

BOX BUTTE DEVELOPMENT CORPORATION

# STRATEGIC PLAN

2025 - 2027



Box Butte  
Development Corporation



# EXECUTIVE SUMMARY

On October 10th, 2024, the BBDC Board and Staff met for a Retreat-Style Strategic Planning Session. The purpose of this Event was to create a 3-5-Year Strategy for the Organization that could support its mission and create a framework for objectives through 2029.

The Retreat began with opening comments by Executive Director Hannah Robinson, followed by introductions of the Board. Each team member shared sentiments regarding their proudest accomplishments as a team over the past few years, as well as possible future challenges for the organization.

A Visioning exercise then allowed the group to think creatively about the desired future state of BBDC, with the following discussion items covered:

- Aspirational future achievements of the team
- A description of a desired future impact on staff, citizens, and stakeholders
- Potential opportunities for short- and long-term action
- Ideal cultural aspects of BBDC as an organization

Insights from this exercise are included on page 1 of the Appendices of this document.

Following the visioning exercise, the team participated in a current-state analysis. 21 overarching questions regarding existing organizational Strengths, Opportunities for Improvement, future Aspirations, and critical Results for BBDC over the next five years were reviewed and discussed, which led to an identification of overarching themes related to opportunities for the future. These Strategic Priorities were identified as follows:

- Workforce Housing
- Collaboration and Partnerships
- New Business Attraction and Growth
- Community Engagement
- Business Support & Sustainability

The Executive Director and Board then invested the afternoon in developing Goals and Defining Objectives to support the measurable outcomes of the aforementioned Strategic Priorities. All preliminary items are reflected in this document, specific to pages 5-11.

This report is intended to serve as a high-level review and professional summary of the Strategy work completed by the team on the 10th day of October 2024.

On a personal note, I would like to deeply thank BBDC for the opportunity to support them through the development of their Strategic Plan under new Leader Hannah Robinson. The future of Box Butte County is truly bright under the hopeful, visionary, and dedicated leadership of this organization and its Board of Directors.

We wish you all the best as you invest efforts and resources in the pursuit of BBDC's vision: A thriving community connected to a vibrant future.



*Jamie Weingart*  
Jamie Weingart  
Principal Consultant  
JNW Consulting

# BBDC 2024 TEAM RETREAT SUMMARY

## WITH STRATEGIC ACTION ITEMS

### VISION STATEMENT

A thriving community connected to a vibrant future.

### MISSION STATEMENT

Partnering to Grow, Maintain, and Diversify the Economy of Box Butte County, Nebraska.

### VALUES

#### EMPOWER

We empower our members through guidance, providing the necessary tools and resources to ensure their success. By fostering a supportive environment, we enable individuals and organizations in Box Butte County to thrive and contribute to a vibrant future. Our commitment to empowerment helps build a stronger, more capable community.

#### PARTNER

We partner with local, statewide, and national resources to bring you valuable connections. Our investment spans public-private collaborations, demonstrating our commitment at all levels. These partnerships are integral to our strategy, enabling us to leverage diverse expertise and resources to grow and diversify the economy of Box Butte County.

#### SUSTAIN

We sustain businesses by encouraging workforce stability, providing resources, and facilitating connections through continuous support. Our investments from local partners and members play a crucial role in ensuring this support. By maintaining a stable business environment, we help ensure long-term success and growth in Box Butte County's economy.

#### ENGAGE

We engage our community through active involvement. We also regularly communicate with resource partners and connect our community with new opportunities through active engagement. This engagement is key to our organization, fostering a dynamic and interactive network.

#### BUILD

We build our community by utilizing available resources and helping businesses lay a strong foundation. Our efforts are focused on developing a robust business ecosystem that supports the growth, maintenance, and diversification of Box Butte County's economy. We use this value as a key indicator of our success, if we are building, the community is growing.

#### CULTIVATE

We cultivate connections through continuous communication and creating opportunities. By fostering relationships, we build a network that supports mutual growth and success. Our focus on cultivation ensures that our community in Box Butte County remains vibrant and interconnected.

# KEY DEFINITIONS

## **Strategic Plan**

A Strategic Plan outlines the future direction of an organization. It identifies how an organization will allocate their resources to achieve a desired future state, while positioning itself to be competitive and sustainable.

## **Strategic Priority**

Each Strategic Priority represents and details the organization's focused commitment in pursuing the organizational Mission, Vision, and Values. These priorities are conceptual targets that the organization must successfully hit in order for the plan to have served its purpose.

## **Measures of Success**

Measures of Success, also known as Key Performance Indicators (KPIs), represent a quantifiable measure of performance over time for each strategic priority.

## **Defining Objective**

Defining Objectives within this plan refers to the overarching goals through which each strategic priority will be addressed.

## **Action Items**

Action Items within this plan refer to the specific steps for action required to execute on Defining Objectives. Defining Objectives will often consist of several action items related to specific, measurable, achievable results. Action items will also be tied to responsible parties, deadlines, and status updates.

## **Responsible Party**

The Responsible Party within this Strategic Plan represents the person/organizational role responsible for the execution of each Action Item. In partnership with the Superintendent, the Responsible Party has the authority to add tactics that will support the action plan, as well as to select additional team members to execute on each item.

# THEMES IN THE DATA

## 1. Housing for Workforce

## 2. Collaboration & Partnerships

- Childcare Grant
- Connections
- Internal Partnerships - Board Engagement - Positive Dynamics
- Grow Our Own - Recruit and Retain Youth

## 3. New Business Attraction and Growth

- Education
- Creating/Marketing Our Business-Friendly Environment
- Be Competitive within Region
- Remote Opportunities
- WeWork

## 4. Community Engagement

- Marketing, Outreach, Communication
  - Dashboards for Community Investment Data
- Quality of Life
  - Community Mindset and Perception
- Promotion of County

## 5. Existing Business/Small Business Support & Sustainability

- Education

# STRATEGIC PRIORITY #1

## WORKFORCE HOUSING

Measures of Success:

- Up-to-date Housing-Specific Data
- Loaned-Out \$750,000 by Q1, 2027
- Additional Units Added to Available Housing Box Butte County Q2, 2028
- Revolving Loan Fund Made Accessible to Entire County
- Increased stock of high-end housing

DEFINING OBJECTIVE	ACTION ITEMS	RESPONSIBLE PARTIES	TIMELINES
1. Attract Multiple Housing Developers	a. Create and execute marketing plan	Hannah Robinson Lacy Willey	Due Q1 2025
	b. Continue conversation with connections	All BBDC Staff and Board	Ongoing, Review Monthly
2. Leverage Industry Partnerships	a. Find Investment Partners	Hannah Robinson Maverick Churchill	Partner Identification by Q4 2025
	b. Maximize Utilization of Housing Fund <ul style="list-style-type: none"> <li>• Track and Measure Data</li> <li>• Set Financial Goals</li> </ul>	Hannah Robinson BBDC Board President/ Dave Weber	Due Q3 2026  Track Data and Set Goals by Q1 2025
3. Connect home-seekers with existing inventory	a. Engage Absentee or Sentimental Homeowners to Put Homes on Market	Hannah Robinson Seth Sorensen	Ongoing, Review Quarterly
	b. Educate People on Housing Resources Available	Hannah Robinson Lacy Willey	Ongoing, Review Monthly
4. Create Neighborhoods Where People Feel Connected	a. Create block party tool-kit	Hannah Robinson David Rosenbaum	Due Q2 2025
	b. Explore Proof of Concept of creating neighborhood commissions or councils	Hannah Robinson Bart Moseman Seth Sorensen	Due Q3 2025, Review Monthly
5. Diversify Housing Stock	a. Review housing types on an annual basis	Hannah Robinson Barb Straub Seth Sorensen	Ongoing, Review Annually
	b. Encourage Downtown Housing	Hannah Robinson Seth Sorensen	Ongoing, Review Quarterly

# STRATEGIC PRIORITY #2

## COLLABORATION & PARTNERSHIPS

Measures of Success:

- Healthy Maintenance of Relationships with Key Partners (Chamber of Commerce, City, Hemingford Village, Box Butte County, Regional and State Department of Economic Development Reps, Regional Economic Development Entities)
- Full Utilization of Childcare Grant by Q2, 2027
- 80% Attendance at All Board Meetings on an Annual Basis
- Volunteer Engagement, Increase in Volunteer Activities from Board
- Ongoing Participation with Career Connections
- 20% Increase in Independent Members by FYE 2025

DEFINING OBJECTIVE	ACTION ITEMS	RESPONSIBLE PARTIES	TIMELINES
1. Utilize Nebraska Children Foundation Childcare Grant	a. Track Financial Data	Hannah Robinson Brett Ditsch	Review Monthly Grant project completion by July 2027
	b. Continue partnership and grow reach with local childcare providers	Hannah Robinson	Ongoing, Review Monthly
2. Strengthen and Improve Employee & Board Engagement	a. Improve Board Meetings. Review ongoing opportunities for Engagement with Board. Consider ideas such as: <ul style="list-style-type: none"> <li>• Mandatory Updates by All</li> <li>• Lunches Provided</li> </ul>	Hannah Robinson All Board members	Ongoing, Review Monthly
	b. Show Impact - Present Data at Board Meetings	Hannah Robinson Dr. Travis Miller	Ongoing, Review Monthly
	c. Provide Developmental Opportunities for Board and Staff	Hannah Robinson Maverick Churchill	Ongoing, Review and Decide Upon Opportunities Quarterly
3. Make BBC Attractive to Young People	a. Connect with Youth and Future Workforce	Hannah Robinson Dr. Derek Shafer	Ongoing, Review Quarterly
	b. Maintain Career Connections of Western Nebraska involvement	Hannah Robinson Dr. Travis Miller	Ongoing, Review Monthly

# STRATEGIC PRIORITY #2 (CONTINUED)

## COLLABORATION & PARTNERSHIPS

DEFINING OBJECTIVE	ACTION ITEMS	RESPONSIBLE PARTIES	TIMELINES
4. Stay Engaged with Local, State and Regional Partners	a. Maintain partnerships with City of Alliance, PADD, TCD	Hannah Robinson BBDC Board President	Ongoing, Review Quarterly
	b. Explore Strategic Partnership with Chamber	Hannah Robinson All BBDC Board	Review Jan. 1 2024, then annually
5. Engage and Support Members	a. Engage Retirees in Future Vision	Hannah Robinson Maverick Churchill	Ongoing, Review Semi-annually
	b. Maintain and increase member communication, use data reports to track	Hannah Robinson All BBDC Board Members	Ongoing, Review Monthly

# STRATEGIC PRIORITY #3

## NEW BUSINESS ATTRACTION AND GROWTH

Measures of Success:

- Obtain a Clear Current-State Picture Utilizing Available Data by end of Q1, 2025
- Create a Clearly-Defined Benchmark of Economic Growth and Success
- Realize an Overall Increase in Box Butte County New Business (Initial Goal 5%)
- Existence, Maintenance, and Utilization of Available Properties List
- Existence of, and Execution of a Prospective Business Marketing Plan

DEFINING OBJECTIVE	ACTION ITEMS	RESPONSIBLE PARTIES	TIMELINES
1. Coordinate Businesses with Property Owners	a. Entice Vacant Property Owners to Invest	Hannah Robinson All BBDC Board Members	Ongoing, Review Annually
	b. Facilitate Property Leasing opportunities between owners and tenants	Hannah Robinson Zac Bryant	Ongoing, Review Monthly
	c. Market Available Properties to Potential Businesses	Hannah Robinson David Rosenbaum	Ongoing, Review Monthly
2. Increase Workforce	a. Partner with tourism to attract workers and run campaign	Hannah Robinson Dr. Derek Shafer	Campaign Start Date by end of 2025
3. Facilitate Resources to Attract Businesses	a. Create Incentive Packages	Hannah Robinson Lacy Willey	Due by Q2 2025
	b. Coordinate with Other Entities to Create Interest	Hannah Robinson BBDC Board President	Ongoing, Review Quarterly
	c. Maintain and strengthen SBDC Partnership	Hannah Robinson	Ongoing, Review Semi-Annually
	d. Communicate with Site Selectors	Hannah Robinson BBDC Board President	Ongoing, Review Quarterly
	e. Promote IT Infrastructure and Providers	Hannah Robinson Barb Straub	Ongoing, Review Quarterly
4. Market Alliance's Appeal Over Surrounding Towns	a. Show our Value	Hannah Robinson All BBDC Board Members	Ongoing, Review Monthly
	b. Educate on the Opportunities that are Here	Hannah Robinson All BBDC Board Members	Ongoing, Review Quarterly

# STRATEGIC PRIORITY #3 (CONTINUED)

## NEW BUSINESS ATTRACTION AND GROWTH

DEFINING OBJECTIVE	ACTION ITEMS	RESPONSIBLE PARTIES	TIMELINES
5. Find Opportunities and Prospects	a. Hold Annual Pitch Event	Hannah Robinson Barb Straub	Due by Q3 2025
	b. Increase connections and networking with decision makers of growing companies	Hannah Robinson All board members	Ongoing, quarterly check in

# STRATEGIC PRIORITY #4

## COMMUNITY ENGAGEMENT

Measures of Success:

- BBDC Feedback Received from 50% of Community's Population Regarding Growth Potential
- Positive Improvement in Community Perspective Data by Q1, 2028
- Continuation of Annual Meeting, Monthly Coffee, and Communication Efforts
- Continuation of Executive Director and Board Presence at Community Events
- Increase in Quality of Life Indicator Data

DEFINING OBJECTIVE	ACTION ITEMS	RESPONSIBLE PARTIES	TIMELINES
1. Utilize Data	a. Create a dashboard to show data and benchmarking	Hannah Robinson Dr. Travis Miller	Due by Q1 2025 Then review Monthly
	b. Capture Opinions and Feedback from Community on an annual basis	Hannah Robinson BBDC Board President	Begin Q2 2025, review annually
2. Build Community Buy-In	a. Regular attendance of community events	Hannah Robinson BBDC Board Officers	Ongoing, Review Monthly
	b. Build key relationships with community leaders	Hannah Robinson All BBDC Board Members	Ongoing, Review Semi-annual
3. Leverage Current Wins and Celebrate Success	a. Create campaign of celebration template that is executed and updated quarterly	Hannah Robinson BBDC Executive Committee	Due Q3 2025, updated and reviewed quarterly
4. Promote our Community	a. Promote Positive Traits, Successes, and Appeal of Community <ul style="list-style-type: none"> <li>• Advocacy by Staff and Board</li> <li>• Include BBDC communication</li> </ul>	Hannah Robinson All BBDC Board Members	Ongoing, Review quarterly
	b. Expand Marketing and Outreach	Hannah Robinson BBDC Board Officers	Ongoing, Review quarterly
	c. Market Quality of Life, Cost of Living, etc.	Hannah Robinson Seth Sorensen	Ongoing, Review quarterly
5. Improve Connection within Community	a. Promote Deeper Neighborhood Connections - Also see Priority #1, Objective 4.a. for "Block Party Toolkit"	Hannah Robinson David Rosenbaum	Due Q2 2025
6. Measure and Improve Quality of Life Factors/Indicators	a. Include data in dashboard seen in objective 1	Hannah Robinson Dr. Travis Miller	Due Q1, 2025, then updated Semi-annually
	b. Partner with City of Alliance Community Development	Hannah Robinson Seth Sorensen	Ongoing, Review Quarterly

# STRATEGIC PRIORITY #5

## EXISTING BUSINESS/SMALL BUSINESS SUPPORT & SUSTAINABILITY

Measures of Success:

- 90% Small Businesses Retention Rate Between Q1, 2025 - Q1, 2030
- Existence of Small Business Saturday and Other Small Business Promotional Campaigns
- Growth of Involvement in Professional Networking Beyond Perfect Blend Attendance
- Regularly Scheduled Programming for Educational Workshops

DEFINING OBJECTIVE	ACTION ITEMS	RESPONSIBLE PARTIES	TIMELINES
1. Meet the Needs of Existing Businesses	a. Understand Needs through Business Retention and Expansion visits (BREs)	Hannah Robinson BBDC Board Officers	Project Completion by Q2 2025, then reviewed Quarterly
	b. Maintain and Increase Level of Service <ul style="list-style-type: none"> <li>• Take inventory of services</li> <li>• Gain need-specific feedback from existing businesses</li> </ul>	Hannah Robinson All BBDC Board Members	Benchmarked by Dec. 2025, Review Monthly
	c. Connect Businesses with Resources	Hannah Robinson BBDC Executive Committee	Ongoing, Review Quarterly
2. Promote Shop Local Messaging and Initiatives	a. Create and Promote “shop small” events in partnership with local businesses	Hannah Robinson Lacy Willey Brett Ditsch	First event due by May 2025, then hosted quarterly
	b. Increase messaging and awareness of local shopping via communications	Hannah Robinson Lacy Willey	Due by Q1 2025, then review quarterly
3. Create Professional Network(s)	a. Explore potential for networking club, for example: “Box Butte County Young Professionals”	Hannah Robinson Zac Bryant	Due by Q2 2025, then review quarterly
	b. Create and facilitate mentorship programs <ul style="list-style-type: none"> <li>• Business owners with retirees</li> <li>• Youth with business owners</li> </ul>	Hannah Robinson Zac Bryant	Established Q1 2025, reviewed quarterly
4. Provide Small Business Education	a. Partner with WNCC/UNL Extension Center/NBDC/SourceLink NE	Hannah Robinson BBDC Board Officers	Due by Q1 2025, Host quarterly workshops



# APPENDICES

# VISIONING

## OUR ACCOMPLISHMENTS

- Increase Availability - (Bring in a Housing Developer)
- Large-Scale Employer (i.e. Industry-Specific / Manufacturing / Data-Center or Hub for Workforce)
- Ability to Bring People to BBC
- Healthy Competition Against Nearby Cities and East Side of State
- Increase in School Population and County Families
- Increase in Childcare Opportunities
- Leverage Rural Workforce Housing Fund Across BBC - Fully Utilize in Alliance
- Rehabilitate Local Housing / Create Diverse Housing Opportunities / Family Housing
- Thriving Downtown and Small Business Community

## OUR DESIRED INTERNAL IMPACT & CULTURE

- All Members of BBDC feel like they are getting a return on their investment - huge network of business partners and business partnerships = sense of community
- Diverse Board who fully understand one another's businesses and can serve as a referral source / business partners
- Clear Marketing and Messaging
- True Connections - "I Know the Person to Talk to"
- Diverse Businesses with high collaboration
- Increase in community awareness and understanding of factors impacting them
- Desire to be on this board - waiting list for Board Participation
- Foster a safe space for collaborative exchange of ideas
- Representatives from economy
- Development of Executive Director
- Encourage Resourcefulness and Training
- Connection Among Stakeholders and Keeping Them Updated Among One Another (i.e. We know what's ahead, what's coming, and/or what people need)
- Member Update Mandatory
- Make it Desirable to be on this Board

## OUR OPPORTUNITIES FOR ACTION

- Gain Solid Knowledge of Resources (i.e. Marketing Plan)
- Proactively Match our Resources with Potential Partners (Found Those Who Need Us)
- Understand Our Potential Clients
- Connect with Developer Who is Connected to Box Butte County
- Connect Developer with Local Workforce and Resources
- Establish Long-Term Relationships with Developer and Local Businesses to Perpetuate/Duplicate Success
- Starts with Culture - Build Collaborative Culture Within the Board and Staff
- Encourage Partnerships Beyond Board, Including State and Finding Opportunities / Expand our Network
- Leverage Partnerships to Rapidly Build Homes While Attracting Business XYZ that Creates 100 Jobs
- Utilize All Rural Housing Funds
- Create Opportunities for Business Development
- Increase Investment Confidence in Local Businesses

## OUR IDEAL EXTERNAL IMPACT:

- Connected a Developer and Community Partner as Resource Provider and Expert / Helping All to Achieve Their Vision
- Clear Understanding of how BBDC can support Small Business
- Leverage Relationships to guide or assist in helping people get businesses off the ground
- Growing Local Businesses; helping them thrive and be successful
- Helping those who want to be here have a house and find success
- Good quality life and livable wages with quality education for children
- Toolbox full of resources (including connections)
- Solved childcare problems and brought in housing
- Employers have enough employees

# 2024 SOAR EXERCISE

## STRENGTHS

- Transitioned\*\*
- Released RWHF\*\*
- Hired Hannah - marketing
- Perfect blend\*\*
- Community for kids\*
- RWHF\*
- Industrial Park
- Networking
- Today: strategic planning
- Unified Board
- Communication
- Childcare grant
- Connections\*\*
- Resourceful\*\*
- Diverse\*\*
- Collaborative\*\*
- Common goals\*\*
- Representative of the community\*
- Belief that we will impact our community

## OPPORTUNITIES

- Who we are
- What we do
- Continuity of effort
- Merge with Chamber\*\*
- Board stability - president transferred\*
- Size of scope\*
- Resources
- National and International competition\*
- Leverage RWFH\*\*
- C4K
- Planning to actually make a difference
- House funding
- Avoid the “we’ve always done it this way”
- Stay or be open to new possibilities
- Perception
- Hinging on one person
- Awareness\*
- Availability
- Advertising resources
- Tangible results\*
- Not enough housing and childcare
- Celebrating success\*
- Public education at BBDC
- Membership drive

*\* indicates the number of additional groups who emphasized their agreement with the answer*

# 2024 SOAR EXERCISE

## ASPIRATIONS

- Economy
- Networking\*
- Fun!
- Sense of purpose
- Internal & external relationship
- Utilization of resources
- BBDC has excelled with C4K
- RWFH kicking ass!
- Success\*\*
- Growth\*\*
- Sense of belonging\*
- COmmunity
- Keep Director
- No major job losses
- Successfully expanding housing grant - outside of Alliance\*\*
- C4K
- Housing
- Attract an employer
- Maintain/support small business\*\*
- Main Street
- Childcare
- Population stability & growth\*
- Ourselves
- The best BBDC per mission statement
- Leaders\*
- Creators & connectors

## RESULTS

- Do we want to grow?
- Are we willing to change?
- Do you care?
- Potential loss of major employer
- Political effects on coal/railroad\*\*
- Market fluctuations
- Resistance to change
- User workforce funding to complete (or at least start) a project\*
- Attract employers and employees
- Diversify economy
- Contractor/developer
- Add childcare capacity - not just shuffle seats
- Making connections
- Getting resources
- Kids\*
- Education
- Opportunities
- Defining the benefits of BBDC and Alliance
- Near zero unemployment\*
- Bring more into active workforce
- Small business success rate
- Housing numbers\*
- Decrease blighted
- Kids - children in care
- Care available
- Prevent the loss of Director & Board members
- Rumors negatively affecting BBDC\*
- Disinformation
- Share urban dictionary - Alliance

*\* indicates the number of additional groups who emphasized their agreement with the answer*

# 2024 SOAR EXERCISE

## DO WE WANT TO GROW?

- YES

## WHAT DOES GROWTH LOOK LIKE?

- 5% population growth by 1/1/2029
- Increase sales tax
- Increase small businesses (restaurants, stores)
- Increase commercial building occupancy
- Increase per household income
- Better aspects of quality of life (index)
- Competitive for new businesses

## WHAT NEEDS TO CHANGE?

- Community/county mindset
- Capitalize on youth
- Perception of Alliance as dying town
- Seize opportunities
- Buy-in from constituents/citizens
- Spend money locally
- Support local small business as priority
- Be the stopping point for surrounding towns
- "Chain" appeal?

# CONSULTANT OBSERVATIONS

In the spirit of reflection regarding the BBDC Planning Process, the following observations and recommendations are offered by JNW Consulting, LLC:

It is JNW's impression that BBDC is a healthy and mission-driven Economic Development Entity with a passionate and committed Executive Director, as well as an engaged and supportive Board of Directors. BBDC is supported by a strong Mission Statement, Vision Statement, and set of Core Values, providing a solid foundation for facilitating long-term success and impact for all Box Butte County citizens and stakeholders.

## Next Steps

It will be essential that the Board reconvene in the near future to review BBDC's Strategic Priorities and Defining Objectives for approval. Once there is a commitment by all internal Stakeholders to invest resources into each Priority, the Executive Director would benefit from the following action items:

- Work collectively with the Board (or create Committees) to establish short and long-term action plans for each Defining Objective
- Assign Accountable Parties (including at least one Board Member as a Champion of each Defining Objective
- Create timelines for each Action Item. Examples of timelines may be as follows:
  - Begin by mm/yy / Complete by mm/yy
  - Ongoing Review Annually/Quarterly/Monthly/Weekly
  - TBD - Review mm/yy
- Establish Measures of Success for Each Strategic Priority. Examples of Measures of Success are as follows:
  - 10% Growth in Population by 2029
  - 5% Increase in Small Business Revenue by 12/2025
  - 10% Increase in Sustained Small Businesses in Box Butte County between Years 2024-2026
  - Partnership and Recruitment with at Least One Large Corporate Entity for Workforce Development
  - Existing Housing Partnerships with an 10% Increase in Available Living in Box Butte County

Once the plan has been completed to its potential, JNW will work with BBDC to create marketable, memorable Printed, Digital, and Web-Based Versions of the Plan.

At the formal adoption of the Strategic Plan by the Executive Director and Board, it is recommended that BBDC develop a communication plan that will offer its community transparency and clarity regarding the purpose and priorities of BBDC over the next 3-5 years.

It will be vital that effective communication of this plan is offered to community stakeholders, in addition to creating opportunities for engagement and idea-sharing related to Action Planning.

Once the plan has been formally adopted by the Board and fully presented to BBDC staff, the BBDC community would benefit from access to a high-level version of this plan.

As BBDC moves into future years, all parties should be informed of the plan's progress at a level appropriate to their engagement with the community.

# TIMELINES AND STATUS UPDATES

JNW Consulting proposes the following timelines for finalization of the strategic plan, as well as action-planning and detail-work that can engage BBDC staff at all levels.

After Board approval, committees may find benefit in monitoring their work on a quarterly basis. For clarification purposes, a suggested short-term timeline is offered below:

<b>November, 2024</b>	<ul style="list-style-type: none"> <li>• Exec. Dir. Meet with Board to Review and Revise First Draft of Plan</li> <li>• Exec. Dir. with JNW Consulting to Work Through Final Plan Edits</li> <li>• Final Revisions Made</li> </ul>
<b>December, 2024</b>	<ul style="list-style-type: none"> <li>• Prepare Communication Plan</li> <li>• Send Internal &amp; Public-Facing Strategy Document to Print</li> </ul>
<b>January, 2025</b>	<ul style="list-style-type: none"> <li>• Roll-Out Communication Plan</li> <li>• Begin Plan Execution</li> </ul>
<b>Summer, 2025</b>	<ul style="list-style-type: none"> <li>• Continued Strategy Efforts with Quarterly Board Touchpoints</li> <li>• Recommended: Consultant-Led Progress Touchpoint and Retreat with Leadership Team</li> </ul>

After Plan approval, BBDC may find benefit in monitoring their work on a quarterly basis. The following Strategy verbiage may be helpful as a Board Communication tool:

<b>Status</b>	<b>Description</b>
Hold	No Action Being Taken During This Quarter
In Development	The Development of Action Items & Tactics are in Progress
Discover, Research, and Recommend	Discovery Work and Research are in Progress, Implementation Pending
Implementation	Action Items and Tactics are Being Implemented by Responsible Parties
Sustain and Monitor	Defining Objectives, Action Items, and Tactics are Executed. *This Phase May Require Additional Monitoring to Measure Success and Effectiveness
Complete	Defining Objectives, Action Items, and Tactics are Fully Operationalized within the School District
KPIs Met	The Action Plan is in Progress or Completion, and Measures of Success identified within the original Strategic Plan have been fully realized.

A Potential Revised Strategy Table or Dashboard May Look Similar to the Following:

<b>Strategic Priority #1</b>									
<b>Measures of Success:</b>									
	<b>Action Item</b>	<b>Responsible Party Leader</b>	<b>Responsible Party Members</b>	<b>Deadline</b>	<b>Status 2023-2024</b>	<b>Status 2024-2025</b>	<b>Status 2025-2026</b>	<b>Status 2026-2027</b>	<b>Status 2027-2028</b>
	Defining Objective #1								
	Defining Objective #2								

Upon the first anniversary of the Strategic Plan (Fall, 2025), JNW Consulting recommends that the Leadership Team meet for a retreat-style session to review progress on the plan and to make modifications as necessary to meet the evolving needs of their program.

A suggested annual retreat outline is as follows:

1. Introductions and Check-Ins
2. Review of Mission, Vision, and Values
3. Review of Progress Made on Each Strategic Priority, Defining Objective, and Action Item (prepared in advance by Responsible Party Leaders)
4. Celebration of Successes
5. Identification of Opportunities to Modify, Revise, or Recalibrate Plan
6. Formal Decision-Making Regarding Modifications to Existing Plan
7. Formal Report Written and Distributed as an Addendum to original Plan







Jamie N. Weingart  
jnwconsulting.org

*Let's explore what you do well so that you can do more of it.*