the USDA awarded NECC a Local Food Promotions Program Planning Grant to conduct a regional assessment aimed at increasing access to fresh local food for low- and middle-income residents.



**100%**  
of Families  
Reported Growth  
in Literacy

## YOUTH PROGRAMS

The NECC **Out-of-School-Time** program (OSTP) operated from January-June for the 2021-2022 school year and September-December for the 2022-2023 school year. For the 2021-2022 school year, OSTP operated two classrooms, Kindergarten-1st grade and 2nd-3rd grade, at Webutuck Elementary School. During this time we served 22 students. For the 2022-2023 school year, we expanded our program by opening a 4th-6th grade classroom at the Eugene Brooks Intermediate School, increasing the population we served to 31 total students. Activities explored concepts of literacy, science, mathematics, health and wellness, and art during different days of the week. The children enjoyed a healthy snack funded through CACFP (Child and Adult Care Food Program) each day. Nearly 80% were enrolled for more than four days per week.

The 2022 **Summer Enrichment** program ran for 5 weeks from July 11 through August 12. We provided full-day programming for 12 students entering grades K-6, of which nearly 80% attended four weeks or more. More than 90% of the Summer Enrichment families enrolled in the NECC OSTP for the upcoming school year.

The NECC **Early Learning Program** — a New York State Office of Children and Family Services licensed daycare center — opened officially on October 17th, 2022. Upon opening, the Early Learning Program served 15 families in the toddler and preschool age groups. Among the 15 families there were: four children in the 18-month to less-than-two-year age range; six children in the two- to three-year range; and five children in the four- to five-year age range. NECC Early Learning Program also participated in CACFP (Child and Adult Care Food Program). We served all enrolled children breakfast, lunch, and an afternoon snack.



# TEEN PROGRAMS

**Teen Team** youth completed a collective 167 hours in service to our local community, including supporting the NECC food pantry, creating valentines for residents at Noble Horizons, promoting mental health awareness, and volunteering at the NECC winter coat giveaway. Teen Team partnered with several community organizations for our educational and recreational events, including the Ancram Opera House, the Wassaic Project, the Four Brothers Drive In Theater, NAMI-Mid Hudson, and Sky High Farms.

In 2022 the NECC **Teen Jobs** program, consisting of 26 high schoolers, collectively completed 2,870 hours of experience across 14 local worksites. The teens attended a training on public speaking hosted by the Ancram Opera House, as well as a resume writing workshop hosted by our partners at Northeast Dutchess Immigrant Services.





**18,835**  
Miles Travelled  
in Rides  
for Seniors

## COMMUNITY PROGRAMS

NECC partnered with the Town of North East to secure grant funding from the Foundation for Community Health for the creation of a Housing Toolkit to facilitate housing discussions and decision making at the local community level.

For Earth Day 2022, community volunteers came together with NECC staff members for a Community Clean Up Day at the Center that resulted in a more inviting community space in the playground, backyard, and along the Rail Trail. The Hispanic Heritage Festival in September was again held in the Community Center's backyard and had an increase in attendance of 33% from 2021.

The **Transportation** program added two brand new minivans to the fleet and for the first time added full-time driver positions. Despite continuing to restrict passenger capacities to protect the safety of our clients, the NECC Transportation Program increased year-over-year service by 11.2% in 2022.

The NECC **Farmers Market** partnered with Berkshire Agricultural Ventures to increase the SNAP/EBT matching program to \$30 per transaction, which led to significantly increased use for the second half of the year. Local community organizations utilizing the Community Table market space included the NorthEast-Millerton Library, Project Hope, Sunday in the Country Food Drive, Webutuck High School, Indian Rock Schoolhouse, NR Broadband Access, and Grow Against Poverty. Finally, the Market continued to employ market interns from NECC's Community Partnership with Schools and Business Program.





## FAMILY PROGRAMS

**\$291,103**  
in Total Income  
Tax Returns

NECC's **NED Corps** program served 140 households in 2022, helping more than 40 households with eviction prevention services, rental arrears payments, tenants' rights education, and legal service referrals. NED Corps expanded its services with the addition of a Family Resource Assistant. We now offer bilingual case management services and provide services at the Pine Plains Library and Amenia Town Hall.

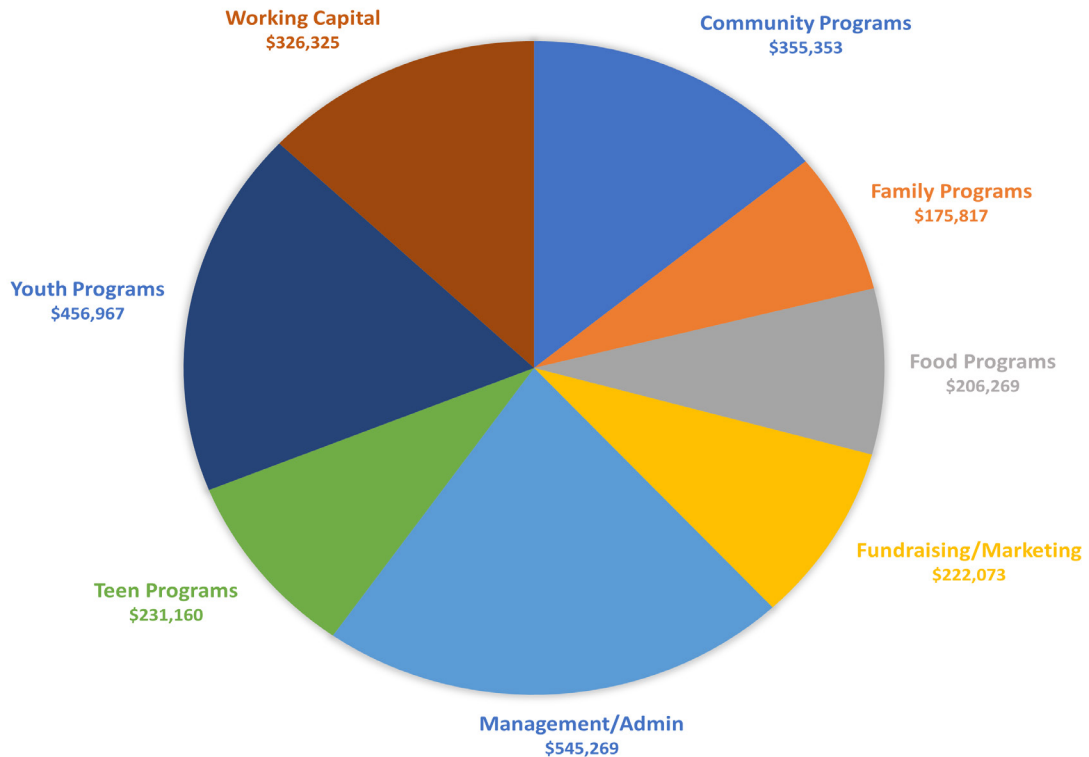
Our **School Supply Drive** collected \$2,500 worth of supplies and distributed them to students and staff in the Webutuck and Pine Plains school districts. We also awarded 35 summer camp scholarships to children for an enriching summer experience and to aid in making childcare affordable for families. Our **Annual Coat Giveaway** provided 250 coats (100 more coats than last year), 50 hat and mittens sets, and more than 30 snow pants free to the community. We also opened a **Medical Loan Closet** with generous donations from the Presbyterian Church of Millerton. We now offer medical equipment such as wheelchairs, walkers, crutches, grabbers, and a hospital bed to community members in need.

In partnership with the United Way of the Dutchess-Orange region, we awarded 30 households a \$50 credit on their utility account. NECC was once again an **AARP Tax Site** in 2022. One hundred thirty-one tax returns were completed for a total combined refund of \$291,103.

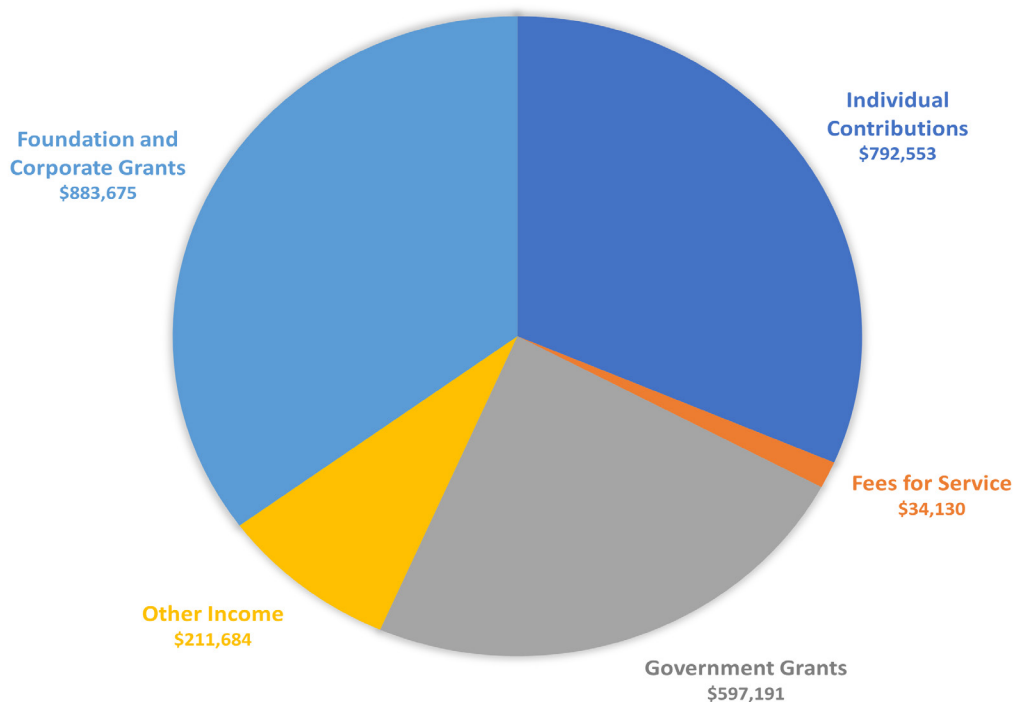
# FINANCIALS

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## 2022 EXPENSES



## 2022 REVENUES



**Total 2022 Budget (Provisional) - \$2,519,233**

# PARTNERSHIPS & GROWTH

## \$550,000

Individual Giving

These significant contributions included donations and auction items from the 2022 Chef and Farmer Brunch as well as donor contributions to the 2022 Annual Appeal.

## \$102,000

In Kind Gifts

2022 In Kind Gifts included refrigeration units for the Food Pantry, books for the 4th - 6th grade Out-of-School-Time Program, and hundreds of new shoes for area families.

## \$200,000


Estate of Nancy Perkins


An unexpected but extremely important bequest helped to ensure the North East Community Center could weather changing funding sources during a year when we were needed more than ever.

## Social Media

We have reached more clients, families, and donors than ever before.

 **51,664**  
Social Media Reach  
+681.2%

 **222,809**  
Impressions from Ads  
+772.5%

 **5,226**  
Unique Profile Visits  
+309.1%

P.O. Box 35 | 51 South Center Street  
Millerton, NY 12546 | (518) 789-4259

*Address Service Requested*



## **PLEASE SUPPORT NECC**

**A gift to North East Community Center supports the programs and services highlighted in this report. Your contribution will strengthen the community in which we live and help support those who rely on our services.**

**To make a tax-deductible donation, please go to:**

**[www.neccmillerton.org/donate](http://www.neccmillerton.org/donate)**

**Thank you!**



## **Background and Planning Process**

The North East Community Center, Inc. (NECC), a 501 (c) 3 non-profit based in Millerton, NY provides social support services in northeastern Dutchess County. Communities NECC serves include: Amenia, Wassaic, Dover Plains, Pine Plains, Millbrook and Stanford, as well as some adjoining towns in Columbia County and northwestern Connecticut. NECC currently has a budget of \$3,414,253 and 41 full time and part time employees, as well as many volunteers and collaborative partners.

NECC's last Strategic Plan spanned the time period of 2017 – 2021. The five strategic priorities outlined in that plan were:

1. Continue and Improve Existing Programs; Evaluate and Prioritize New and Expanded Programs
2. Strengthen and Broaden Financial Base for Ongoing Operations, Facility Expansion, Staff Enhancement and Program Implementation and Growth
3. Maximize Staff and Board Effectiveness and Support
4. Work toward the Creation of an Accessible, Functional Community Center Facility for the Future
5. Enhance our Community Visibility, Outreach, Engagement and Ongoing Dialogue.

The successful achievement of most of the Strategic Priorities of the 2017-2021 Strategic Plan, the extraordinary challenges posed by the COVID-19 pandemic beginning in March of 2020 and other organizational needs led the Board of NECC to choose a more focused approach for its next Strategic Planning process. This process sought to clarify and affirm the understanding among board members and management staff of what NECC needed to accomplish in the next three years, 2024-2026. NECC hired Anne Gardon of *Strategies for Change Now* as a consultant to guide NECC through the process.

## **Planning Process**

The Strategic Plan Working Group (SPWG), which was diverse in terms of expertise, length of tenure and ability to participate, was formed to represent a broad spectrum of perspectives from the board and management team.

First, Anne Gardon conducted in-depth interviews with the members of the SPWG. The SPWG members were asked to share their perceptions of NECC, its role and the context in which the organization operates and further they were asked what aspirations they held for NECC's future. The SPWG used the results of these interviews as a jumping off point for discussion on the first of four half-day workshops. Over the course of these meetings the group worked to develop a shared understanding of the external and internal context in which NECC operates. From this agreement the group extracted three strategic priorities to be the focus of the next three years. Based on these

strategic priorities the group described five aspirations that will describe our reality in 2026. During these deliberations the group also created an updated Mission and Vision Statement for NECC.

### **NECC Staff and Board Retreat**

The Key Findings (Appendix A) together with a draft Strategic Framework formed the foundation for the discussions at the Joint Staff and Board Retreat in June of 2023. The work product of the retreat is the Strategic Framework graphic (Appendix B), which was presented to the Board for review and edits, and then a final vote.

### **Strategic Framework**

The Strategic Framework begins with a reworked Mission Statement, NECC's Statement of Purpose – our WHY.

**Mission: NECC advances the well-being of all people in our rural region by responding to their diverse needs through services, programs, and partnerships.**

Our Vision Statement states what we want our community to look like in the future.

**Vision: Everyone in our rural region has equal access to the support and opportunities they need to thrive.**

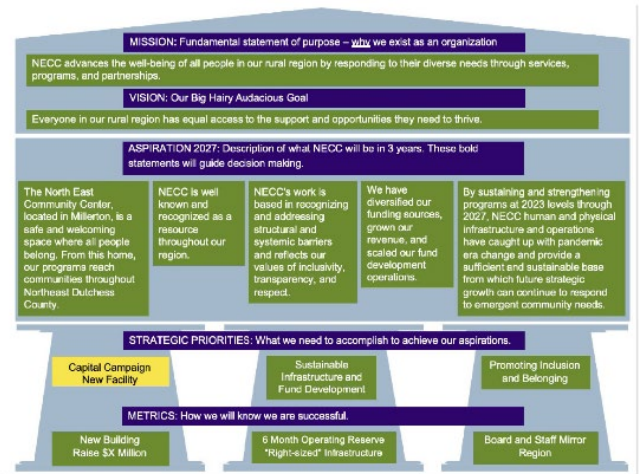
Our Aspirations for 2027 will guide our decision making for the next three years.

- The North East Community Center, Inc., located in Millerton, is a safe and welcoming space where all people belong. From this home, its programs reach communities throughout northeast Dutchess County
- NECC is well known and recognized as a resource throughout its region.
- NECC's work is based on recognizing and addressing structural and systemic barriers, and reflects its values of inclusivity, transparency and respect.
- NECC has diversified its funding sources, grown its revenue, and scaled its fund development operations.
- By sustaining and strengthening programs at 2023 levels through 2027, NECC's human and physical infrastructure and operations have caught up with COVID-19 pandemic era change and provide a sufficient and sustainable base from which future strategic growth can continue to respond to emergent community needs.

The following Strategic Priorities will be the focus of the next three years:

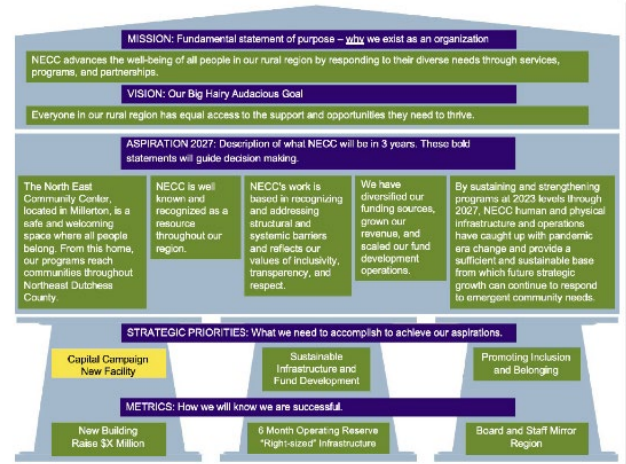
**Capital Campaign: Raise monies necessary to build new space.**

- Key Dates:
- 9/1/2023 Form Capital Campaign Committee
  - 10/1/2023 Hire Campaign Consultant; Launch Capital Campaign Feasibility Study
  - 12/1/2023 Complete Capital Campaign Feasibility Study
  - 12/15/2023 Present above results to Board; Board decision on Capital Campaign Goal



**Building: Where will NECC live, what will our new space look like?**

- Key Dates:
- 8/15/2023
    - Form Building Committee
    - Identify Locations for New Space
    - Evaluate the Locations
    - Present Options and Make Recommendation to the Board
  - 9/1/2023 Review Space Needs Assessment
  - 12/15/2023 Present Recommendations to the Board; Board Decision on Building



**Intersection of Building and Capital Campaign:**

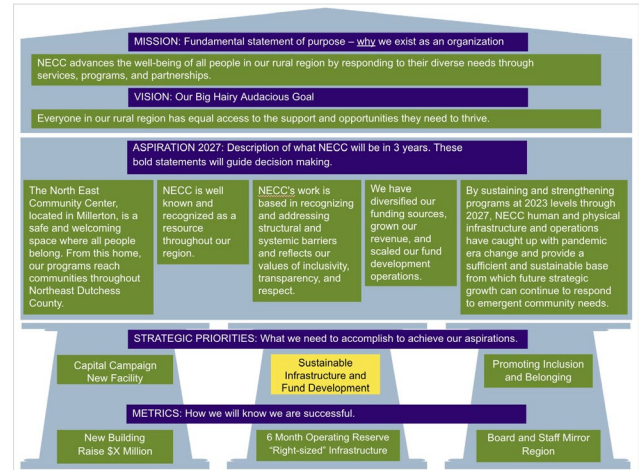
The findings of the Capital Campaign Committee will inform the ability of NECC to implement the recommendations of the Building Committee.

- Key Date:
- 2/26/2024 Final Decision on Building – Capital Campaign Committee, Building Committee and Finance Committee to develop Plan to Board

## Right-sized Infrastructure:

### Assumptions:

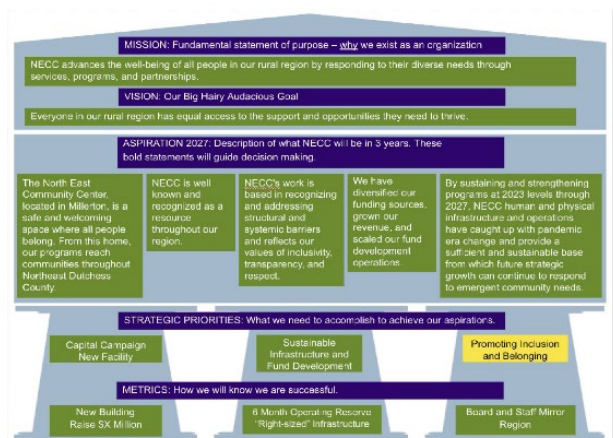
- Steady state programming (no growth)
- Staff assessment: need more grant writing capacity
- Budget has tripled, need to increase unrestricted fundraising to get back to efforts comprising 28% of the budget (has to grow in proportion to budget)
  - Build fundraising (admin) capacity to raise \$750,000 annually in unrestricted funds in order to meet increased need and contribute to reserve
  - The Board will continue to support the ED in her work with Staff and Board Committees to meet ongoing developments in the organization



## Promote Inclusion and Belonging:

### Key Dates:

- |           |   |
|-----------|---|
| 8/28/2023 | Presentation of Diversity Audit Form to Board   |
| 9/1/2023  | Form Diversity, Equity and Inclusion Statement Committee                                  |
| Oct. 2023 | Complete Board Diversity and Skills Audit; Present results to the Board                   |
| Jan. 2024 | Present Draft Board DEI Statement to Board  |
| 2024      | Develop Board Staff process for review and creation of final organizational DEI Statement |



Once preliminary tasks and decisions as outlined above have been completed, further goals and objectives will be developed, and the plan will be updated on an ongoing basis. While this plan is less detailed than previous strategic plans and as may be customary, the Board at this point feels that this approach will provide the necessary flexibility to meet that strategic objective outlined in this plan.

### NORTH EAST COMMUNITY CENTER, INC.

51 S. Center Street / P.O. Box 35 Millerton, NY 12546 Tel (518) 789-4259 Fax (518) 789-9279 [neccmillerton.org](http://neccmillerton.org) [info@neccmillerton.org](mailto:info@neccmillerton.org)

*NECC is an Equal Opportunity Employer and Program Provider, and does not discriminate on the basis of race, ethnicity, sex, sexual orientation, gender identity, age, national origin, political belief, marital status, veteran's status, or disability.*



## Appendix A:

Date: June 7, 2023  
To: NECC Board and Management Team  
From: Irene Banning on behalf of Strategic Plan Working Group  
Re: **Proposed Strategic Framework: Executive Summary**

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As we approach the date of our Strategic Planning Retreat on June 13, we would like to provide you with an update on the work of the Strategic Planning Working Group (SPWG). This memo will summarize the planning process to date, and the shared understanding that led to the proposed “Strategic Framework” we offer as the basis for our retreat. The retreat is the opportunity for all of us -- Board and Management Team -- to be in conversation about the proposed direction of the NECC for the next 3 years and to build agreements about the strategic priorities that will drive our important work together.

### **Background and Process**

At the beginning of this year the Board decided to embark on a new Strategic Planning Process, with Anne Gardon of Strategies for Change Now as the consultant guiding the process. The Board specifically decided on a streamlined strategic planning process that would seek to clarify an emerging understanding among board members and the management staff about what NECC needs to accomplish in the next three years, 2024-2026. All agreed the desired results will be a concise, clear guide for decision-making and growth.

A Strategic Plan Working Group was formed to represent a broad spectrum of perspectives from the board and management team in terms of expertise, length of tenure and ability to participate.

The members included:

- Executive Director Christine Sargent
- Board Chair Irene Banning
- Family Program Director Jessica Raymond
- Board Member and Chair of Fundraising Committee Nancy Elting
- Administrative Manager Mollee Alquesta
- Board Member Julie Fajgenbaum
- Community Program Director Paul Bengtson
- Board Member Kevin McAliley
- Youth Program Director Brendan Wolfe.

Anne first interviewed all the members of the SPWG. In the interviews the participants were asked to share their perceptions of NECC, its role and the context in which the organization operates, and further they were asked what aspirations they held for NECC’s future. The SPWG used the results of these interviews as a jumping-off point for discussion in our first half-day workshop on April 11th. Over four meetings the group worked to develop a shared understanding of the external and internal context in which NECC operates, from which we extracted three strategic priorities essential to the next three years. Based on these three strategic priorities we created five aspirations that will describe our reality in 2026. We simultaneously created an updated Mission and Vision statement for NECC. A summary of key highlights from our discussion of the context follows with sample quotes from the interview results.

### **Key Findings**

**Environmental Trends and Challenges.** Through the interviews and our discussions, the SPWG gained a shared understanding of the environment in which we operate. Not just Millerton and North East, but the entire region we serve, is experiencing a substantial shift in its demographics. We are experiencing an ever-growing wealth divide in previously working-class communities. The increasing cost of living everybody is experiencing particularly impacts those less well off.

Our communities are losing young people and families, the population is skewing towards older, together with a growing immigrant population.

With all these changes our communities are experiencing increasing food insecurity, lack access to affordable housing, while the lack of public transportation leads to social isolation and creates barriers to employment for the working poor and youth participation in our programs. Medical and mental health services are difficult to access. All of this is occurring in a county and state funding environment which does not prioritize rural communities. It is important to note that many of these realities impact our own workforce and the NECC's ability to hire and retain staff.

NECC also calls Millerton home, where there has been a perception of NECC's leadership as not inclusive of the local, established community. Many people still do not understand what NECC really does, leading some folks to perceive NECC as less inclusive of working with others (or their ideas) than we could be.

### **Internal Organizational Needs and Opportunities**

A new Space: In this process we affirmed what the board and staff have known for many years: We need more and better space. Furthermore, we agreed that the space NECC inhabits needs to be a welcoming and attractive community center and one that enables a positive workplace culture. A space that allows programs to be co-located and to eliminate program silos and a space that represents NECC's substantive role in the community. Our current space has accessibility issues and is expensive and difficult to maintain.

- *"The Board has committed to addressing the space needs."*
- *"(We want to) live into our name...The North East Community Center will be a hub of activities and relationships."*
- *"(In the current facility) we lack sufficient interweaving among programs and with administration" (Interview response)*

Administrative capacity and infrastructure. Furthermore, over the last three years NECC has experienced substantial growth. The Covid epidemic and its demands required the expansion of several of our services; NECC was presented with strategic opportunities such as the Early Learning Program (ELP), adding an entirely new program. The last Strategic Plan called for an organizational restructuring and staffing up. That has been completed. NECC took steps to become competitive as an employer and must maintain that competitiveness. We also have grown our fund development capabilities to support this growth.

- *"(We need to) ensure administrative supports are built into every step of program growth."*

Sustainability. So, while we currently find ourselves fully staffed, we need to take time to determine how we can sustain our current successes. There is a strong sense that we must forgo expansion for the next three years, but rather reinforce and solidify our management and administrative structure and to develop leadership capacity across all programs and levels, in order to position ourselves for the future beyond 2026. Underlying and enmeshed in all of NECC's work is a strong desire to live into our DEI commitments.

- *"Grow roots, keep focus."*
- *"Grow into what NECC has become in terms of people and resources."*
- *"Board expansion guided by both best practices in board development and our DEI goals."*

**Assets that will help us navigate the future.** All members of the SPWG share a strong commitment to NECC and expressed pride in its long history of meeting the needs of our community members. As we move forward to realize our vision for the future, we can leverage NECC's strengths, including:

Track record. Our agency's responsiveness to community needs, its institutional flexibility, and the ability to pivot to emerging needs constitute some of our greatest strengths.

Agency leadership and culture. We are an organization led by an outstanding executive director, who is supported by a strong and committed workforce; an organization that fosters a positive workplace culture, promotes respect and teamwork and provides the staff with opportunities for growth and professional development.

Relationships. NECC's steadfast commitment to relationship-building internally and externally gives us the ability to leverage our work for even greater impact.

- *"(Our greatest strengths include) the resilience of the people who work in NECC – and also of the communities they work with."*
- *"Christine is a powerhouse."*
- *"We need to continue to position NECC as a collaborative community partner vs a competitor."*

### **Next Steps in the Planning Process**

Based upon this sober appraisal of NECC's external and internal context and the strengths we can build upon, the attached Strategic Framework seeks to describe a desired future for our agency. It outlines the SPWG's assessment of both what is needed and what we are capable of accomplishing. It is important to emphasize that it reflects the best thinking of a cross section of both the Board and Management Team.

From the beginning, the intention in this approach to planning has been to create an opportunity for engagement by all board members and the entire Management Team. This memo, together with the proposed Strategic Framework, is offered as a starting place for our retreat discussions on June 13<sup>th</sup>. Working with Anne, four desired outcomes have been identified for this day-long session.

1. Shared understanding of the context in which NECC is operating – externally and internally.
2. High level alignment re. the proposed direction and priorities for NECC for next 3 years to include:
  - a. Feedback on Strategic Framework elements (mission, vision, strategic priorities, etc.).
  - b. Preliminary identification of Objectives for each of the Strategic Priorities.
3. Agreements about next steps.
4. Members of the Board and MT get to know one another more and everyone learns something they did not know walking into the retreat.

The Strategic Plan Working Group joins me in expressing our excitement and enthusiasm about being in conversation with you all about the future of the precious community resource that is the NECC.

# Appendix B

**MISSION:** Fundamental statement of purpose – why we exist as an organization

NECC advances the well-being of all people in our rural region by responding to their diverse needs through services, programs, and partnerships.

**VISION:** Our Big Hairy Audacious Goal

Everyone in our rural region has equal access to the support and opportunities they need to thrive.

**ASPIRATION 2027:** Description of what NECC will be in 3 years. These bold statements will guide decision making.

The North East Community Center, located in Millerton, is a safe and welcoming space where all people belong. From this home, our programs reach communities throughout Northeast Dutchess County.

NECC is well known and recognized as a resource throughout our region.

NECC's work is based in recognizing and addressing structural and systemic barriers and reflects our values of inclusivity, transparency, and respect.

We have diversified our funding sources, grown our revenue, and scaled our fund development operations.

By sustaining and strengthening programs at 2023 levels through 2027, NECC human and physical infrastructure and operations have caught up with pandemic era change and provide a sufficient and sustainable base from which future strategic growth can continue to respond to emergent community needs.

**STRATEGIC PRIORITIES:** What we need to accomplish to achieve our aspirations.

Capital Campaign  
New Facility

Sustainable  
Infrastructure and  
Fund Development

Promoting Inclusion  
and Belonging

**METRICS:** How we will know we are successful.

New Building  
Raise \$X Million

6 Month Operating Reserve  
"Right-sized" Infrastructure

Board and Staff Mirror  
Region