

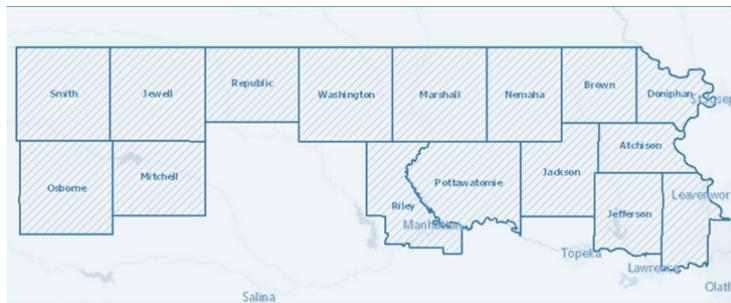
## NEK-CAP, Inc. Agency Strategic Plan

12/01/2022 - 11/30/2025

Board Approval Date: 11/17/2022

*Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.*

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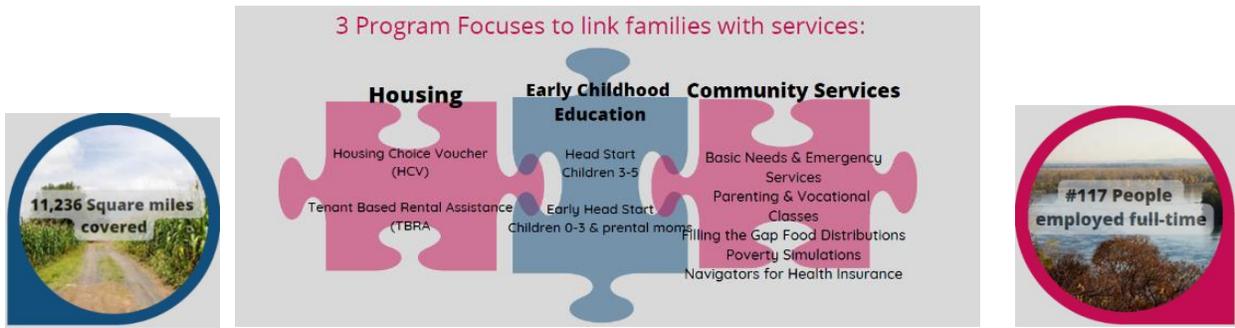


### NEK-CAP, Inc. Mission

*We provide comprehensive education and social services to low-income community members through collaborative partnerships focused on promoting the development of individuals and families, empowerment, and economic security.*

### NEK-CAP, Inc. Vision

*One by one all individuals, families, and communities become self-reliant.*



### **NEK-CAP, Inc. Values**

**Respect:** We value all staff and communities by being accepting, considerate, attentive, encouraging, and appreciative.

**Collaboration:** We seek partnerships that create social and economic mobility through unity of purpose for all persons involved in the fight against poverty.

**Integrity:** We will demonstrate the highest standards of truthfulness and ethical conduct.

**Professionalism:** We are committed to achieving the highest quality measurable outcomes for families, serving the best interest of the community and demonstrating professional excellence.

**Stewardship:** We honor our fiduciary responsibilities for the resources entrusted to us and provide full transparency and accountability to all interested parties.

**Innovation:** We are dedicated to continual advancement through new ideas, methods and opportunities for the future sustainability of the organization.

**Diversity:** We value equity, inclusion, and dignity for all. We strive for excellence and recognize our differences make us stronger.

### **Strategic Priority Areas**

**Family – Build Human, Social & Economic Capitals**

- Move Individuals & Families To Self Sufficiency (In-crisis, Vulnerable, Stable, Safe, Thriving)
- Integrated Services (Partnerships, Referrals, & Communication)

**Community - Community Engagement & Collaborations**

- Poverty Awareness & Response

**Agency Capacity Building - Staff Development, Wellness and Retention**

- Financial Sustainability
- Board Development & Engagement

Balanced Scorecard with Goals, Strategies & Strategy Measures

Goal	Objective/ Strategy	Status	Strategy Measure	Status	Outcome Target
<b>Family</b>					
<p><b>1. NEK-CAP, Inc. will offer a strong foundation for individuals and families moving towards self-resiliency based upon increased economic mobility and social connectedness opportunities.</b></p>	<p>1.1 Individuals &amp; families will demonstrate a positive movement on the Self-Sufficiency Matrix or specified program standards.</p>		<p>Families will have positive movement in self-sufficiency or per program standards.</p> <p>Year 1-Analyze individualized advocacy and case management/coaching services from a science-based and human-centered data perspective.</p> <p>Year 2-Explore options for addressing social determinants through integrated services.</p> <p>Year 3-Implement/evaluate identified key service delivery processes to better serve individuals and families through advocacy and case management/coaching.</p>		<p>Individuals and families will demonstrate a 5% positive movement on the Self Sufficiency Matrix or program standards.</p>

	<p>1.2 Staff will share program or community events &amp; opportunities and document referrals and success.</p>	<p>Increase economic and social successes</p> <p>Year 1-Analyze internal/external referral processes for social &amp; economic connections, create baselines for storytelling.</p> <p>Year 2-Staff will share success stories/impacts quarterly and analyze areas of connections needing addressed/improved</p> <p>Year 3-Evaluation of implemented systems will be analyzed and refined as determined to increase economic and social connections.</p>	<p>Staff will demonstrate 10% increased economic and social successes and/or referrals per year.</p>
<p><b>2. NEK-CAP, Inc. will strive to provide individuals with hope and growth opportunities to thrive.</b></p>	<p>2.1 Staff will provide opportunities to individuals and families that promote positive experiences, resiliency, education, and foster well-being.</p>	<p>Improve resiliency and well-beingYear</p> <p>1-Develop measurement tools/processes for resiliency and well-being, create baseline</p> <p>Year 2-Evaluate and compare measurements to program and community opportunities</p> <p>Year 3-Implement/evaluate identified processes</p>	<p>10% of Individuals and families will report improved resiliency and well-being.</p>

Community

<p><b>1. NEK-CAP, Inc. will strengthen community engagement and collaboration that actively promotes addressing poverty in its service area.</b></p>	<p>1.1 Staff will continue to participate in community partnerships and build upon collaborative efforts to assist individuals &amp; families living in poverty.</p>	<p>Partner for impact across external organizations in alignment with agency mission and values.</p> <p>Year 1-Assess current partnerships, determine community-level gaps and baselines</p> <p>Year 2-Based on Community Needs Assessment, join existing and/or form new partnering opportunities addressing identified needs</p> <p>Year 3-Faciliate enhanced outreach, community engagement, and volunteer/donation opportunities</p>	<p>Create at least 3 new strategically aligned partnerships per year.</p>
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	<p>1.2 NEK-CAP, Inc. will explore and participate in innovative approaches and new partnerships in the communities the agency serves.</p>	<p>Develop innovative programs driven by community-informed and family-led design.</p> <p>Year 1-Explore innovative youth-based programs based on youth and parents with lived experience/involvement, create baseline.</p> <p>Year 2-Explore senior-based programs based on seniors with lived experience/involvement, create baseline.</p> <p>Year 3-Implement identified programs using whole family approach.</p>	<p>10% Improved outcomes for youth and seniors across social determinants of health.</p>
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Agency				
<p>1. NEK-CAP, Inc. will enhance its capacity to achieve results and promote a cohesive, supportive work environment.</p>	<p>1.1 NEK-CAP, Inc. will focus on the promotion of staff retention and well-being.</p>	<p>Develop staff wellness committee</p> <p>Year 1-Develop staff wellness committee &amp; outcomes, create baseline.</p> <p>Year 2-Review and evaluate wellness data</p> <p>Year 3-Re-assess &amp; define wellness outcomes.</p>	<p>10% increase in staff reports of improved wellness</p>	

	1.2 NEK-CAP, Inc will increase opportunities for networking across programs to reduce cross-department silos.	Efficient Internal & Referral System is utilized	Interagency referrals are increased 25% each year
		<p>Year 1- Staff will receive training on how to complete and follow-up on referrals in CAP60</p> <p>Year 2-Review referral data, reinforce training, modify processes as needed</p> <p>Year 3-Review referral data, reinforce training, modify processes as needed</p>	
		Improve staff-to-leadership feedback	Staff feedback will demonstrate 10% increased positive communication each year
		<p>Year 1-Develop feedback link for successes/concerns/complaints, develop scheduled EL meetings to create baseline</p> <p>Year 2-Review feedback data, modify processes as needed</p> <p>Year 3-Review feedback data, modify processes as needed</p>	

1.3 NEK-CAP, Inc. will effectively identify training needs, ensure staff development provides high quality outcomes, and increase opportunities for innovation and capacity building.

<p>Develop &amp; implement consistent supervision/management training</p> <p>Year 1-Develop scheduled and intentional trainings and measurement tools for supervisor/manager skills, create baseline</p> <p>Year 2-Review supervisor/management feedback vs staff retention and feedback, modify training schedule and modules as needed</p> <p>Year 3-Review supervisor/management feedback vs staff retention and feedback, modify training schedules and modules as needed</p>	<p>Super-visors/managers will demonstrate 10% improved skills understanding / knowledge as measured in pre/post tests</p>
<p>Front-line staff training &amp; orientation</p> <p>Year 1-Review scheduled and intentional trainings and measurement tools for front-line staff, create baseline</p> <p>Year 2-Review staff feedback vs staff retention rates, modify training schedules and modules as needed</p> <p>Year 3-Review staff feedback vs staff retention rates, modify training schedules and modules as needed</p>	<p>Staff retention will increase 10% each year.</p>

		<p>Build agency capacity for meeting community needs</p> <p>Year 1-Research and explore evidence-based/innovative program models to develop increased capacity</p> <p>Year 2-Implement at least one new evidence-based/innovative program model, create baseline.</p> <p>Year 3-Review and assess program data to modify program as needed</p>	<p>Program data reflects 10% increased agency impact in communities</p>
<p><b>2 NEK-CAP, Inc. Multi-County Board of Directors will strive for excellence and innovative approaches in governance.</b></p>	<p>2.1 The Multi-County Board of Directors will create a diverse and innovative approach to funding and overall infrastructure capital plan.</p>	<p>Increase revenue streams</p> <p>Year 1-Facilitate fund development plan</p> <p>Year 2-Explore identified revenue opportunities</p> <p>Year 3-Implement new sources of revenue</p>	<p>Board will explore 3 new funding streams per year to increase program capacity</p>

	2.2 The Multi-County Board of Directors will become agency champions and ambassadors.	<p>Demonstrate general knowledge about programs and services</p> <p>Year 1-Participate in annual training from program directors</p> <p>Year 2-Develop communication to share with broader community</p> <p>Year 3-All members will complete board orientation every 2 years</p>	<p>Board members will be able to discuss 5 agency programs as measured in pre/post training surveys.</p>
		<p>Leverage board expertise</p> <p>Year 1-Identify what expertise each member will commit beyond regular meeting annually</p> <p>Year 2-Develop board succession plan</p> <p>Year 3 &amp; ongoing-Update succession plan annually</p>	<p>Board will volunteer expertise 10 hours per year</p>

## *Methodology*

The NEK-CAP, Inc. Agency Strategic Plan for 2022-2025 has been a process of several months of planning, data collection, and discussion. In preparation for the planning process, a questionnaire was sent to several potential facilitators in order to compare facilitation styles and proposed budgets. Willem F. van Klinken, an associate with The Bloch School of Management, was chosen and plans were started to begin scheduling strategic planning meetings with the facilitator and the strategic planning team. The strategic planning team included the Executive Director, the Community Services Director, and the remainder of the Executive Leadership team. Invitations were also sent to the Multi-County Board of Directors and the Head Start Policy Council.

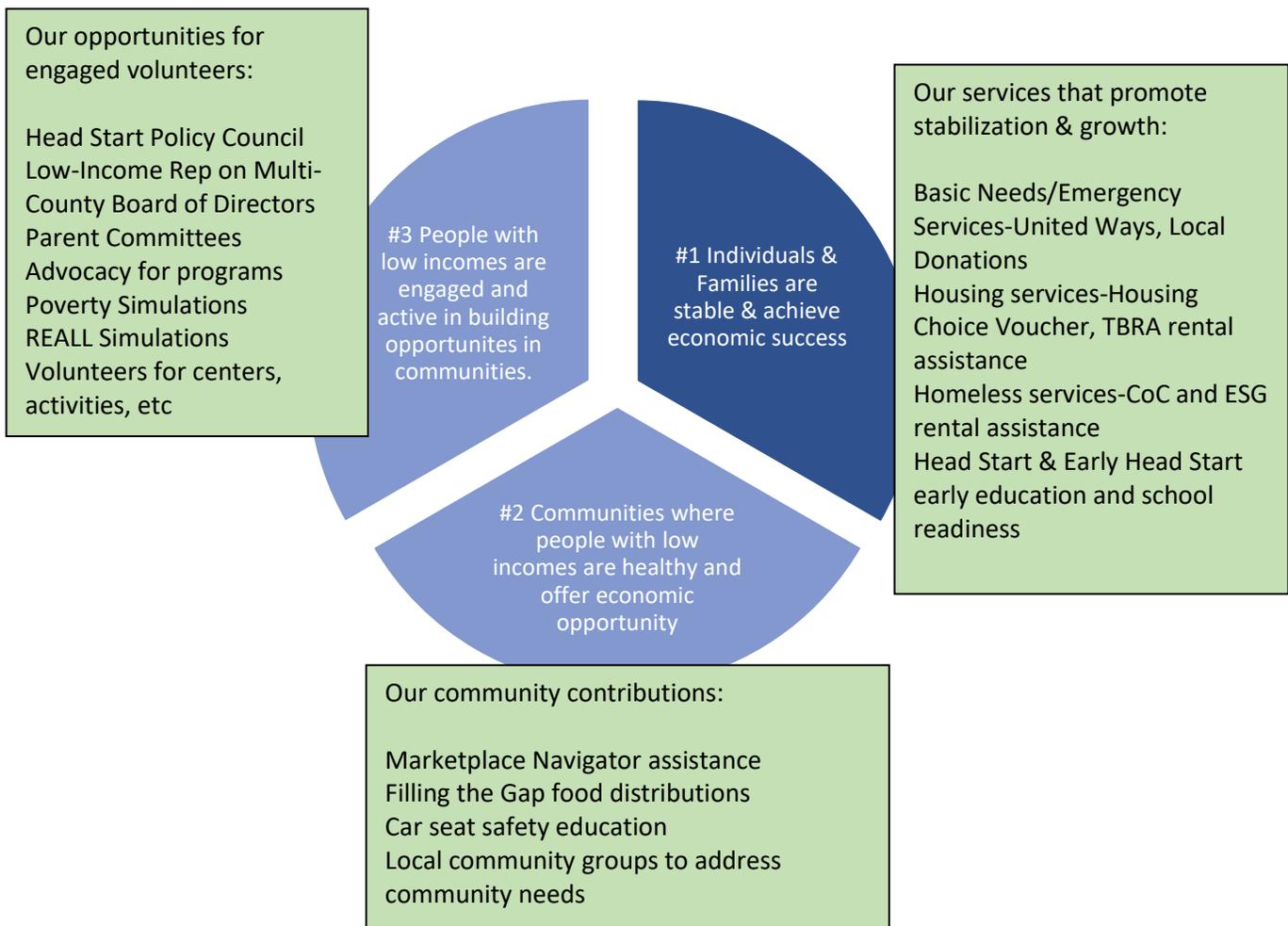
SWOT (Strengths, Weaknesses, Opportunities, Threats) surveys were sent to the Multi-County Board of Directors, the Executive Leadership team, the Head Start Policy Council, and all agency staff via emails with information about the survey, the process, and a direct link to the survey. In addition, a link to the SWOT survey was also provided to the community via Facebook and the website for further community input. Each group received the same set of SWOT questions in a digital Microsoft Forms format which allowed for collection of answers and then further analysis. Over 40 responses were received from the combination of groups, and answers were compiled into a summary for further review. Word maps to highlight common themes and ideas were created for the Strategic Planning groups to review along with the compiled answers (see Appendix D)

In August, the facilitator presented to the Multi-County Board of Directors a training on the Strategic Planning process and welcomed board members to participate in the upcoming meetings. The mission, vision, and values of the agency were also reviewed, and board members were asked to consider if they had any input into updates of the agency's values. Because the mission and vision statements were recently updated in 2021 by the board, those statements will not be reviewed during this planning phase. The following week, the first Strategic Planning session was held in Leavenworth at the public library. Invited to the meeting were the Multi-County Board of Directors, the Head Start Policy Council, and the Executive Leadership team. Results were compiled and presented to the Multi-County Board in September. A follow-up meeting via Zoom was held the following week which gave community partners and members an opportunity to join the discussion and provide further input. Those resulting goals, strategies, and measures have been included into the balanced scorecard.

Data considered during the planning and evaluation process:

- National Theory of Change (Appendix A)
- 2017-2022 Extended Strategic Plan
- 2020 Community Needs Assessment (Summary in Appendix B)
- Customer satisfaction data collected during 2021 and 2022 (Appendix C)
- Head Start data and 2022 Strategic Plan information and findings
- Unmet Needs data collected from North Central Kansas Counties
- Agency CSBG mid-year data from 2021-2022
- Agency CSBG annual report data from 2020-2021
- SWOT data from staff, board, Executive Leadership team, Head Start Policy council, and community

Appendix A: NEK-CAP, Inc. & the Theory of Change



## Appendix B: 2020 Community Needs Assessment Summary

### Executive Summary

The 2021-2023 Community Needs Assessment was conducted during the COVID-19 pandemic of 2020 and without access to the 2020 Census data.

Based on responses to the NEK-CAP, Inc. survey provided in the spring of 2020, available quantitative data and virtually conducted qualitative focus groups held during the fall of 2020 the following areas were identified as key causes and conditions of poverty in the agency's service area: lack of living wages, workforce readiness and economic mobility opportunities; lack of affordable childcare; insufficient affordable housing; food insecurity; chronic health conditions and mental health service needs; inability to access affordable health care; few transportation resources; limited consumer financial knowledge; an increasing homeless population; and a growing digital world which requires access to affordable and appropriate broadband internet infrastructure/services.

NEK-CAP, Inc. utilizes all agency resources available to address identified needs and will continue to work toward more aligned and collaborative partnerships across the region and at the state and federal levels to improve programmatic efficiencies and an integration of policies to improve the lives of our fellow Kansans living in poverty.

Of the 180 survey responses, the agency received from 13 of the 16 counties served by NEK-CAP, Inc. 83.33% were white, 29.44% were between the ages of 30-39 and the largest number of respondents were from Atchison county. 91.11% were female and 8.89% were male – this is of the total 180 respondents.

Race – American Indian – Alaska Native – 2.22%  
Asian or Asian American - .56%  
Black or African American – 2.78%  
Native Hawaiian or other Pacific Islander - .56%  
Non-Hispanic White or Caucasian – 83.33%  
Latino or Hispanic – 2.22%  
American Indian or Alaska Native and White – 1.67%  
Asian and White – 4.44%  
Black or African American and White – 1.11%  
Other race combinations – 1.11%

3 of 180 respondents are staying with friends/family  
1 homeless respondent and 5 other includes renting to own, living in a mobile home park, etc.  
**Access to Affordable Child Services**  
92.19% of the respondents are the primary caretaker.  
Over 47% of the respondents are a two parent  
89.01% of the respondents have dependable childcare providers  
15.92% have lost a job due to the lack of dependable childcare

#### **Barriers to Employment**

Lack of childcare – 19.51%; Lack of skills/education – 4.88%; Lack of transportation – 9.76%; Layoff downsizing – 4.88%; Learning or developmental disability – 2.44%; Mental health problem – 9.76%; Permanent physical disability – 12.20%; Unaccompanied youth – 4.88% and Other health issues – 9.76%

112 of the 180 respondents are married.  
120 respondents have minor children under the age of 18.

**Access to Affordable Housing**

115 of 180 respondents (63.89%) own their home  
56 of 180 respondents (31.11%) rent their home

160 of 180 have internet access at home

71 of 180 respondents are living in poverty at the time of the survey

97 of 180 Respondents do not receive any assistance

**Respondents in need of help with the following things:**

3 anger control, 2 caregiver support, 8 couples communication, 16 depression, 4 family conflicts, 3 problem solving, 5 parenting classes, 5 personal problems, 10 goal setting, 10 PTSD, 8 self-esteem, 2 spouse or child abuse, 4 thoughts of suicide, 5 trauma, 2 victimization and 141 with no need in this area and 2 with other needs.

**Where respondents get their food**



**Demographics**

NEK-CAP, Inc.'s service area is made up of one urban county – Leavenworth; one semi-urban county – Riley; four densely settled counties – Atchison, Jackson, Jefferson, Pottawatomie; six rural counties – Brown, Marshall, Mitchell, Washington, Republic, Nemaha; and three frontier counties – Jewell, Osborne, and Smith.

**Demographic Trends**

Trends affecting NEK-CAP, Inc.'s Service Area are:

1. In five of NEK-CAP, Inc.'s eleven counties, the population is decreasing.
2. Pottawatomie and Riley county have increasing numbers 29.30% and 19.82% respectively. This is largely due to the new National Bio and Agro-Defense Facility to be fully operational in December 2022.
3. The area has more females over 64 years of age than males because females life expectancy is longer.

**Federally Qualified Health Centers**

In NEK-CAP, Inc.'s services area of 16 counties the following counties have a Federally Qualified Health Center -

Atchison Community Health Clinic 1412 N 2nd Atchison

Konza Prairie - Riley County Manhattan Clinic 2030 Tecumseh Rd  
Manhattan

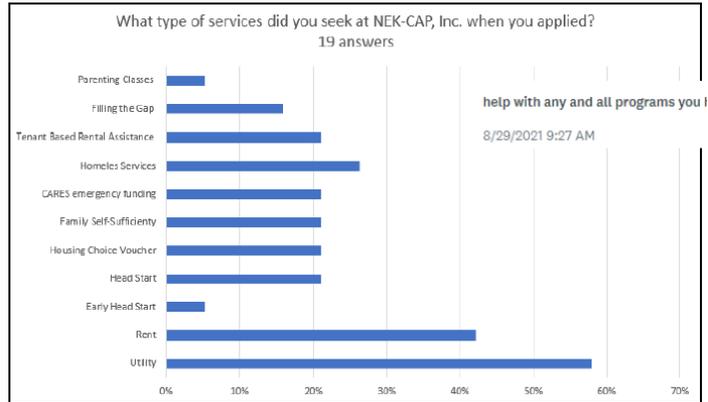
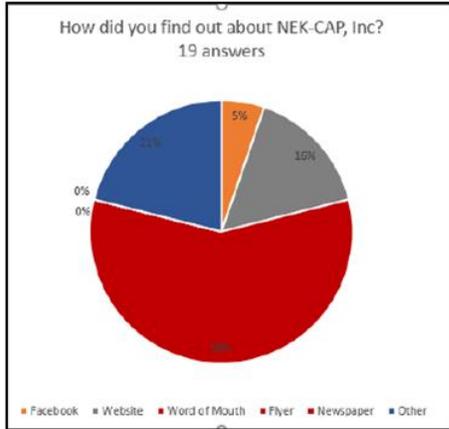
Wathena Medical Center – 324 St. Joseph Street Wathena

**Appendix C: Customer Satisfaction & Program Utilization**

November, 2021 Survey Results Data

General customer service, 19 survey completed.

Most respondents heard about NEK-CAP, Inc. through Facebook. Most services respondents applied for were assistance with rent and/or utilities.



**July, 2022 Survey Results Data**

General customer service, 97 surveys completed

Top services applied for in kiosk-utilities and Head Start. Note-applicants for HCV/TBRA programs do not see satisfaction survey unless they complete the Survey Monkey link through social media/website.

- Answers came from Atchison, Jefferson, Leavenworth and Marshall counties mostly
- 92% felt that application was easy to use.
- 86% felt that agency could potentially meet their needs
- 100% would recommend services

HS/EHS family surveys-63 responses

- 92% felt valued as parents and respected
- 81% felt visits/classrooms were well planned
- 82% felt there were clear communication
- 87% felt opportunity to participate in education
- 85% enjoyed relationship with NEK-CAP, Inc. staff
- 82% felt program helped family find available resources/provide referrals
- 90% reported child enjoyed the experience

