



2024 Shelby County Community Planning Roadmap

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STRATEGIC INSIGHTS

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PURPOSE

The purpose of this effort was to better understand the needs of the residents of Shelby County and collaboratively engage in strategic planning to develop a roadmap that outlines clear priorities for community improvement over the next few years.

COMMUNITY ASSESSMENT

This effort began with a community assessment, followed by planning to identify community improvement priorities to be undertaken by collaborative partners. These Community Assessment Committee Members supported both the assessment and planning to prioritize community improvements:

Scott Barr, Habitat for Humanity of Miami and Shelby Counties
Terri Becker, Tri-County Board of Recovery and Mental Health Services
Andrew Bowser, City of Sidney
Dawn Eilert, Sidney-Shelby County Chamber of Commerce
Arthur Franklin, City of Sidney
Bob Guillozet, Shelby County Commissioners
Jim Hill, Sidney-Shelby Economic Partnership
Ashley Himes, Shelby County United Way Board
Chad Hollinger, Sidney Department of Fire and Emergency Services
Tina Hooks, Shelby County JFS
Erica Lentz, Sidney-Shelby County Health Department
Ryan Maier, Houston Schools
Roberta Mangen, Sidney-Shelby County Health Department
Mardie Milligan, City of Sidney
Brad Reed, Tri-County Board of Recovery and Mental Health Services
Helen Scott, Shelby County JFS
Juli Smith, Community Foundation of Shelby County
Greg Snyder, Sidney City Schools
Marian Spicer, Community Foundation of Shelby County
Jenny VanMatre, Sidney City Council
Dmitri Williams, Cornerstone Building Products
Karla Young, Shelby County United Way

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The Community Assessment, which can be accessed at shelbycountyneeds.com included the following elements:

Brief Secondary Data Review

- National, state, and local sources
- Detailed tables in the report, with a focus on the top problems identified by adults and youth

Adult Resident Survey

- Online survey was designed and hosted by Illuminology
- Survey was publicized by members of the Community Assessment Committee

Supplemental Youth Survey

- Abbreviated version of the adult survey was designed and hosted by Illuminology
- Survey was publicized to members of the Community Assessment Committee (including distribution to local high schools)

Key Stakeholder Survey

- Online survey was designed and hosted by Illuminology, based on preliminary analyses of the issues Shelby County adults saw as most important
- Survey was circulated by Community Assessment Committee members via email

DEVELOPING A COMMUNITY ROADMAP

Following the completion of the Community Assessment, the Community Assessment Committee started building a roadmap that will support community changes to improve the lives of Shelby County residents. Key information from the Community Assessment provided a starting point for prioritizing where the Community Assessment Committee will shift their collective focus for future collaborative efforts:

- Resident vision for Shelby County and evaluations of life in Shelby County
- Issues facing adults in Shelby County
- Issues facing children and youth in Shelby County
- Stakeholder evaluation of resources and barriers for addressing key issues

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The data provided in the Community Assessment were considered, beginning with the priorities that were communicated by stakeholders and people who responded to the youth and adult surveys. Criteria which were considered during the prioritization process included:

- Potential impact
- Complexity vs. simplicity of issue
- Feasibility - \$ and “will” of the community
- Work already underway at various organizations
- Stakeholder interest
- Possible “low hanging fruit” or “early wins”

After thorough discussions and additional input between meetings, the potential priority areas of focus narrowed to three: **Childcare, Affordable Housing**, and a **Strong Families Initiative**.

Recognizing that the collaborative effort must be clear and focused to be successful, each of the three potential areas was more fully discussed. To ensure that decision-making was grounded in data and each area was fully explored, the selection criteria for the final prioritization included:

- Clear achievable measures that are directly impacted by the initiative. (Feasibility)
- Issue has organizations that could or are currently leading efforts. (Leadership)
- Issue is easy for the community to get behind - a no-brainer. (Community Will)
- Financial resources
- Scope of impact (narrow v. broad)
- Sustainability of initiative

Following an engaged discussion, **Increasing capacity and quality of childcare** best met the selection criteria and was taken on as the initial collaborative community change effort to improve Shelby County. Secondly, **Increasing affordable and available housing** (with a focus on developing housing that would be affordable to working class residents) was identified as an area that the Sidney-Shelby Economic Partnership (SSEP) is currently leading and that should be supported by a broader community collaborative to support its success. The **Strong Families Initiative** will not be taken on as a separate initiative at this time, however, the Community Assessment Committee discussed the importance of strengthening families in Shelby

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County and expect that progress in increasing the capacity and quality of childcare and increasing affordable and available housing will help strengthen families. Additional efforts to strengthen families may be considered in the future.

In order to plan for action, the Community Assessment Committee explored the major components of a strategic plan to move the work forward in each area. While more refinement is needed to move to action, basic elements of the plan have been identified in the following grids.

Note that items are all preliminary and need to be confirmed during the action planning phase of this work. For example, after identifying specific action items, performance measures and milestones may shift, and additional resources will likely be identified as leadership/partners are confirmed. Creating a logic model can be a useful tool to align collaborative partners around actions and resources needed to achieve the desired impact. Development of a full logic model for each project will also facilitate communication among collaborative members. A template for logic model design is included at the end of this report.

Increasing capacity and quality of childcare

Impact	Performance Measures	Major Milestones	Resources	Leadership / Partners
<ul style="list-style-type: none"> • Affordable childcare is an economic driver • Quality childcare is a social adaptability driver • Improved school readiness • Potential to reverse negative birth rates 	<ul style="list-style-type: none"> • More certified affordable slots • Increase in childcare employees • Variety of childcare offerings, both in for profit and not-for-profit sectors • Areas outside of the city would have licensed childcare facilities • Increase in school readiness at kindergarten screenings 	<ul style="list-style-type: none"> • Year 1, clear dashboard, new slots created • Within three years, positive trends in success indicators and making a “go / no-go” decision to continue initiative • 10-year timeline for improvement across all measures 	<ul style="list-style-type: none"> • Chamber of Commerce HR Council • 4C funding for providers and those who may wish to open centers • Potential to leverage key relationships to continue conversation about regulation at the state and federal levels 	<ul style="list-style-type: none"> • United Way • Job and Family Services • County Commissioners • Midwest Regional Educational Service Center

Increasing affordable and available housing

Impact	Performance Measures	Major Milestones	Resources	Leadership / Partners
<ul style="list-style-type: none"> Available and affordable housing <p>Notes: - Need to define focus between workforce affordable housing and housing for those with more extreme needs. - Building additional housing can tax infrastructure and school systems; these needs must also be considered.</p>	<ul style="list-style-type: none"> More affordable units (as defined by HUD) Affordability across a person’s lifespan More single-family units in City of Sidney and County Villages. 	<ul style="list-style-type: none"> 3, 5, 10-year milestones to be developed Continual work with quarterly updates 	<ul style="list-style-type: none"> Bridges Community Action Partnership (CAP) Metro Housing, New State Programs, Shelby County Land Bank & CIC’s, Local Banks, Realtors and Mortgage companies. Shelby County Builders Association Could pursue grants (HUD, State Capital) 	<ul style="list-style-type: none"> Sidney-Shelby Economic Partnership (SSEP) County Commissioners Municipalities including City of Sidney and others Shelby County Land Bank Private developers Chamber of Commerce Businesses

Now that the Committee has selected priority areas of focus, action planning can begin. This includes setting priorities for action, defining steps to foster community change, evaluating results, and ultimately becoming self-sustaining. Building on the work completed during the community assessment and planning processes, the Committee can consider these major steps to implement a roadmap to support collaborative community change.



Identify Levers for Change. After prioritizing performance measures and major milestones, do not become too committed to only one specific action or avenue to change. Remember that new or unexpected opportunities and/or previously unconsidered levers for creating positive change are possible. Be open to learning

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about new ways to impact the priority area of focus and combine multiple strategies to leverage the greatest potential for success.

Build Relationships. Identify key community stakeholders and resource partners related to the priority area of focus. Conduct outreach, build relationships, and establish leaders, champions, and a dedicated collaborative workgroup to support the effort. *Note: Having a clear leader of the initiative, who has regular communication, including sharing progress and asking for input and engagement as a part of their job responsibilities, is critical - without someone owning and driving the effort forward it will be difficult to make progress.*

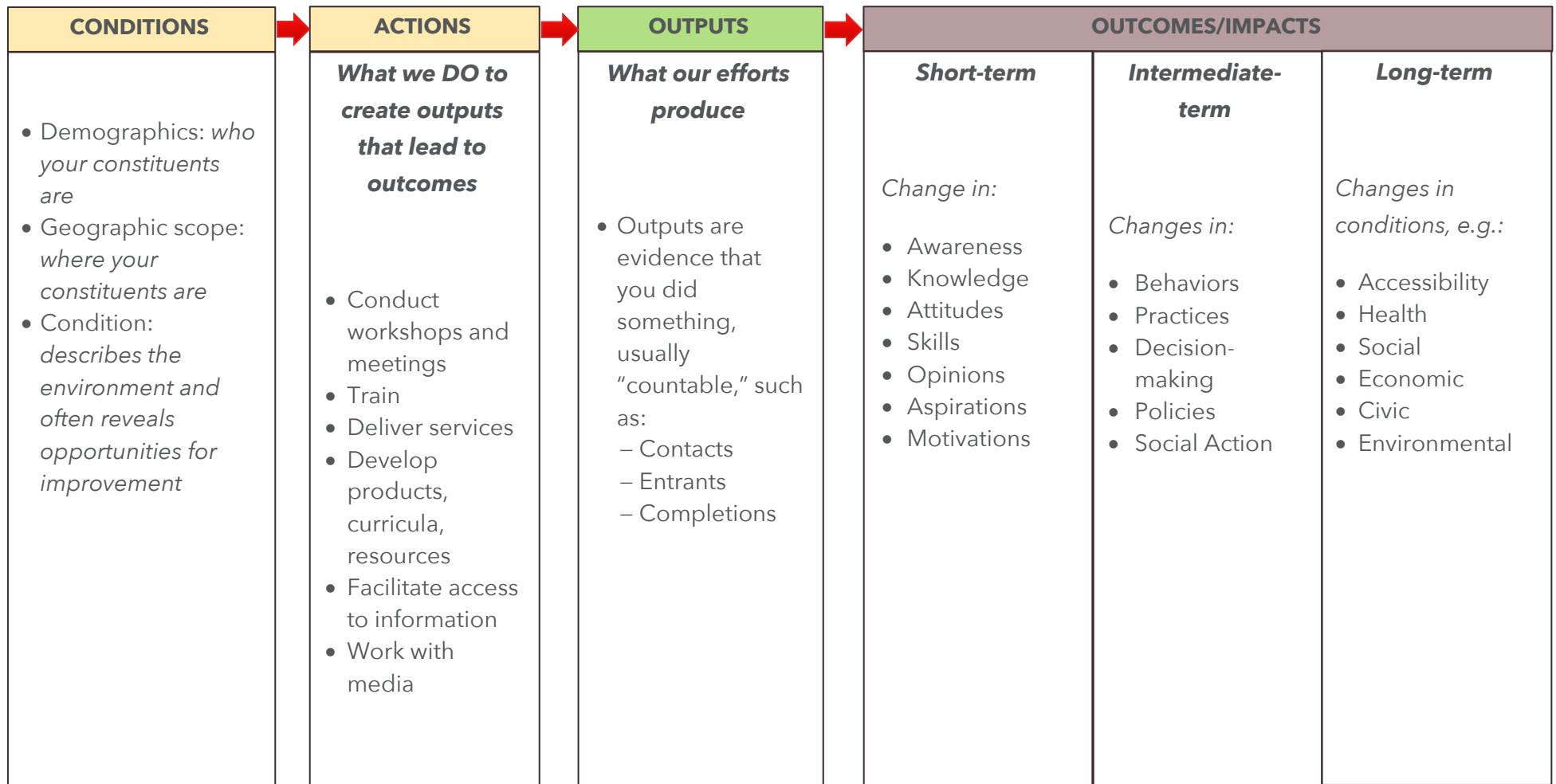
Develop a Logic Model. Beginning with the intended impact selected for each initiative, identify key strategies and action items to achieve performance measures (outputs and outcomes). For each action item, clearly define specific steps, timing, and leads. Communication and engagement within the initiative workgroup and also with the broader community support success.

Implement and Measure Change. Implement the action plan and regularly measure and review specific performance measures, both in the form of outputs and outcomes, being realistic about what can be achieved in short, intermediate, and long-term timeframes. If data do not show progress, use this information to dig deeper to determine whether changes in action items or measures are needed or if patience is required to observe the expected improvements.

Build Momentum. During and after implementation, there are a number of steps you can take to capture the energy and effort of your actions in a way that builds momentum for the future. This includes evaluating progress as described in the prior step, remembering to also take on a more “meta” view and evaluate how well the collaborative effort itself is being facilitated, including communication and shared decision-making, ownership, actions, and resources. Most importantly, celebrate and communicate progress, even small wins. Celebrating the efforts of community members and partners can help ensure supporters feel appreciated and maintain momentum to support desired community change.

LOGIC MODEL TEMPLATE

PURPOSE:



Assumptions

- Beliefs about the environment and community
- Should be confirmed before beginning implementation

External Factors

- Positive and negative influences
- Culture, economics, politics, demographics
- Should be confirmed before beginning implementation