



# 2017-2020 Strategic Plan 3 Year Review

Keeping the Agency on Target for Success

# Strategic Plan and Deployment

- The agency has formally adopted and actively uses an agency-wide strategic plan.
- This plan serves as a framework to track the progress and overall success of agency resources and services.
- It is used throughout the agency as a guide to implementing and tracking goals and strategies.
- The plan incorporates the agency's vision/mission, its focus on poverty, and incorporates specific strategies, measures, and metrics that drive agency action.
- Strategic Planning is continuous in nature. What new trends or circumstances will affect us? It considers a range of possible futures and emphasizes the development of strategies based on a current assessment of the organization.



# Strategic Plan Process

- **Community Commons Assessment Tool completed – Census Data compiled – January 2017**
- **State and Regional Assessment Data released March of 2017**
- **Threats, Opportunity, Weakness, Strengths Planning Session with Senior Management – April of 2017**
- **Board and Staff Strategic Planning Session – All Staff Day, April 21<sup>st</sup>, 2017**
- **Board of Director’s Strategic Planning Session – April 27<sup>th</sup>, 2017**
- **Follow up with Program Directors on goals and objectives – May of 2017**
- **Board Approval – May 25<sup>th</sup>, 2017**
- **1 year Update – April 2018**
- **2 year Update – April 2019**
- **Agency Community Needs Assessment Overview – April 2019**
- **1 Year Needs Assessment Update – March 2020**
- **3 year Final Update – April 2020**



# Review of Agency Vision and Mission Statement:

- Our Vision:

“Helping people, changing lives, and making communities a better place to live.”

- Our Mission:

“To provide essential programs that help individuals, families, and communities reach their fullest potential through advocacy and partnerships. Our dedicated staff provides access to opportunities in education, health, housing, nutrition, and transportation. These services empower people to make a positive difference in their lives and communities.”

**Agency programs and services should align with our mission statement.**





# Strategic Plan Scorecard Criteria

| Percent | Rating | Description  | Program/Project Status   |
|---------|--------|--|--|
| 90 +%   | 5 - 5A | Plan is fully deployed, results are evident, there are no measurable gaps                  | Program fully operational, results are in, goals adjusted. Rate as follows:<br>5A- ROMA goals are met. |
| 80-89 % | 4      | Plan is deployed, results are evident, there are few gaps                                  | Program underway, results tracked,   |
| 70-79%  | 3      | Plan is at least partially deployed with Some results evident.                             | Staff hired/trained, goals established, funding ID,  |
| 60-69%  | 2      | The beginnings of a plan of action<br>Research has been conducted<br>Information gathered. | Meetings, info collected, Partnerships formed  |
| < 60%   | 1      | Not addressed  | New direction  |

**Total overall score for Year 1: 75%**

**Total overall score for Year 2: 86%**

**Total overall score for Year 3: 89%**



# Strategic Plan Scorecard

ROMA Goal 1: Individuals and families with low-incomes are stable and achieve economic security – Module 4

## Priority Area: Improve Life Skills/Asset Development

### Objective:

1. Match low-wage workers with employers and training programs (5)
2. Establish Asset Development match program for homeownership, car repair, education (3)
3. Financial literacy opportunities will be increased within the community (5)
4. Increase capacity for case management (5)

Strategic Plan rating: 4.5

Percentage: 89%

**Result Highlights:** Referrals are being made to Kearney Works and the Department of Labor on a monthly basis.

26 individuals completed job skill certifications (22 Nursing Aides/4 Med aids)

588 individuals were provided financial literacy services.

Two grants have been applied for and approved to expand case management through homeless and disability assistance.

# Strategic Plan Scorecard

ROMA Goal 1: Individuals and families with low-incomes are stable and achieve economic security – Module 4

Priority Area: Expand Regional Transportation

Objectives:

1. Coordinate rides with other transit systems
2. Expand social marketing and program awareness
3. Utilize and Enhance Mobility Management
4. Research fixed route concept for Kearney

Average Score: 4.5 - Percentage: 89%

Results: New route from Lexington to North Platte as of December of 2017

Social marketing project submitted to UNO

MOU developed with Uber Ridesharing Service

On demand bus put in service for Kearney Area in December of 2017

Transit Study completed for Buffalo County in 2017 – deemed fixed route system inadequate for needs in the area

NDOT in planning process for Intercity Bus Routes – Projected start date is 2022

Enterprise Van Pool has been established in Axtell with three vans going to Mosaic

# Strategic Plan Scorecard

ROMA Goal 1: Individuals and families with low-incomes are stable and achieve economic security – Module 4

Priority Area: Increase Childcare Access

Objectives:

1. Increase partnerships with local businesses to reduce gaps in education for the 0-5 age group (5)
2. Expand Early Head Start or Head Start as funding allows (5)

Average Score: 5 Percentage: 92%

Results: Childcare Partnerships have been increased each year by over 2%  
Duration of Services Grant awarded for Ogallala and Cozad

Priority Area: Improve Access to Healthy Foods

Objectives:

1. Establish a Community Gardener Giving Program (3)
2. Establish Mobile Produce Pantries (5)
3. Utilize Marketplace area at Food Bank to assist individuals (3)
4. Increase meals served at Senior Centers (2)

Average Score: 3.5 Percentage: 79%

Results: Farmer's Markets were contacted to donate excess produce  
Pilot Grant funding received from three foundations to support the Mobile Produce Pantries for two years. Mobiles expanded to Kearney and Phelps counties.  
2017 Baseline for Senior Center meals – 78,987 - 2018 – 75,552 2019 – 71,165





# Strategic Plan Scorecard

ROMA Goal 2: Communities where people with low income lives are healthy and offer economic opportunity – Module 3

Priority Area: Increasing the availability and affordability of housing services

1. Increase funding for housing programs to promote home ownership and meet emergency needs (5)
2. Research options to work with developers to expand availability of adequate and affordable housing options (5)
3. Provide homeownership education to clients (5)
4. Increase capacity for Weatherization services (5)

**Average Score: 5 Percentage: 95%**

**Results: Down payment assistance grant applied for and awarded. Program reserve established for housing grants match, Active partner in community housing forums, Homebuyer education provided to 236 households, and two grants applied for and one received to increase capacity of WX services**

Priority Area: Community outreach

1. Mid will partners with community entities to educate and facilitate discussing about community needs. (5)

**Average Score: 5 - Percentage: 94%**

**Results: Ongoing – CEO has participated in housing task force meeting and also presented yearly to Leadership Kearney (Adult and Youth) and UNK on community needs, Staff have presented on Talk of the Town every year, and local Rotary and Community Associations. Staff present at Community Connections monthly meetings at various locations in our service area.**

Priority Area: Expand Health Access opportunities for community members

1. Continue and expand Community Health Worker Program (3)
2. Educate community members on Affordable Care Act and health care (2)

**Average Score: 3.5 Percentage: 78%**

**Results: Applied for two health related grants for diabetes prevention and adult dental care but not awarded. Navigator Grant cut, program ended in March of 2018. Did not received CHW State Bid, Dec 2019**



# Strategic Plan Scorecard

ROMA Goal 2: Communities where people with low income lives are healthy and offer economic opportunity – Module 3

**Priority Area:** Improve community awareness about program services

**Objectives:**

1. Recruit community advocates for our clients and programs (5)
2. Improve social marketing for agency programs (5)

**Average Score: 5 Percentage: 95%**

**Results:** Two new board members were elected to the agency board in October 2017, two in 2018, and two in 2019. Annual meetings with elected officials.

Agency Facebook likes increased by 65% in the past two years (Baseline 680 to 1,127).

**Priority Area:** Community engagement on poverty issues

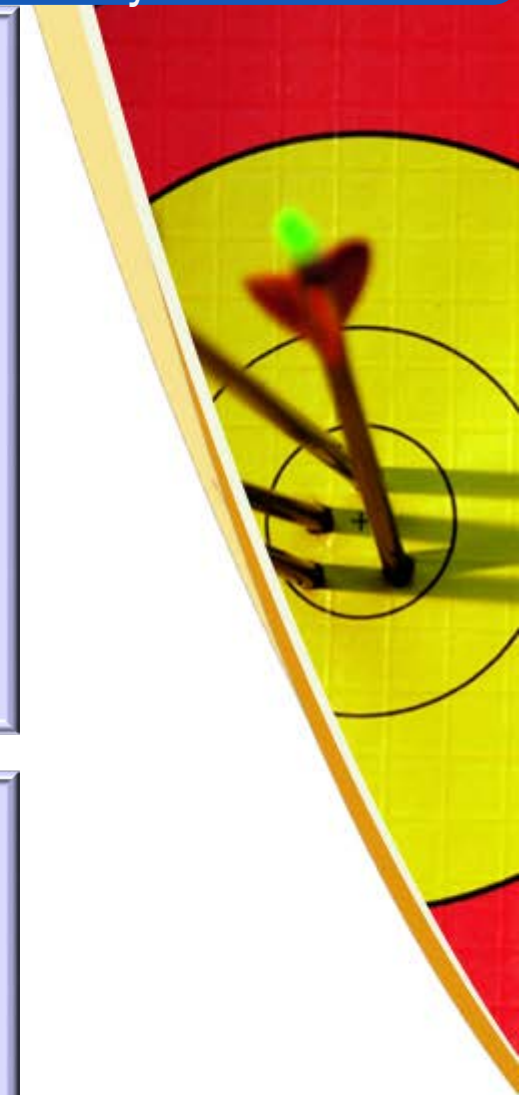
**Objectives:**

1. Facilitation of community discussion (5)

**Average Score: 5**

**Percentage: 94%**

**Results:** Mid staff participated in three poverty simulations in the Kearney area in 2017/18. Staff attend monthly community meetings.



**Priority Area: Community Needs Assessment**

**Objectives:**

1. Completion of Comprehensive Needs Assessment (5)
2. Inform communities of results (5)
3. A comprehensive census and data analysis will be complete annually (5)

**Average Score: 5 - Percentage: 96%**

**Results: Area Needs Assessment sent out in February of 2019 with a 19% response rate. Results and prioritization will be discussed at All Staff Day. Poverty needs assessment updated yearly and presented to the board.**

**Priority Area: Client/Customer Satisfaction Survey**

**Objectives:**

1. Completion of client satisfaction survey (5)

**Average Score: 5**

**Percentage: 96%**

**Results: Annual client satisfaction surveys completed annually and shared with board and staff. WIC also completes annual customer surveys.**



## ROMA Goal 3 – Increase Agency Capacity and Resources

**Priority Area: Community Partnerships**

**Objective: Community Partnerships will be tracked and updated on an annual basis (5)**

**Average Score: 5**

**Percentage: 95%**

**Results: Updated partnership listed completed yearly. Currently tracking 689 partnerships.**

**Priority Area: Educate communities and partners about Community Action programs and activities**

**Objective: Increase advocacy efforts**

**Average Score: 4**

**Percentage: 85%**

**Results: Baseline – 92 presentations for 2017. In 2018, we has 122 presentations which is a 32% increase. In 2019, there was 110 presentations. Press release schedule for each program was established in 2019.**

# Strategic Plan Scorecard

## ROMA Goal 3 – Increase Agency Capacity and Resources

Priority Area: Build and retain a quality workforce

Objective:

1. Improve wages for agency staff (4)
2. Improve benefits for agency staff (5)
3. Increase staff retention (5)

Average Score: 4.5 - Percentage: 89%

Results: Agency working to increase wages for a minimum starting wage of \$9.80. Monthly benefit dollars increased in January of 2018. Agency offers new and enhanced benefits starting in November of 2018.

2018-2019 Head Start budget includes raises for two lowest paid positions and 2% increase for Teachers Assistants and Cooks who are returning.

Staff Turnover decreased from 37% to 21% in 2018. 18% turnover rate for 2019. Exit surveys also implemented.

Priority Area: Board Governance

Objectives:

1. Strengthen Board knowledge and governance

Average Score: 5 - Percentage: 93%

Results: Board retreat held in June of 2017, Board meetings held at other locations besides Kearney (North Platte - February 2018). 10 different agency staff members have presented to the board about program services.

Priority Area: Increase discretionary funding available to agency programs

Objectives:

1. Implement new and ongoing initiative to raise discretionary funding for the agency. (5)
2. Increase private donations to agency program (5)
3. Average Score: 5 – Percentage: 93%

Results: Agency participates in 5 online giving days on an annual basis. Senior Centers conducting annual fundraisers

Competitive Grants applied for for 2017-2020 – 149 grants written with 109 awarded for a 73% success rate.