



School, Family, & Community
Working Together in Johnston

Johnston Partnership for a Healthy Community

**Strategic Plan for
2016-2019**

Developed August 2016

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Situation Summary

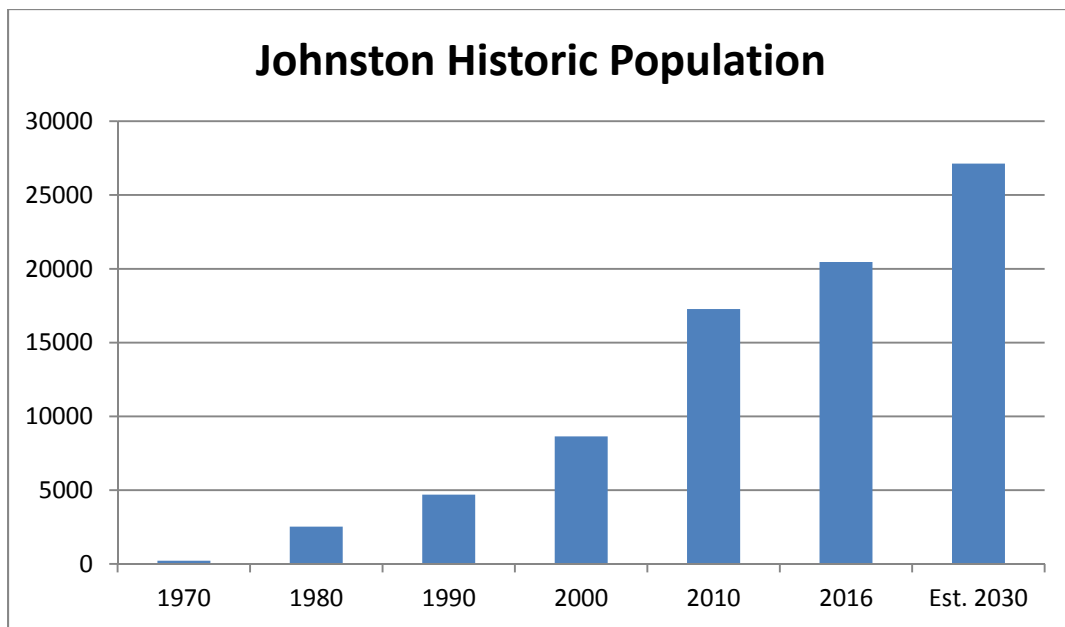
The Johnston Partnership for a Healthy Community (JPHC) is a non-profit 501(c)3 organization that has been serving the community 20 years. The organization started with a few nurses in the schools identifying a need with current students and has evolved into a group whose programs and services address the needs of children, families, and seniors throughout Johnston with issues of food insecurity and who need empowerment and mentoring.

For the last 20 years, The Partnership has served as a catalyst for uniting local organizations to act as a referral resource for a community human services department that does not currently exist within the city of Johnston. It is maintained by grant funding as well as individual and business contributions and fundraising efforts.

Leading The Partnership is an all-volunteer board and an interim director.

According to the 2016 United States Special Census, the population of Johnston is 20,460.

- Average Household Income in 2010* = \$115,348
- Average Home Value in 2010* = \$262,900
- 96.9% of adult residents are high school graduates or higher*
- 1 in 18 Johnston residents or 6% of families live in poverty.



*City of Johnston web site, U.S. Census Data 2010

With a growing population, comes a growing need for services and the need for organizations to partner together to provide what services are needed to sustain a healthy community.

Johnston Partnership programs include:

JUMP is a school-based community mentoring program that facilitates one-hour mentoring sessions between a community member and a Johnston student in grades 5-12. Mentors act as positive role models who listen and help set goals while reinforcing basic skills, attitudes and other lessons in life.

The Johnston DMARC Food Pantry serves families struggling to make ends meet and is supported by an active volunteer base and local churches.

The Johnston Clothes Closet provides gently used clothing, shoes and winter apparel to children and adults at no charge.

Friday Friends is a program that provides food for the weekend when free/reduced breakfasts and lunches are not available. The program has expanded to two schools and is done with support from the Food Bank of Iowa.

Back-to-School Health + Immunization Clinic is a collaboration with the Polk County Health Department to provide back-to-school physicals for Johnston area families.

In 2015, the non-profit distributed more than 49,000 food items, provided 10,500 clothing items, 115 were fed by the Friday Friends program and 88 students were mentored through JUMP.

The Partnership operates on a very small budget and as the community needs continue to grow, funding becomes a significant challenge. This challenge, combined with limited brand awareness and a lack of community awareness to the poor or underserved residents in the community, puts the organization at higher risk for long-term sustainability.

Vision

Our vision is to improve the quality of life in the community one person at a time.

We are driven by the needs of our community so are ever-changing as the community evolves.

If everyone in our community were fed, clothed, sheltered and nurtured, there would be no need for our services.

Mission

The mission of the Johnston Partnership for a Healthy Community is to cultivate community and family wellness by providing access to food, educational support, clothing and basic human services.

Core Values



Who we are

We are your community partner and resource. We strive to create a nurturing environment for our youth and all community members by facilitating cooperative relationships within the community, actively supporting families and maximizing the appropriate use of resources.

Objectives and Priorities

Year One

Goal 1: Create increased awareness and community engagement

Task 1: Write marketing & communications plan

Includes *elevator speech*, sales sheet, social media and web communications, editorial calendar and budget

Task 2: Create additional community partnerships

Task 3: Distribute news releases, story ideas and photo opportunities for community newspaper

Goal 2: Establish sustainable fundraising plan to generate at least an additional \$1,700/month average

Task 1: Establish a committee to evaluate current lease for cost-saving options and/or explore new space options

Task 2: Expand prospective donor list from 354 to 1,000 for annual appeal

Likely households with children, income \$75,000+, homeowners
Collect names from Board of Directors of potential donors
Obtain list of faith-based organizations in Johnston
Past volunteers and advisory committee additions

Task 3: Determine what kind of fundraising and goodwill donation events could be executed within the year

Ideas: Fundraising No Dinner, goodwill donation events, explore partnerships with grocery stores

Goal 3: Strengthen board structure by clearly define board roles and responsibilities and establishing a recruitment strategy

Task 1: Document policies and procedures in central location

Task 2: Define board committees and members of each

Task 3: Set up nominating process and timeline based on by-laws with nomination form and nominating committee

Task 4: Develop onboarding process for new members

Year Two

Goal 1: Establish a signature fundraising event

Goal 2: Establish procedure for identifying and applying for grant opportunities

Goal 3: Develop/research corporate donor opportunities

Task 1: Develop a 1-page sheet and sponsorship packet for prospective corporate donors

Goal 4: Explore additional staff needs based on program growth

Year Three-Five

Goal 1: Expand access to food

Task 1: Transportation options to get to the Food Pantry

Task 2: Explore mobile Food Pantry options

Task 3: Increase hours of operation that the Food Pantry is open

Task 4: Move to a bigger space in order to offer more food options

Task 5: Start a community garden to grow produce for Food Pantry

Task 6: Food Pantry Drive, School Supply Drive, Hunger Walk

Goal 2: Expand JUMP mentorship program

Goal 3: Expand Friday Friends backpack program

Goal 4: Hire additional staff as needed

Operating Budget

Estimated Operating Budget Worksheet: TBD

Success Measures

Measures of Success:	When this will be measured:
<i>Community awareness will be measured by number of volunteers, donations, and contributions over Year One</i>	<i>June 2017</i>
<i>Increase in Board Self-Assessment Scores when compared to 2016 results</i>	<i>June 2017</i>
<i>Sustainability will be measured by percentage increase in monetary contributions and amount of cash reserve</i>	<i>June 2017</i>
<i>Brand awareness will be measured by web site visits, engagement on social media platforms and direct mail response.</i>	<i>June 2017</i>

Management Plan

This strategic plan will be reviewed on a quarterly basis by the officers of the board and reported to the board of directors in full at that next respective board meeting. All updates and results will be tracked and recorded. Board majority vote will be needed to make changes to priorities and assigned actions.

The Action Plan

Phase 1 (Dates: Aug. 1 – Sept. 30)					
Action to take	Related Objective	Start Date	End Date	Accountability	Status
<i>Approve Strategic Plan</i>	<i>ALL</i>	<i>8-11-16</i>	<i>9-8-16</i>	<i>Board of Directors</i>	
<i>Approve Marketing & Communications Plan</i>	<i>Goal 1</i>	<i>8-31-16</i>	<i>9-30-16</i>	<i>Allegra with approval of Communications/Outreach committee</i>	<i>In progress</i>
<i>Establish and approve budget goals</i>	<i>Goal 2</i>	<i>8-11-16</i>	<i>9-8-16</i>	<i>Finance Committee</i>	<i>DONE</i>
Phase 2 (Dates: Oct. 1 – Dec. 31)					
Action to take	Related Objective	Start Date	End Date	Accountability	Status
<i>Establish donor database</i>	<i>Goal 2</i>	<i>9-30-16</i>	<i>10-15-16</i>	<i>Lindsey with Allegra</i>	
<i>Execute appeal mailing</i>	<i>Goal 2</i>	<i>10-15-16</i>	<i>11-15-16</i>	<i>Communications/Fundraising Committees</i>	
<i>Evaluate current lease agreement/Explore new spaces</i>	<i>Goal 2</i>	<i>8-31-16</i>	<i>11-30-16</i>	<i>Board Structure Committee</i>	
<i>Define Board Member staggered terms and committee structure</i>	<i>Goal 3</i>	<i>11-15-16</i>	<i>12-30-16</i>	<i>Board Structure Committee</i>	
<i>Define policies and processes that need documented</i>	<i>Goal 3</i>	<i>11-15-16</i>	<i>12-30-16</i>	<i>Board Structure Committee</i>	
<i>Determine what fundraising events are able to be executed in Year One</i>	<i>Goal 2</i>	<i>11-15-16</i>	<i>12-30-16</i>	<i>Fundraising Committee</i>	

Phase 3 (Dates: Jan. 1 – March 31)					
Action to take	Related Objective	Start Date	End Date	Accountability	Status
Determine nominating process for board and recruitment strategy	Goal 3	1-2-17	2-1-17	Board Structure Committee	
Determine type of signature fundraising event and planning committee	Goal 2	1-2-17	2-1-17	Fundraising Committee	
Phase 4 (Dates: April 1 – June 30)					
Action to take	Related Objective	Start Date	End Date	Accountability	Status
Establish 2017 operating budget	ALL	4-1-17	5-31-17	Finance Committee	

Appendices

Current Operating Budget

Partnership for a Healthy Community - Annual Budget		Total Program Budget
	Contributions - Churches	7,364
	Contributions - Individuals	45,636
	Contributions - Corporations	-
	Contributions - Foundations	10,900
	Government/Public Funds	5,000
	Grants	41,900
	Small Business	-
	Service Organizations	2,700
	Carry-Over (Grant Awards and General)	13,763
	In-Kind salary	173,138
	In-Kind contribution (legal fees, food donations)	-
	Interest	-
	<i>Total Income</i>	<i>300,401</i>

Expenses	Salaries	199,283
	Payroll tax	2,341
	Other benefits	-
	Staff training	3,300
	Accounting services	4,000
	Legal services	-
	Other services	6,000
	Contractual	-
	Activities	1,550
	Mentor Expense	800
	Instructional Supplies	11,000
	Other Supplies	6,800
	Telephone/Internet	2,027
	Advertising	-
	Postage	400
	Rent	20,000
	Utilities	3,600
	Equipment rent / maintenance	300
	Printing	1,550
	Travel	16,500
Office expense	200	

	Program expenses	6,500
	School Supplies	2,000
	Food	8,500
	Fundraising	1,000
	Insurance	2,750
	Depreciation	-
	<i>Total Expenses</i>	<i>300,401</i>
	<i>Net Income (Loss)</i>	-

2016 Board Self-Assessment Results

Check the column number 1 to 5 for each statement where 1 = Strongly Disagree and 5 = Strongly Agree	Average Score
Board has full and common understanding of the roles and responsibilities of a board of directors.	3.4
The roles and responsibilities of our board are clearly defined and separate from those of the executive director.	2.7
Each member of the board appears to be involved and interested in the board's work.	3.6
All necessary skills, stakeholders and diversity are represented on the board.	3
I understand my role, duties and responsibilities as a board member.	4
I feel I add value to the board and organization.	4.3
Board members bring valuable experience and skills to the organization.	4.2
The board uses its members' talents and skills effectively.	2.8
Our organization's policies are effectively communicated to all board members.	2.7
The board works as a team.	2.9
The workload is fairly shared among board members.	2.1
Board members understand the organization's mission and its programs.	3.1
Board has clear goals and actions resulting from relevant and realistic strategic planning.	2
Our board members share a compelling vision for the organization's future.	3
Board effectively represents the organization to the community.	2.7
Board members put the interests of the organization above all else in making decisions.	3.6
Board attends to policy-related decisions which effectively guide operational activities.	3.2
Board receives regular reports on and understands finances/budgets, products/program performance and other important matters.	3.7
Board regularly monitors and evaluates progress on important organizational matters.	3.5
Our board promotes the highest ethical values and ensures appropriate oversight and accountability.	4.1
Board helps set fundraising goals and is actively involved in fundraising.	2.5

Our board members give and/or raise funds to help us achieve our identified priorities.	3
Board has approved comprehensive volunteer and personnel policies.	2.6
If a new policy is needed for the board or the organization as a whole, the issue is clearly presented to and discussed by the board.	3.4
The full board approves all new organizational policies before they are implemented.	3.7
Policies exist for key areas such as finance, human resources, safety, conflicts of interest, legal and ethical compliance, and any other functions unique to our organization's work.	2.5
The board reviews policies at least every two years, and updates them as needed.	2.1
Our board takes the primary responsibility for setting the organization's policies.	3.5
An ongoing recruitment strategy is in place for the board.	2.5
Our board has a constructive partnership with the executive director that is built on trust, candor, respect and honest communication.	3.7
Our meetings provide opportunities for constructive, respectful debate of issues.	3.3
Board discussions are open and honest and all matters are aired.	3.6
Decisions are made through discussion and consensus.	3.7
Our board is results oriented and evaluates the performance of major programs and services.	3.2
The board monitors appropriate financial, business and compliance indicators.	3.4
Resolving key strategic or policy issues (please identify issues below)	2.1
Developing the financial resources needed to support the strategy	3
Building/enhancing reputation of organization with key stakeholders/community	2.9
Assessing performance against mission and key program priorities	1.9
Improving board performance	2

By-Laws Approved 2015

By-Laws of the Johnston Partnership For a Healthy Community Inc.

(Incorporated under the Iowa Nonprofit Corporation Act, Iowa code 504A.1)

Article I

MISSION

The mission of the Partnership For a Healthy Community coalition is to promote a safe, healthy, nurturing environment for our youth and all community members by encouraging the establishment of cooperative relationships within the community, actively supporting families and maximizing the appropriate use of resources.

Article II

BOARD OF DIRECTORS

Eligibility: Directors are individuals who are engaged or have an interest in promoting the physical, mental, and emotional health of the citizens of the Johnston community.

1. Directors serve for a period of three years, with the option to renew.
2. The board shall govern the coalition, establish its policies, organize its administration, determine its operations, authorize expenditures if funds and otherwise manage its affairs.
3. The number of directors shall not exceed twelve.

Article III

OFFICERS AND DIRECTORS

1. The officers of the board shall be the following: President, Vice-President, Past President, Secretary, and Treasurer.
2. The person elected Vice- President will serve a three year term as he/she will succeed to the offices of President after one year and Past President the following year.
3. The office of Treasurer shall be a three year term with the option to renew his/her term.
4. The person who serves as the Secretary will serve a one-year term.
5. Officers and Directors shall be elected by a plurality vote of those members of the board of directors. Elections shall take place annually in November at a scheduled board meeting in person or by electronic vote within two weeks of notification. Terms of office shall be January 1 – December 31, 20XX+three.
6. Any officer elected or appointed by the Board of Directors may be removed by the Board of Directors with a vote of the majority of the board whenever in its judgment the best interests of the Corporation would be served.
7. Directors may be removed in the manner provided by the Iowa Nonprofit Corporation act as amended.
8. If a vacancy occurs, a special election will be held to fill the remainder of the term. The President will call for a special election to be voted on at the next scheduled meeting.

Article IV

MEETINGS

1. The board of directors shall meet no less than four times a year, or at the call of the President. Directors shall make reasonable efforts to attend such meetings in person. The board shall mane reasonable efforts to accommodate those members who are unable to attend through the use of teleconferencing. The

President shall fix a time and place for such meetings upon not less than seven days notice by mail or electronic transmission.

2. A quorum for a meeting shall consist of no less than fifty percent of the directors. Directors must be present in person to participate or participate by teleconference to be counted for purposes of a quorum.
3. The President, or in his/her absence, the Vice-President or their designee shall preside at all meetings.
4. The Secretary shall take notes and distribute them after the meeting. If the Secretary will be absent, s/he is responsible to find a substitute.
5. Two months prior to the end of each director's term the President shall review the directors for continued participation.
6. The directors' terms will be adjusted to maintain an orderly turnover of approximately one third of the directors each year which may require less than a three year term initially. (for example: for a nine member board, three members' terms will expire 12/31/15; three on 12/31/16; and three on 12/31/17)

Article V

EXECUTIVE COMMITTEE

1. An Executive Committee shall have and may exercise all of the rights and powers of the board of directors except those which require the prior approval of the board of directors.
2. The Executive Committee shall consist of the officers. The Executive Committee shall meet as necessary on the call of the President.
3. The directors at the next meeting of the board may override decisions made by the Executive Committee by a vote of two thirds of all members of the board of directors

Article VI

AMENDMENTS

1. These By-Laws may be amended by a two thirds vote of the directors. Proposed amendments shall be sent to all directors by mail or electronic transmission no less than seven days prior to a meeting.
2. The By-Laws Committee will review the By-Laws annually and submit recommendations to the directors at the February meeting.

Article VII

COMMITTEES

1. Committees may be created or discharged from time to time at the discretion of the Executive Committee or by the directors. Present at a meeting and to serve the needs of the coalition. The President shall appoint and remove chairs and committee members.

Article VIII

DUTIES OF OFFICERS

1. The President shall administer the coalition, pursuant to the By-Laws and subject to the Executive Committee approval. He/She shall preside at all meetings of the Board of Directors and the executive Committee. He/She shall call the regular meetings of the directors and the Executive Committee, and decide upon their purpose and preside over them.
2. The Vice-President shall assist the President in his/her duties and generally be acquainted with the duties of the office of President. The vice-President shall be the presiding officer in the absence of the President.
3. The Treasurer shall have custody of all funds of the coalition, supervise payment of bills covering the coalition's activities with drafts drawn on the account of the coalition and co-signed by the Treasurer and

another member of the Executive Committee. The Treasurer Shall keep an accurate account of all receipts and disbursements. The Treasurer shall perform duties of his/her office as determined by the directors. The Treasurer shall make a report to the directors of all properties, receipts and disbursements of the coalition at the meeting of the members. Such reports shall be filed with the records and be reflected in the minutes of that meeting. **The Treasurer shall arrange for an annual financial review and tax preparation of the coalition's funds by an independent accountant at the end of each fiscal year.**

4. The Secretary shall keep and distribute minutes of all meetings of the coalition and the Executive Committee, subject to approval at the next scheduled meeting. He/She is also responsible for tabulating votes and informing the President of the final count.

Article IX

CONTRACTS

1. The Board of Directors may authorize any officer or officers, agent or agents of the Corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to special instances.

Article X

NON-PROFIT PURPOSES

1. Notwithstanding any other provisions of these By-Laws, the coalition is organized exclusively as a not for-profit corporation, as specified in Section 501(c)3 of the Internal Revenue Code and shall not carry on any activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501 (c)3 of the Internal Revenue Code of any successor section. No part of the net earnings of the coalition shall inure to the benefit of any director or officer of the coalition, or to any other individual (except that reasonable compensation may be paid for services rendered to the coalition).