

## Community Action Partnership of Mid-Nebraska

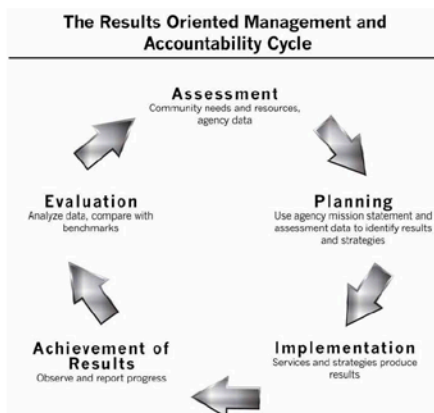
### 2020-2023 Draft Strategic Plan

Our three year Strategic Plan reflects the agency’s vision and mission statement as we continue to expand and develop programs to alleviate poverty conditions for individuals, families, and communities in 27 counties in south central Nebraska and two counties in Kansas. The agency is working to enhance opportunities that will improve the quality of life for the people and communities we serve.

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.”

**The Strategic Plan is continuous in nature and reflects assessment, planning, implementation, achievement of results, and evaluations.**



The ROMA Cycle graphic was developed by the National Peer to Peer (NPP)/ROMA Training Project, based on guidance regarding Core A and B for States and CCAP Eligible Entities provided by OCE Informatics Memo #8. From *Strategic Planning* © 2006, 1st Edition by B. Worona, Community Action Association (CAA), Consortium developed with FUNDING from the U.S. Department of Health and Human Services – Office of Community Care as permitted with this poster. All other rights reserved.

In the Strategic Plan, we measure progress as well as results. In strategic planning, you may never accomplish your goal or produce a result, but the measurement of that progress will define the scoring. For those strategic goals that are successful, we measure the degree of success using data from the ROMA logic model over a three year period (the normal life span of our strategic plan). New projects are scored in much the same way. By their nature, new programs or projects may take time to develop the necessary partnerships and funding streams thus the measurement of progress.

The Strategic Plan is a work in progress and the evolution depends on internal and external feedback. Community Action Partnership of Mid-Nebraska welcomes your suggestions and comments. You can visit us at [www.communityactionmidne.com](http://www.communityactionmidne.com) or email [mcollins@mnca.net](mailto:mcollins@mnca.net).

## Strategic Plan Scoring

The Strategic Plan is scored based on the progress made in accomplishing each objective.

Percent	Rating	Description	Program/Project Status
90 +%	5 – 5A	Plan is fully deployed, results are evident, and there are no measurable gaps.	Program fully operational, results are in, goals adjusted. Rate as follows:
			5A- ROMA goals are met.
80-89 %	4	Plan is deployed, results are evident, and 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, research has been conducted, and information gathered.	Meetings, info collected, and partnerships have been formed.
< 60%	1	Not addressed.	New direction.

### Strategic Plan Process 2020-2023 Timeline

- Agency three year Community Needs Assessment completed – Census Data compiled – March 2019
- Board and Staff Strategic Planning Session – All Staff Day - April 2019 – review of Needs Assessment/client, staff, stakeholder input, brainstorming of new goals/objectives
- Threats, Opportunity, Weakness, Strengths Planning Session with Senior Management – January 2020
- Senior Management Strategic Planning Session – February 25, 2020
- Board of Director’s Planning Session – February 27, 2020
- All Staff input – March 2020 In Touch Overview
- Finalize Priority Areas and Objectives – Senior Management – May 1<sup>st</sup>, 2020
- Board Approval – May 28<sup>th</sup>, 2020

Strategic Plan 2020-2023

**ROMA GOALS**

**1. Individuals and Families with low incomes are stable and achieve economic security– Individual and Family Goals**

**Module 4**

Strategic Plan Rating:		Strategic Plan Score:		
Priority Area	Objectives	Measurable Outcomes	Responsibility	Timeline
<b>Reduce barriers for clients</b>	1. Assist with job training scholarships to upskill employment opportunities	1a. Ten clients per year will be provided a scholarship to upskill their employment opportunities	CSC Director Mid CSCs	Annually
		2a. Hire full-time data entry person so Community Service Coordinators can focus more on outreach by December 2020	Case management staff CEO	<u>Documentation</u> # of scholarships provided # staff hired
	2. Expand case management opportunities for clients in rural areas	2b. Hire additional CSCs to serve Western/Red Willow counties	Planning Director	# of grants received
		2c. Hire Disaster Coordinator for service area and resource development	Health Services Director	ROMA tracking Client files
		2c. Implement new client tracking database system to better document outcomes and needs in our area		
		2d. Increase agency capacity and resources to respond to area disasters/public health emergencies		
	3. Research implementation of an Emergency Vehicle Repair program	3a. Research pilot concept for Emergency Vehicle Repair by December 2020		
		3b. Establish program funding for program by January 2021		

	<p>4. Find and secure funding to assist clients in accessing a doctor and specialist who can provide a mental health diagnosis, thus aiding with the SSDI process</p> <p>5. Create a directory of dental, vision and health care providers that accept Medicaid to better assist clients</p>	<p>3c. Roll out of program by March 2021</p> <p>4a. Research funding opportunities</p> <p>4b. Contact providers to become partners in the program</p> <p>5a. Research all providers in our area by August 2020</p> <p>5b. Print and distribute directory as well as providing online access by December 2020</p> <p>5c. Update annually</p>		
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**1. Individuals and Families with low incomes are stable and achieve economic security– Individual and Family Goals**

**Module 4**

**Strategic Plan Rating:**

**Strategic Plan Score:**

<b>Priority Area</b>	<b>Objectives</b>	<b>Measurable Outcomes</b>	<b>Responsibility</b>	<b>Timeline:</b>
<b>Improve Transportation Access</b>	<p>1. Improve same day service on demand service by adding additional drivers</p> <p>2. Research Uber Services (Transit, Health) and how RYDE can provide information on referrals</p>	<p>1a. Hire additional staff for more flexible service</p> <p>1b. Increase ridership by 1% each year</p> <p>2a. Establish contacts at medical facilities to use UBER Health Services</p>	<p>Transportation Director</p> <p>RYDE Transit Staff</p>	<p>On-going</p> <p><b>Documentation:</b></p> <p>Coordinated Rides Provided</p> <p>Transportation Linkages</p> <p>Punch Cards Sold</p> <p>Additional Partners</p>

	<p>3. Improve Marketing and Awareness for RYDE Transit</p> <p>4. Review Transportation Matrix (Numbers) from the Tri City Intercity Bus Route to determine new partners, service areas, and potential transportation projects in the RYDE Transit service area.</p>	<p>3a. Create a 12 to 14 month Facebook campaign to emphasize the importance of public transit and what RYDE Transit does</p> <p>3b. Create short marketing video to educate regarding public Transportation</p> <p>4a. Use NDOT Mobility Management/Coordinated Transportation plan to expand partners and potential projects by June 2021, eliminating duplication of services</p>		
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Strategic Plan Rating:		Strategic Plan Score:		
Priority Area	Objectives	Measurable Outcomes	Responsibility	Timeline
<p><b>Improve Childcare/Preschool Access</b></p>	<p>1. Enhance partnerships with public schools to address staffing issues</p> <p>2. Research expansion/funding opportunities to expand Early Head Start</p>	<p>1a. By 12/31/2023, Head Start staff will meet with each Licensed Education District to establish or expand their partnership with the local schools. (Total of 32 in the Head Start service area)</p> <p>2a. Ongoing research for funding opportunities for expansion</p> <p>2b. By 12/31/2023, the Head Start Program will expand a minimum of 1 Part Day/Part Year Center to Full Day/School Year adding 16 children to meet the recently updated Federal</p>	<p>Head Start Director</p> <p>Planning Director</p>	<p>Annually</p> <p><b><u>Documentation</u></b></p> <p>Partnership List</p> <p>Follow-up visits</p> <p># of grants researched</p> <p>Census Data reports</p> <p># of Press</p>

	3. Increase staffing capacity to help alleviate stress on Center staff	Regulation  3a. Hire one additional staff person to help with classroom supports		Releases  # of Social Marketing posts
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**Strategic Plan Rating:**

**Strategic Plan Score:**

<b>Priority Area</b>	<b>Objective</b>	<b>Measurable Outcomes</b>	<b>Responsibility</b>	<b><u>Timeline</u></b>
<b>Improve Access to Healthy Foods</b>	1. Expand nutritional options for individuals and families within our service area	1a. Research expansion of Mobile Produce Pantry to new counties in service area  1b. Expand capacity of Food Bank and local food pantries  1c. Create a centralized Food Pantry and advocate for greater collaboration between Buffalo county Food Pantries.  1d. Increase WIC Caseload to increase nutritional access to area families  1e. Create drop off locations for individuals to donate extra produce from their gardens to area food pantries or the Food Bank  1f. Expand capacity of Senior Centers	Nutrition/WIC Staff  Volunteer groups  Senior Center staff  CEO  Planning Director	Annually  Documentation  # of mobile pantries  # of pounds distributed  # of clients served

**2. Communities where people with low income lives are healthy and offer economic opportunity – Community and Capacity Goals - Module 3**

Strategic Plan Rating:		Strategic Plan Score:		
Priority Area	Objectives	Measurable Outcomes	Responsibility	Timeline
<p><b>Increasing Housing Opportunities for community members</b></p>	<p>1. Utilize Community Affordable Housing funding reserves to improve housing opportunities.</p> <p>2. Expand Down Payment Assistance Program</p>	<p>1a. 10 households each year will be assisted with home improvements (such as roof replacements) (up to \$2,000 per household) so they are also eligible for Weatherization services</p> <p>2a. By September 30, 2023 twenty (20) first-time homebuyers in Buffalo County will achieve homeownership as a result of a down-payment assistance and/or closing costs project.</p> <p>2b. Apply for Dawson County Down Payment Assistance in 2021</p>	<p>Business &amp; Housing Director</p> <p>CEO</p>	<p>See Objectives</p> <p><u>Documentation</u></p>

Strategic Plan Rating:		Strategic Plan Score:		
Priority Area	Objectives	Measurable Outcomes	Responsibility	Timeline
<p><b>Increase Community Outreach and Awareness</b></p>	<p>1. Mid will partner with community entities to educate and facilitate discussion about community needs</p>	<p>1a. Mid will participate in at least four group meetings a year that address housing, healthcare, education, or other community needs</p> <p>1b. Complete more outreach to Hispanic churches and organization on available program services</p> <p>1c. Send program and agency information to area public libraries to</p>	<p>CEO</p> <p>Program Directors</p>	<p>Annually</p> <p><u>Documentation</u></p> <p>Meeting Notes</p> <p>Sign-in sheets</p>

	2. Improve agency marketing	<p>better promote program services</p> <p>1d. All links to library pages to our website</p> <p>2a. Create agency and program videos</p> <p>2b. Highlight family success stories on our Facebook Page</p> <p>2c. Agency training at All Staff Day</p>		
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Strategic Plan Rating:		Strategic Plan Score:		
Priority Area	Objectives	Measurable Outcomes	Responsibility	Timeline
Expand Health Access Opportunities	<p>1. Secure new funding for the Community Health Worker Program</p> <p>2. Implement a Mobile Dental Van/or free onsite dental clinic serving adults in rural areas</p> <p>3. Establish partnerships with providers who are not</p>	<p>1a. Apply for funding to re-establish the Community Health Worker Program by December 2020</p> <p>1b. Increase health and fitness program and education to promote better health in our communities</p> <p>1c. Provide Public Health Outreach//Coordinator resources for minority populations including increasing bi-lingual staff</p> <p>2a. Apply for capital grants and operating support grants to establish funding</p> <p>2b. Recruit area dentists to volunteer their time to the project</p> <p>2c. Establish new partnerships with Helpcare Clinic and Central Community College</p> <p>3a. Establish dental support funding</p>	<p>Health Services Director</p> <p>Planning Director</p> <p>Health Services Director</p> <p>CEO</p>	<p>Ongoing</p> <p>Board meeting notes</p> <p><b><u>Documentation</u></b></p> <p># of grants applies</p> <p># of events</p> <p># of outreach activities and individuals reached</p>



	currently accepting Medicaid by providing case management to work with clients	reserve to help pay providers		
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Strategic Plan Rating:		Strategic Plan Score:		
Priority Area	Objectives	Measurable Outcomes	Responsibility	Timeline
<b>Community Engagement to assess needs in our communities</b>	1. The agency will update our needs assessment every year	1a. Comprehensive survey was completed in 2019. One year annual assessment updates will be completed and shared with board and staff	Admin Planning Director	Once every three years  <b>Documentation</b>
	2. Annual Customer Satisfaction survey	2a. Customer satisfaction survey will be completed annually and shared with board and staff	Data Review Team	Survey data Aggregate poverty data
	3. Complete Stakeholder survey every two years	3a. Stakeholder survey will be completed every two years and shared with board and staff		
	4. Complete funder survey every two years	4a. Funder survey will be completed annually and shared with board and staff		



**Goal 3 - Agencies Increase Their Capacity to Achieve Results – Agency Goal - Module 2**

**Strategic Plan Rating:**

**Strategic Plan Score:**

Priority Area	Objectives	Measurable Outcomes	Responsibility	Timeline
<b>Building and retaining a quality workforce</b>	1. Improve wages for agency staff	1a. Raise agency minimum starting wage to \$11.00 by January 2023	CEO HR/Admin/ Fiscal	Annually Survey data every two years
	2. Increase staff retention	2a. Improve staff retention by 1% each year	Program Directors	<b>Documentation</b> Staff personnel files Agency Salary scale Survey results

**Strategic Plan Rating:**

**Strategic Plan Score:**

Priority Area	Objective	Measurable Outcomes	Responsibility	Timeline
<b>Board Governance</b>	1. Strengthen Board knowledge and governance for agency programs	1a. Board meetings will be held at site programs (besides the Kearney Admin office) twice a year so board can meet and engage with staff	CEO	June of each year
		1b. Different agency staff will present about their agency programs at least 4 times a year	Board of Directors	<b>Documentation</b> Board meeting minutes
		1c. Community Partners will present to board members at least twice about community projects or needs		

