



2022 - 2025 Strategic Plan



Approved by
NEKCA's Board of
Directors on
September 28, 2022

Table of Contents

1. Introduction.....	3
a. Results Oriented Management and Accountability (ROMA) Model.....	4
2. Northeast Kingdom Community Profile.....	5
a. Population Characteristics.....	5
b. Income & Poverty.....	6
c. Housing.....	6
d. Education and Employment.....	7
e. Health and Social Engagement.....	8
3. NEKCA’s Community Strengths, Needs Assessment, and Community Focus Groups.....	9
a. Overview.....	9
b. Strategic Planning SWOT Sessions.....	9
c. Key Findings (and identified needs).....	11
4. Incorporation into the Strategic Plan.....	13
5. Next Steps: Evaluation and Accountability.....	14
6. Key Performance Indicators and Activities.....	15
7. Acknowledgments.....	21

Introduction

The strategic plan of the Northeast Kingdom Community Action is intended to provide a three-year roadmap for programming; civic leadership; emerging needs; governance and operations; and data use. The plan was developed by the agency's Senior Management Team (SMT) using data collected through the agency's 2021 Community Needs Assessment (CNA) and from input collected through several focus groups held late in 2021. The 2021 CNA engaged local community members who utilize NEKCA services along with key community stakeholders and NEKCA staff through a customer satisfaction survey and a NEKCA staff survey. The customer satisfaction survey was distributed to 925 community members/ stakeholders and 279 completed surveys were received. The staff survey was distributed to all 148 NEKCA staff and 91 completed surveys were received.

Subsequentially, the focus groups were conducted with community members, agency staff, and NEKCA's board of directors. They included a presentation of the 2021 Needs Assessment findings and led participants through a Strengths, Weaknesses, Opportunities, Threats (SWOT) exercise with the needs identified under each Community Services Block Grant (CSBG) domain. These CSBG domains include Employment; Education; Income and Asset Building; Housing; Health and Social/Behavioral Development; and Civic Engagement and Community Involvement. Each group was then lead through the SWOT exercise which helped to structure discussion on the issues of the community surrounding the needs in each domain and to brainstorm solutions for these needs by leveraging existing community resources and securing additional resources needed to address needs. The SWOT focus groups and the strategic planning work with NEKCA's senior management team was facilitated by the agency's Development Director who is a certified Implementor of the Results Oriented Management and Accountability (ROMA) model.

Although the CSBG Organizational Standard 6.1 requires that CAP agencies have an agency-wide strategic plan which has been approved by the governing board within the past 5 years, NEKCA's senior management team has decided to adopt a three-year plan to better align with the agency's Needs Assessment which is conducted every three years. The plan identifies poverty-related needs and resources in the community as identified through the most recent Needs Assessment and establishes goals and priorities for the agency to deliver services/ resource to individuals in the three-county service region who are most affect by poverty. The plan utilizes a Results Oriented Management Approach (ROMA), is aligned to the CSBG Organizational Standards along with state/federal guidelines, and addresses the three Goal areas of Community Action Agencies as follows:

1. Goal 1: Individuals and families with low incomes are stable and achieve economic security.
2. Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.
3. Goal 3: People with low incomes are engaged and active in building opportunities in communities.

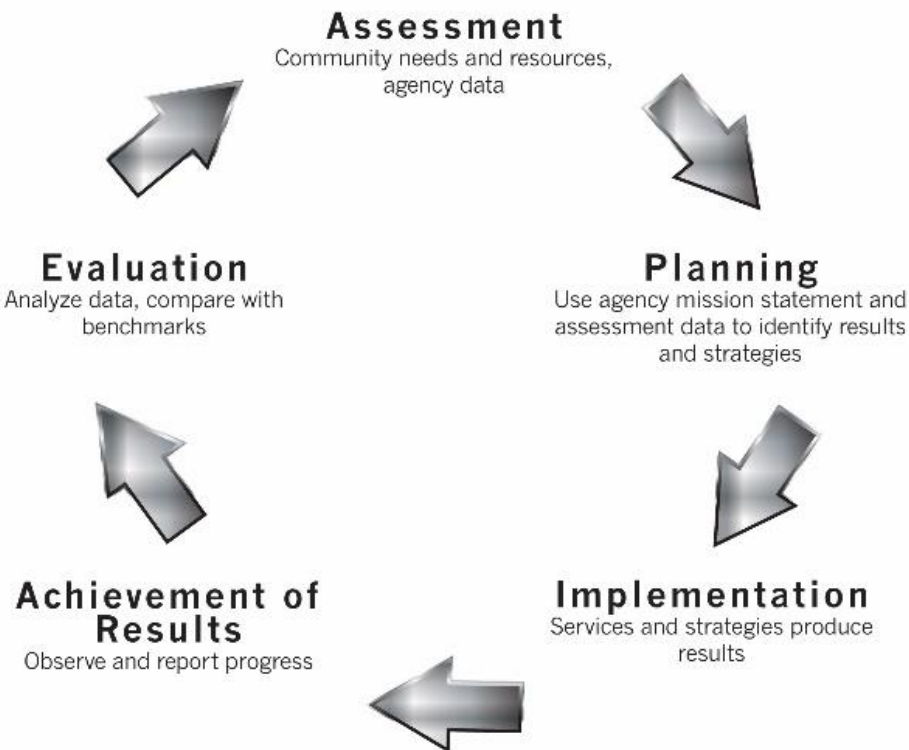
NEKCA is a private 501(c)(3), non-profit organization and its mission is "To empower all generations in the Northeast Kingdom to grow, prosper, and thrive." It is also recognized and funded as a Community Action Agency by the state of Vermont's Office of Economic Equity for the three-county region of Caledonia, Essex, and Orleans, also referred to as the Northeast Kingdom of Vermont. The agency's values were re-established as part of the 2021 NEKCA staff survey and currently include the following:

1. **Compassion**- Listening with an open-minded, hearing, and honoring other perspectives
2. **Human Centered**- Building relationships and connections is at the forefront of our work. Relationships are built with empathy
3. **Fluidity**- Utilizing current information to adapt a flexible approach to supporting the needs of our community, staff, individuals, and families
4. **Relationships**- Building and fostering connections, trust, and openness in an engaging, respectful, non-judgmental, kind, and empathetic manner
5. **Growth**- Working together to facilitate opportunity supporting growth and learning as individuals, as a team,

Results Oriented Management and Accountability (ROMA)

NEKCA utilizes the Results Oriented Management and Accountability (ROMA) model is the framework adopted by Community Action Agencies (CAP agencies) across the country. The model utilizes a participatory approach which provides community members and stakeholders, including those living in poverty, with multiple opportunities to provide feedback on their needs, the needs of the community, and the quality/effectiveness of agency services. The ROMA model is a continuous process which is aligned with the following cycle:

The Results Oriented Management and Accountability Cycle



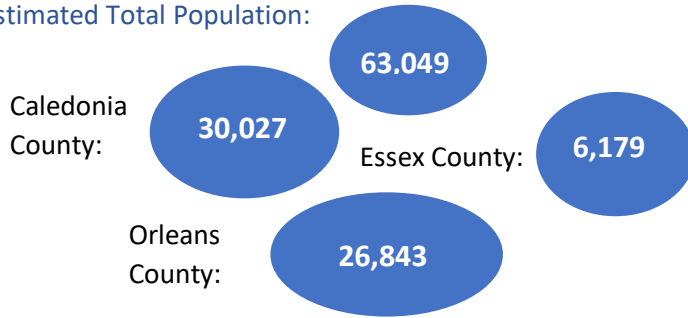
Needs, as identified in the agency's 3-year needs assessment by community stakeholders/program participants, are categorized into the three types of: individual/family, community, and agency. The agency then comprises its plan on addressing these needs through the three-year agency strategic plan and in more detail in the annual CSBG workplan. Strategies to address the needs are identified through the various SWOT focus groups as identified above and then streamlined by the agency's Senior Management Team into this plan for implementation. The effectiveness of this plan will be continuously evaluated through data collection in the agency's MyCap Database, annual staff surveys, along with regular observation by NEKCA's leadership team and senior management team. Progress will be regularly reported to the agency's Board of Directors and the plan will be modified as needed based on these reports.

Northeast Kingdom Community Profile

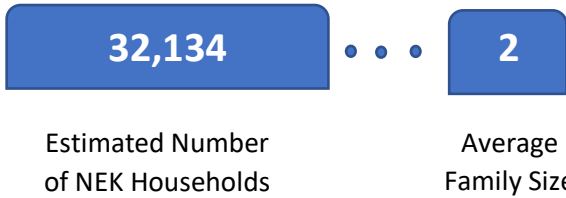
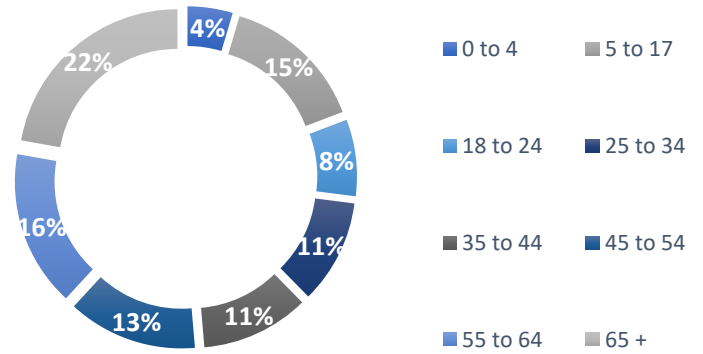
NEKCA is the regional Community Action Agency for the Northeast Kingdom region of Vermont. This area includes the counties of Caledonia, Essex, and Orleans. The following is an overview of the community’s demographics including population characteristics, income/poverty data, and other key indicators of wellbeing.

Population Characteristics

Estimated Total Population:

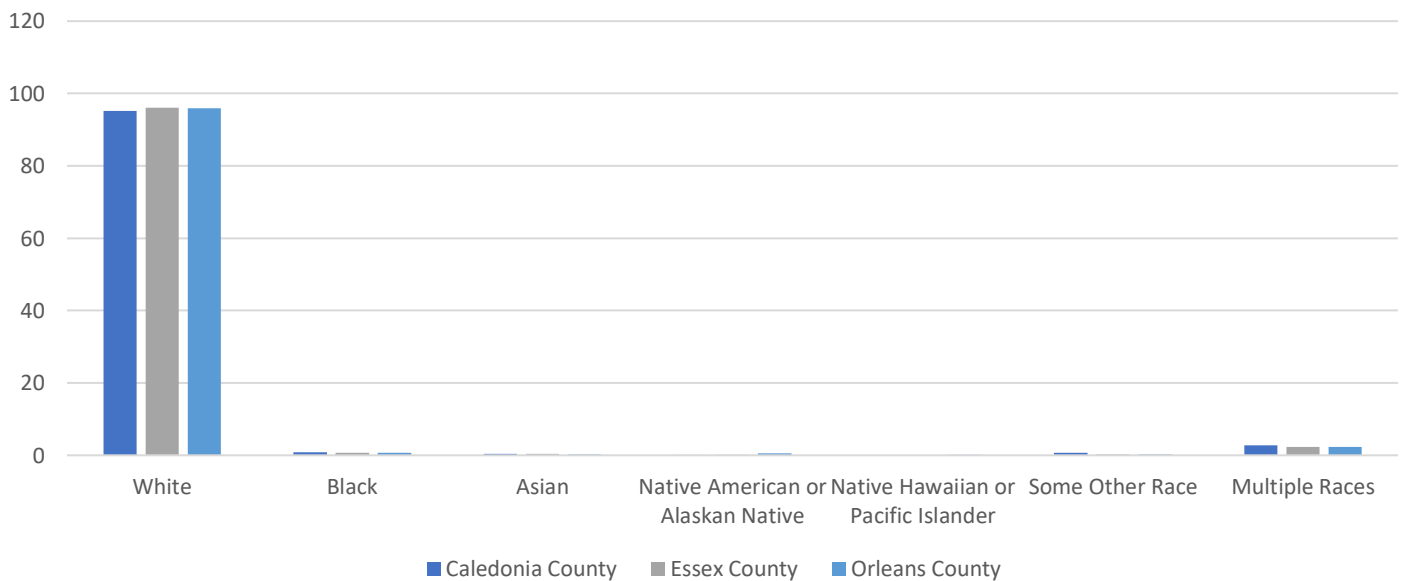


Age by Percent of Population:



17.18% Identify as having a disability

Population by Race (Percent)



Income & Poverty*

Median Household Income:

Caledonia
County:

\$52,481

Orleans
County:

\$54,390

Essex
County:

\$47,035

Living below 185% of the federal
poverty level:

28.03%

30%

30.3%

185% of federal
poverty level for
family of 4 (2 children,
2 adults)*

Livable wage in rural
Vermont for family of
4 (2 children, 2
adults)*

\$51,337

\$62,645

*Data Source: US Census Bureau, [American Community Survey](#), 2016-20. Source geography: Tract

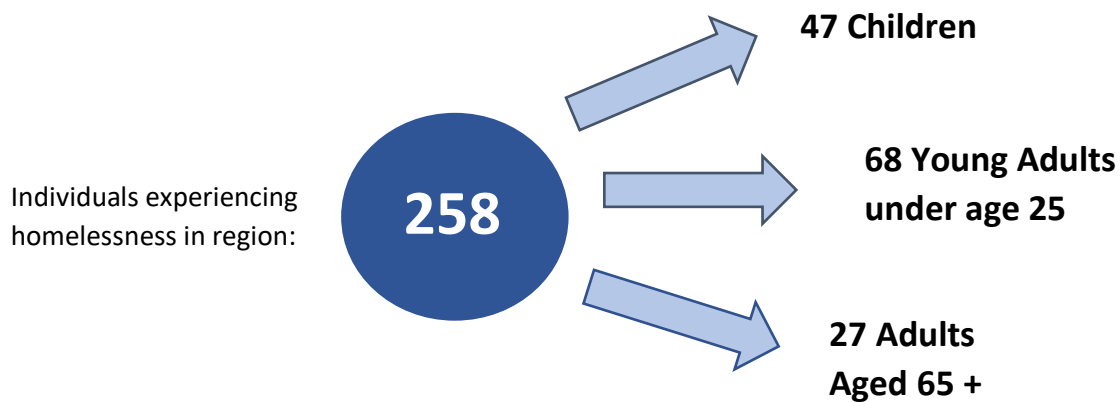
*<https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines>

* Vermont Basic Needs Budget and Liable Wage, 2021: <https://ljfo.vermont.gov/assets/Subjects/Basic-Needs-Budgets/1defd5222f/2021-Basic-Needs-Budget-and-Livable-Wage-report-FINAL-1-16-2021.pdf>

Housing*



	Percent of Homeownership	Median Value of Owner-Occupied Housing Units*	Residential Vacancy Rate	Median Monthly Rent	Percentage of Renters Who Pay More Than <u>30%</u> of Their Income for Housing
Caledonia County	57.56%	\$172,700	1.8%	\$781	44.33%
Essex County	45.94%	\$137,600	0%	\$721	40.70%
Orleans County	51.39%	\$101,400	1%	\$782	44.34%

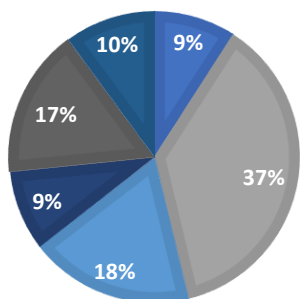


*U.S. Census Bureau quickfacts: Essex County, Caledonia County, Orleans County, Vermont. (n.d.). Retrieved September 13, 2022, from <https://www.census.gov/quickfacts/essexcountyvermont>

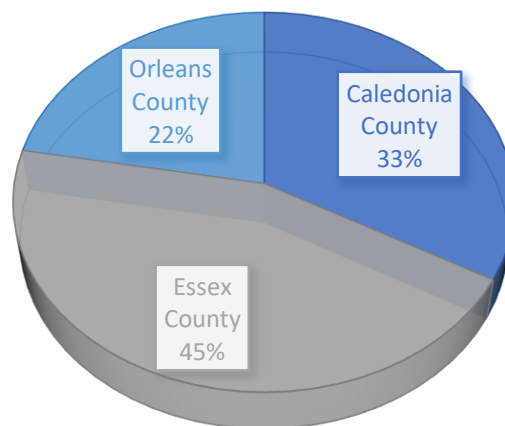
Education and Employment

EDUCATIONAL ATTAINMENT IN REGION

- No High School Diploma
- Some College
- Bachelors Degree
- High School Only
- Associates Degree
- Graduate or Professional Degree

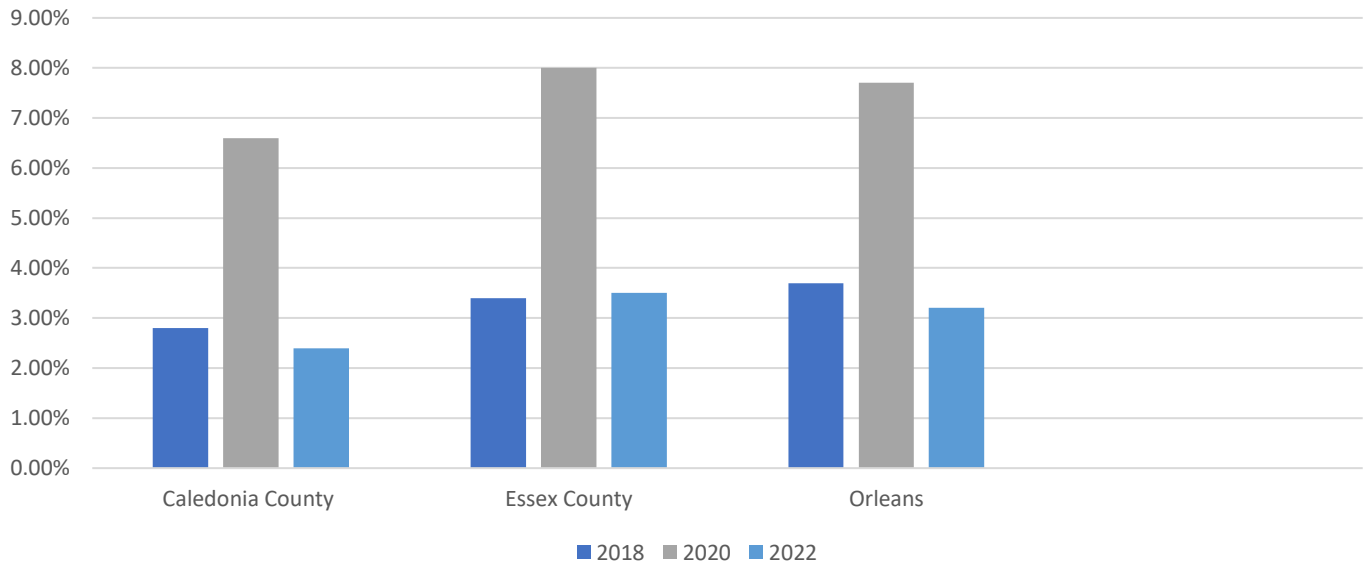


PRESCHOOL ENROLLMENT (AGES 3-4)*



*US Census Bureau, [American Community Survey](#). 2016-20.

Rate of Uemployment



Health and Social Engagement

Food Access:

- ❖ 9.97% of Low Income Residents have Low Food Access
- ❖ 14.5% of households receive SNAP benefits



7.68% of adults are uninsured

2.06% of Children are uninsured

27% of Adults Utilize Medicaid



22.2% of adults report that they have no leisure time physical activity

14% of Adults report experiencing poor mental health

14.2% of Adults report having poor physical health

NEKCA’s Community Strengths, Needs Assessment, and Community Focus Groups

Overview:

As previously mentioned, NEKCA conducted its most recent Needs Assessment in 2021 which included a comprehensive assessment of the region’s demographic data and existing resources. NEKCA then conducted two large scale surveys: one agency wide staff survey and the other a community wide customer satisfaction survey which was distributed to community stakeholders and to individuals/families who utilize NEKCA services. The staff survey was sent to 148 NEKCA employees and 91 responses were received. The customer satisfaction survey was distributed to 925 community members and 279 completed surveys were received. The purpose of these surveys was to assess the agency’s current efforts to meet the needs of community members who are living with low incomes; the unmet needs of these members of the community; existing resources in the community which are currently being utilized; and missing resources/community infrastructure which is needed.

The completed surveys were then analyzed to identify needs across the six service domains for community action agencies including: employment, education, income, housing, health, and civic engagement/ community involvement. The question responses were thematically coded and analyzed to identify emerging needs on the three levels of family/individual, community, and agency. NEKCA’s leadership then shared the survey findings with several key focus groups. The focus groups held are listed below and included NEKCA staff, community members, and community partners.

Strategic Planning SWOT Sessions:

Date	Attendees/ Audience Type	Location
8/24/21	NEKCA Head Start Staff @ In-Service Day	St. Johnsbury
9/17/21	Community members	Canaan/Groton NEKCA meeting area
9/29/21	NEKCA Parent-Child Center staff	St. Johnsbury
8/26/21	Rural Edge Community residents and Rural Edge partner staff/ stakeholders	Rural Edge Property/ St. Johnsbury
10/6/21	NEKCA Staff	Virtual

Group members were guided in discussion using a Strengths, Weaknesses, Opportunities, and Threats (SWOT) model. The following SWOT matrix and discussion questions were used to solicit feedback from the groups for each of the CSBG service domains.

Agency SWOT Analysis

	Internal	External
Helpful	Strengths:	Opportunities:
Harmful	Weaknesses:	Threats:

SWOT Discussion Questions:

Identifying Strengths:

- What has been your primary experience with our organization in terms of our programs and services and interaction with our staff?
- What do you think are the organization’s/ community’s primary strengths?

Identifying Weaknesses:

- What do you think are the organization’s and community’s primary weaknesses or areas for improvement?
- What do you think are the greatest challenges facing our organization and community?

Identifying Organizational Opportunities

- Are there any programs or services which you think that we should focus more resources on? Fewer resources? Offer instead of or in addition to?
- Are there opportunities for the organization to better serve the community or to innovate?

- Do you have any other feedback that you want us to consider in our strategic planning work?

Identifying Organizational Threats:

- What are the greatest threats for the organization/community to effectively meet the needs of community members?
 - Internal?
 - External?

Key Findings:

Identified Needs

The needs identified in the 2021 Needs Assessment and in the focus group discussion are as follows and have been organized into the six CSBG Service Domains. The level of each need has been identified as family/individual (F); community (C); and/or agency (A).

Service Domain: Health and Nutrition

- F- Individuals living with low incomes especially households with children need sustained and increased access to healthy food options
- F- Individuals and families living with low incomes need help accessing insurance coverage including Medicaid and Medicare. Medicaid/Medicare eligible and/or enrolled individuals also need increased health services which accept these insurance sources including mental health services
- F- Individuals and families living with low incomes need increased access to mental health services
- F- Individuals and families living with low incomes need increased access to resources to support their physical health
- A- NEKCA has insufficient communication on services and program changes (internal and external)
- F- Families and individuals have difficulty accessing health care (long wait lists and geographically distant)

Service Domain: Housing and Infrastructure

- C- There is a lack of affordable housing inventory in the community
- C- There is a lack of transportation options in the community
- F- Individuals and families living with low and moderately low incomes need increased permanent affordable and safe housing options
- C- Smaller households living with low and moderately low incomes need smaller and more affordable single bedroom housing options
- C- The Northeast Kingdom regions needs increased affordable housing inventory
- F- Individuals and families living with low and moderately low incomes need resources to address aging housing issues and repairs

Service Domain: Employment and Economic Development

- C- The Northeast Kingdom region needs more jobs that pay a living wage
- C- The Northeast Kingdom region needs increased public transportation resources
- C- There is a lack of skilled and available workforce

- C- There are a lack of jobs that pay a livable wage

Service Domain: Income, Infrastructure, and Asset Building

- F- Small businesses in the Northeast Kingdom lack sufficient fiscal and technical assistance/resources
- F- Low-income household lack reliable transportation to access employment and economic building opportunities

Services Domain: Education

- A & C- There is a lack of educational opportunities for NEKCA staff and community members
- F- Families and individuals living with low incomes need increased access to job training opportunities that will support their employment in fields that pay a living wage
- F- Families and individuals need support with learning about and enrolling in local educational programs
- F- Individuals living with low incomes who are enrolled in educational programming need access to supports that help them to maintain their enrollment in such programs. Needed supports include transportation, internet access, and fiscal aid
- F- Families with young children who are living with low incomes need access to early childhood education and childcare
- A & C - Early child educational programs need support to maintain qualified educational staffing levels

Service Domain: Civic Engagement and Community Involvement

- C- The community lacks transportation options for individuals who are seeking to participate in civic/community engagement activities
- A- NEKCA needs to increase community outreach of volunteer and civic engagement opportunities at the agency and throughout the service region
- C & A - There is a lack of outreach for volunteer/civic engagement opportunities in community

Identified Strengths

The focus groups identified the following community/organizational strengths across the 6 domains. The key strength themes included:

- Good resource options through NEKCA and partnership agencies
- Friendly and engaging health/social service care providers/professionals
- Strong communication and cooperation between community partner agencies and social service providers
- Robust pre-k through 12th grade educational system with many opportunities for school choice throughout the service region
- Strong sense of community
- Many community activities and civic engagement opportunities

Identified Opportunities

The focus groups identified the following community/organizational opportunities across the 6 domains. The key opportunity themes included:

- Many emerging and innovative new mobile health programs and many opportunities for increased mobile programming (i.e. dental van, mental health at school, etc.)
- Lots of stakeholders committed to investing in food security programs
- Many diverse people and stakeholders interested in cooperating on the issue of housing scarcity in the region
- New businesses and job opportunities coming into the region
- NEKCA can increase regularly offered educational/ training opportunities for staff and community
- More opportunities and outreach on volunteer/civic engagement opportunities would be helpful especially for those who have barrier to accessing such opportunities such as living in rural regions, lacking transportation, and/or access to information (i.e. internet access)

Identified Weaknesses

The focus groups identified the following community/organizational weaknesses across the 6 domains. These key weaknesses included:

- Not enough health care providers and health care providers are geographically spread far apart making them difficult to access
- Food often involves lengthy travel to access
- Lack of attainable dental care
- Limited access to healthy/local food options
- Lack of behavior health/ mental health providers
- Lack of/ insufficient affordable housing inventory in community
- Lack of transportation options in community
- Lack of jobs in area that pay a living wage

Identified Threats

The focus groups identified the following community/organizational threats across the 6 domains. These key threats included:

- Strict income guidelines restrict access to resources to low income families above the poverty level
- There are lots of stigma for receiving social services and/or mental health services
- Housing in the region is becoming increasingly expensive and scarcely available
- Skilled and available workforce is decreasing

Incorporation into the Strategic Plan

To ensure a holistic incorporation of all community input into the strategic planning process, NEKCA conducted its needs assessment first which included an inventory of existing community resources; a full analysis of agency and community demographic data; the NEKCA staff survey; and the customer satisfaction/community partner survey. This data was shared with the focus groups to lead discussion and further data collection using the SWOT framework.

After data from the above processes was organized, it was brought to NEKCA's SMT in the summer of 2022. The senior management team went through the identified needs, community demographics, survey results, and SWOT findings together. The team then discussed existing agency initiatives and new strategies that could be adopted to address the community needs which emerged in the findings. Out of these discussions, the SMT identified five goal areas including:

- Programming
- Civic Leadership
- Emerging Needs
- Governance and Operations
- Data Use

Under these needs, the team developed objectives that the agency will work towards in the upcoming three years during the timeline of December 2022 to December 2025. To break these objectives down into actionable items, the senior management team has outlined activities/strategies that the organization will employ. These goal areas, objectives, and activities/ strategies are outlined below.

Next Steps: Evaluation and Accountability

Following NEKCA's board of director's approval of the 2022-2025 Strategic Plan, NEKCA's senior management team will share the goal, objective, and activities/ strategies with NEKCA's leadership team which is comprised of the agency's Directors and Supervisor Team. The team will identify which objectives and activities/strategies will be adopted by each department and how progress will be tracked. Once objectives and activities/strategies have been adopted by each department, Directors will then report back regularly to the senior management on progress through data collected in the agency's MyCap database and through observational reports. The Executive Director will then report these updates to the agency's board of directors at each board meeting where directors will then have the opportunity to monitor, discuss, and to make modifications to the plan as needed.

Key Performance Indicators and Activities

Goal #1

Programming

1. Mission Driven Responsive Programming

1.1: Deliver high-quality services that meet family, community and individual needs as identified by the Community Needs Assessment

- Distribute tablets for use of low-income households to access supports
- Support youth engagement through innovative Youth Programs
- Implement marketplace model to NEKCA food pantries
- Invest in programming which provides financial coaching, small business development assistance, and job readiness training
- Support families with skill building opportunities to navigate public resource application processes and to sustain permanent housing
- Continue to support and develop the “Developmental Understanding and Legal Collaboration for Everyone (DULCE) program
- Expand childcare services to rural areas with support from community partners and stakeholders
- Continue to support families with high quality parent-child education resources through the agency’s Parent-Child Centers

1.2: Strengthen Partnerships to offer impactful services.

- Expand Tooth Tutor Program to provide dental education and expand to PCCs and other NEKCA programs. Strengthen partnership with Health and Human Services to secure dental hygiene supplies to distribute to PCC families.
- Explore partnerships to address transportation needs of low-income families throughout the NEK including collaboration with UVM’s transportation study
- Develop and strengthen partnerships with local colleges and vocational programs to increase access of job readiness programs for low-income residents
- Partner with local schools to increase resource accessibility for students and their families
- Support community partnerships to provide food resources to individual/families with limited mobility through the Grocery One Delivery program

<p>1.3: Expand resources to increase capacity and stability to serve the community (e.g., mobile units, facilities, etc.) .</p>	<ul style="list-style-type: none"> • Vans for mobile delivery of services (2 vans with wifi connection)- bring services and social connection to people. Mobile services will include food distribution, basic needs, housing assessments, Parent Child Center (PCC) education, playgroups, assisted referrals, and application assistance • Work with local landlords and developers to increase supports which allow for more sustainable affordable housing options • Participate in multi-agency collaborative groups to increase capacity including regional CoC groups, and NEK Prosper

Goal #2 Civic Leadership

2. Community Engagement and Advocacy

<p>2.1: Engage low-income communities in developing solutions to address poverty.</p>	<ul style="list-style-type: none"> • Support the HUB’s efforts for community engagement including Neighbor- Up nights • Provide legislative advocacy education for low-income individuals and families
<p>2.2: Engage Legislators and Community Members regarding the need of those living in poverty within the Northeast Kingdom.</p>	<ul style="list-style-type: none"> • Advocate for increased agency capacity to provide services throughout the NEK • Develop and schedule donor/ community outreach campaigns guided by community needs assessment • Support advocacy efforts to bring more livable wage jobs opportunity to the service region

<p>2.3: Support civic engagement efforts within the community.</p>	<ul style="list-style-type: none"> • Connect low-income residents with civic engagement educational opportunities • Encourage youth civic and community engagement through development of the youth entrepreneurship program based at the Newport Thrift Store location
<p>2.4: NEKCA provides capacity building support to low-income community members.</p>	<ul style="list-style-type: none"> • Support low- and moderate-income entrepreneurs/aspiring entrepreneurs with small business capacity building resources through the Micro-Business Development Program and the EMBRACE grant program • Work with community partners and low-income residents to develop innovative transportation solutions to increase capacity building • Provide resources and education for low-income renters to help build capacity to sustain permanent housing • Provide resources to low-income resident to meet requirement of the workplace such as clothing, transportation, and technology needs
<p>2.5: Promote Volunteer opportunities and community engagement for individuals/families living with low incomes to improve quality of life conditions in their communities</p>	<ul style="list-style-type: none"> • Provide agency leadership and participatory opportunities to individuals with experience of living with low incomes • Develop agency volunteer position descriptions and protocol for onboarding volunteers across the agency

Goal #3

Emerging Needs

3. Respond To Emerging Community Needs

<p>3.1: NEKCA is a fluid organization, able to quickly respond to the changing needs of clients, agency, and the community we serve.</p>	<ul style="list-style-type: none"> • Stay apprised of existing resources/services throughout the service region and of any resource/service gaps • Assess and monitor facilities to ensure they are safe, welcoming, and culturally responsive to the needs of clients, agency, and the community we serve
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<p>3.2: Monitor and respond to public health crisis and inequities in a manner that addresses client, agency, and community needs.</p>	<ul style="list-style-type: none"> • NEKCA leadership will stay apprised of emerging health concerns in region and throughout agency. Leadership will responsively communicate health concerns/developments to staff and program participants • NEKCA leadership will be flexible in-service delivery strategies to provide program participants and staff with the safest environments possible
<p>3.3: Respond to social justice issues across all settings and be change agents in our community</p>	<ul style="list-style-type: none"> • Continue and sustain DEI work throughout the organization

Goal #4

Governance and Operations

4. Organizational Culture and Operations

<p>4.1: Promote visibility of agency scope of services, mission, values.</p>	<ul style="list-style-type: none"> • Programmatic updates shared at Monthly Leadership Team meetings • Continue to develop agency’s website redesign and develop system for keeping new website current with relevant content • Develop and distribute agency resource guide • Maintain and grow agency’s social media outreach platforms to share current information with the community
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<p>4.2: Improve financial processes and efficiencies to ensure accurate, timely, and complete reporting</p>	<ul style="list-style-type: none"> • Implement and transition to new agency-wide accounting software platform
<p>4.3: Equitably recruit and maintain staff and promote a culture of wellbeing of employees throughout NEKCA</p>	<ul style="list-style-type: none"> • Conduct agency-wide salary and benefit study • Develop increased structure for agency positions with clear wage scales and paths for advancement • Provide training and professional development opportunities for staff • Continue to support agency leadership and culture through the agency’s Leadership Team and Senior Management Team • Provide opportunities for cross-training across agency departments • Provide ongoing education on employee benefits and resources to staff including EAP, medical, dental, vision, retirement, and public service student loan forgiveness programs
<p>4.4: Develop comprehensive staffing on-boarding procedures and training</p>	<ul style="list-style-type: none"> • Develop, maintain, and track staff training requirements in agency Paylocity software platform • Identify supervisor training process and established timeline for training completion • Identify on-boarding training requirements with timeline for staff completion • Establish ongoing agency wide trainings with yearly calendar • Create tool for supervisors to track and process training content with staff

<p>4.5: Continue to develop processes for facility management that support safe, client-centered spaces that meet agency program needs.</p>	<ul style="list-style-type: none"> • Continue to support the agency wide Facilities Manager position and systems for maintaining agency’s multiple locations
<p>4.6 Develop fundraising goals and strategies which align with budgetary, and program need</p>	<ul style="list-style-type: none"> • Develop annual fundraising goals by program area which align with agency’s annual budget and unmet needs of agency programs • Develop annual fundraising strategies and donor campaign calendar for implementation of strategies/activities • Establish development budget to be included in agency annual budget

Goal #5 Data Use

5. Data-Driven Decision Making and Evaluation

<p>5.1: Develop policies and procedures for data collection, reporting, security, and management.</p>	<ul style="list-style-type: none"> • Provide ongoing staff training for proper data collection in the agency’s MyCap Database • Develop Data collection and input procedures into MyCap • Develop strategies to share agency data with community stakeholders and investors
<p>5.2: Regularly assess community and agency-level data to identify trends and inform programming</p>	<ul style="list-style-type: none"> • Develop systems of analyzing and sharing data with NEKCA Senior Management Team and NEKCA’s Board of Directors
<p>5.3: Systematically align grants, fundraising, client needs, and staff capacity.</p>	<ul style="list-style-type: none"> • Utilize data to strategically plan fundraising efforts to meet community, agency, and family need areas

The Northeast Kingdom Community Action (NEKCA) 2022-2025 Strategic Plan was adopted by the NEKCA Board of Directors on September 28, 2022.

NEKCA Board of Directors

- Brian Keith, **Vice Chair & Chair Interim**
- George Sales, **Treasurer**
- Kyle Chadburn, **Secretary**
- Chris Damato
- Brooke Gentley-Quiles
- Nancy Fried
- Linda Gochie
- Bill Hawkins
- Katie Martin
- Angela Rutherford

NEKCA Senior Management Team/ Strategic Planning Work Group

- Jenna O'Farrell, Executive Director
- Linda Lotti, Director of Finance
- August Kvam, Development Director
- Casey Winterson, Director of Economic and Community Based Services
- Amy Burbo, Director of Human Resources
- Nancy Powers, Director of Head Start/ Early Head Start Programs

NEKCA Office Locations

Newport Parent-Child Center
371 Main St.
Newport, VT 05855
802-334-7316

Administrative Offices
17 Eastern Ave.
St. Johnsbury, VT 05819
855-663-5224

Island Pond Outreach Services
62 Cross St.
Island Pond, VT 05846
802-723-5276

Newport Outreach Services/
Admin Offices
70 Main St.
Newport, VT 05819
802-334-7316

St Johnsbury Parent-Child
Center
115 Lincoln St.
St. Johnsbury, VT 05819
802-748-6040

Canaan Outreach Services
253 Gale St.
Canaan, VT 05901
802-266-7134

NEKCA Head Start (HS) and Early Head Start (EHS) Locations

Central Office
70 Main St.
Newport, VT 05855
802-525-3362

Gilman HS/EHS
19 Parish St.
Gilman 05904
802-525-6291

Lyndonville HS/EHS
1913 LynBurke Rd.
Lyndonville, VT 05851
802-626-8616

Albany HS
351 Main St.
Albany, VT 05820
802-755-6811

Hardwick HS/EHS
61 Church St.
Hardwick, VT 05843
802-472-5496

Newport HS/EHS
34 Farrant St.
Newport, VT 05855
802-995-2058

Barton NH/EHS
130 Kinsey Rd.
Barton, VT 05822
802-525-6291

Island Pond HS/EHS
36 Cross St.
Island Pond 05846
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North Troy HS
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