

*Vision* 2020

A series of seven squares of increasing size and varying shades of gray, arranged in a slightly curved line from left to right, positioned below the word 'Vision'.

# A 20/20 View

Human Service agencies are operating in a world of changes and uncertainties...

- Olmstead Act
- Federal State Law Changes
- Affordable Care Act
- Mental Health Regulations
- Medicaid transition to MCOs
- Funding

# Ongoing Challenges...

- Public funding
- Demands and competition for private funds
- Private sector work-place skill requirements
- Cost to provide required competent staff



Muscatine  
Welfare  
Association



Four Muscatine based, mission driven,  
non-profits providing broad services for  
seniors, disabled, and displaced persons  
see a pathway forward.

The concept of Vision 20/20 is simple

If we put the right organization  
structure in place now

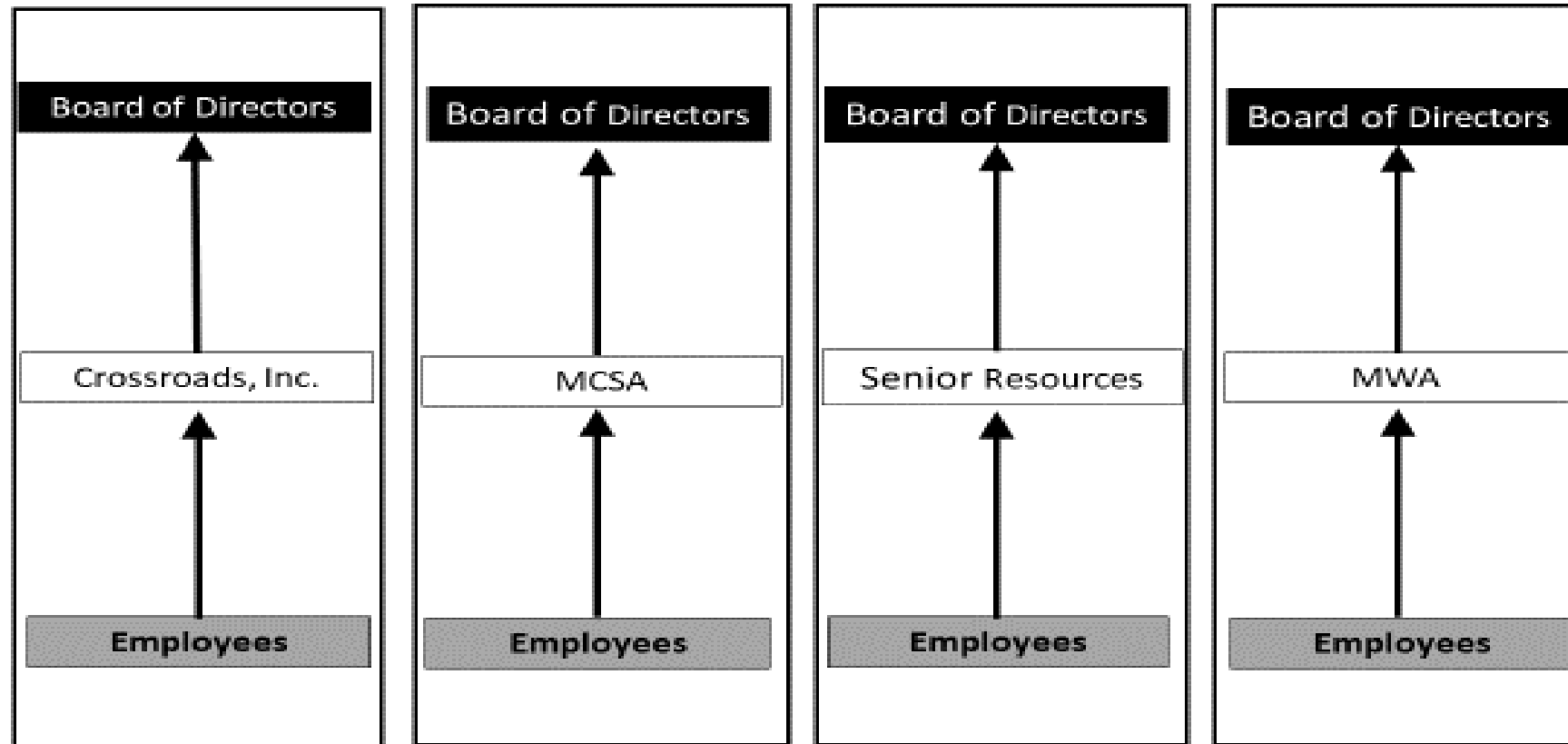
Focused on leverage, efficiency  
and effectiveness

Vision 20/20 can lead to a sustainable future

# The beginning of Vision 20/20...

- The recognition of these challenges prompted a visionary group to hold brain storming meetings. Participants included Community Leaders, Funders, local government and members of the United Way, Crossroads, Senior Resources, and MCSA.
- August 18, 2016 a letter of intent was signed by MCSA, CROSSROADS and SENIOR RESOURCES to pursue a Vision 20/20 strategy.
- Over several meetings a draft for a possible affiliated structure was developed.
- A meeting in October of 2018 joined the Vision 20/20 founders and members of each entity in a renewed focus for the future.
- Muscatine Welfare Association joined Vision 20/20 in early 2019.

## Current State



## Four Separate Entities

# We are Moving Forward...

- With a common agreement to move forward in the opportunity embodied in Vision 20/20, the following key accomplishments were made in 2019
- Established 20/20 Board- consisting of 17 members
  - 11 Voting members: 2 from each entity and 3 original 20/20 founders
  - 6 Non – Voting Members: 3 remaining Founders and 3 Entity Directors
- Formed a committee to review and amend the, now adopted, By-Laws
- Determined the need for a Leadership position (CEO) for the Vision 20/20 entity
  - Formed a committee to develop CEO job description.
  - Established CEO search Committee
- Adopted Mission and Vision statements
- Hired CEO- Cheryl Plank



## **Vision Statement**

Vision 20/20 serves as a catalyst to bring human services together to assure mission-driven sustainability

## **Mission Statement**

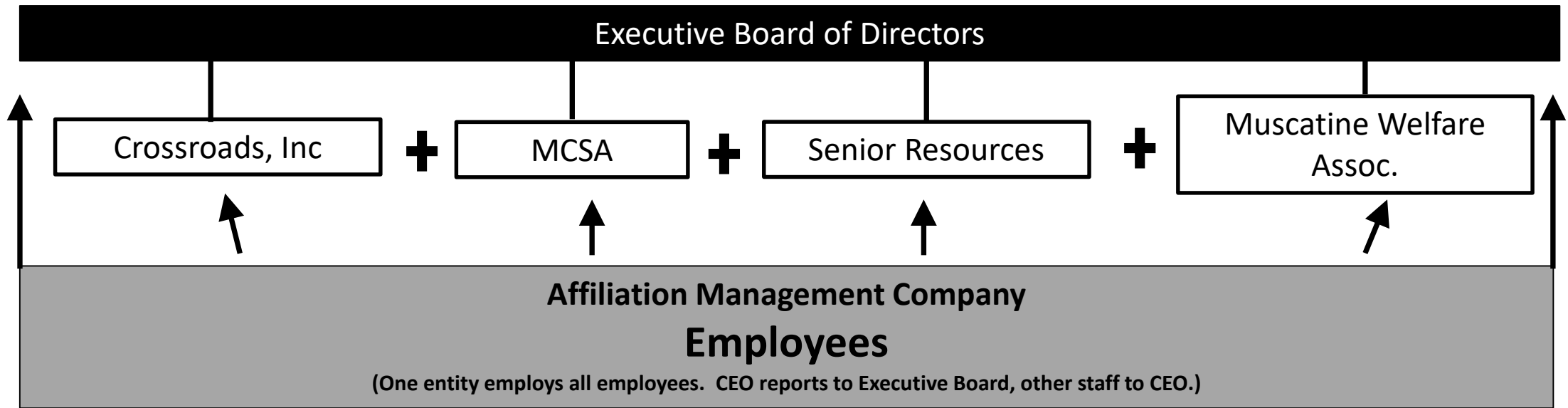
The mission of Vision 20/20 is to provide leadership and resources to assure that human service organizations in the Muscatine area meet the needs.

# CEO, Cheryl Plank, began November 11<sup>th</sup>, 2019 ...

## Key accomplishments:

- During the first 3 months...  
Many meetings were held.
- A fluid timeline was created

## Future State



(Management and organizational costs allocated to each entity.)

**Four entities operating as one, one management team, one Board of Directors**

# Progress Continues...

## Key accomplishments in 2020:

- March & Pandemic
- By the end of July 2020, Interim Positions End
- Vision 20/20 CEO was made the CEO Senior Resources, Crossroads and MWA (Muscatine Welfare Association).
- Consultive work continues with MCSA.
- Deputy Director Hired
- Vision 20/20 bylaws updated
- Partnerships Develop
- A new transitional structure was created

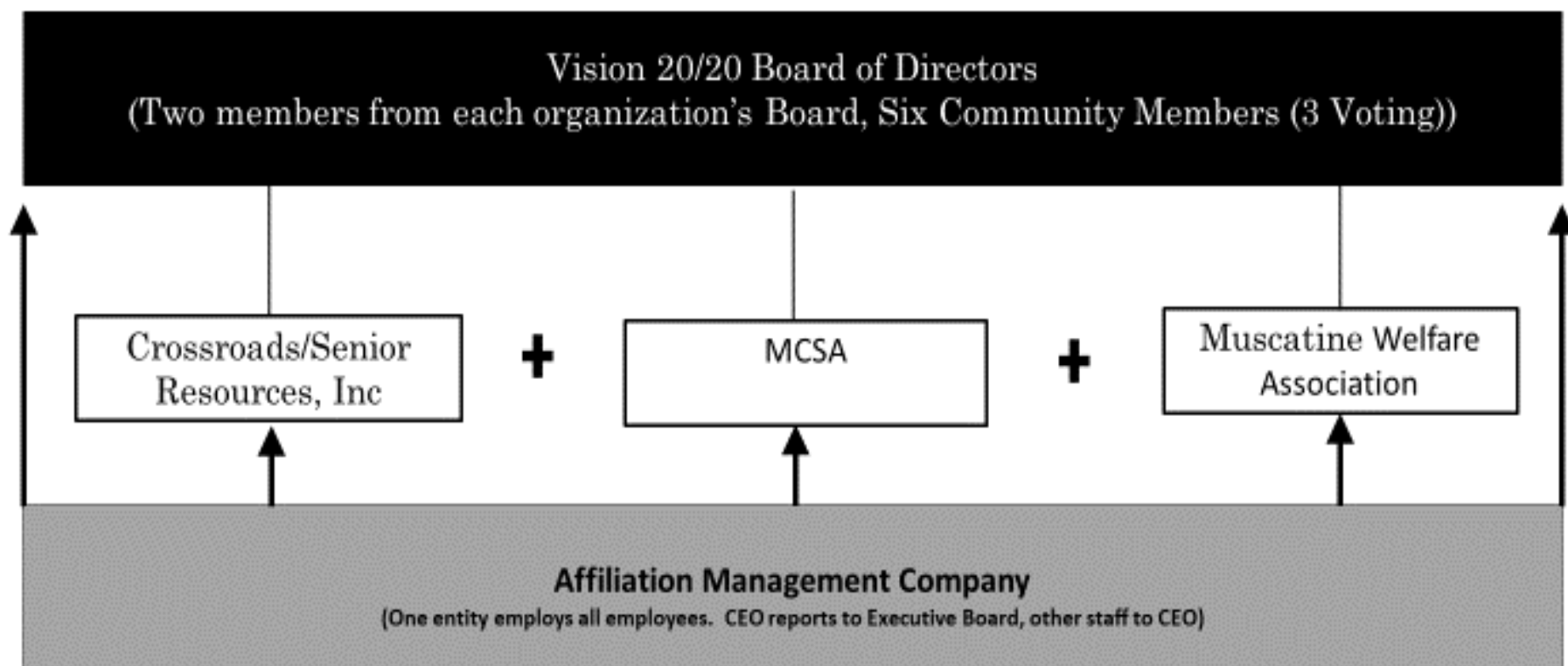
## Current Structure (July 1, 2020)



# Partnerships Developed...

- 401K Plan Offered
- MCSA takes lead on maintenance
- Senior Resources staff assists in the finance department for MCSA
- MCSA & Crossroad's developing an integrated community employment program
- Director at Crossroads working with the Senior Resources adult day center
- A letter of engagement and letter of intents Signed between Crossroads and Senior Resources.

## Next Steps – Transitional Structure



Management and organizational costs allocated to each entity.

The next step is to begin to build a structure that supports the larger Vision 20/20 partner agencies. Most significant will be the search for a CFO to serve as a strategic business partner.



# The Possibilities Are Endless...

- Sustainability
- Efficiencies
- Strengthened recruitment, development and compensation
- Board Recruitment
- Improving Revenue Opportunities.
- Strengthening of Donors
- Bringing Services Together

## Vision 20/20

MCSA + Senior Resources + Crossroads + MWA

### By Providing:

Training  
Care  
Education  
Assistance  
Housing  
Encouragement  
Respite  
Support  
Socialization  
Help  
Employment  
Comfort  
Safety



Together: We Change Lives

### To Improve:

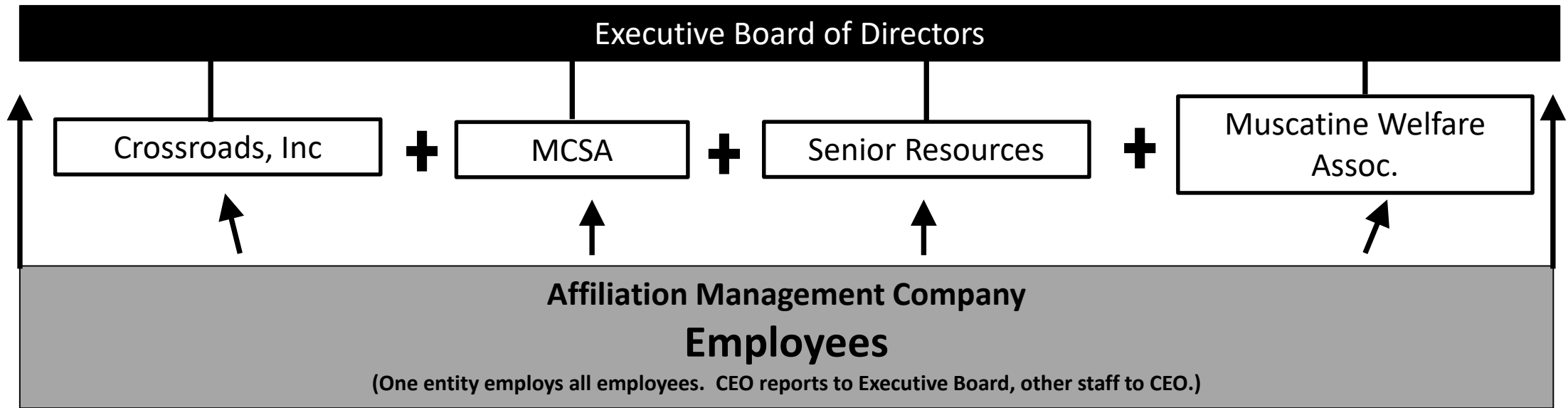
Confidence  
Self-reliance  
Attitude  
Family  
Independence  
Presentation  
Financial Stability  
Housing  
Productivity  
Quality of Life  
Muscatine

Making a Community Better for Everyone

Vision 20/20 needs investment

Capital to make this  
strategic endeavor a reality

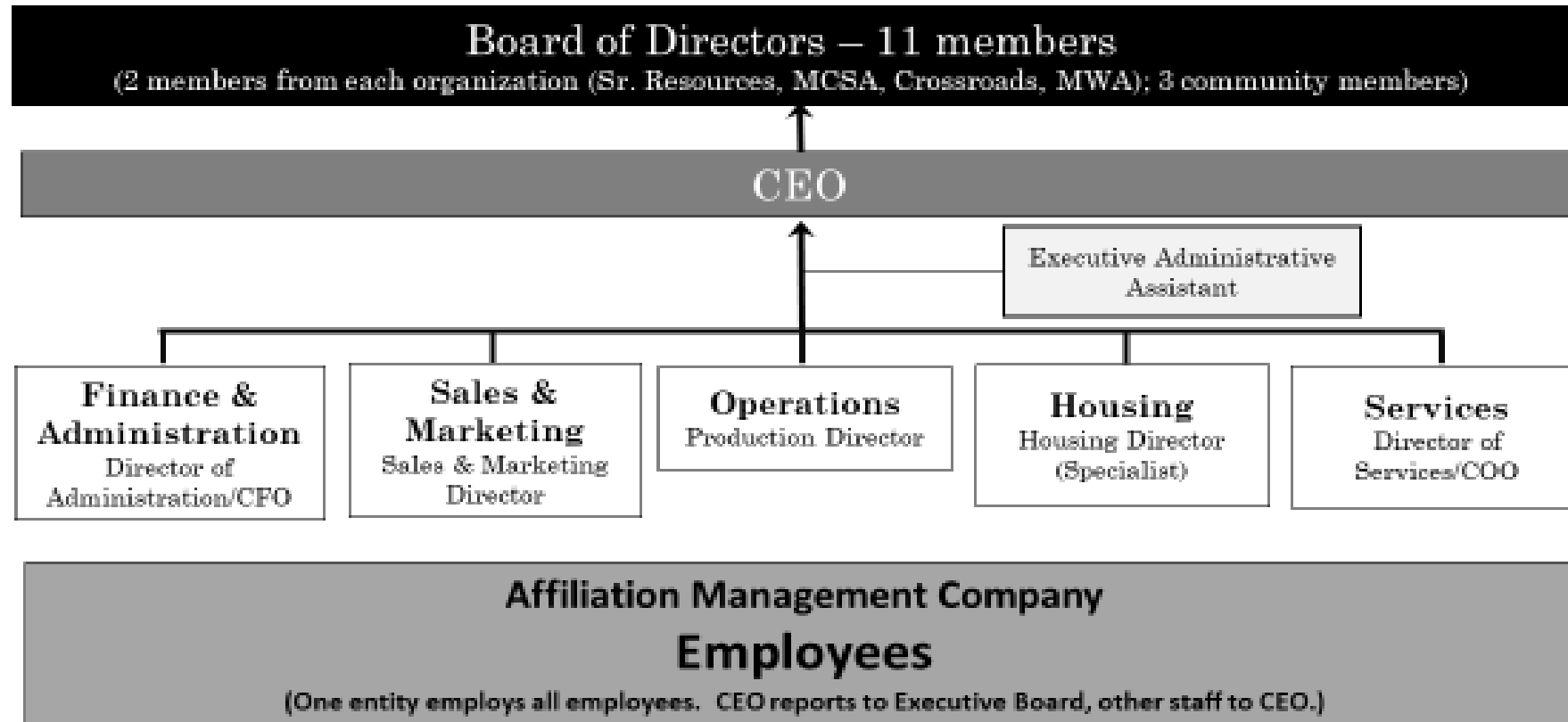
## Future State



(Management and organizational costs allocated to each entity.)

**Four entities operating as one, one management team, one Board of Directors**

# Future State



**Four entities operating as one, one management team, one Board of Directors**

# Private / Public Partnerships

## **The Goal- \$700,000 over 3 years**

- Each of the 4 entities have committed to \$20,000/ yr or \$80,000/yr  
= \$240,000 of the \$700,000 Goal
- \$460,000 is needed from public and private partnerships
  - As of October 2020 we have secured \$272,500
- \$187,500 is still needed from public and private partnerships

*The prospects and opportunities to find efficiencies, provide quality services, to hire the best talent and to ensure sustainability are immense when working with such great teams among the partnerships!*

# *Questions?*

*Cheryl Plank, CEO*

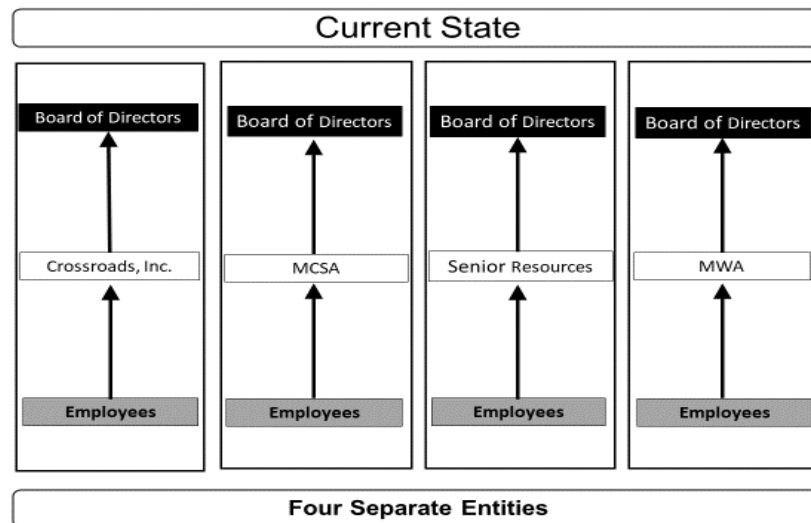
*Vision 20/20*

*[cplank@muscatinevision2020.org](mailto:cplank@muscatinevision2020.org)*



**Vision 20/20**  
**Annual Report**  
**October 2020**

I began working as the Vision 20/20 CEO on November 11, 2019. At that time, the following structure was in place:



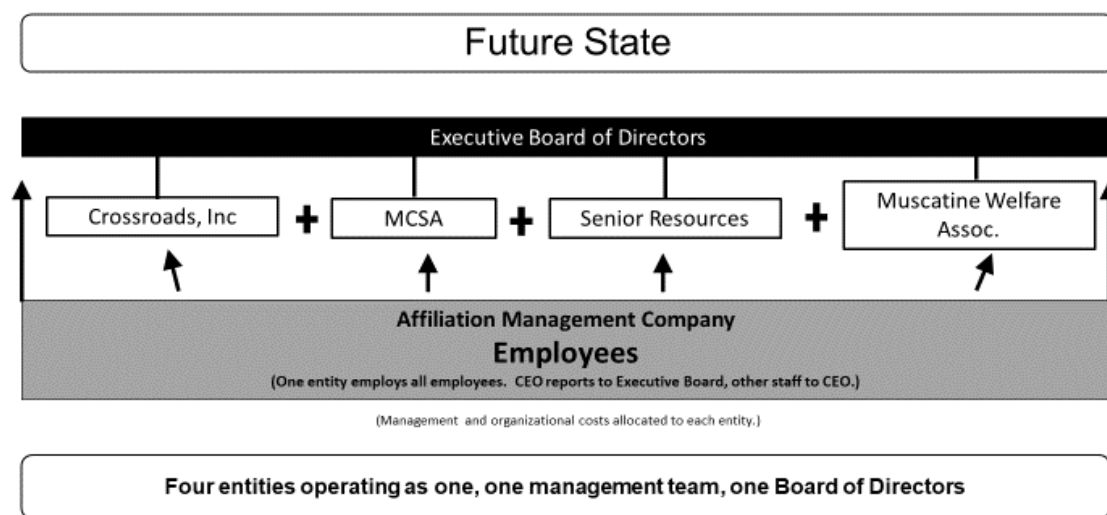
All organizations working as four separate entities and each having an executive director leading their respective agency. However, efforts to work together were in progress. They had developed a Vision 20/20 board; developed by-laws, created a vision and mission statement, and made the decision to hire a CEO.

Vision Statement	Mission Statement
Vision 20/20 serves as a catalyst to bring human services together to assure mission-driven sustainability.	The mission of Vision 20/20 is to provide leadership and resources to assure that human service organizations in the Muscatine area meet the needs.

The concept of Vision 20/20 is simple, if we put the right organizational structure in place now focused on leverage, efficiency and effectiveness, Vision 20/20 will support a sustainable future.

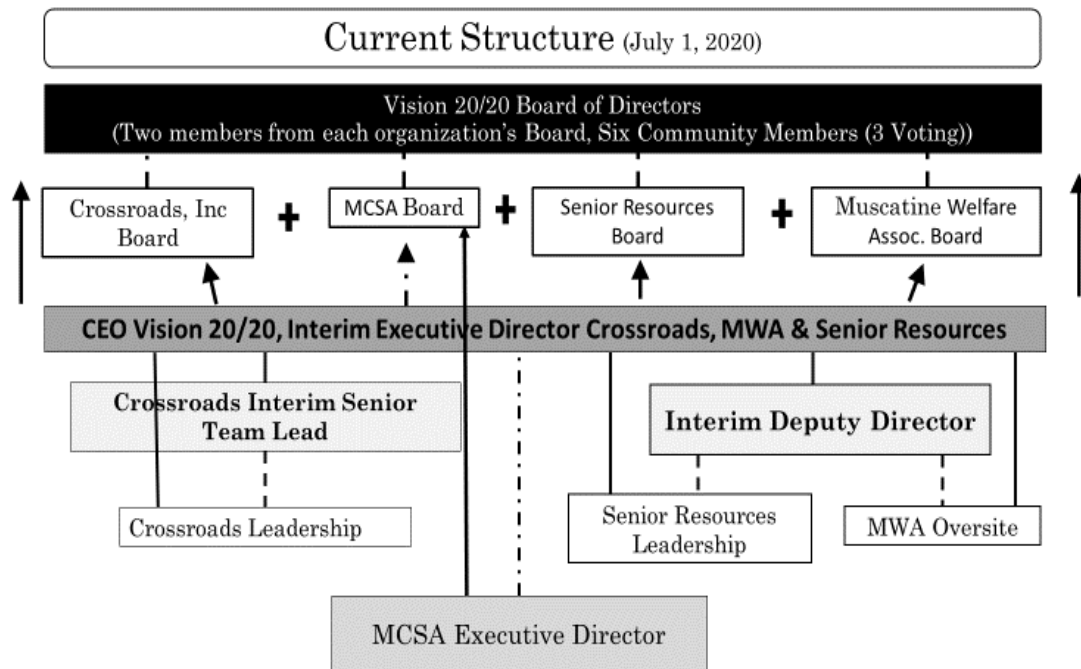
During the first 3 months I held individual meetings with each of the Vision 20/20 board members. I attended individual agency board meetings and began to meet with the leadership at each organization 2 to 4 times a month. I also met with key community members and attended County Board of Supervisor and City Council meetings.

I then began to make a timeline of events that would become (and remains) quite fluid to get to the vision that was created by the Vision 20/20 board.



Then March hit and before you knew it, the Pandemic began and our world as we knew it was about to extremely change. With that, we forged on with some things happening faster and others a bit slower.

By the end of July 2020, the interim executive directors of Senior Resources and Crossroads had departed, and I was made the CEO of both these organizations as well as MWA (Muscatine Welfare Association); while consultive work continues with MCSA. A deputy director was hired to assist in the work at Senior Resources and MWA. Vision 20/20 bylaws were updated; discussions were being had on areas we all could partner, and a new transitional structure was created.



As relationships and trust continues to increase among the leadership and boards, partnering among agencies and staff continues to grow. Following are some significant partnering efforts:

All of the service agencies are now able to provide a 401K Plan. Crossroads was the only entity of the 3 that offered this and under the new plan it is less expensive and has lower administrative costs due to the partnership and the relationship with the Iowa Association of Community Providers (IACP) that CR's and the CEO has. Each agency trying to do this on their own can be quite expensive.

A letter of agreement was made for MCSA to take the lead on the maintenance needs among all the organizations. This included the "fixing" and updating of a restroom in the adult day center at Senior Resources. Thanks to the partnering agreement with MCSA and Senior Resources the maintenance staff at both agencies did a complete remodel in less than a week and for under \$1500. This included new toilets, flooring and sink. (I cannot imagine what the cost would have been, or the amount of time it would have taken without the partnership.)

One of the Senior Resources staff is doing data entry and other assistance in the area of finance department for MCSA. She is able to accomplish this work while continuing to be available to take calls and monitor the front door at Senior Resources. Crossroads is now doing the billing for Senior Resources services.

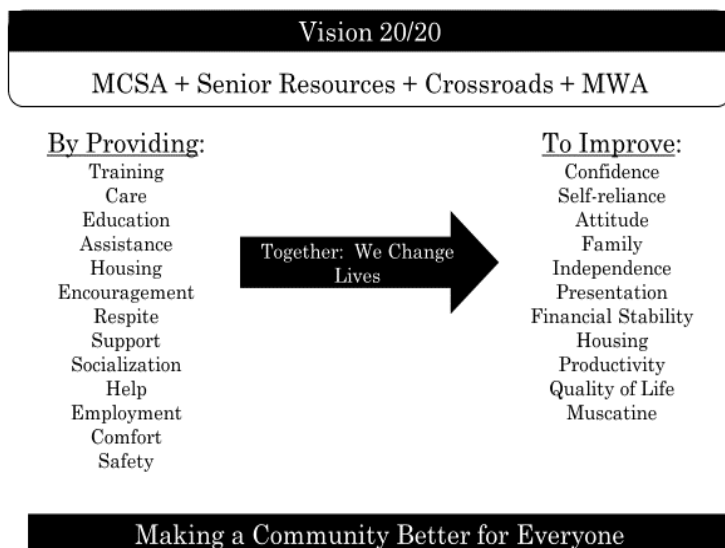
MCSA & CR's staff are developing an integrated community employment program for individuals that MCSA serves. Kathy Moore the director of services at CR's is working with the Senior Resources adult day center and will eventually officially supervise this program.

A letter of engagement and letter of intents were signed in September to complete a full merge of Crossroads and Senior Resources. The timeline is to have this completed by January 1, 2021. Both organizations will maintain their name for services; however, they will be one organization.

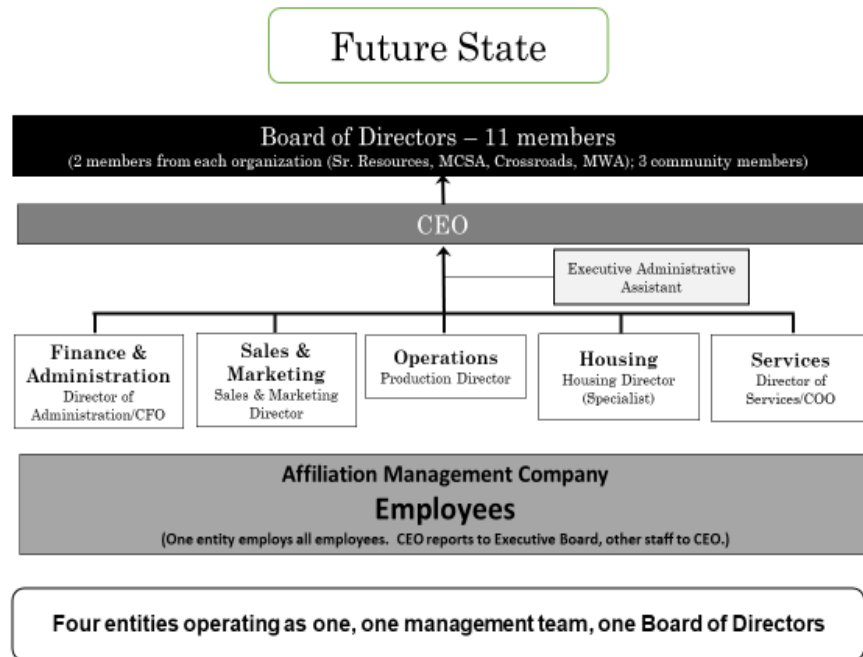


The possibilities are endless:

- Sustainability of service delivery of needed programs and services.
- Efficiency and optimum use of financial and human resource talent.
- Strengthened recruitment, development and compensation of skilled leaders and employees.
- Effective use and recruitment of strong board members possessing needed skills and passion.
- Improving revenue opportunities.
- Strengthening of donor base and commitment driven by most effective use of donor funding.
- Bringing services together for the most effective delivery to those in need.



The next step is to begin to build a structure that supports the larger Vision 20/20 partner agencies. Most significant will be the search for a CFO.



*The prospects and opportunities to find efficiencies, provide quality services, to hire the best talent and to ensure sustainability are immense when working with such great teams among the partnerships!*

Please let me know if you have questions or would like to have further discussion.

Respectfully,

Cheryl Plank, CEO  
Vision 20/20