

# North East Community Center

## STRATEGIC PLAN 2017-2021

Approved by NECC Board of Directors February 25, 2019



NORTH EAST COMMUNITY CENTER  
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Millerton, NY 12546  
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## EXECUTIVE SUMMARY

The Northeast Community Council, Inc., which does business as North East Community Center (NECC), was founded by North East town statute over 30 years ago, to respond to the lack of social support services in that area. To best address these needs, NECC became a New York state nonprofit and, a few years thereafter, a federal 501(c)(3) nonprofit, as it sought to provide some of the needed programs and services that other organizations or entities were not able to offer. Throughout its existence, NECC has remained true to its mission to respond to the need for social support services for the underserved residents of northeast Dutchess County, and to its vision of promoting understanding, respect and engagement to enhance the well-being of the communities it serves.

Over the years, NECC has grown successfully and deliberately - adding programs and clients and expanding geographic coverage and collaborative relationships with other organizations. It has substantially extended its reach of services beyond the Town of North East (of which the Village of Millerton is a part), with a diverse rural and weekend population of approximately 3,000, to provide select programs in such surrounding Dutchess County communities as Amenia, Wassaic, Pine Plains, Dover Plains, Millbrook and Stanford and some adjoining towns in Columbia County and northwestern Connecticut. NECC now has a budget of \$1.5 million with 12 full-time and 16 part-time employees, as well as many volunteers and collaborative partners.

The greater northeast Dutchess County area has a relatively stable population base with some changing characteristics. Typical of many upstate regions, the percentage of elderly is increasing and the number of children is decreasing. The increased diversity of residents, particularly Hispanics, has helped to offset declining youth populations. Income inequality is pronounced, especially in the Village of Millerton. In the Webutuck School District (comprised of Millerton/North East, Amenia and Wassaic), 58.1% of students qualify for free or reduced lunch – the highest in the county outside the City of Poughkeepsie. Lack of public transportation, food insecurity, opioid use, and lack of affordable housing also characterize the region.

NECC's current complement of programs addresses many of the priority community needs. Programs targeted at youth include morning toddler groups, K to 6 afterschool enrichment activities including homework help, middle school clubs, paid teen internships with local businesses, and a teen leadership group. NECC's transportation program provides families and seniors in six Dutchess County towns access to medical visits, grocery shopping and other necessary appointments. Food programs include management of a year-round Farmer's Market in Millerton, community and school gardens to provide fresh produce for needy families, free summer breakfast and lunch for children, and the provision of fresh food items to four local food pantries. Case management is provided to families and individuals in crisis, and trained volunteers assist community members to prepare their tax returns. In everything it does, NECC adheres to a stated set of values: respect for all, adaptability, professionalism, collaboration and inclusiveness.

As part of the strategic planning process, NECC assessed its strengths, challenges, opportunities and threats. With knowledge of current community characteristics and priority needs, NECC has established five strategic priorities to best serve the surrounding communities while it implements the necessary organizational advancements to ensure its own long-term sustainability and plans for new and expanded programs and services, as resources allow.

1. Existing programs will be continued and strengthened, based on metrics and other evaluations to measure and improve outcomes. Potential new and expanded programs will be evaluated and prioritized, based on established procedures, when resources allow.

2. NECC will strengthen its financial base by further diversifying and increasing its annual revenue sources from the public and private sectors, including individuals. Planning will be undertaken to evaluate, design, develop and ultimately launch a Growth Campaign to fund facility construction and management, staff and program enhancement and working capital.

3. Staff capacity, professional development, and diversity will be expanded as resources allow. The size, breadth, and effectiveness of the Board and Advisory Board will continue to be strengthened, along with the agency's good governance practices.

4. NECC will undertake the evaluation, planning and design of an accessible, larger functional facility in the Village of Millerton to support the requirements of our current and future programs, services and activities.

5. NECC will expand and deepen awareness in its broader service area of NECC's programs, services, and community contributions. Actions will include formation of a marketing advisory group to recommend improvement of NECC's website, social media and branding; continued participation and leadership in community conversations as a thought leader; and enriched relationships with governments, other nonprofits, community leaders and constituents to better understand community needs and strengthen visibility. NECC's current projected steps to implement its five priorities are contained in the Appendices, including those previously accomplished or currently underway. They will be separately updated and refined throughout the strategic planning period. NECC looks forward to completing its foundational work so that it can focus on the creation or expansion of priority programs and services, as resources allow.

New endeavors might include child care, job-training for non-college bound students, expanded transportation services, enriched academic support for students of all ages, computer coding for youth and seniors, and geographic expansion, all in furtherance of NECC's mission.

## **MISSION STATEMENT**

The North East Community Center (NECC) offers social service, educational, cultural, recreational and community building programs and services for toddlers through seniors to help meet individual and community needs, support opportunity, and promote understanding and engagement among all community members.

## **VISION STATEMENT**

We envision a healthy, caring, responsive and welcoming community for all who live and visit here. Community members in need would have access to supportive programs and services to become more self-sufficient. Children and youth would find opportunity here and be equipped with the skills and enrichment to succeed in school, work and life. Community members would be engaged to make decisions for the greater long-term good of their communities, and residents would engage and participate in a rich, shared cultural and civic life.

## **HOW NECC SUPPORTS THIS VISION**

NECC is a trusted and vital resource in the communities it serves. We provide programs and services and partner with other community organizations, nonprofits and community leaders to identify and fill service gaps that local towns, villages, schools or businesses are unable to meet.

NECC works with a wide range of ages, stages, backgrounds, and experiences. We access unique learning opportunities from our rich and diverse community, including local businesses, artists, farms, educational institutions, musicians, and others, to benefit those we serve. By doing so, children in our programs may learn from creative artists; be inspired to develop a lifelong love of learning; and participate as high school students in a wide range of internships provided by local businesses. NECC provides a lifespan of support, engagement and enrichment for toddlers and families through seniors.

We are forward looking and plan for the future. NECC brings people together, bridges differences, creates opportunities for empowering the action of others and provides opportunities for volunteer service. We listen to and connect community members, facilitate dialogue around community needs, engage community members as key stakeholders in our work, and mobilize our clients' power.

## **OUR HISTORY**

The Northeast Community Council Inc., doing business as North East Community Center (NECC), was established in the winter of 1988 at the urging of Wendy Curtis and Sam Busselle, through the passing of a town statute. Its original purpose was to respond to the lack of social support services for Millerton and North East residents, who reside far from county services in Poughkeepsie. NECC incorporated as a New York nonprofit in 1990 and received federal recognition as a 501(c)(3) nonprofit in 1994.

Early on, NECC occupied a small rented space in the Village of Millerton on North Center Street. In 1993, NECC purchased the current community center at 51 South Center Street through the generous support of a visionary donor. Through the ongoing generosity of additional donors and funders, and the commitment of staff and Board, NECC has grown steadily since its founding, adding programs, program sites, clients and geographic reach.

While NECC outgrew its South Center Street facility some years ago as the site for many of its programs and staff, its welcoming visibility and easy accessibility within the Village was advantageous for our clients, many of whom lack personal transportation. The building was never able to accommodate the staff or students of the NECC after-school program which serves Kindergarten through 8th grade, and eventually it could no longer accommodate other NECC programs and related staff. For ten years, these programs and staff were located in a leased portion of the former Millerton Elementary School facility, which was sold by the school district in August 2017. Beginning in September 2017, NECC has been partnering with the Webutuck School District to permanently locate its K – 8th grade after-school programs in the Elementary and Middle School buildings on the Webutuck campus. Temporary space for after-school and other staff, including storage and parking, has been leased adjacent to the current NECC building as of October 2018.

From its inception as a catalyst to create partnerships to address community needs, NECC has expanded over the years to become a highly-respected provider of a wide range of programs and services, addressing needs not only in Millerton and North East but also in surrounding rural towns in northeast Dutchess County. NECC has recently grown to a budget of over \$1 million and a staff of 12 fulltime and 16 part time employees. As NECC has grown, it has remained committed to understanding the priority community needs of the individuals and communities it serves, providing or working collaboratively with community partners to provide needed programs and services to address those needs within its expertise, and enhancing engagement and understanding among all community members.

## COMMUNITIES WE SERVE AND THEIR CHARACTERISTICS

NECC's general service area, which varies by program, is principally within northeastern Dutchess County. For all programs, coverage encompasses the Village of Millerton and the Town of North East. For student programs, the area includes the broader Webutuck School district, which also includes Amenia and Wassaic. For some core programs, such as transportation, NECC serves a larger portion of northeastern Dutchess County, including Pine Plains, Dover Plains, and, to a lesser degree, Millbrook and Stanford.

For programs and activities not geographically circumscribed by funding, NECC also serves adjoining southeastern Columbia County towns, such as Ancram and Copake, and the nearby northwestern Connecticut towns of Sharon, Lakeville, Salisbury and Canaan. These include parenting programs, NECC's Farmers Market in Millerton, and other community and cultural programs.

Our community characteristics include:

- *The overall population in the town of North East and the surrounding communities (Pine Plains, Stanford, Amenia) has been relatively stable since 2000.*
- *Since 2010, the North East population has grown slightly faster than Dutchess County overall.* Based on the 2010 census and the 2017 projections, the population of the Town of North East (including the Village of Millerton) increased 8.7% compared to projected growth in Dutchess County overall of only 1.4%. (CP) FN 1. Possible explanations include an influx of immigrants, retirees, and millennials seeking a rural setting with access to New York City (more than offsetting declining birthrates and the outward migration of young adults and families seeking better jobs and/or more affordable housing).
- *We are becoming a more diverse community.* Populations of Latinos, Asians and African-Americans in the town of North East have grown at rates higher than those of the county. It has been estimated that, in 2016, the nonwhite population in North East is almost 25% with a substantial majority being immigrants from Latin America. This compares to only 16% in the rest of the northeastern quadrant of Dutchess County. (BT) FN 2.
- *There are more elderly in North East and surrounding communities, and the 65 and over population in North East is projected to grow.* Those over 65 account for 17.2% of all North East residents – slightly higher than the national average of 15.4%. This 65 and over population increased 22.3% between 2000 and 2016. By 2022, this group is projected to reach 23.7% of the North East population. (CP) Possible explanations are that residents are getting older and staying put, living longer, moving here to retire, and/or the outward migration of young adults and families for better opportunities.

- *There are fewer children in North East, both by percentage and actual numbers.* The enrollment at Webutuck School District has decreased since the mid-1990s but seems to be stabilizing at around 700 students. From 2000 to 2016, the under age 18 population in North East declined by 31.2% (BT). This group now represents only 15.9% of the North East population, compared to 20.9% in New York State. (CP) Possible reasons include lower birth rates, childless new residents, and the departure of families with young children to seek better employment opportunities and less expensive housing. Without the influx of immigrants, this decline would be even more pronounced. Webutuck's School Superintendent estimates 25% to 30% of students are currently from immigrant families.
- *Substantial numbers of residents in the Town of North East are near the poverty level.* Median household income in North East was estimated in 2016 to be \$62,738, which is below the \$72,706 median of northeastern Dutchess County but above the \$60,741 median of New York State. Median household income of \$51,250 in the Village of Millerton was well below that of the entire town of North East. (CP) Although home ownership is now 60%, at the same time, 44% of renters pay more than 35% of their income for housing. While the number of individuals living in North East below the poverty line has declined since 2000 (BT), currently 58.1% of Webutuck School District students qualify for free or reduced lunch ([www.high-schools.com](http://www.high-schools.com)).
- *Access to technology, particularly high-speed Internet resources, is an important need in the Town of North East.* (CP)
- *Public transportation is woefully lacking in northeast Dutchess County, particularly since the discontinuation of public transportation to the region in 2009.* The lack of personal transportation and the distant location of many county social services and employment opportunities is burdensome for many residents.
- *Many residents of northeastern Dutchess County experience food insecurity.* During a community food assessment conducted by NECC culminating in 2015, over half (56%) of those survey takers reported skipped or reduced meals in the prior 12-month period due to a lack of money. Of those respondents, 57% skipped or reduced two or more meals every day.
- *Millerton and North East lack sufficient affordable infant, toddler and child care.* There are no licensed child care centers in Millerton, North East or in nearby Pine Plains, and Amenia. There is also a significant gap in school readiness support for pre-school age children.
- *Opioid use, overdosing and death affect all of Dutchess County.* In 2017, the number of opioid overdose deaths grew by nearly 50%, and the county had one of the highest rates for such deaths in the state, rising from 51 in 2016 to 74 in



2017. The county's rate of 25 overdose deaths per 100,000 residents exceeded the state average of 16.2 deaths. Although not immune, the Town of North East is anecdotally less severely impacted than the towns of Amenia and Dover.

*See Appendix, Demographic Characteristics from the Town of North East/Village of Millerton Comprehensive Plan (CP); summary of Berkshire Taconic Community Foundation Research (BT); and Dutchess County Budget for 2019, for more detailed information.*

## **COMMUNITY NEEDS WE ARE BEST SUITED TO ADDRESS**

The pressing community needs that NECC currently addresses, or could effectively address or expand, with sufficient resources, include the following:

Further enrichment of afterschool and out-of-school opportunities and activities for all school ages, including support of potential college-bound teens.

Additional internships, jobs, skill training or educational opportunities for non-college bound 19 to 27-year-old individuals.

Expanded transportation to enhance access to food, health care, higher education, jobs, culture and civic life.

Support for seniors to increase mobility, provide socialization and improve quality of life.

Childcare, infant and toddler care, and pre-K preparation programs in Millerton, Northeast and at the district level.

Increased family supports and expanded social services safety net.

Expanded programs to address food insecurity in northeast Dutchess County.

Increased services and support for the growing Latino population.

Further opportunities, events or civic spaces for connection of all strata and ethnicities of the community, including residents, commuters and weekenders.

As reflected in the following descriptive list and diagram of current NECC programs and services, identified by both age group and substantive area, NECC currently provides a wide variety of programs and services to many populations. All of NECC's current programs address ongoing priority community needs, even though some programs are not large in size. Additional related programs or expanded programs, activities and services remain needed by the communities and populations NECC serves, but, during the early years of the current strategic plan, NECC has focused on continuing and maintaining its existing high-quality programs while simultaneously addressing other strategic goals to create a strong, sustainable foundation for future programmatic growth.

## **OUR CURRENT PROGRAMS**

Preschool Programs: Growing Together is a once weekly parenting support and play group. Monday Mornings Out provides a half-day of childcare each week.

Youth Programs: The NECC After-School Connection includes elementary afterschool and middle school clubs and homework help on all school days. Community Partnership with Schools and Business (Teen Jobs) is an employment-training program for high school students, which also includes the summertime Farm and Food Education Program. Teen Team Leadership/Youth Council provides healthy life-skills education, and recreational and community service opportunities to high school teens. Summer Connection seeks to prevent summer learning loss for 1st to 5th graders while providing summer enrichment to at risk students.

Transportation Programs: Northeast Dutchess Transit addresses the huge gap in public transportation throughout six Dutchess County towns. NECC's transportation programs address priority and basic transportation needs of families and seniors such as travelling to medical appointments (including those in Sharon, CT.) and grocery shopping.

Senior Programs: In addition to NECC's transportation program, which provides mobility to seniors in six towns to help them meet the basic needs of everyday life, we also provide exercise classes twice a week, which helps seniors maintain or build strength, balance and social connection, contributing to longevity and quality of life.

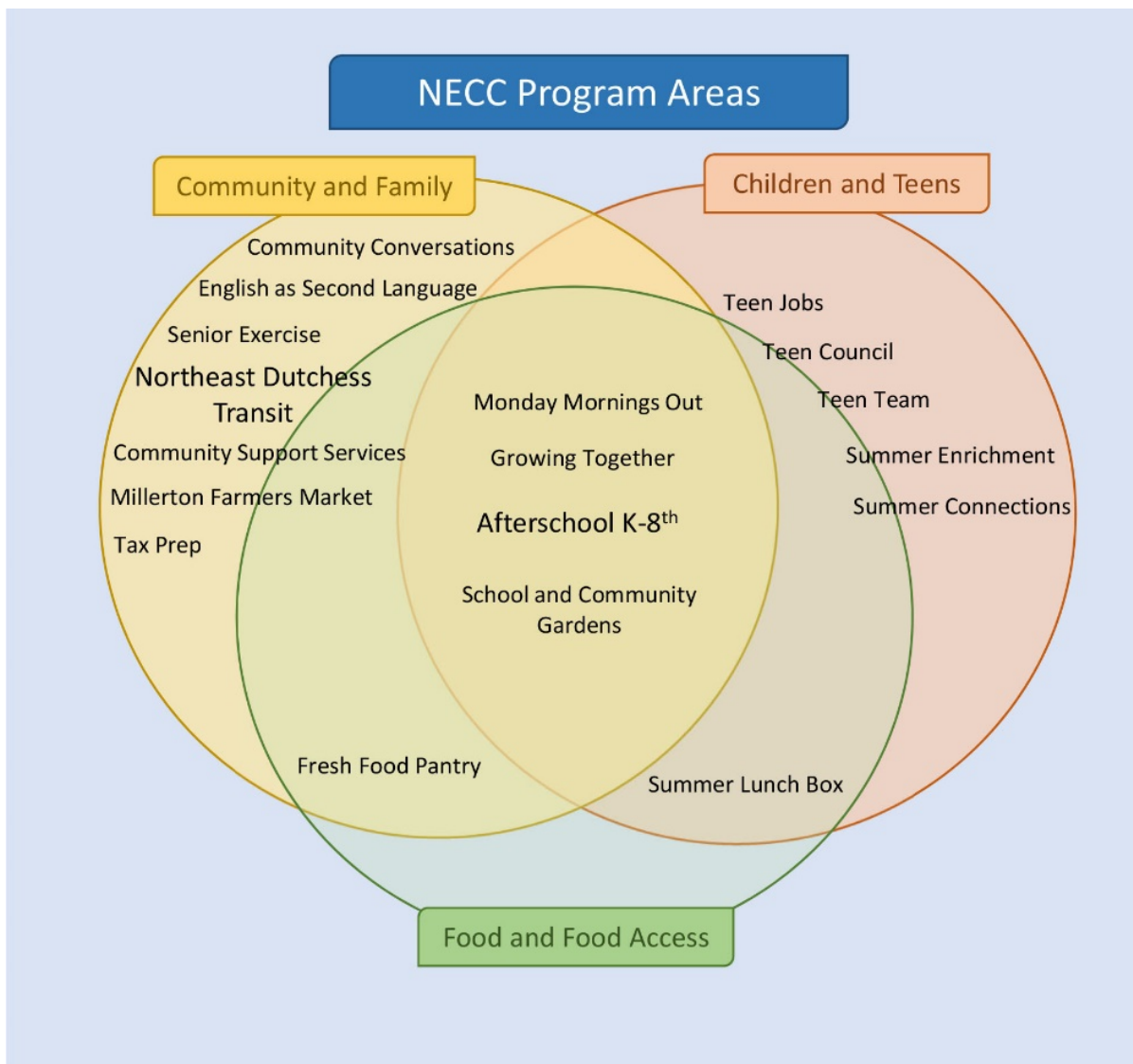
Family and Individual Support: Tax Assistance provides volunteer tax preparation for lower income families. Case Management provides one-on-one support to individuals and families in crisis. By partnering with other organizations, we are able to offer English as a Second Language classes, health insurance outreach and enrollment, programs/services for Latino parents and families, enrollment in SNAP and other governmental programs, assistance with housing, and mental health support.

Fresh Local Food and Hunger Relief: NECC's Farmers Market in Millerton connects local farmers to all members of the community, including low-income residents, via incentive programs like Health Bucks. The NECC Community Garden provides fresh produce to needy local families. The School Garden at Webutuck High School provides hundreds of pounds of fresh produce to our community. Our Summer Lunch Box bridges the school year gap to provide children free summer lunch and breakfast. The Fresh Food Pantry provides farm produce, milk and eggs to clients of four area food pantries.

Neighbor-Connecting and Cultural Programs: We enrich the cultural life of our communities with our annual Village clean-up days, Farmers Market activities, annual community brunch honoring community leaders, and other volunteer or neighbor-connecting programs.

Community Connections /Thought Catalyst: NECC serves as a Community Resource, Community Advocate and Community Partner in groups such as Millerton Business Alliance, Eastern Dutchess Rural Health Network and the Nutrition Advisory Council among many others. NECC also serves an important role in referring community members to other organizations and entities that offer other needed programs and services that NECC cannot provide. NECC also leads, organizes or participates in community issue conferences.

While the NECC’s programs can be traditionally broken down into the above categories, many of our programs address multiple needs, benefit multiple populations, or can be included in more than one category. Because of our flexible, holistic approach in responding to the needs of our community, our programs are complimentary and have greater cohesion as staff work together to more effectively serve our community. While new or expanded programs and services may be developed or instituted during the strategic planning period, the following chart reflects the programs and services currently offered.



## OUR VALUES

These guiding values are the principles and beliefs of NECC and serve as a moral compass for the day-to-day actions of our staff and Board in carrying out our work. We also work to instill these values and life skills in all of our program participants as these values and life skills are important for success in school, jobs and respectful interpersonal relationships.

1. Respect — permeates everything we do. Respect for self and for others. Respect for those who are "different", whether in age, ethnicity, color or disability. Respect for those from different backgrounds or with different views or opinions. Includes the ability to listen and be able to disagree without rancor.
2. Adaptability — willing to change and grow with evolving client or community needs. Willing to listen and learn from others or incorporate improved approaches based on research or results. Willing to refocus intensity of attention from one issue or need to another to maximize positive NECC program results within the community.
3. Professionalism — operate programs with transparency, honesty, accountability and integrity. Govern organization in responsible, ethical way, using best practices. Dedicated to excellence and recognition of staff excellence.
4. Collaboration — collaboration with other organizations to determine how best to serve a particular group of clients; partner with other nonprofits or governmental entities with different or specialized knowledge or experience to create and implement new programs; maintain ongoing communications with local governments and various constituencies to better understand current community needs and challenges.
5. Inclusiveness -- working, as part of all NECC programs, services and events, to engender a broader sense of community within Millerton, Northeast and the other communities we serve. Being inclusive of participants within all NECC programs, services and events. Working to bring all community populations together — regardless of age, status, profession, education, ethnicity, race, disability or duration in community — in a broad sense of community and compassion for all.

## SELF-EVALUATION

As we deliberated on our path forward, we assessed the risks as well as the opportunities and assets NECC brings to meeting community needs. The following reflect that assessment:

### *Strengths*

- Significant and consistent revenue growth.
- Growth of total net assets.
- The only organization in northeast Dutchess County that provides a wide range of social services to our community residents.
- The respect we have built for serving our community as a valued collaborative partner and solution-creator.
- Recognized for high quality programs, including receiving the Dutchess County award for an outstanding After-School Program.
- An increasingly sophisticated and engaged Board of Directors.
- Strong financial controls and reporting.
- Good governance practices.
- Good mix of foundation and government grants, strong individual support, and special events funding sources.
- Increasing sophistication in fundraising.
- A signature sold-out summer brunch.
- Dedicated and long-serving experienced staff and talented new Executive Director.
- A growing permanent Endowment, now exceeding \$90,000.

### *Challenges*

- Leanness of administrative and programmatic staffing.
- Limited compensation flexibility for new and existing staff.
- Lack of a larger facility to house current and projected future NECC programs, services and staff.
- Lack of sufficient working capital.
- Limited liquid net assets.
- Technological, physical and operational infrastructure in need of update.
- Program-related grants often impose unfunded grant requirements that must be separately funded.
- Meeting increased staffing needs permanently increases annual expenses.
- Competing priorities for philanthropic dollars.

### *Opportunities*

- With significant additional investments, high potential to effectively expand critical programs and services and address more priority community needs.
- Increased engagement and support from the growing population of affluent residents, second homeowners and an active, entrepreneurial business community.
- With a new flexible right-sized community space, the ability to continue, enrich and increase our programs and services to benefit the community in a welcoming environment, with reasonable ongoing maintenance costs.

*Threats*

- The potential for declining government funding support.
- Tax changes or future economic downturns or uncertainty can negatively impact donations from foundations and individuals.
- Increasing income and education disparity can make community cohesion more challenging.

## FINANCIAL PERFORMANCE

The revenue, expenses and net assets of NECC have increased over the last six years with revenue more than doubling. This expansion of NECC's activities is the result of funding secured through government and private grants, individual contributions, event proceeds and some fee-based services. Our financial stability has also improved over the years, although more work remains to be done, in accordance with the priorities detailed in this document. Below is a comparison of our financial performance\* and growth over the last six years.

Fiscal Year Oct 1-Sep 30	Revenue	Expenses	Net Assets	Change Over Previous Year
2013	\$ 791,743	\$ 675,549	\$ 330,109	54%
2014	\$ 830,798	\$ 808,181	\$ 352,726	7%
2015	\$ 851,456	\$ 919,300	\$ 284,882	-19%
2016	\$ 1,033,983	\$ 1,013,377	\$ 305,488	7%
2017	\$ 1,214,339	\$ 1,134,827	\$ 385,000	26%
2018	\$ 1,540,496	\$ 1,336,443	\$ 589,023	53%

\*Financial results drawn from NECC annual audits conducted by RBT CPAs, LLP.



## STRATEGIC ANALYSIS

NECC is located within the Village of Millerton, in the town of Northeast, in northeast Dutchess County, New York. Although the populations of the region served by NECC have shown limited growth in recent years, including a decrease in the number of school age children, the cumulative needs of the community have not lessened, and the programs and services NECC currently provides continue to be needed. Since NECC is the only multi-functional social service organization in northeastern Dutchess County, if it decreased the scope of its services, it is unlikely that any other organization would pick up any program or service NECC might drop. Thus, despite the complexity of running and funding so many programs with a highly dedicated but lean staff, NECC has determined that its strategic focus should be to continue providing broad services while strengthening the organization's sustainability.

In order to most effectively implement our mission during the 2017-2021 strategic plan period, NECC has both considered and determined:

- the significance and impact of the changing characteristics of the communities and populations we serve;
- the current priority community needs that NECC is best suited to address, whether through continuing, expanding or adding new programs;
- the benchmarks by which we measure the effectiveness of our programs; and
- what financial and staff resources, space or facilities, organizational improvements, and community support will be required to best effectuate the desired future results in a manner that will ensure NECC's continued sustainability.

During this strategic planning period, NECC will focus on maintaining our current programs and services while we build the necessary foundational goals to ensure our long-term sustainability. NECC will strengthen, broaden and diversify its financial base to support ongoing and future operations. At the same time, following refinement of our future space needs, NECC will plan for and launch a Growth Campaign to fund facility expansion and maintenance, staff enhancement and program enrichment, implementation and growth. NECC will increase the size, professional capacity and strength of the Board and Advisory Board while continually enriching Board and Committee governance. Having hired a new Executive Director in September 2018, NECC is also reorganizing its internal resources, policies, infrastructure and procedures that will strengthen and sustain the organization.

NECC continues to define its current and future facility and space needs for programs, services and community engagement as it works toward designing and building an enlarged, accessible, multifunctional community facility for the future. Most important, it would provide space for the enrichment and expansion of existing and new programs and services to more fully address community needs and become more of a gathering place for activities by NECC and partners who are willing share their talents with other community members.

As a result of the above considerations and the Strategic Planning process, NECC has established five Strategic Priorities:

**1. Continue and Improve Existing Programs. Evaluate & Prioritize New and Expanded Ones.**

During the early years of this plan, NECC will maintain its current range of programs and services, enriching or expanding them as resources allow. Critical metrics will be established for program outcome evaluation in order to continually monitor and improve program results. Appropriate procedures will be generated and applied to evaluate promising opportunities for new or expanded programs or services, including the level of client or geographic program need; projected budget, staffing and space requirements; implementation schedules; and potential collaborations or alternative program sources. Using this analysis, NECC will generate program priorities for future implementation as space and resources allow.

**2. Strengthen and Broaden Our Financial Base for Ongoing Operations, Facility Expansion, Staff Enhancement, and Program Implementation and Growth.**

Establish and implement a long-term strategic Development Plan that will increase and diversify annual revenues to sustain and grow programs and services. Said plan will include broader outreach to public and private grantors, as well as broader outreach to individuals, in part through additional and enhanced donor events. Launch a Growth Campaign to fund facility construction and maintenance, necessary staff enhancement, and program enrichment to support our strategic goals.

**3. Maximize Staff and Board Effectiveness and Support.**

As resources allow, increase administrative, development and program staff capacity and remuneration, professional development opportunities, and diversity to sustain and enhance program quality and growth. Increase the size, breadth and strength of the Board and Advisory Board to advance strategic objectives. Continually improve Board and Committee governance and financial oversight.

**4. Work toward Creation of an Accessible, Functional Community Center Facility for the Future.**

Determine projected building requirements to meet current and future program, staff, service and community needs. Develop plans for satisfying facility/space needs with careful evaluation of related costs and projected schedules.

Undertake, when appropriate, the renovation and/or construction of a building suitable to meet identified needs and requirements of our current and future staff, programs and operations.

**5. Enhance Our Community Visibility, Outreach, Engagement and Ongoing Dialogue.**

Improve awareness in the broader community of NECC programs, services and other community contributions. Engage community members in a variety of

ways, including volunteer opportunities and community conversations, to support NECC's work or learn more about it. Continue to consult with local and regional governments, community leaders, other nonprofits, potential collaborative partners and our constituents to better understand and serve community needs and strengthen partnerships.

## **2017– 2021 STRATEGIC PRIORITIES**

### **Priority 1: Continue and Improve Existing Programs. Evaluate & Prioritize New and Expanded Ones.**

NECC has determined that the broad range of programs and services that it currently provides continue to address critical needs of the communities it serves and that, if it decreased this scope of services, it is unlikely that any alternative organizations or entities would undertake to provide them. Thus, unless community needs or opportunities change, NECC will maintain and improve its present range of programs and services during the strategic plan period.

Throughout this period, NECC will focus on ensuring the high quality of its current programs and services and continue its ongoing efforts to better refine its evaluation systems to further improve program results. Individual metrics and performance goals will be established along with standards by which the success of each program and service can be evaluated. Reporting mechanisms will be improved, including acquisition of software to facilitate tracking of program metrics and outcomes. Contingency plans will be developed for alternative support of major programs and services in the event of funding downturns.

NECC will also continue to evaluate potential new, enriched or expanded programs and services that address ongoing or emerging priority needs. These long-term goals and priorities will be established, based on Board-approved comprehensive evaluative procedures, and proposed schedules will be developed for implementation as resources allow. A Board approved procedure will be established for the prior approval of any new or substantially expanded programs or services, based on the level or client/geographic need, projected budget, staffing and space requirements, projected funding sources and implementation schedule, and any potential collaborations or alternative program sources.

Space needs for current and projected future programs and services, staff, and community uses will be determined; so, the expanded NECC facility can accommodate those programs, staff and activities not intended to be accommodated elsewhere.

### **Priority 2: Strengthen and Broaden Our Financial Base for Ongoing Operations, Facility Expansion, Staff Enhancement, and Program Implementation and Growth.**

This strategic goal is comprised of two discrete aspects. The first is to establish and implement a long-term strategic development plan that will increase and diversify annual revenues to sustain and grow ongoing programs and services and will include broader outreach to individuals, public and private grantors as well as potential additional and enhanced donor events. The second is to evaluate, plan, and launch a Growth Campaign to fund facility construction and maintenance,

working capital, necessary staff enhancement, and program enrichment to support our strategic goals.

NECC will establish a goal for annual revenues to be achieved as of the end of the strategic plan period. It will also set increased annual goals for each category of corporate support, specific events, and periodic appeals, in order to reach the final strategic plan combined revenue goal.

NECC will focus on strengthening grant funding and utilization in numerous ways. It will not only work to both maintain and expand existing grants but also to include, in current and future grants applications, all appropriate tasks, costs and expenses related to grant implementation. NECC will further research and identify new grants to further support priority programs and services. It will also establish and implement a plan to enhance individual fundraising capability and results through strategic research, recommendations and cultivation.

Support for this effort will be enhanced in various ways. NECC has recruited and hired a full time Development Director, pursuant to an approved position description, who will guide the implementation of the development plan and assume timely achievement of objectives and outcomes. Additional members will be added to the Development Committee to increase the range and depth of expertise, experience and community connections. The donor base information and current software is both up to date and accurate. Enhanced training will be provided to Development staff, and Board and Advisory Board members will receive further education on cultivation and fundraising techniques.

NECC will further work to broaden its financial base through the enhancement of its Planned Giving efforts and the creation of an additional annual cultivation event to meet targeted development goals. NECC will develop additional meaningful volunteer opportunities to enrich the community while strengthening individual connections to NECC and its work.

NECC will also work to plan and launch a Growth Campaign to fund the construction and maintenance of an expanded NECC facility, necessary staff enhancement as well as program enrichment. A first step, currently underway, is to quantify current and projected future facility space and configuration requirements for programs, staff, volunteers, clients and community needs. Alternative approaches and designs, with all related costs for planning, construction, furnishing and ongoing maintenance, will be evaluated. Based on these preliminary estimates, NECC will determine the depth and breadth of individual and other support required to achieve campaign readiness and establish feasibility to activate a Growth Campaign.

To assist in these preliminary efforts, NECC will add to the range of skills and professional experience of its Board, staff and Committee volunteers in fundraising, finance, architecture, construction and capital campaigns. It will research and select an experienced architect to develop a preliminary multi-faceted facility plan and

conceptual design with related costs, for preliminary review and Board approval for use in the campaign.

The membership of the Growth Campaign Committee will include Board and non-Board members, who will develop a proposed campaign plan and schedule, establish a comprehensive campaign goal and budget, recruit campaign leadership and establish its management structure. The actual campaign leadership will be composed of Board and Advisory Board leadership, community leaders and senior staff, who are skilled solicitors and cultivators and well as spokespersons. Following preparation of a case for support and written campaign plan, the silent phase of major gift solicitation will begin.

NECC is aware that thoughtful strategic planning, careful preparation and analysis, and dedicated implementation is required to launch a successful Growth Campaign, and it looks forward to proceeding at the appropriate time, in a well-conceived manner, in order to ultimately fund an accessible, functional community facility to better serve community needs.

### **Priority 3: Maximize Staff and Board Effectiveness and Support.**

In January 2018, the Board engaged in a critical inclusive, multi-faceted process to find and select a new Executive Director to replace the former ED of 17 years. Initial input was secured from staff, Board and Advisory Board members. The Board appointed a Search Committee, which engaged a professional executive firm to conduct a comprehensive search to identify and evaluate candidates and recommend finalists for interviews by the Search Committee, staff and Board members. This process resulted in the selection of our talented new Executive Director who joined the NECC in September 2018. The engagement of the new Executive Director with staff, Board, Advisory Board and Board committees, as well as with community leaders, collaborating organizations, funders and supporters is ongoing.

During this strategic plan period, the current staffing model will be evaluated and a classification plan developed to effectively structure staff positions and responsibilities to meet current and future demands, with related schedules and costs, subject to available funding and approval. As resources allow, the program, administrative and development staff capacity and compensation will be adjusted, and additional professional development provided in order to increase staff expertise and further enhance program quality and growth. The current NECC technology infrastructure will be evaluated and upgrades, acquisitions or replacements of hardware, software and data base(s) will be implemented as resources allow.

Good governance practices and documentation will be maintained and enhanced. The Board of Directors will continue to work effectively through appropriate

Committees and Task Forces, with fewer Board meetings and focused Board meeting discussions. The principal governance documents, including By-Laws, Conflict of Interest, and Whistleblower Policy, as well as the Personnel Manual, have been thoroughly reviewed, updated, and approved by the Board. The Governance Committee will continue to prepare necessary procedures documents, with the input and collaboration of the relevant Committees, for review and approval by the Board.

Based upon the Board-approved list of priority skills and qualities needed in future Board members, NECC will aim to increase over time Board membership to 15 directors in order to expand the breadth of Board expertise and experience. New Board members will continue to receive a formal orientation to Board service. Ongoing Board members will continue to fulfill all Board responsibilities and participate in training and retreat opportunities. Advisory Board membership will also be increased at a measured pace.

Opportunities will be continued and expanded for Board members to become more knowledgeable about all aspects of individual NECC programs and services, including program metrics and results, emerging priority community needs and potential collaborative partners, as well as opportunities for client connection, so that the Board can most effectively exercise its oversight role and set the best strategic course for future programmatic development and expansion.

Finance Committee reporting procedures, critical budget and audit scheduling, and internal financial procedures are being further refined. A strong Finance/Audit Committee is in place, and an Audit Committee Charter is under creation. Board members will continue to receive financial reports on at least a quarterly basis.

#### **Priority 4: Work toward Creation of an Accessible, Functional Community Center Facility for the Future.**

Throughout this strategic planning period, NECC will continue to focus on effectively designing and moving forward to create an accessible, inviting multipurpose Community Center facility, designed to accommodate current and future program, staff, and community needs.

Many steps have already been undertaken. Before and after the sale of the former Millerton Elementary School (MES) in 2017, where many of NECC's programs and staff had been located for twelve years, NECC investigated and evaluated options to create a space that would accommodate current and future programs, staff and community needs in a sustainable manner. All feasible buildings offered for sale or rent, open land opportunities, and renovation/expansion possibilities at NECC's current South Center Street property were explored and evaluated.

One of the critical first steps was to find a new permanent space for NECC's after school programs for kindergarten through 8th grades of Webutuck School students, by far NECC's largest program space requirement. An excellent permanent



arrangement was reached with the Webutuck School District to locate all of these after school programs in various locations at Webutuck. All NECC after school programs are now operating effectively in this new location.

Another critical step was to lease appropriate temporary space to accommodate those staff formerly located at the MES, any additional new staff, related storage needs and parking. Office space has been leased adjacent to NECC's current South Center Street facility, and after school and other staff relocated there in October 2018.

For permanent space needs (other than our after-school programs) and following the broader exploration of alternative options, NECC has focused on creating a new and/or expanded permanent facility on its South Center Street property, which is ideally located to serve both Millerton and other community clients and program participants. A preliminary study conducted by NECC's consultant architect, using an estimate of future space needs, determined that it was feasible to locate the building on NECC's current property. Following backyard brush clearance, perc tests and soil sampling NECC's consulting engineer preliminarily determined that there is adequate space for the creation of the required septic system. (The Village of Millerton has no sewer system.) Several iterations of analysis of current program and staff space and configuration needs have been conducted, and increasingly refined efforts are ongoing.

Once a proposed package of site, space, use and configuration recommendations has been approved by the Board, NECC will select an experienced architect to work with NECC's Building Task Force and others to incorporate essential space and configuration needs in a flexible and fiscally responsible manner. Architectural drawings and proposals will be generated and provided to the full Board and others for careful vetting. The projected all-in costs for the full building project and related schedule will be evaluated by the respective NECC Committees, Task Forces and advisory groups and presented to the full Board for approval.

Simultaneously, as reflected in the content of Priority 2, NECC will expand its annual financial base for ongoing operations and plan for the future Growth Campaign. Once the building configuration, content and costs have been determined and approved, NECC will commence the implementation of the Growth Campaign. Additional capital funding grants have been and continue to be sought to support the building effort.

### **Priority 5: Enhance Our Community Visibility, Outreach, Engagement and Ongoing Dialogue.**

During this strategic period, NECC will continue to improve awareness in the broader community of its programs, services and other community contributions. We will engage community members in a variety of ways, including volunteer opportunities and community conversations, to support NECC's work or learn more about it. We will continue to consult with local and regional governments, community leaders, other nonprofits, potential collaborative partners and our



constituents to better understand and serve community needs and strengthen partnerships.

NECC will continue to make the current community facility more accessible and attractive for community use. Last summer, through the generosity of supporters, NECC's young children's playground adjacent to our building was completely renovated with new sod, play equipment, fencing and plantings. This not only called attention to the organization, but also provided an easily accessible and attractive space for parents to bring their young children. Minor, but helpful, improvements in our existing building -- from donated furnishings to painting contributed by volunteers -- improved our facility without additional expenditure.

A Marketing Advisory Group has been formed to develop a proposed marketing plan that supports NECC's overall mission. This group will consider and recommend the most effective strategy and implementation of messaging (both focus and content), brand identity (both content and graphics), digital strategy, and communication strategies. High priorities are a new website, which can be viewed on mobile devices and updated directly by staff, and the creation and implementation of a cohesive plan for social media usage. NECC will also better coordinate its public relations efforts, in both timing and content, including the use of informative brochures, radio and news coverage, and targeted advertising.

NECC will continue to facilitate the use of its facility by other groups who seek to enrich or engage the community, whether by hosting educational opportunities (such as English as a Second Language classes), or offering community crafts, exercise or support group opportunities across the community spectrum. NECC will also create and expand volunteer opportunities (ranging from community cleanups to pro bono professional support).

Building on the success of the first Community Conversation in 2018, NECC will seek to direct community attention to important issues by participating, sponsoring or leading community conversations as a thought leader.

NECC will work to make all community members, whether fulltime residents or week-end only, in our broader service area, aware of the work and services we are already providing and our importance and contribution to the well-being and cohesiveness of the community. We will further expand the recognition of NECC as a place for community engagement opportunities.

## **LOOKING BEYOND: LONGER TERM VISION BEYOND THE STRATEGIC PLAN IMPLEMENTATION PERIOD**

Following achievement of the current NECC strategic goals, NECC will have laid the foundation to further address priority community needs. After the appropriate NECC facility is funded and launched, and to the extent resources and opportunities allow, NECC will expand or enrich current programs and services and/or initiate additional ones to address priority community needs. NECC cannot solve every problem or address every need, and there are many issues that are outside our mission and core competency. But we will seek to work collaboratively with local governments, community organizations, the business community, and private citizens to address the most compelling priority future goals and needs as space, staff and ongoing funding capacity allow. NECC will carefully evaluate any future options in terms of the needs, capability and suitability for NECC to address alone or in collaboration with others. While the possibilities listed below may not reflect the priority options most needed by the community or most suitable for NECC to address at that time, examples of future activities for NECC's next strategic plan period could include:

- For very young children, expand mother/child support, available child care, and/or pre-school enrichment.
- For school age children, expand after-school and quality out-of-school enrichment activities and opportunities and/or provide additional college readiness assistance to those interested in post-high school education.
- For non-college bound young adults, work, in partnership with others or serve as a catalyst, for the creation of a variety of job training and apprenticeship opportunities, such as in construction and artisan trades, the arts, hospitality, healthcare and computer/coding skills.
- More directly address food insecurity and food access needs.
- Further improve transportation within the NE Dutchess County area.
- Work with various community organizations to increase access to senior services, teen health support, medical care, social services, and healthy food.
- Continue working to provide opportunities to connect and engage all ages and strata of the community, including farmers, small business owners, weekenders and new residents, whether in connection with programs, events, volunteer opportunities, town beautification or issue-related community conferences.

These are merely potential future strategic goals to further advance NECC's mission, which remains to help meet individual and community needs, support opportunity, and promote understanding and engagement among all community members.

## **CONCLUSION**

This is both a thoughtful and ambitious strategic plan, with some challenging interrelated priorities. With its talented and committed staff and Board, working effectively together, NECC is committed to both continue and improve its current programs and services while we work to establish the necessary strong foundation to both ensure our future sustainability and allow us to increase our programs and services to benefit both communities and individuals in this vibrant, promising area to which we are dedicated.

## APPENDIX A: Demographic Characteristics from the Town of North East and Village of Millerton Comprehensive Plan

### Demographic Characteristics

#### Population Trends

The Town of North East has experienced modest population growth over the last several decades, adding a total of 301 residents between 1970 and 2010 (Table 1). Most of the growth has taken place outside the Village of Millerton, which made up 38% of the Town’s population in 1970 but accounted for less than a third in 2010. Based on data from ESRI Business Analyst, a leading national provider of market information, the Town is projected to grow by 4.3% during the five years between 2017 and 2022, as compared to an estimated 8.7% increase for the seven years between 2010 and 2017.

	Town of North East		Village of Millerton		Dutchess County	
	Number	% Change	Number	% Change	Number	% Change
1970	2,730	--	1,042	--	223,602	--
1980	2,877	5.4%	1,013	-2.8%	245,055	9.6%
1990	2,918	1.4%	884	-12.7%	259,462	5.9%
2000	3,002	2.9%	925	4.6%	280,150	8.0%
2010	3,031	1.0%	958	3.6%	297,488	6.2%
2017 estimates	3,294	8.7%	963	0.5%	301,774	1.4%
2022 projections	3,437	4.3%	967	0.4%	305,386	1.2%

Source: U.S. Census Bureau and ESRI Business Analyst (estimates and projections).

Table 2 compares population trends in the Town of North East and Village of Millerton with those in neighboring towns. Over the last four decades, the rate of population growth in North East has been moderate relative to most other jurisdictions.

	North East town	Millerton village	Pine Plains town	Stanford town	Amenia town	Ancram town	Salisbury town (CT)	Sharon town (CT)
1970	2,730	1,042	1,792	2,479	7,842	1,215	3,573	2,491
1980	2,877	1,013	2,199	3,319	6,299	1,332	3,896	2,623
1990	2,918	884	2,287	3,495	5,195	1,510	4,090	2,928
2000	3,002	925	2,549	3,533	4,122	1,518	3,977	2,968
2010	3,031	958	2,473	3,823	4,432	1,573	3,741	2,782
% change, 1970-2010	11.0%	-8.1%	38.0%	54.2%	-45.6%*	29.5%	4.7%	11.7%

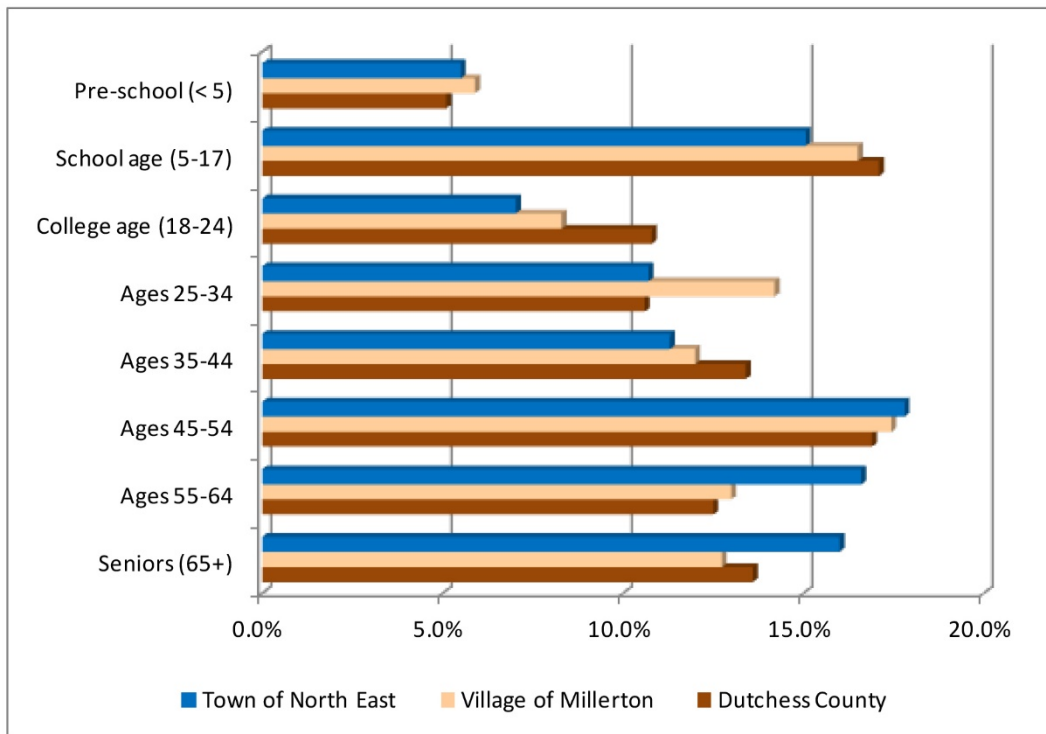
Source: U.S. Census Bureau. \*Note: Virtually all of this decline was due to a loss in the number of developmentally disabled residents living at the Wassaic Development Center. These individuals accounted for 48% of the town’s population in 1970, 31% in 1980, and 23% in 1990. The residential portion of the institution was closed in 2014.

The majority of residents in the Town of North East, about 89%, are white; 2.7% are black, 1.1% are Asian, and 1.9% identify themselves as multi-racial. Individuals of Hispanic origin, who may be of any race, account for 9.1% of Town’s population.

### Age Distribution

It is often useful to look at the distribution of the population by age category to assess community needs. As indicated in Figure 1 below, the Town of North East has a lower proportion of children and college-age residents, and a correspondingly higher proportion of residents age 45 and older, than Dutchess County overall. For instance, 15.1% of Town residents in 2010 were between the ages of 5 and 17, compared to 16.5% of all residents in the Village of Millerton and 17.1% of residents countywide. Conversely, 16.0% of residents in the Town, versus 13.6% of Dutchess County residents, were age 65 and over.

**Figure 1. Population by Age Cohort, 2010**



Population projections further suggest that the Town’s 65-and-over age cohort will continue to grow in both absolute and percentage terms, reaching 23.7% of the population by 2022. This could impact the demand for services and labor force availability in the Town. The school-age population in North East is expected to remain stable. Projected declines among the 18-24 and 25-34 age cohorts, however, may affect the establishment of new households and the long-term growth of the community.

Reflecting the age distribution of the population, the median age of the population in the Town of North East was 45.3 in 2010 (Table 3). This figure is significantly older than both Dutchess County and New York State.



**Table 3. Median Age**

	Town of North East	Village of Millerton	Dutchess County	New York State
2000	39.8	39.6	36.4	35.9
2010	45.3	39.2	40.2	37.9
2017 estimates	46.4	40.3	41.4	38.9
2022 projections	47.4	41.0	42.0	39.8
% Change, 2000-10	13.8%	-1.0%	10.4%	5.6%
% Change, 2010-17	2.4%	2.8%	3.0%	2.6%
% Change, 2017-22	2.2%	1.7%	1.4%	2.3%

Source: U.S. Census Bureau and ESRI (estimates and projections).

### Household Composition

The Census Bureau defines a household as all persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more persons living together, or any other group of individuals who share living arrangements outside of an institutional setting. As shown in Table 4, there were 1,259 households in the Town of North East in 2010, a 9.9% increase from 2000. Of these, 37.0% were comprised of two people, 29.4% of one individual living alone, and 13.7% of three people. The Village of Millerton had a considerably higher proportion of smaller households, with one-third of all households made up of one person living alone.

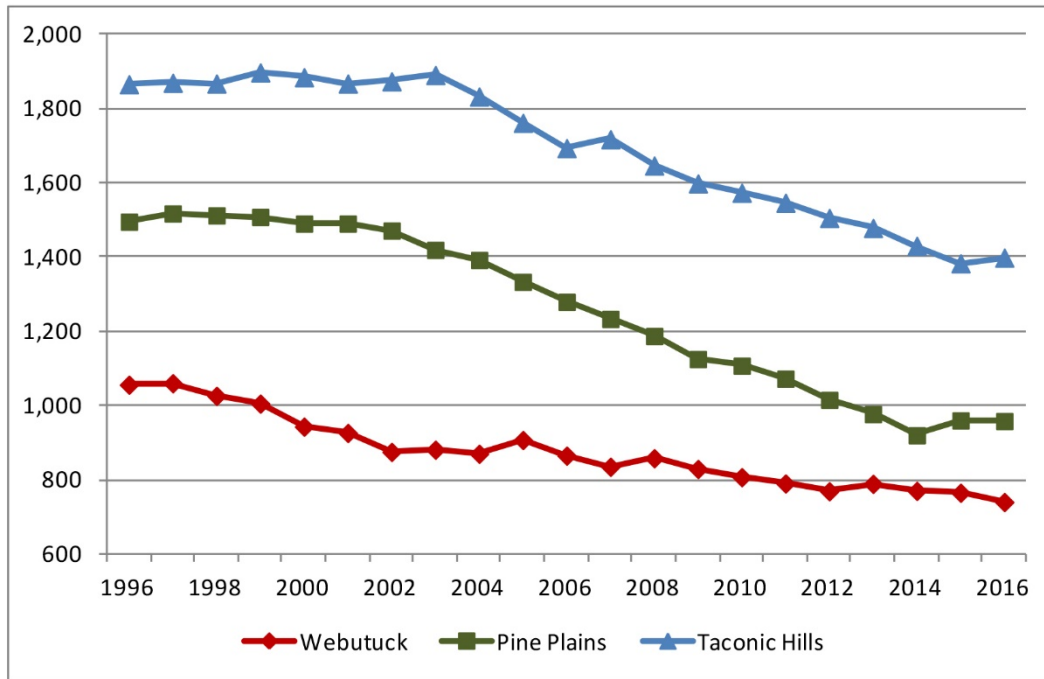
**Table 4. Households by Type, 2010**

	Town of North East		Village of Millerton		Dutchess County	
	Number	Percent	Number	Percent	Number	Percent
Single-Person Households	370	29.4%	132	33.3%	28,071	26.0%
Households with Two or More People	889	70.6%	264	66.7%	79,894	74.0%
Family Households	794	63.1%	226	57.1%	72,876	67.5%
Husband-Wife Families	616	48.9%	163	41.2%	56,034	51.9%
Other Family (No Spouse Present)	179	14.2%	63	15.9%	16,843	15.6%
Non-Family Households	94	7.5%	38	9.6%	7,018	6.5%
All Households with Children	327	26.0%	107	27.0%	35,736	33.1%
<b>Total Households</b>	<b>1,259</b>	<b>100.0%</b>	<b>396</b>	<b>100.0%</b>	<b>107,965</b>	<b>100.0%</b>

Source: U.S. Census Bureau.

Notably, 26.0% of households in the Town – compared to one-third of households in Dutchess County – had children under age 18 living at home, a reduction from 31.8% in 2000. This is a reflection of the aging population and likely contributed to declining enrollments in the Webutuck, Pine Plains, and Taconic Hills districts over the last 20 years (see Figure 2).

**Figure 2. Total Enrollment by School District, 1996-2016**



Nationally, average household sizes have decreased over the last few decades due to an increase in single-parent households, smaller family sizes, and more people living alone. More recently, however, the decline has started to level off. The average household size in the Town of North East was 2.39 persons in 2010 (Table 5), a slight decrease from 2.50 reported in the previous decennial census.

	Town of North East	Village of Millerton	Dutchess County	New York State
2000	2.50	2.44	2.63	2.61
2010	2.39	2.39	2.57	2.57
2017 estimates	2.39	2.40	2.58	2.59
2022 projections	2.40	2.40	2.59	2.60
% Change, 2000-10	-4.4%	-2.0%	-2.3%	-1.5%
% Change, 2010-17	0.0%	0.4%	0.4%	0.8%
% Change, 2017-22	0.4%	0.0%	0.4%	0.4%

Source: U.S. Census Bureau (2000 and 2010); ESRI (estimates and projections)

**Educational Attainment**

As indicated in Table 6 below, 86.0% of Town of North East residents age 25 and over have at least a high school diploma, while nearly 30% have a bachelor’s degree or higher. The Town is slightly behind Dutchess County in terms of the completion of a four-year college degree.

	<b>Town of North East</b>	<b>Village of Millerton</b>	<b>Dutchess County</b>	<b>New York State</b>
% with High School Diploma or Higher	86.0%	82.9%	90.1%	85.9%
% with Bachelor's Degree or Higher	29.8%	24.3%	34.0%	34.7%
% with Graduate or Professional Degree	11.2%	4.0%	15.3%	15.1%

Source: U.S. Census Bureau, 2012-16 American Community Survey 5-Year Estimates

**Income**

Household income levels impact the ability of residents to pay for housing, contribute to the tax base, and support the economy as consumers of goods and services. According to the 2000 Census, the median household income was \$42,038 in the Town of North East and \$36,176 in the Village of Millerton (Table 7). These figures were below the median income levels in both Dutchess County and New York State.

	<b>Town of North East</b>	<b>Village of Millerton</b>	<b>Dutchess County</b>	<b>New York State</b>
2000	\$42,038	\$36,176	\$53,086	\$43,393
2012-16 ACS *	\$62,738	\$51,250	\$72,706	\$60,741
% Change, 2000-16	49.2%	41.7%	37.0%	40.0%

Source: U.S. Census Bureau. \*American Community Survey 5-Year Estimates.

Based on the most recent American Community Survey (ACS) 5-Year Estimates from the Census Bureau, the median income of households in the Town of North East has increased to \$62,738 in 2016 dollars, below the county median of \$72,706 but exceeding the statewide median of \$60,741. The median household income in neighboring towns ranges from \$58,000 in the Town of Amenia to \$82,714 in Sharon, Connecticut.

The ACS further reveals that 7.3% of all residents in the Town of North East have annual incomes below the poverty level. This is a reduction from the 12.3% poverty rate reported in the 2000 Census.



**APPENDIX B: Summary of Berkshire Taconic Community Foundation Research**

Data and Trends	North East/Millerton, NY		NE Dutchess , NY	
	2016	Since 2000	2016	Since 2000
<b>Population</b>				
Total Population	2,991	.4% loss	31,198	gain of 2.4%
Age Under 18	476	31.2% loss	6,157	21.0% loss
Age 18-39	858	gain of 4.9%	7,346	7.7% loss
Age 65 and over	515	gain of 22.3%	5,346	gain of 35.3%
Non-White Population	745	gain of 256.5%	4,971	gain of 83.6%
<b>Employment</b>				
Total Employment	1,692	gain of 13.1%	15,006	1% loss
Unemployment	52	3.00%	1,989	11.70%
<b>Largest Sectors in Region:</b>				
Education, Health and Social Services	337	loss of 109 jobs	3,780	loss of 342 jobs
Retail Trade	161	loss of 23 jobs	1,526	loss of 91 jobs
Manufacturing	69	loss of 80 jobs	972	loss of 605 jobs
<b>Education</b>				
Residents age 25+ that only have a High school diploma	611	loss of 86	6,320	loss of 44
Residents age 25+ that have a Bachelor's degree or higher	671	gain of 249	6,455	1,542
Total K-12 School Enrollment (Northeast School District) since 2003*	737	loss of 207 students	10,506	loss of 3,881 students
<b>Income</b>				
Median Household Income	\$62,738	\$20,700	\$67,469	\$17,291
Individuals in Poverty	219	150 fewer residents in poverty	3,059	795 more residents in poverty
<b>Homes</b>				
Homeownership Rate (not including second homes)	59.70%	75 fewer residents own homes	70.30%	56 more residents own homes
Number of second homes	326	184	1,539	540
Median Home Value	\$280,500	\$152,600	\$289,597	\$141,474
Renters Paying > 35% of income to housing	43.60%	90 more residents are rent burdened	43.50%	524 residents are rent burdened

All data except School Enrollment from US Census American Community Survey 2012-2016.  
 \*School Enrollment data from State Departments of Education, data compared since 2003.\*

NE Dutchess Towns: NE/Millerton, Amenia, Pine Plains, Dover, Washington (Millbrook), Sanford

## APPENDIX C: Dutchess County Budget 2019 (Excerpts from County Executive's Summary)

### Dutchess County at a Glance

#### History

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Established in 1683 as one of New York's original twelve counties, Dutchess has played a pivotal role in American history. The County was home to the Continental Army's Fishkill Supply Depot and the second state capital at Poughkeepsie during and after the Revolutionary War, which hosted New York's debates on the Federal Constitution in June and July 1788. Throughout the 19<sup>th</sup> century, industry boomed in Dutchess with labor provided by continued immigration from Europe. Brickyards and textile mills thrived in Beacon and Poughkeepsie, while the Livingstons and Roosevelts managed lucrative shipping trades and farmed their huge estates along the Hudson River waterfront. Bolstering trade, Dutchess County became a major railroad transportation hub connecting New York City to Albany, Canada, and New England. These rail links fueled new manufacturing industries and expanded agricultural enterprises, including a thriving dairy industry that provided the Union Army's primary supply of condensed milk during the Civil War. In the twentieth century, the County rose to prominence as the birthplace of President Franklin Delano Roosevelt and as a test site for many of his New Deal projects. Following the Second World War, Dutchess joined the frontline of the computer age as the home of IBM. The County remains the lynchpin of the Hudson Valley corridor today and is home to a thriving variety of commercial, agricultural, and cultural endeavors that honor Dutchess County's deep historical roots.

#### Location

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Dutchess County is 825 square miles in the heart of the Hudson Valley, midway between New York City and Albany, New York State's capital. The western border includes 30 miles of Hudson River shoreline with Connecticut forming the eastern border. The character of the area is predominantly suburban and rural with two cities on the Hudson River.

#### Government

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The voters approved Dutchess County's charter government in 1967. The charter separates the government into two branches: executive and legislative. The County Executive, who is elected on a countywide basis to serve a four-year term, heads the executive branch. The County Executive is the chief executive officer and chief budgetary officer of the County and is responsible for preparing and submitting the annual operating budget to the County Legislature for approval. The Executive has veto power over nearly all legislative enactments, though his veto can be overridden by a two-thirds majority vote of the Legislature. The executive branch consists of all administrative departments. Department heads are appointed by the Executive; most are subject to confirmation by the Legislature.

The legislative branch consists of 25 legislators elected from single member districts for two-year terms. The 25 members represent 25 districts, meeting on the second Monday of each month. The legislature has the power to levy taxes, adopt the County budget, make appropriations, and adopt local laws subject to approval by the County Executive. It has standing committees and boards with citizen participation.

Other countywide elected officials include the County Clerk, County Comptroller, District Attorney, and Sheriff.

## Municipalities within Dutchess County

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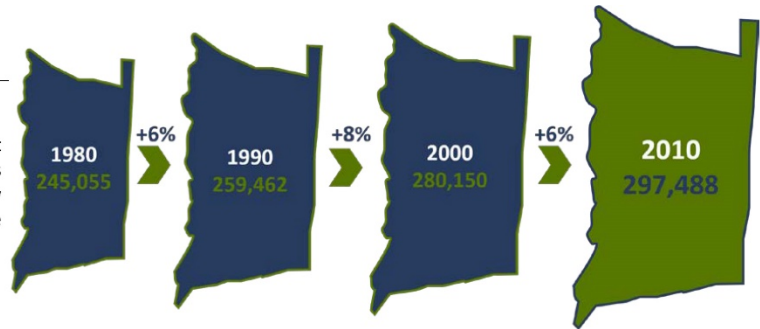
There are 2 cities, 20 towns and 8 villages within Dutchess County.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• City of Beacon</li> <li>• City of Poughkeepsie</li> <li>• Town of Amenia</li> <li>• Town of Beekman</li> <li>• Town of Clinton</li> <li>• Town of Dover</li> <li>• Town of East Fishkill</li> <li>• Town of Fishkill</li> <li>• Town of Hyde Park</li> <li>• Town of LaGrange</li> <li>• Town of Milan</li> <li>• Town of North East</li> <li>• Town of Pawling</li> <li>• Town of Pine Plains</li> <li>• Town of Pleasant Valley</li> </ul> | <ul style="list-style-type: none"> <li>• Town of Poughkeepsie</li> <li>• Town of Red Hook</li> <li>• Town of Rhinebeck</li> <li>• Town of Stanford</li> <li>• Town of Union Vale</li> <li>• Town of Wappinger</li> <li>• Town of Washington</li> <li>• Village of Fishkill</li> <li>• Village of Millbrook</li> <li>• Village of Millerton</li> <li>• Village of Pawling</li> <li>• Village of Red Hook</li> <li>• Village of Rhinebeck</li> <li>• Village of Tivoli</li> <li>• Village of Wappingers Falls</li> </ul> |
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## Population

Dutchess County has a population of 297,488 according to the 2010 United States Census. Following a boom in the 90s that resulted in an 8-percent population increase, Dutchess has experienced moderate growth and remains just below 300,000 residents. According to the 2010 Census, the population and land area by municipality is reflected in the following charts.



## Towns & Municipalities

Municipality	Population	Land Area (Square Miles)	Municipality	Population	Land Area (Square Miles)
Amenia	4,436	43.67	Pine Plains	2,473	31.13
Beekman	14,621	30.71	Pleasant Valley	9,672	33.13
Clinton	4,312	38.82	Poughkeepsie	44,090	30.89
Dover	8,699	56.29	Red Hook	8,240	37.04
East Fishkill	29,029	57.57	Village of Red Hook	1,961	1.07
Fishkill	20,878	31.24	Village of Tivoli	1,118	1.55
Village of Fishkill	2,171	0.83	Rhinebeck	4,891	38.06
Hyde Park	21,571	39.79	Village of Rhinebeck	2,657	1.53
LaGrange	15,730	40.30	Stanford	3,823	50.09
Milan	2,370	36.55	Union Vale	4,877	37.33
North East	2,073	43.04	Wappinger	22,468	27.75
Village of Millerton	958	0.60	Village of Wappingers Falls	5,522	1.19
Pawling	6,116	43.28	Washington	3,289	56.88
Village of Pawling	2,347	1.97	Village of Millbrook	1,452	1.93
<b>Total Municipalities</b>				<b>251,804</b>	<b>814.2</b>

Cities

Municipality	Population	Land Area (Square Miles)
City of Beacon	14,599	4.86
City of Poughkeepsie	31,045	5.70
<b>Total Cities</b>	<b>45,644</b>	<b>10.6</b>

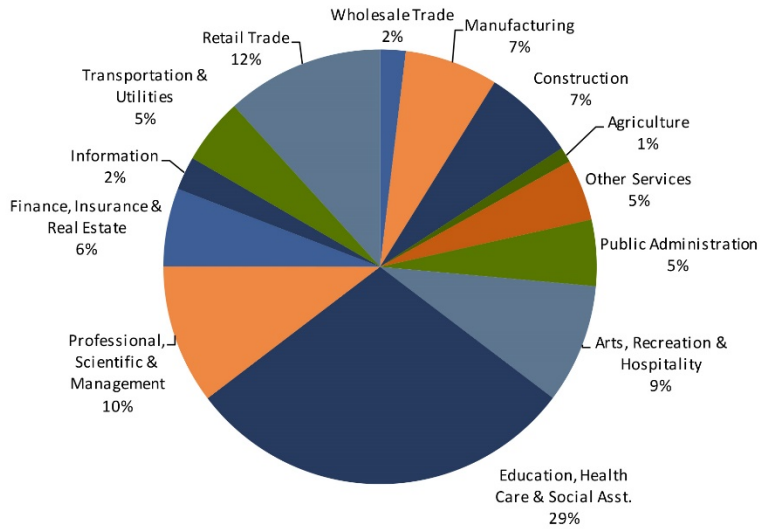
Dutchess County Total Population: 297,488  
 Dutchess County Total Land Area: 824.8 square miles

Local Economy

The Dutchess County economy is dynamic and vibrant, consisting of a variety of industries. The chart to the right indicates the prominence of various industries in Dutchess County.

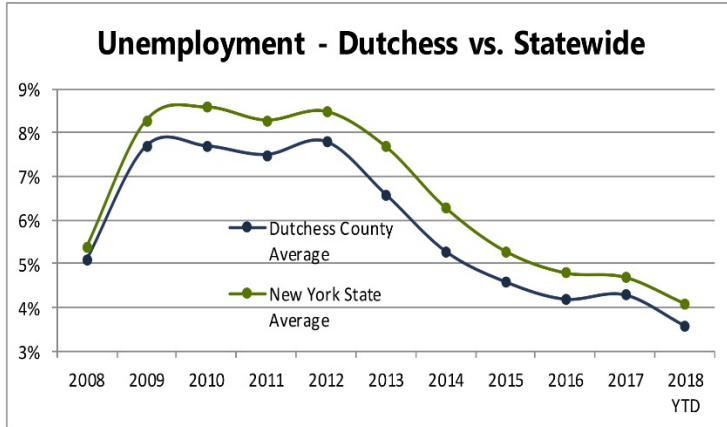
Dutchess County’s economy is fueled by businesses of all sizes. The below list of major employers in Dutchess County provided by the Think Dutchess, demonstrates the area’s highly skilled workforce and the regional emphasis on technology, higher education, and physical as well as mental health.

**Employment by Industry**  
 Source: American Community Survey 2012-2016



Major Employers in Dutchess County

- Anderson Center for Autism
- Arlington Central School District
- Astor Services for Children and Families
- Bard College
- Central Hudson Gas & Electric
- Culinary Institute of America
- Downstate Correctional
- Dutchess BOCES
- Dutchess Community College
- Fishkill Correctional
- GAP, Inc.
- Global Foundries
- Green Haven Correctional
- Health Quest
- Hudson Valley Federal Credit Union
- IBM Corporation
- Marist College
- Mid-Hudson Regional Hospital of Westchester Medical Center
- NYS Dept of Transportation
- Taconic Developmental Services
- Vassar Brothers Medical Center
- Vassar College
- Wappingers School District



These economic engines have helped to maintain Dutchess County's high employment levels, with an average of 138,000 residents employed in 2017 according to the New York State Department of Labor. The historically low unemployment rate Countywide consistently trends below the average Statewide.

The 2017 American Community Survey estimated that Dutchess County is home to more than 106,043 households. The estimated median household income is \$77,915 and the median individual earnings are estimated at \$54,621.

\*Source: New York State Department of Labor

## **APPENDIX D: ELEMENTS & CHRONOLOGY FOR IMPLEMENTATION OF PRIORITY 1**

### **Priority 1: Continue and Improve Existing Programs. Evaluate & Prioritize New and Expanded Ones.**

Done Jul 2017 Evaluate and secure suitable permanent space for the after-school program.

Done Oct 2018 Carefully evaluate temporary space needs for after school program staff and supplies. Lease and occupy suitable staff space on workable terms.

Program Committee and staff to determine and recommend to the Building Committee the space requirements to meet current and projected program, services, staff and community needs.

Establish individual program metrics as well as standards by which the success of each program can be measured and evaluated.

Evaluate potential software to facilitate tracking of program metrics and achievements and create an improved reporting mechanism for each program.

Establish a process for setting future priorities for new, expanded or enriched programs and services and related space and staffing requirements.

Governance and Program Committees to create a proposed Procedure for Board approval of new or substantially expanded programs and services, based on the level of client/geographic need; projected budget, staffing and space requirements; projected funding sources and implementation schedule; and any potential collaborations or alternative program sources.

Develop contingency funding plans for major multi-year programs dependent upon contract renewal.

Board and staff to collaborate to create or facilitate more volunteer opportunities for current and potential supporters and interested community members as well as opportunities for them to learn of program achievements and client impact.

Provide a further range of opportunities for all Board members to remain up to date on all aspects of current NECC programs and services, including current program metrics and results,



emerging community needs and mission alignment, potential alternative providers or collaborative partners, as well as additional opportunities for client connections.



## **APPENDIX E: ELEMENTS & CHRONOLOGY FOR IMPLEMENTATION OF PRIORITY 2**

### **Priority 2: Strengthen and Broaden Our Financial Base for Ongoing Operations, Facility Expansion, Staff Enhancement, and Program Implementation and Growth.**

#### Strengthen and Broaden the Annual Financial Base

Create an annual Development Calendar which appropriately spreads out and schedules the annual fundraising, mailing, events and development activities as well as the timing for undertaking or completing their related tasks to ensure effective and timely compliance with the established schedule.

Establish goal for combined level of annual revenues as of the end of the Strategic Plan period.

Set annual goals for each category of funding and revenue — government grants, foundation grants, Board and Advisory Board support, individual and corporate support, specific events, annual appeals, program fees — in order to reach final SP annual combined revenue goal.

Focus on “maximum utilization” of all government and foundation grants, in grant application and implementation, to eliminate the use of general operating funds to the extent appropriately covered.

Research and identify new grants to strengthen programs and structure grant applications to maximize coverage of program expenses and administrative costs.

Maintain and expand existing grants to extent feasible and increase diversity of source and duration.

Establish and implement a plan to enhance fundraising capability and results, including both broadening the donor base through research and recommendations and also deepening the commitment and support of high potential donors through thoughtful targeted cultivation.

Engage Board and staff members to enrich and expand personal and organizational connections with current and prospective major donors.

Ensure that both donor data base information and software is up to date and accurate.

Create approved position description, recruit and hire full time Development Director who will guide the implementation of the development plan and assure timely achievement of objectives and outcomes.

Add additional high-level members to the Development Committee, who can provide a considerable range and depth of development expertise, professional experience, and community connections.

Enhance Development staff training and educate Board and Advisory Board members on cultivation and fundraising techniques.

Enhance Planned Giving efforts and develop a Planned Giving implementation plan, potentially including establishing an organizational name for committed participants.

Research and create an additional annual cultivation event that meets targeted development goals within timing, cost, and organizational restraints.

Strategically enrich and expand volunteer opportunities and effective client engagement.

#### Preparation for the Growth Campaign

Plan and launch a Growth Campaign to fund facility construction and maintenance, necessary staff enhancement, and program enrichment to support our strategic goals.

Quantify current and projected future facility space and configuration requirements for programs, staff, volunteers, clients and community needs and related design. Evaluate alternatives and determine full (hard and soft) costs for planning, evaluation, construction, furnishing and ongoing maintenance.

Select an experienced architect to develop a multi-faceted facility plan and a conceptual design, including cost estimates for preliminary review and approval by the Board for use in the campaign.

Analyze the skills/experience of Board, Advisory Board, staff and volunteers in fundraising, finance, architecture, construction and capital campaigns.

Determine what level and depth of support (from individuals, foundations, organizations and government grants) is required before the Growth Campaign should be activated.

Create a Growth Campaign Committee from Board and non-Board members to develop the campaign plan and schedule, recruit campaign leadership and establish its management system.

As needed, secure consultant assistance to determine campaign readiness and feasibility, including interviews of key donors, evaluation of attainable goals and funding prospects.

Establish a comprehensive campaign goal and all-in budget, including construction, design, fixtures, financing, fundraising, project management and professional fees.

Create an exceptional campaign leadership team of Board and Advisory Board members, community leaders and senior staff, who comprise skilled solicitors and organizational ambassadors.

Prepare a case for support (why should I contribute?) and develop a persuasive written campaign plan (case statement, conceptual design, leadership responsibilities, gift model, and phased campaign schedule).

Begin major gift solicitation in silent phase of those closest to the organization.

Secure Board approval to move forward if established that: there is sufficient leadership on Board, Advisory Board and staff to effectively see the project through; there is a clear and comprehensive evaluation of the project's cost and its impact on annual operating costs; and the necessary project and campaign management systems are in place.

## **APPENDIX F: ELEMENTS & CHRONOLOGY FOR IMPLEMENTATION OF PRIORITY 3**

### **Priority 3: Maximize Staff and Board Effectiveness and Support.**

Onboard new ED re organization, programs, staff, Board, Advisory Board, administrative, development, community, outreach and governance matters.

ED to evaluate current staffing model and prepare a proposed plan, which best structures staff positions and responsibilities to address current and future demands, including staff development and remuneration, within budgetary constraints, for discussion with and/or approval by Executive Committee and Board as appropriate.

ED will also prepare prioritized recommended staff additions and related responsibilities, with budgetary impact for Board approval before implementation.

The Nominations & Governance Committee will assist the organization to maintain and increase its good governance practices, including ongoing Orientation of new Board members and periodic education for current members and new officers.

All major governance documents shall be reviewed periodically by the Governance Committee for factual update and compliance with any amendments to the NYS Not for Profit law for Board review and approval.

The Governance Committee will work with pertinent committees and staff to create or update necessary procedural and governance documents, such as an Audit Committee Charter.

The Board, through the Nominations Committee, will identify and recruit new Board members, up to a total of 15 directors, based on the Board-approved list of priority skills needed, and, once Board approved, will provide orientation and help integrate new directors promptly into active participation.

The Advisory Board will be increased at a measured pace.

The Board will continue to establish annual ED and organizational performance goals, annually evaluate ED performance, and provide feedback.

New Committees, Task Forces and Working Groups will be created to best achieve strategic goals, including a Personnel

Committee, and working groups on Marketing and Volunteers & Community Engagement.

The ED will analyze current organizational technology and recommend to the Board proposed upgrades, acquisitions or replacements of hardware, software, and data base(s), with related costs and schedules, for improving organizational efficiency.

## **APPENDIX G: ELEMENTS & CHRONOLOGY FOR IMPLEMENTATION OF PRIORITY 4**

### **Priority 4: Work toward Creation of an Accessible, Functional Community Center Facility for the Future.**

Done July 2017 Evaluate and secure suitable permanent space for the afterschool programs by reaching agreement with the Webutuck School Board for their permanent relocation to the Webutuck School campus.

Done Fall 2017 Secure architect study to confirm feasibility of locating building of maximum estimated size to meet future space needs on the current NECC South Center Street property. Hire consultant engineer to make initial determination of whether there is adequate space on current property to create projected necessary septic system.

Done Oct 2018 Locate and lease temporary staff office space to accommodate staff formerly housed at old Millerton Elementary School facility (MES). Space leased and occupied adjacent to NECC's South Center Street property.

Identify and secure necessary experience, knowledge, and skills in Board, Committees and Task Forces, staff and volunteers in architectural design, construction and related management; business planning and financing options; and fundraising capacity and capital campaign experience.

Establish a Building Committee or Task Force with the skills and experience to create and oversee a process to design and construct a new or expanded facility within schedule, design and budgetary guidelines.

Pertinent Committees (Program, Finance and Building, in their respective capacities) and staff to evaluate and recommend future priorities for new, expanded or enriched programs and services and the related costs, space, configuration and staffing requirements.

Evaluate and recommend current and projected space and configuration requirements for staff, volunteers, clients and community needs and related costs.

Combining the above information, identify real space needs versus “wants”, the type of preferred facility, configuration and design and the related costs, including a planning budget.

Research and select an experienced outside party, such as a planning and design consultant, to review resulting recommendations and confirm the initial design and space assessment.

Research potential architects to develop a facility plan (including rough drawings, space and utility requirements, applicable regulations, zoning and environmental concerns, and cost estimates for construction and ongoing maintenance) and a conceptual design. Establish architect evaluation procedure, including interviews and prior work reviews of similar projects in the tri-state area, and recommend proposed candidate for Board consideration and approval.

Develop and present to the Board for approval a preliminary building proposal, capital and operating budget for the overall building project (including hard and soft costs), timetable, transition space planning and construction schedule, and potential list of professional resources, including formal approvals of necessary Committees (including parameters).

Interrelated Capital Campaign aspects are addressed under Priority 2 above.

## **APPENDIX H: ELEMENTS & CHRONOLOGY FOR IMPLEMENTATION OF PRIORITY 5**

### **Priority 5: Enhance Our Community Visibility, Outreach, Engagement and Ongoing Dialogue**

- Done Jan 2019      Formation of marketing advisory group to develop a proposed marketing plan.
- Feb 2019      Board to approve scope and goals for Marketing Advisory Group, which will include recommendations for messaging strategy and implementation, brand identity, digital strategy, and communications strategies, development of a new website, and a plan for social media usage.
- Establish clear policy, priorities and approval requirements for use and scheduling of use of NECC facilities.
- Create schedules or priority contact lists for outside meeting attendance (e.g. Village and Town Board meetings, School Board meetings) which are not part of development activities.
- Periodically update Board and Staff regarding preliminary MAG recommendations, gaining feedback from each sector.
- Development of a variety of volunteer opportunities, including becoming part of a collaborative effort with other organizations or entities, including those that could include, among others, weekenders, Webutuck and private school students.
- Generation by MAG of recommended comprehensive marketing plan, including estimated budget and implementation schedules, staff and others needed for implementation and other related ongoing support requirements.
- Full Board meeting for MAG presentation and discussion of recommendations with Board discussion and feedback, with subsequent modifications, revisions or additions as needed.
- Formal Board approval of final MAG proposal.
- Development and implementation of new website with related instructions for staff maintenance and support.
- Develop proposed rollout campaign and schedule of “new look” with related staff and Board engagement plans.
- Begin implementation of rollout campaign.