Acacia Network Strategic Plan

2025 - 2029

Vision

Acacia Network aims to provide comprehensive, high quality and accessible services that transform the lives of our clients and communities. We will continually strengthen the capacity of the network to ensure lasting community impact.

STRATEGIC PLANNING GOALS

Provide Excellent Service to Each Client

Leverage Power of Acacia Network to Serve Clients Across Their Needs

Strengthen Internal Infrastructure to Support Sustainable Finances and Operations

Strategic Goals & Objectives

Provide Excellent Service to Each Client

1. Strengthen quality improvement capacity to ensure integrated, culturally-competent, trauma-informed service delivery

2. Institutionalize knowledge sharing and best practices across the network

Leverage Power of Acacia Network to Serve Clients Across Their Needs

1. Make it easier for clients to access Acacia Network services

2. Integrate healthcare, social services, and community revitalization programs by establishing Acacia Network navigation hubs in centralized program locations

Strengthen Internal Infrastructure to Support Sustainable Finances and Operations

1. Build the foundation for real-time information sharing and data-driven decision making

2. Promote a quality-driven professional culture

3. Enhance Acacia Network's ability to procure external goods and services for programs

4. Strengthen Acacia Network's financial infrastructure and diversify revenue streams

Acacia Network Strategic Plan
2025 - 2029

Goal #1: Provide Excellent Service to Each Client

Objectives	Initiatives	2025	2026	2027	2028	2029
#1: Strengthen quality improvement capacity to ensure integrated, culturally-competent, trauma-informed service delivery	1. Build an independent, network-wide Quality Improvement Department	▐	▐			
	2. Identify client and community-focused quality improvement metrics for use across Acacia		▐			
	3. Incorporate and measure both client and community-focused quality improvement metrics within program assessments across Acacia			▐	▐	▐
#2: Institutionalize knowledge sharing and best practices across the network	1. Launch intra-Acacia Network "Innovation Incubator" to identify and scale in-house best practices	▐				
	2. Pilot, evaluate and scale in-house Acacia innovations and best practices		▐	▐	▐	▐

Goal #2: Leverage the Power of Acacia Network to Serve Clients Across Their Needs

Objectives	Initiatives	2025	2026	2027	2028	2029
#1: Make it easier for clients to access Acacia Network services	1. Refine and implement a universal client intake form	▐				
	2. Establish a centralized Client Admission & Navigation Department to connect prospective clients to the services that they need		▐			
#2: Integrate healthcare, social services, and community revitalization programs by establishing Acacia Network navigation hubs in centralized program locations	1. Identify Acacia housing developments and other program sites that could co-locate additional services and service navigation		▐			
	2. Staff Client Admissions & Navigation Department representatives at identified locations		▐	▐		
	3. Measure impact and publicize housing as an integrated service model			▐	▐	▐

Acacia Network Strategic Plan
2025 - 2029

Goal #3: Strengthen Internal Infrastructure to Support Sustainable Finances and Operations

Objectives	Initiatives	2025	2026	2027	2028	2029
#1: Build the foundation for real-time information sharing and data-driven decision making	1. Create and launch Acacia Network "Intranet"	▆				
	2. Hire and onboard in-house IT and informatics expertise to meet organizational needs, enhance capacity, and compete with market demands	▆	▆			
	3. Build a customer relationship management (CRM) system that tracks a customer's journey across Acacia Network services			▆	▆	

Objectives	Initiatives	2025	2026	2027	2028	2029
#2: Promote a quality-driven professional culture	1. Establish regular staff satisfaction surveys to create feedback loops between leadership and staff	▆				
	2. Adapt Acacia Network Housing's recurring onboarding and orientation week process for all new Acacia Network hires	▆				
	3. Incorporate customer service metrics into HR's staff performance evaluation process		▆			
	4. Ensure every supervisor undergoes managerial training on how to foster excellent customer service		▆			
	5. Create a virtual accessible Acacia Network Academy to identify and provide professional development and training opportunities for both New York City-based and regional affiliates		▆	▆		

Objectives	Initiatives	2025	2026	2027	2028	2029
#3: Enhance Acacia Network's ability to procure external goods and services for programs	1. Conduct a Procurement Department needs assessment with an emphasis on regional affiliates	▆				
	2. Create Acacia Network procurement standard operating procedures	▆				
	3. Train staff regularly on procurement standard operating procedures		▆	▆	▆	▆
#4: Strengthen Acacia Network's financial infrastructure and diversify revenue streams	1. Empower new and existing board members to support network finances by defining and implementing appropriate fundraising targets	▆				
	2. Identify new targets for unrestricted sources of capital	▆				
	3. Hire a Development Department of staff with grant writing experience across program areas and regional affiliate service geographies		▆			
	4. Build and expand Acacia Network individual and donor relations within new Development Department		▆	▆		
	5. Build centralized digital infrastructure that tracks government contracts, fee-for-service revenue, rental income, donations, and associated expenses in one place				▆	