

STRATEGIC PLAN

For the Period of 2013 - 2016

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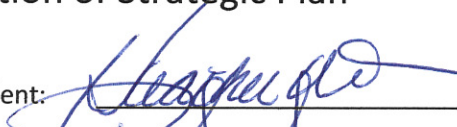
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The Board of Directors and Staff of GNC developed this strategic plan with a three-year roadmap for supports, services and organization development. The Board of Directors and staff will review progress by-annually and will review and update the plan annually as needed. This plan was developed with broad involvement and guidance from the Board of Directors and staff. The Strategic Planning Committee included four board members and seven staff on the management team. This Committee met twice to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These meetings set the stage for a work session of the full board during which the organization's strategic direction was defined. The staff helped coordinate the planning process and provided important support and analysis to complete this plan. The Committee conducted an environmental scan including an internal organization assessment and interviews with several community stakeholders and a review of demographic and market data. The environmental scan and organizational assessment helped GNC assess both the challenges and opportunities it is likely to face over the next three years and set the context for the choices reflected in this strategic plan.

Board Authorization of Strategic Plan

Heather Weldon, President:



Date Signed: 9/26/13

Robert Menzies, Vice President:



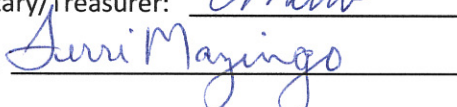
Date Signed: 9/26/13

Catherine Metro, Secretary/Treasurer:



Date Signed: 9/26/13

Terri Mazingo, Director:



Date Signed: 9-26-13

Organizational Description

Great Northern Corporation was founded in 1978 with one employee and one small grant to provide housing rehabilitation services to clients in Burney, CA.

Our staff has over a combined 163 years of experience managing GNC programs and each are recognized professionals in their fields on local, state and national levels. They have personal, direct experience with the local circumstances and needs of targeted income groups throughout the county. Working together, GNC continues to provide services to the cities of Dunsmuir, Mt. Shasta, Weed, Dorris, Fort Jones, Etna, Yreka, Tulelake, Montague and the County of Siskiyou for their Economic Development, Housing and Rehabilitation and Community Infrastructure Programs. Individuals are helped through county-wide programs for food, energy and weatherization assistance along with HIV/AIDS prevention assistance.

Over the past 35 years GNC has had a positive impact in Siskiyou County with the following grant/contract funds:

- 17 Years of Economic Development – 114 Business Loans in the amount of 9.5M dollars from resources from the California Housing and Community Development in EDBG and OTC Loans. This has resulted in over 400 jobs at a cost of \$21,600 per loan.
- 35 Years of Housing Rehabilitation – over 300 homes and over 25M dollars to cities and the county resourced from the California Housing and Community Development (CDBG) in STBG and RLA Loans.
- 25 Years of Community Infrastructure – all 10 Siskiyou County jurisdictions have applied for and received funding from California Housing and Community Development for over 18M dollars.
- 22 Years of Food Commodities and Emergency Food Distribution – Delivery every other month to 18 sites helping over 556,000 people with their basic food needs. 11 Emergency Food Pantry Sites assisted at a total of 178,600 people. Two Soup kitchens served 371,520 meals assisting 143,000 people.
- 25 Years of Section 8 Rental and Landlord Assistance – Serving 5,500 Families and landlords for a total dollar amount of \$7.6M circulating into the County.
- 27 years of Energy and Weatherization Assistance – over 62,500 households have secured energy assistance for a total of over \$25M dollars and over 9,000 homes have received weatherization improvements for a total of \$31.5M dollars.
- 20 Years of HIV/AIDS Assistance - 630 clients have received assistance for a total of \$1M

Mission

Great Northern Corporation brings the knowledge and experience of community development to your door. We meet the challenges of city and county jurisdictions as well as those of individuals through applications and management of various funding sources so that our residents, communities and businesses can benefit. ***Solutions to improve lives and enrich communities***

Great Northern Corporation is a non-profit, community based agency serving all of Siskiyou County whose mission is to improve the quality of life for rural communities and individuals through partnerships, technical assistance and access to resources.

Vision

GNC is committed to helping communities navigate growth and change while enhancing the cultural, social, environmental and economic qualities that are the essence of what makes a place a valued home to its citizens. GNC promotes inclusive, proactive decision-making and planning by offering guidance,

tools, research, capital and other support to citizen's and community leaders. GNC believes that if communities explore and identify their special economic, natural, physical and human attributes – their heart and soul elements – then these clearly articulated elements will guide and sustain them through the difficult processes of decision-making, implementation and monitoring, and will improve their chances of building successful and sustainable futures.

Values

As Community Development Professionals we value:

- Internal and external collaborations and partnerships
 - Uniqueness of individuals and communities
 - Education as a means to help people identify assets, capacities, needs, resources and solutions
 - Civic involvement, participation and partnership to improve the quality of community life
 - Information and knowledge as a basis for decisions
-

STRATEGIC FOCUS AREAS AND PRIORITIES

FUND DEVELOPMENT - Increase agency efforts to increase unrestricted funding

The focus area of GNC's need to increase the amount of unrestricted funding and look at ways to build a reserve for the future so there is not a reliance on state and federal funding during hard economic times.

OUTREACH - Increase agency efforts to manage, sustain, and expand existing programs. Increase GNC's collaborative partnership with community stakeholders; develop new programs that meet the needs of citizens. Increase public awareness, maintain positive public relations,

The focus area of GNC is on agency sustainability and/or expansion due to identified community needs. As financial conditions continually change and affect us, we have to be positioned to respond accordingly and in the most efficient and business-minded fashion. We have to have a system where we can evaluate program needs and outcomes with current resources to determine feasibility of maintaining or sustaining agency programs. We need to employ measurable outcomes across programs to ensure accountability and demonstrate achievement of goals and objectives to existing and potential funders. In addition, we have to continually improve and expand upon the partnerships we build to ensure our success in delivering quality programs and services that are in line with our vision and mission.

ORGANIZATIONAL DEVELOPMENT - Establish an Organizational Development process that improves agency-wide communication, planning, and decision making, and that brings about greater efficiencies, accountability and organizational excellence.

The focus area of GNC's Organizational Development is a critical focus to establish an agency wide process that looks at every area in the agency and how to improve/enhance current processes/systems or develop new ones to continually improve upon communications, planning, decision-making, etc., with a focus on achieving excellence in those focus areas.

Focus GNC's efforts to provide seamless financial and technical administrative systems and processes that support and facilitate agency-wide management, reporting, and decision making. Increase GNC's efforts to recruit, develop, and retain a high performing, diverse, and committed work force that provides quality services and programs.

Appendix C

Strategic Analysis Data -- Internal Analysis

Strengths of the organization:

- Staff knowledge/experience/passion
- Own facility/location
- Marketing
- Programs serving clients
- Strong relations with some jurisdictions and some communities - Willingness to collaborate internal/external - Maintain professional attitudes - Organizational tolerance - Willingness to change internal among ourselves and externally with government changes - communication/internal

Weaknesses of the organization:

- Lack of clear organizational direction - weak board - Communication/ internal
- Cash Flow
- Overall accounting and reporting - Accounting lack of program pieces - Unclear billing - Administration funding
- Facility needs upgrading/ technology/ Food Program storage
- Lack of identity in community
- Timely delivery of services & amount of services
- Poor relationships with certain jurisdictions

Opportunities of the organization:

- Private & Foundation Funding - Partnerships - unrestrictive funding
- Developing relations with government agencies

- Unmet needs in the county; i.e. homeless - Working with our clients to educate us and provide solutions.
- Forward thinking - Market Rate Services

Threats of the organization:

- Government funding, regulations, legislation/funding changes
- Key staff unsatisfied in their working conditions - poached by other agencies
- Other agencies capacity to over our programs
- Increase apathy in society over entitlement attitude
- Dependence on jurisdictions

Appendix C - Strategic Analysis Data -- Listing of Strategic Issues

1. Community Development and Service Programs

- Challenges
 - i. Funding sources
 - ii. Leveraging funding diversity
funding & population served
 - iii. Renovate America
 - iv. Jurisdictions & GNC compliance
requirements
- Foundations
 - i. Gap financing
 - ii. rental assistance
 - iii. Not income restricted
 - iv. Heat
 - v. Minor repairs
- CDBG/HOME
 - i. Code violations
 - ii. Abatement
 - iii. Drainage
 - iv. Sewer/water
 - v. Low/mod
 - vi. CHDO activities
 - vii. Purchase/Refinance
- PSA2 AAA
 - i. Fall prevention
 - ii. Accessibility
 - iii. Seniors special needs

2. Food Program

- Challenges
 - i. Food acquisition
 - ii. Expansion of distribution sites
 - iii. Education/skill building
 - iv. Coordination of Security
Network

- Direction

- | | |
|--|---|
| <ul style="list-style-type: none"> i. Short time for decisions to be made ii. Nimble network | <ul style="list-style-type: none"> iii. Who are our recipients for service iv. Streamlining paperwork |
|--|---|

3. Economic Development

- Challenges

- | | |
|--|--|
| <ul style="list-style-type: none"> i. Funding Sources ii. Federal Guidelines, timing and requirements difficult to get through iii. Length of time for approvals - CDBG | <ul style="list-style-type: none"> iv. Dependency on Jurisdictions – CDBG v. De-federalize vi. Projects relating to economic health |
|--|--|

4. Weatherization & Energy

- Challenges

- | | |
|--|--|
| <ul style="list-style-type: none"> i. Federal Funding Shrinking ii. Increasing regulations | <ul style="list-style-type: none"> iii. Increasing administration regulations |
|--|--|

- Funding Sources

- | | |
|---|--|
| <ul style="list-style-type: none"> i. Private & volunteer ii. Corporate funding | <ul style="list-style-type: none"> iii. Surplus Inventory |
|---|--|

- Ideas

- | | |
|---|--|
| <ul style="list-style-type: none"> i. Market Rate ii. Additional training iii. Private & volunteer funding iv. Surplus inventory v. National Accreditation vi. Become a Training Center vii. Juvenile delinquents viii. Training trainers ix. Solar for low-income | <ul style="list-style-type: none"> x. WX & Health xi. Installing EPA Stoves xii. Replacing to energy efficient heaters xiii. Handy-man services for venerable individuals xiv. More funding to enhance what we do xv. Solution or Band-Aid |
|---|--|

5. Marketing

- Challenges

- i. What to market and to who and how
 - ii. What's working

- Ideas

- i. Radio works
- ii. Explore ways for people to use social media
- iii. Continue to network in community
- iv. Fund development internally

6. Accounting

▪ Ideas

- i. Investing strategies
- ii. Building portfolio
- iii. Dollar store/retail
- iv. Re-Store
- v. Leasing Freezer Space
- vi. Investing in Larger fundraisers
- vii. Fund Development

Goals and Strategies

GOAL - 1

Seek and secure private funding for GNC's Program – Team Crystal, Audra & Bonnie

Strategy A

Grant Funding for GNC Programs

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|--|-----------------|----------|---|---|
| Step 1: Develop a funding deadline calendar | Crystal | 2013 | A. White Board B. Purchase tracking and reporting software | Crystal |
| Step 2: Meet w/Program Mgrs. For what? When? How much? Resources leads? | Crystal & Audra | Ongoing | A. Grandstation, | Crystal & Audra working closely with Program Manager who will take over as responsible lead once grant is written |

Strategy B

Fundraising Development

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|---|------------------------|----------|---|--------------------|
| Step 1: Develop an annual plan w/ help of a consultant | Crystal, Audra and Tom | Ongoing | A. List – stakeholders, funders B. Larger list of contacts, snail mail and email | Crystal & Audra |

Strategy C**Re-Store Sale of inventory**

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|---|---|---|--|--|
| Step 1: Spring of 2014 – gather inventory and stage a sale in the parking lot of GNC on a Sat or Fri & Sat. depending on inventory | Rod – lead Team – Angie, Renee, Ron and Crew | One or two day sale. Yet to be determined | GNC old windows, donations from vendors, Weed, Mercer, Blacks, M&T, SVM etc. Store in WX Box Truck not in use | Team to meet with Audra for a marketing plan. Start 6 weeks out. |
| Step 1-A: Start an online sales opportunity on our website | Audra (Web) Rod inventory | As soon as photos are taken | GNC's website – (like craigslist) | As soon as photos are taken and uploaded to website |

GOAL - 2**Identify and strengthen GNC's positive image in the community – Team Audra, and Bonnie****Strategy A****Gather Stories from clients**

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|---|----------------|-----------|--|--|
| Step 1: Meet with energy & WX staff | Audra | Ongoing | A. Photos A. Photo release form | Staff to give Audra any leads and testimonials |
| Step 2: Look at each story from different perspectives | Audra | Ongoing | Use in Annual Report, Website, Social Media, Print and video media, Radio. | Set-up an annual media plan, using all resources available |
| Step 3: Meet with stakeholders And service organizations | Bonnie & Audra | Ongoing | Telling our story not only who we serve but how the economic development we provide to the business community. Letters to the editor | Stakeholder event (luncheon) Program for service organization Meet individually with policy makers |
| Step 4: Combining stories from a full grant and/or from the clients view point to the vendors view point | Audra | Ongoing | Larger impact on print and social media, photos, photo release, video | Meet with program managers from grants and get contacts to vendors to interview |
| Step 5: WX GNC signage | Audra | immediate | Purchase signs for the crew to put into the front yard of clients home saying the house is being weatherized by GNC | They should be vinyl, thin, with metal stakes for ease of display |

Strategy B

Improve first contact with GNC offices

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|---|-----------------|-----------|--|--|
| Step 1: Look at the phone system to see if it could be streamlined | Audra and Angie | immediate | Is there a way to make the choices more user friendly with the equipment we have | Angie and Audra look at script and "dumb down" some language |
| Step 2: Evaluate to cost of a receptionist | Audra | 2013 | Workforce Connection or Step | Brandy's budget to see what is available for funding |

Strategy C

GNC's role in the community

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|--|---------------------------|---|---|---|
| Step 1: Networking and sharing w/partners w/overlapping services | Audra | ongoing | Attending meetings, planning lunches and networking to get on email lists and planning sessions. | Audra is the lead and will seek additional staff depending on what type of networking is happening. |
| Step 2 Annual Asset Mapping Facilitation | Audra and Bonnie | First of the Year – in 2014 will be our 3rd | This is an annual attempt to put large resources together in one room to discuss ongoing programs and where there are gaps. | Audra and Bonnie |
| Step 3 Being invited to the table | Audra and Bonnie | ongoing | Consistent networking and partnering (skin in the game) | Audra and Bonnie – showing leadership and assisting when needed |
| Step 4 Publicize out transparency | Audra and Bonnie | ongoing | Website and annual report | Making sure we are open to stakeholder, potential stakeholders and clients |
| Step 5 Discovering who are the strong partners | Audra | ongoing | Networking across the county | Audra and Bonnie |
| Step 6 Survey on GNC's image in the community & follow up in 6 months | Audra and management team | End of October 2013 | Survey Monkey | Audra |

Strategy D

Effective communication within GNC

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|-----------------------------|----------------|----------|-----------------------------------|--|
| Step 1: Staff Newsletter | Audra | Monthly | Audra & Bonnie with staff stories | Audra organizes a timeline each month. |

| | | | | |
|--|------------------|---------|--|-----------------------------|
| Step 2: Clear direction from ED | Bonnie | ongoing | More face time and less email | Ask for more clarification |
| Step 3: Who needs to know what | Bonnie and Staff | ongoing | Bi-monthly managers meeting | Bonnie to managers to staff |
| Step 4: Consistent mgrs. and staff meetings | Bonnie | ongoing | Bi-monthly mgrs. and quarterly staff meeting | Bonnie and managers |

GOAL - 3**Develop Investment Opportunities – Team Angie, Rod & Larry****Strategy A**

Secure a building – Re-Store

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|---|--------------------|----------|--------------------------------|--|
| Step 1: Buy building with rental income – Biz Plan | Rod & Angie | 2016 | B. Grants to purchase property | Rod & Angie write grants |
| Step 2: 2-Day Re-Store Sale of inventory | Rod, Angie & Larry | 2014 | A. GNC Parking Lot | Marketing with Audra Inventory pickup and store |

Strategy B

Develop a deconstruction team

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|---|--------------------|----------|--|--------------------------------|
| Step 1: Develop a plan and scope of work | Rod, Larry & Angie | 2014 | A. Veterans, Vista, AmariCore, Senior Core, Community Services hours | Rod, Larry & Angie |
| Step 2: Grant funds to develop model | Rod, Angie & Larry | 2014 | B. Private/Foundation Funding | Rod, Angie & Larry write grant |

GOAL – 4**Increase food acquisition including fresh food – Team: Renee, Crystal and Audra****Strategy A**

Work with local producers

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|---|----------------|-----------|--|--|
| Step 1: Short Term Facilitate distribution | Renee | 2014 | A. local producers | A. Renee with FRC's ongoing through the growing season |
| Step 2: SHF Grant | Audra & Renee | Nov. 2014 | A. Building a model pilot project to use county wide | Renee with FRC's with existing food distribution |

Strategy B

Connect food to people who need it

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|--|-----------------|-------------|---|---|
| Step 1: Design a model for connecting volunteers to FRC's to Food | Renee | 2014 | A. Siskiyou Food Assistance A. Yreka Ministerial Assoc. | Renee to meet with other organization who have a volunteer base |
| Step 2: Walmart Grant to leverage SHF Grant | Crystal & Renee | August 2013 | A. Leverage the SHF pilot project to care county wide | Crystal to write the grant – Renee to administer the grant |
| Step 3: Develop a GNC Food Volunteer base "Food Angles" | Renee & Audra | On-going | A. Siskiyou Golden Fair and any other event opportunity to solicit volunteers A. Meet with the Senior Group in Weed and any other city A. Contact active church organizations who have a volunteer base | Renee and Audra design a calendar of events for the rest of 2013 where GNC can make presentations |

GOAL - 5

Create affordable housing in Siskiyou, Modoc and Lassen Counties – Team Crystal, Rod, Larry and Angie

Strategy A

Developer Training

| Action Steps | Responsibility | Timeline | Resources | Communication Plan |
|------------------------------------|----------------|----------|---|--|
| Step 1: Training 5 days in S.F. | Rod | 2014 | A. Become Certified B. \$2,000 | Rod to check with consultant Karl for benefits of the training and if the certification would be of value to future grants |
| Step 2: Pine Street Project | Rod | 2016 | A. Consultant Karl Ory – HAC B. Funds to purchase property | Rod is lead but team works to make this project viable |
| Step 3: Pine Street Project | Rod | 2016 | A. Market Study, Seniors, Needs, zoning requirements Environmental's B. Funding | Rod is lead but team works as directed |

Appendix F - Operating Budgets

| | GL Code | 2013 | 2014 | 2015 |
|------------------------------------|---------|---------------------|---------------------|---------------------|
| REVENUES | | | | |
| Grant & contract revenue | 4000 | 1,580,000.00 | 1,738,000.00 | 1,911,800.00 |
| Miscellaneous revenue | 4100 | 7,500.00 | 8,250.00 | 9,075.00 |
| Facility & equipment use revenue | 4200 | 12,000.00 | 13,200.00 | 14,520.00 |
| Rent income | 4250 | 31,800.00 | 34,980.00 | 38,478.00 |
| Loan interest revenue | 4300 | 1,500.00 | 1,650.00 | 1,815.00 |
| Contributions revenue | 4400 | 30,000.00 | 33,000.00 | 36,300.00 |
| Loan packaging/fees revenue | 4550 | 0.00 | 0.00 | 0.00 |
| Total REVENUES | | 1,662,800.00 | 1,829,080.00 | 2,014,003.10 |
| EXPENDITURES | | | | |
| Salaries, wages & fringe expenses: | | | | |
| Salaries & wage expense | 5000 | 675,500.00 | 743,050.00 | 817,355.00 |
| Payroll tax expense | 5100 | 64,000.00 | 70,400.00 | 77,440.00 |
| Vacation expense | 5200 | 21,000.00 | 23,100.00 | 25,410.00 |

| | | | | |
|---|-------------|-------------------|-------------------|---------------------|
| Health insurance expense | 5300 | 57,000.00 | 62,700.00 | 68,970.00 |
| Dental insurance expense | 5310 | 0.00 | 0.00 | 0.00 |
| Workers compensation expense | 5320 | 36,000.00 | 39,600.00 | 43,560.00 |
| Total Salaries, wages & fringe expenses: | 5400 | 853,500.00 | 938,850.00 | 1,032,735.00 |
| Other staff expenses: | | | | |
| Meeting expense | 5900 | 200.00 | 220.00 | 242.00 |
| Mileage expense | 5910 | 8,100.00 | 8,910.00 | 9,801.00 |
| Gasoline for GNC vehicles | 5920 | 2,200.00 | 2,420.00 | 2,662.00 |
| Conf. training, prof. development | 5930 | 4,000.00 | 4,400.00 | 4,840.00 |
| Total Other staff expenses: | | 14,500.00 | 15,950.00 | 17,545.00 |
| Program services: | | | | |
| Program advertising/outreach | 6050 | 136.00 | 149.60 | 164.56 |
| Client services | 6100 | 300,000.00 | 330,000.00 | 363,000.00 |
| Program computer/software expense | 6150 | 50,000.00 | 55,000.00 | 60,500.00 |
| Credit reports | 6200 | 0.00 | 0.00 | 0.00 |
| Program dump fees | 6225 | 300.00 | 330.00 | 363.00 |
| Food bank purchases | 6250 | 5,495.55 | 6,045.11 | 6,649.62 |
| Loan cost expense | 6275 | 0.00 | 0.00 | 0.00 |
| Materials | 6300 | 170,000.00 | 187,000.00 | 205,700.00 |
| Program office supplies/equipment | 6400 | 3,000.00 | 3,300.00 | 3,630.00 |
| Program postage/shipping | 6500 | 15,000.00 | 16,500.00 | 18,150.00 |
| Program tools <\$5,000 | 6600 | 3,000.00 | 3,300.00 | 3,630.00 |
| Program training/class fees/expenses | 6700 | 3,000.00 | 3,300.00 | 3,630.00 |
| Program travel expenses & mileage | 6750 | 1,000.00 | 1,100.00 | 1,210.00 |
| Total Program services: | | 550,931.55 | 606,024.71 | 666,627.18 |
| Other operating expenses: | | | | |
| Program permit fees | 6450 | 75.00 | 82.50 | 90.75 |
| Program tool/vehical/maint/fuel-W/E only | 6650 | 6,886.25 | 7,574.88 | 8,332.36 |
| Accounting fees | 7100 | 1,500.00 | 1,650.00 | 1,815.00 |
| Auditing expense | 7110 | 18,000.00 | 19,800.00 | 21,780.00 |
| Advertising/marketing | 7125 | 11,000.00 | 12,100.00 | 13,310.00 |
| Bad debt expense | 71580 | 0.00 | 0.00 | 0.00 |
| Bank fees/service charges | 7175 | 1,000.00 | 1,100.00 | 1,210.00 |
| Contract services | 7200 | 60,000.00 | 66,000.00 | 72,600.00 |
| Depreciation expense | 7225 | 20,000.00 | 22,000.00 | 24,200.00 |
| Dues, Subscriptions/publications | 7250 | 2,000.00 | 2,200.00 | 2,420.00 |
| Equipment lease expense | 7275 | 1,000.00 | 1,100.00 | 1,210.00 |
| Facility & equipment use fees expense | 7300 | 10,000.00 | 11,000.00 | 12,100.00 |
| Computer supplies/service | 7325 | 5,000.00 | 5,500.00 | 6,050.00 |
| Insurance - auto | 7350 | 5,000.00 | 5,500.00 | 6,050.00 |
| Insurance - liability, D&O | 7375 | 10,000.00 | 11,000.00 | 12,100.00 |
| Insurance - property | 7400 | 5,000.00 | 5,500.00 | 6,050.00 |
| Interest & finance charges | 7425 | 20,083.50 | 22,091.85 | 24,301.04 |

| | | | | |
|--|------|---------------------|---------------------|---------------------|
| Licenses/permits/taxes/fees | 7450 | 11,000.00 | 12,100.00 | 13,310.00 |
| Legal Fees | 7475 | 0.00 | 0.00 | 0.00 |
| Office equipment | 7495 | 0.00 | 0.00 | 0.00 |
| Office supplies | 7500 | 8,000.00 | 8,800.00 | 9,680.00 |
| Other outside services | 7525 | 313.10 | 344.41 | 378.85 |
| Penalties | 7550 | 2,800.00 | 3,080.00 | 3,388.00 |
| Postage & shipping | 7575 | 3,500.00 | 3,850.00 | 4,235.00 |
| Printing & copying | 7600 | 0.00 | 0.00 | 0.00 |
| Rent | 7625 | 0.00 | 0.00 | 0.00 |
| Repairs & maintenance | 7650 | 6,094.43 | 6,703.87 | 7,374.26 |
| Telephone | 7675 | 12,000.00 | 13,200.00 | 14,520.00 |
| Tools <\$5000 | 7690 | 0.00 | 0.00 | 0.00 |
| Utilities | 7700 | 15,000.00 | 16,500.00 | 18,150.00 |
| Vehicle maintenance & fees | 7725 | 1,000.00 | 1,100.00 | 1,210.00 |
| Total Other operating expenses: | | 236,252.28 | 259,877.51 | 285,865.26 |
| | | | | |
| Total INCOME | | 1,662,800.00 | 1,829,080.00 | 2,014,003.10 |
| Total EXPENDITURES | | 1,655,183.83 | 1,820,702.21 | 2,002,772.43 |
| | | | | |
| NET INCOME | | 7,616.17 | 8,377.79 | 11,230.67 |

Appendix G - Monitoring and Evaluation of Plan

Responsibilities and Frequencies for Monitoring and Evaluation

| Plan section, goals, etc. | Completion date | Responsibility | Written description of results |
|---------------------------|-----------------|----------------|--------------------------------|
| Goal 1 | | | |
| Strategy A | | | |
| Strategy B | | | |
| Strategy C | | | |
| Goal 2 | | | |
| Strategy A | | | |
| Strategy B | | | |
| Strategy C | | | |
| Strategy D | | | |
| Goal 3 | | | |
| Strategy A | | | |
| Strategy B | | | |
| Goal 4 | | | |
| Strategy A | | | |
| Strategy B | | | |
| Goal 5 | | | |
| Strategy A | | | |

Monitoring and evaluation activities will consider the following questions:

- Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
- Will the goals be achieved according to the timelines specified in the plan? If not, then why?
- Should the deadlines for completion be changed?
- Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
- Are the goals and objectives still realistic?
- Should priorities be changed to put more focus on achieving the goals?
- What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?