



# STRATEGIC PLAN

# 2023-2025

AT A GLANCE

# Who We Are

## Our mission

We fight for justice and opportunity for all Nebraskans. We take a systemic approach to complex issues — such as poverty, health care access, child welfare, and immigration — and we take our work wherever we can do the most good, whether that's in the courthouse, at the Capitol, or with the community.

## Our vision

Our vision is to create strong, vibrant, inclusive, and engaged communities where effective public systems ensure that every Nebraskan can thrive.

## This strategic plan

This plan was developed by Nebraska Appleseed staff and Board of Directors with input from community partners and key stakeholders. We thank our board members, volunteers, partners, and staff for their time and valuable input in this process.

In building this plan, we highlight race equity as a cross-cutting issue that is brought to light by each goal and our mission to lift up all communities and all Nebraskans. We also considered the balance between our capacity, the desire to be innovative, and the need to address emerging issues by focusing on partnerships and processes to support Nebraska Appleseed's responsiveness and flexibility. This plan will serve as a constant reference point to help the board and staff maintain mission integrity and support for Nebraska Appleseed programs and stakeholders.

This plan was approved by the Nebraska Appleseed Board of Directors in October 2022.

# Our Goals

## 01

### Race Equity

Advance equity and racial justice, consistently and intentionally, in collaboration with those historically impacted, making meaningful progress in dismantling systems of inequity while keeping community at the forefront.

## 02

### Programming

Work in collaboration with communities and partners to build shared power and trust to advance equity and justice and make systemic change.

## 03

### Fund Development

Increase organization-wide knowledge and capacity to continue building sustainable, diverse, flexible funding that supports our mission, our partners, and our organization.

## 04

### Awareness & Engagement

Grow awareness and engagement of our shared vision for Nebraska with community members, partners, stakeholders, and decision makers

## 05

### Organizational Structure

Ensure we have supported, connected staff and board members with the capacity and infrastructure to best carry out our mission.

# Goal Activities

## Race Equity

- **Advance equity and racial justice, consistently and intentionally, in collaboration with those historically impacted, making meaningful progress in dismantling systems of inequity while keeping community at the forefront.**
- Build relationships and power with communities that are facing injustice, particularly in communities of color.
- Continue implementing a race-equity lens throughout our internal work and processes.
- Communicate externally that equity and advancing racial justice is a priority and key driver of what we do and how we do it.

## Programming

- **Work in collaboration with communities and partners to build shared power and trust to advance equity and justice and make systemic change.**
- Advance policies to prevent child welfare system-involvement.
- Advocate for a more equitable child welfare system.
- Increase access and eligibility for public assistance and food and nutrition programs.
- Collaborate with communities of color and rural communities in economic justice advocacy.
- Engage Nebraskans to improve housing affordability, adequacy, and stability across Nebraska.
- Advance and defend Medicaid to maintain a stable and comprehensive benefit for Nebraskans.
- Collaborate with community members, health care providers, and community organizations on health care advocacy.
- Build support for positive immigration laws/policies and full inclusion.
- Identify and support diverse leaders of color across the state to engage in advocacy efforts.
- Support local welcoming teams and leaders in reaching their goals, with an emphasis on race equity.

# Goal Activities

## Fund Development

- Increase organization-wide knowledge and capacity to continue building sustainable, diverse, flexible funding that supports our mission, our partners, and our organization.
- Increase and sustain Appleseed's base of individual contributors and grantmakers.
- Increase unrestricted and flexible funding to ensure Appleseed can use all advocacy strategies and take on emerging needs.
- Increase staff knowledge, skills, and capacity related to fund development.
- Increase financial support and capacity building assistance for grassroots partners led by BIPOC leaders and/or that serve communities of color.
- Grow Appleseed's endowed funds to ensure we have long-term financial sustainability and unrestricted funding.

## Awareness & Engagement

- Grow awareness and engagement of our shared vision for Nebraska with community members, partners, stakeholders and decision makers.
- Assess audience, outreach, and awareness of Nebraska Appleseed.
- Develop and implement a marketing strategy to bring awareness about Nebraska Appleseed as a statewide non-profit.
- Strengthen, expand, and uplift partners and voices in communities across Nebraska.
- Build awareness in Nebraska of the issues that Nebraska Appleseed works on.
- Engage contributors in advocacy and engagement activities.

# Goal Activities

## Organizational Structure

- **Ensure we have supported, connected staff and board members with the capacity and infrastructure to best carry out our mission.**
- Assess personnel and organizational capacity to better understand needs, strengths, and opportunities for expansion, contraction, or clarity.
- Assess organizational practices and resources with a racial equity lens(materials, technology, norms, and space) and explore potential tools to enhance Nebraska Appleseed's capacity and workflows.
- Review processes in teams to look at pace of work, priorities, and expectations — prevent ballooning issues.