

Matt Talbot Kitchen & Outreach Strategic Plan

Introduction

Matt Talbot Kitchen & Outreach (MTKO) is a faith-based hunger relief and outreach program that was established in 1992. Devoted to serving homeless and near homeless men, women, and children, MTKO provides meals twice daily, everyday of the year. It has also expanded its services to include education, outreach and advocacy. The extensive outreach and advocacy programs include such services as on-site monthly health and dental clinics, basic and emergency needs, transitional housing, case management, nutrition counseling, and life skills training. In 2003, the Kitchen instituted an official name change to Matt Talbot Kitchen & Outreach to more accurately describe the comprehensive array of proactive outreach initiatives specially designed to address the needs of the homeless and near homeless.

In January 2007, **Rex Bevins & Associates** submitted a proposal to Matt Talbot Kitchen & Outreach to assist the MTKO Board of Directors in developing a strategic plan. Rex Bevins & Associates was awarded the contract in early February. Rex Bevins served as the consultant.

The Mission Environment

The following report provided by the Bringing America Home organization indicates that a growing number of people in the United States fall in the category of those families and individuals who are below the poverty level. The report makes it clear that, in the foreseeable future, there will be a growing number of people who will be classified as homeless, near homeless or the working poor. In other words, the populations that Matt Talbot Kitchen & Outreach serves will continue to grow.

People Need Affordable Housing

- If people cannot afford a place to live, they are at risk of becoming homeless.
- Families with children are losing their housing at unprecedented rates.

A lack of affordable housing and the limited scale of housing assistance programs are the primary causes of homelessness. The growing gap between the number of affordable housing units and the number of people needing them has created a housing crisis for poor people.

- Overall, 14.4 million families have critical housing needs.
- Between 1973 and 1993, 2.2 million low-rent units disappeared from the market. These units were either abandoned, demolished, converted into condominiums or expensive apartments, or became unaffordable

because of cost increases (Daskal, Jennifer, *In Search of Shelter: The Growing Shortage of Affordable Rental Housing*, 1998).

- At the same time, the number of low-income renters increased, due to factors such as eroding employment opportunities and the declining value and availability of public assistance.
- In 1999, there were only 4.9 million rental units affordable and available to 7.7 million extremely low income renter households; a shortage of 2.8 million units (U.S. Bureau of the Census. *American Housing Survey*, 1999).
- It would take annual production of more than 250,000 units for more than 20 years to close the housing affordability gap (Millennial Housing Commission 2002. *Meeting Our Nation's Housing Challenges*).
- In 1997, 3 million low to moderate income working families spent more than 1/2 of their income on housing. By 2001 this number had jumped to 4.8 million — a 67% increase.

More recently, rents have soared, putting housing out of reach for the poorest Americans.

- Between 1995 and 1997, the number of housing units that rent for less than \$300, adjusted for inflation, declined from 6.8 million in 1996 to 5.5 million in 1998, a 19 percent drop of 1.3 million units.
- Between 1991 and 1995, median rental costs paid by low-income renters rose 21% (Daskal, 1998).
- From 2000 to 2002, the national housing wage for a two bedroom home increased by 18%. By comparison, the inflation rate for 2001 was 1.6% (National Low Income Housing Coalition. *Out of Reach: Rental Housing at What Cost?*, 2002).

Housing assistance can make the difference between stable housing, precarious housing, or no housing at all --but most poor families and individuals seeking housing assistance are placed on long waiting lists.

- The demand for assisted housing clearly exceeds the supply: only about one-third of poor renter households receive a housing subsidy (Daskal, 1998).
- The Ford Administration requested over 400,000 Section 8 vouchers in 1976. The 2003 budget request is for 34,000.

Families with children are among the fastest growing segments of the homeless population.

- In 2002, families composed 41% of the urban homeless population, an increase of 5% in just two years (U.S. Conference of Mayors. *A Status Report on Hunger and Homelessness in America's Cities*, 2002).
- In rural areas, research indicates that families, single mothers, and children make up the largest group of people who are homeless

(Vissing Yvonne. *Out of Sight, Out of Mind: Homeless Children and Families in Small Town America*, 1996).

- Nationally, children make up approximately 39% of the homeless population (The Urban Institute, *A New Look at Homelessness in America*, 2000).

Finally, it should be noted that the largest federal housing assistance program is the entitlement to homeowners to deduct mortgage interest from income for tax purposes. As a result, federal housing policies neglect the needs of low-income households while disproportionately benefiting the wealthiest Americans.

- For every \$1 spent on low-income housing programs, the federal treasury loses \$4 to housing-related tax expenditures, 75% of which benefit households in the top fifth income distribution (Dolbear, Cushing. "Housing Policy: A General Consideration," in *Homelessness in America*, 1996).
- In 2001, 59% of mortgage interest deduction tax savings went to households with incomes of \$100,000 a year or more. Overall, 82% of the savings went to households with income of \$75,000 or more, while homeowners with incomes of \$20,000 to \$30,000 received 0.5% of tax savings.

Lincoln's most recent **Homeless Point in Time Count** reveals that homelessness in our community continues to be a major problem.

The Lincoln Homeless Point in Time Count was conducted during the fourth week of October 2006. The point in time count is a survey of homeless persons across the city by homeless service providers and volunteers.

This count is conducted biannually in Lincoln. The University of Nebraska – Lincoln Center on Children, Families and the Law, which implements the Lincoln Community Services Management Information System (CS-MIS) and is a founding partner in the Nebraska Management Information System, unduplicates the counts through NMIS Service Point software.

The survey does not capture all of the homeless persons in the city, only those seeking services during the point in time count time frame.

This survey counted 479 homeless families/households in the city of Lincoln.

These families/households represent 822 persons. Three hundred and sixty-three (363) or 44% of persons counted were children under 18 years of age.

Over half of the surveyed population was female (56.4%).

Sixty-eight percent of the surveyed population were Caucasian, 17.4% were African-American and 5% Native American. Six percent (6%) of the surveyed population were of Hispanic ethnicity.

One hundred and thirty-five of the surveyed homeless households or 28% were single parent families with at least one child under the age of 18.

Thirty-four percent (34%) of the homeless surveyed were victims of domestic violence.

Thirty-eight percent (38%) of those surveyed were homeless for the first time and thirty percent (30%) had been homeless for less than three months.

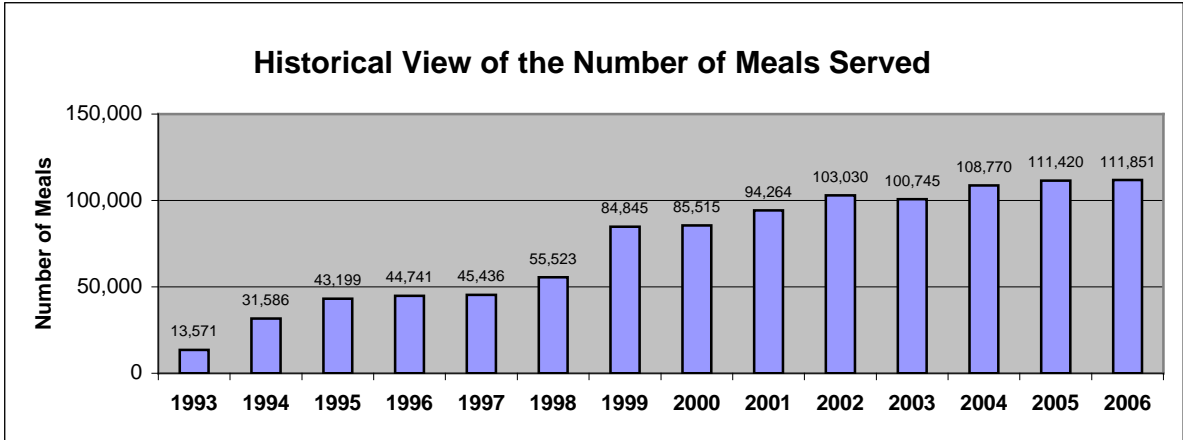
The most common reasons identified for homelessness were substance abuse, mental health issues, domestic violence and unemployment or the loss of a job.

Forty-seven percent (47%) of respondents that provided information on the last city they lived in prior to becoming homeless indicated they lived in Lincoln. The most common place after Lincoln was Omaha with five percent (5%).

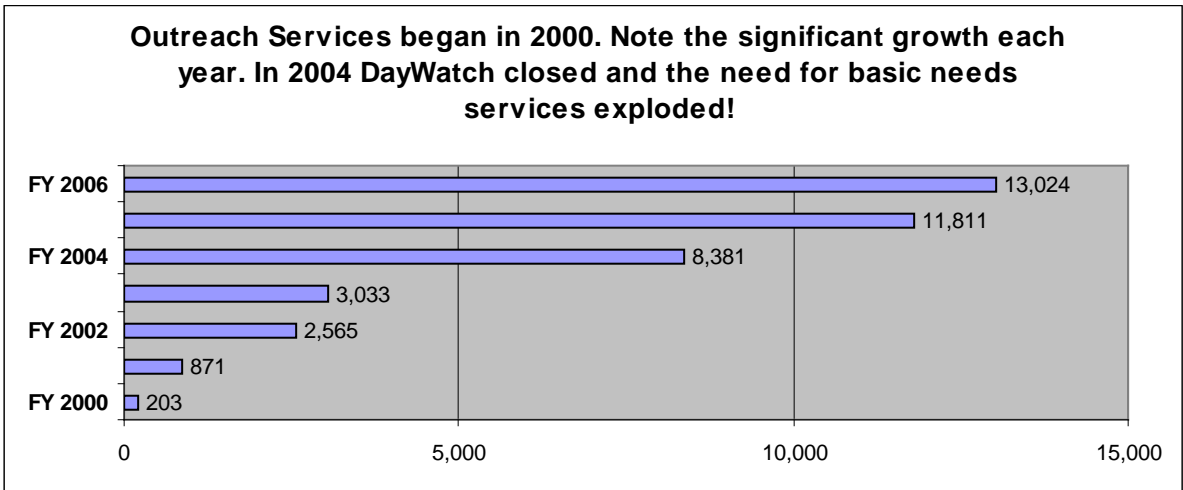
The above reports reveal the unfortunate conclusion that homelessness in the United States and in Lincoln, Nebraska, is growing.

Matt Talbot Kitchen & Outreach has become a highly respected agency that focuses on the needs of the homeless, the near homeless and the working poor. It is amazing that this small agency, from 1992 through 2006, has provided **1,034,496 meals** for the homeless and the working poor.

MTKO began to provide outreach services for Lincoln's poor and homeless in 2000. MTKO's outreach services received high praise from community stakeholders. A historical review of the meals served and the provision of outreach services are reflected in the following graphs:

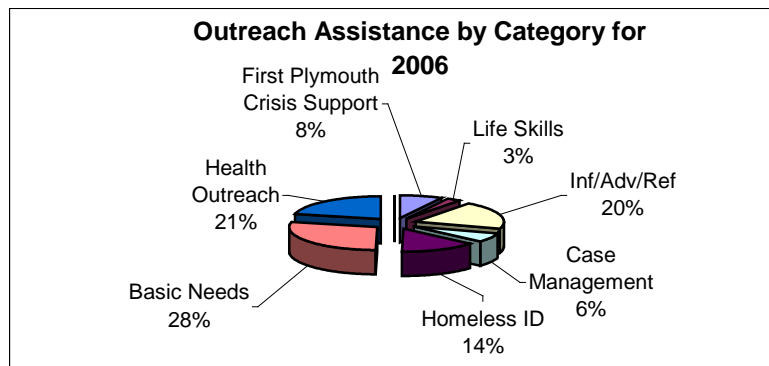
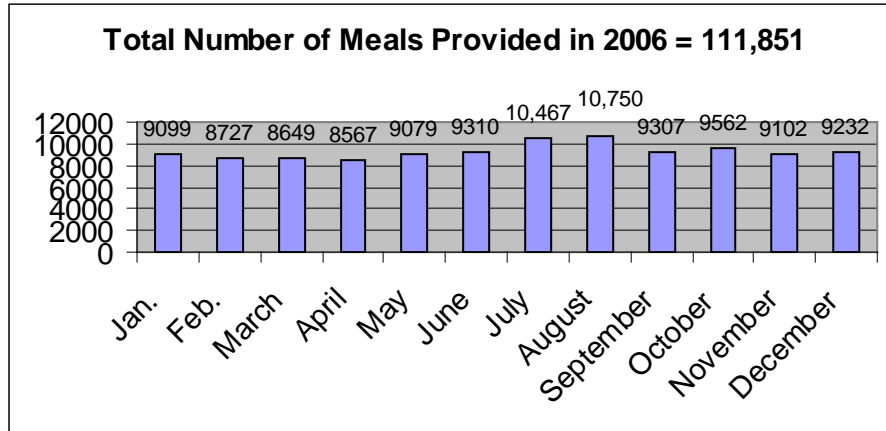


The provision of meals has leveled off in 2005 and 2006 because MTKO is operating much of the time at full capacity. When MTKO moves into a larger building with an expanded kitchen, food storage, and a larger dining area, the number of meals served will likely show significant growth to meet the growing hunger needs of the homeless, the near homeless and the working poor.



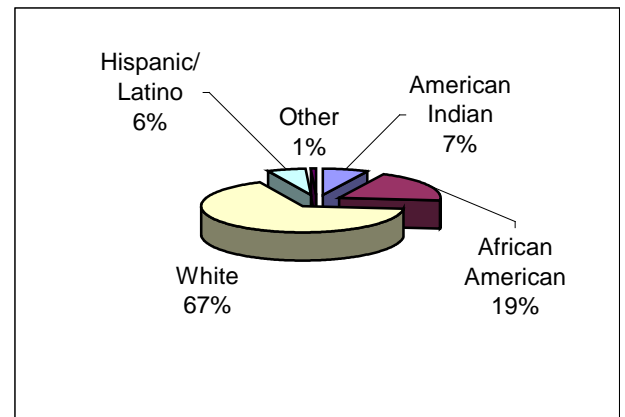
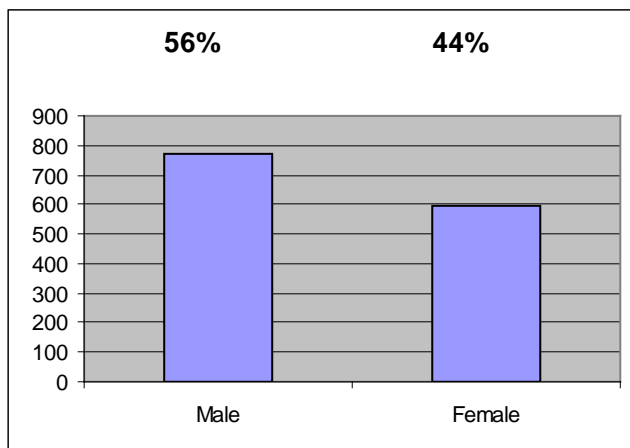
Matt Talbot Kitchen & Outreach is an agency, which responds to the emerging needs of the homeless, the near homeless and the working poor. The material provided in MTKO's 2006 Annual Report breaks down the services it provides to diverse populations.

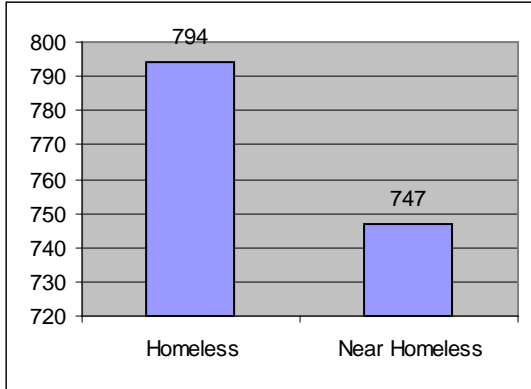
2006 ~A Year in Review



- **Total Instances of Outreach Assistance for 2006 was 13,021.** Of that total of 7,058 instances of support were provided for phone, message, & mail services for persons who are homeless.
- **A total of 1541 unique clients were provided services through Outreach** and of this total 80 families were assisted.

Who We Serve



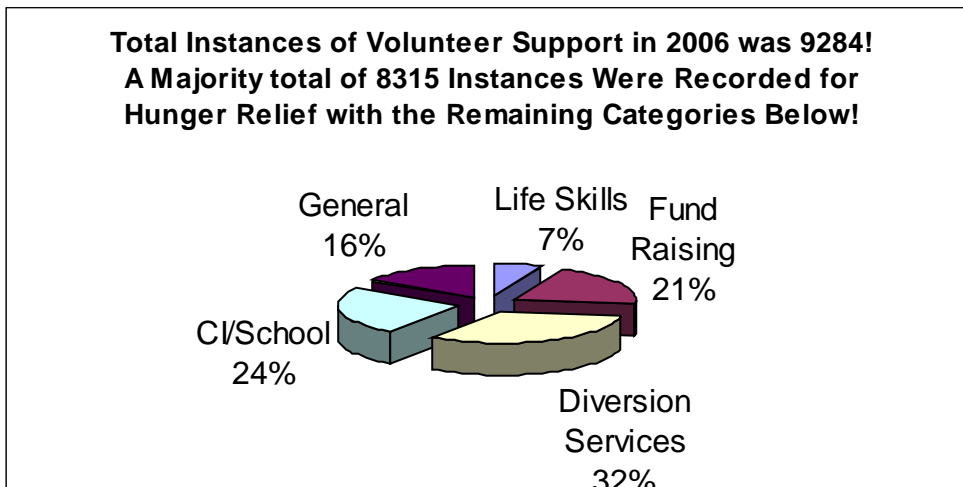


Of the 1541 unduplicated individuals served through Outreach, 52% were Homeless and 48% Near Homeless. The Near Homeless count is up 9% from the previous year. We continue to serve Lincoln’s homeless population, however, we saw a growing trend in the number of working poor individuals and families needing assistance.

Other Outreach Program Highlights

- **Life Skills Enhancement Program** yielded 79 graduates completing full six-week series of classes. Five full sessions were offered in 2006.
- 146 homeless and near homeless were provided eye exams and glasses through the **Vision Improvement Project**. One individual had cataract surgery through this project last year.
- New collaboration with the **Center for People in Need and Food Bank of Lincoln** were established by serving as a weekly site for the **Neighborhood Food Distribution Program**
- Another new collaboration was formed with **First Plymouth Congregational** for **Crisis Support** in the areas of rent, utilities, gas vouchers, food, and medical needs.

Volunteer Program Highlights



Volunteers are the heart and soul of Matt Talbot Kitchen & Outreach!

MTKO's Coordinator of Volunteers & Operations was new to the staff team in 2006, while she had a lot to learn, she was warmly welcomed by our dedicated volunteers and has learned a great deal through their daily presence at the Kitchen. Thanks to the staff team and volunteer acceptance, there was a rather seamless transition during this change.

MTKO continued to receive daily requests, especially for youth volunteers, to assist in the meal provision, cleaning, and childcare for Life Skills Classes. It is one of our greatest challenges to try and provide as much opportunity for our area youth and those required to volunteer through Diversion Services while at the same time causing as little disruption to our volunteer teams.

The achievements described in the 2006 Annual Report are made possible by a highly dedicated board of directors, an efficient operation, very capable and competent staff, and a large number of passionate and compassionate volunteers. MTKO's huge volunteer base of more than 800 volunteers is the major component that separates it from other human service agencies. No other agency in the Lincoln community has the volunteer power of MTKO. It is a highly valuable human resource that must be carefully tended.

Interview Results

To gather important data for the strategic plan, the consultant interviewed sixteen board members, seven staff members, and nineteen community stakeholders (see Attachment A) to get their views regarding MTKO and the services it provides. The interview questions are included in Attachments B, C and D.

Board Responses

Board members were asked to respond to 14 questions. Their responses indicate that board members are very knowledgeable about Matt Talbot Kitchen & Outreach and its mission statement. Some could quote the mission statement word for word, while others stated the essence of it in their own words. It is evident that board members are knowledgeable regarding MTKO's operation and have a passionate commitment to MTKO's mission. No board member thought the mission of Matt Talbot Kitchen & Outreach should be anything other than what it is.

To the question “**Are there other services which Matt Talbot Kitchen & Outreach should provide?**” board members responded with the following comments:

- More homeless recovery programs.
- Additional transitional housing.

- Some attention might be given to a program like “Meals on Wheels” for the single mother living in a near homeless situation.
- Since many of the homeless are addicted to some substance or are in need of mental health services, there may be a need to contract for services in these two areas.
- A program to deal with people coming out of prison.
- Expand outreach services.
- Wish we had a shelter.
- A transitional program for families.
- Hiring bilingual staff.
- In thinking about the population we will serve in the future, we may need to serve the children of immigrants.
- Expand in all aspects of our mission and target a specific percentage of growth on all fronts.
- A full kitchen to expand our capability of feeding the homeless and the working poor.
- Like to see a Day-watch kind of operation with a laundry and showers.
- A multimillion-dollar housing project.
- More of a ministry for alcoholism and drug addiction.
- Address alcoholism in the homeless community.
- More help with alcoholism and chemical dependency.
- More programs dealing with the root causes of hunger and homelessness.
- Enhance and expand case management.
- Expanding the life-skills program to deal with life’s difficult circumstances.

Board members believe MTKO fulfills its mission exceptionally well; they credit a very capable staff and a large number of highly committed volunteers as major factors enabling Matt Talbot Kitchen & Outreach to fulfill its mission.

To the question of **“What could Matt Talbot Kitchen & Outreach do to be more effective?”** board members made these statements:

- We are at a critical juncture and need to consider hiring a business manager.
- Expanding outreach and utilizing volunteers for outreach service.
- Maybe more work with small groups.
- Need to be more strategic about persons who are invited to serve on the board.
- Possibly we are at the point in our board development that we should consider term limits.
- Take a proactive rather than reactive approach to hunger and homelessness.
- More services for alcoholism and drug addiction.
- Concentrate on contract services rather than employing staff.
- Need more staff for new programs.
- More interagency cooperation and collaboration.
- Better case management coordination.
- More community awareness of Matt Talbot Kitchen & Outreach.
- Hire a professional fundraiser to contact prospective donors.

To the question, “**What are the Strengths of MTKO?**” almost all board members responded that the strengths of Matt Talbot Kitchen & Outreach are a very capable staff, an exceptionally skilled Executive Director, the passion and commitment of more than 800 volunteers, and a board that is enormously committed to the mission of MTKO.

To the question, “**What are the Challenges Facing MTKO?**” board members gave these candid responses:

- Keeping staff renewed and energized.
- Ability of the board to anticipate the future and do thorough strategic planning.
- Funding too dependent on grants.
- Lack of adequate space.
- More involvement of the board in carrying out the mission of MTKO.
- More advertising to make the community aware of what Matt Talbot is and does.

Nearly all of the Matt Talbot Kitchen & Outreach board members believe the organization **must relocate in the near future**. However, some board members stressed that the relocation should enable Matt Talbot Kitchen & Outreach to grow and expand rather than react to the Antelope Valley Project. Several members also cautioned the board not to abandon its present location prematurely. No one had a specific suggestion as to where Matt Talbot should relocate, but the strong desire of most members is for a location relatively close to the present site to continue serving the homeless and the working poor who make up the guests of the present operation of Matt Talbot Kitchen & Outreach. Most board members believe the present site is not where the facility should be located for MTKO’s long-term future.

In answer to the question, “**What do you hope MTKO will be five years from now?**” board members gave these responses:

- That it will continue to serve the needs of the working poor and homeless.
- That MTKO will have a sizeable endowment.
- That MTKO will be able to hire an assistant director and that Matt Talbot will be prepared to serve additional needs of the poor and homeless.
- A symbol of pride for the Lincoln community.
- Matt Talbot will continue to have significant community involvement.
- Additional outreach to the chemical dependent population.
- MTKO will be a working model for moving people from homelessness to a home and a job.
- MTKO will extend services to other communities in the Lincoln area by helping them to develop a similar program.
- Don’t forsake the services we already provide and add a program for alcoholism and transition housing.
- Self-sufficiency will be the hallmark of our success.

- A lot like it is now from the standpoint of programs and services that are delivered, but in a new facility with room to grow.
- Enlarged capacity for skill-building services and a facility that will enable MTKO to have a laundry and showers.
- Out of business, because there is no homelessness in Lincoln.
- Everything we are doing now, but with the addition of an emergency shelter for individuals and families, plus a larger place and more staff.
- Serving more people, financially sound, and accessible to the people needing its services.
- A new, larger building to enable MTKO to provide meals for the homeless and working poor along with more awareness in the Lincoln community about Matt Talbot Kitchen & Outreach and the services it provides.
- A new improved, larger facility; consistent funding; additional outreach programs, and volunteer medical services.

Staff Responses

Staff responses to the question **“Are there other services that should be provided?”** listed the following things:

- Doing more with green space.
- A culinary school of sorts.
- A greater emphasis on positive communication and its effects—possibly a six-week series on positive communication.
- Housing and shelter areas.
- Transition housing for women and children.
- Improve the nutritional aspect of the provision of meals.
- Additional collaboration if it stems from needs assessments.
- Showers, laundry, more storage for clothes, plus the expansion of dental care.
- Personal hygiene facility with showers and a laundry.
- It would be helpful to have a social worker to help access the services of mental health therapists and possibly vocational rehabilitation.
- To have more shelter services.
- Provide shelter for folks who don’t fit in and services for those with alcohol and substance abuse problems.

Staff responses to the question **“What can MTKO can do to be more effective?”** are as follows:

- Have an enlarged facility with adequate space for food preparation and storage.
- Enlarged parking area and additional staff to help carry the workload as Matt Talbot expands and grows.
- Board and community support needs to grow.
- More phone service and transportation to take guests to needed services.
- Need to keep focused on the people and their needs.

- More miscellaneous workshops.
- More support staff.
- More telephone availability for clients (guests).
- More opportunity for volunteers to be utilized.
- Additional tie-ins or collaboration with other agencies serving the needs of the homeless and the working poor.
- Staff sees the strengths of MTKO as a passion for serving the homeless and the working poor.
- Dedicated staff and volunteers.
- The mission is easy to understand.
- MTKO has developed a lot of collaboration with other community agencies.
- Accountability to fund raisers and stakeholders.
- An enthusiasm and strength that flows from the religious faith of board members, staff and volunteers resulting in a compassion for the needs of the homeless and working poor.
- Dedicated staff and board with committed volunteer base.
- Every decision that MTKO makes flows from a compassion for the poor, the marginalized and the homeless.
- Support and compassion for our guest community.
- Helping people get glasses, etc. and help with their basic needs.
- A good staff that gets along well with our guests.
- Executive Director, Susanne Blue, is a definite strength.
- A good staff that gets along with each other.
- Very dedicated volunteers.
- MTKO has an excellent rapport with the Lincoln community. The reputation that it has established is a great strength.
- Diversity in the board and the staff.

The staff is unanimous in thinking MTKO must relocate. It is their hope the relocation can be in a facility that can be built to the needs of Matt Talbot Kitchen & Outreach. The staff feels the present location is ideal and any relocation of MTKO should not be too far from the present location and on a bus route.

Staff expressed the following thoughts on the question, **“What do you hope MTKO will be five years from now?”**

- A new facility with a larger kitchen that meets our needs with room for additional growth.
- MTKO will be seen as a leading community resource in understanding and meeting the needs of the working poor and homeless.
- Expanded transitional housing for individuals and families.
- Be accountable to our guests.
- Having a good relationship with the Lincoln community and our donors plus expanded outreach and increased shelter and transition housing, along with an expanded staff to meet these needs.

- MTKO will still be standing tall and the word on the street to the working poor and homeless is “Go to Matt Talbot.”
- Still serving low-income people and the homeless, but in a building with larger space especially with storage for food and an office for every staff member.
- New building or renovation of an existing building with room to serve to those who need to be served.
- It would be ideal to tie-in gardening with the nutrition and food that is dispensed at Matt Talbot Kitchen & Outreach.
- Space for a garden to provide locally grown food and teach peoples how to prepare it.
- What we do now but expanded--more counseling, more shelter, and the ability to meet more of the basic needs for the working poor and homeless.

The Perspectives of Community Stakeholders

The community stakeholders assert that Matt Talbot Kitchen & Outreach is an outstanding organization that meets the needs of the poor, hungry, the homeless and the near homeless.

There were no negative community responses regarding Matt Talbot Kitchen & Outreach and the services it provides. Community stakeholders gave these responses to the question, “**Do you know what the mission is of MTKO?**”

- It does a good job.
- Has good leadership and demonstrates a compassion that treats people as they should be treated.
- Matt Talbot Kitchen & Outreach does an excellent job of fulfilling its mission.
- MTKO is getting better every year—going from good to great.
- I hear nothing but very good things about Matt Talbot Kitchen & Outreach.
- MTKO fulfills its mission very well—it’s a great organization.
- Matt Talbot Kitchen & Outreach fulfills its mission really well. It sticks to its mission. And is very well run. Its spiritual component reflects compassion and uses it volunteers very effectively.
- Matt Talbot Kitchen & Outreach fulfills its mission very well and has a huge volunteer base.
- MTKO fulfills its mission in an excellent way. It is well respected and a good grass-roots organization. It has a very collaborative style of operation and does a good job of educating the community regarding the needs of Lincoln’s poor and homeless.
- Within their funding limits, MTKO does a great job.
- Matt Talbot Kitchen & Outreach is very mission-driven. It puts its guests first.
- MTKO is one of the leaders in the Lincoln community in meeting the needs of the working poor and homeless.
- It is limited only by its funding to provide additional staff.
- MTKO is doing a great job of fulfilling its mission. It has a committed board and a good staff. Susanne is a real star in the human service world.

In response to the question, “**Are there other services Matt Talbot Kitchen & Outreach should provide?**” the community stakeholders had these suggestions:

- I wonder if MTKO should consider a Daywatch kind of operation.
- Additional service to its guests on health related issues with special attention given to mothers and their children.
- Connecting more with Goodwill and other agencies to move persons toward self-sufficiency.
- Look at transitional housing.
- Expand transitional housing; provide case management training for other agencies and partner with other agencies to meet the needs of the working poor and homeless.
- MTKO could get more involved in advocacy regarding poverty and hunger issues.
- Additional efforts to move guests toward self-sufficiency.
- Maybe there is a need for a day shelter.
- MTKO needs to expand its outreach services.
- Same set of services provided in another setting, possibly in the 10th & South Street area (a satellite facility).
- MTKO needs to be very careful about expanding services offered—the more services you offer, the more watered down your services become.
- Possibly more focused on high-need families and individuals.
- I don’t think there are more services that Matt Talbot should be providing—it shouldn’t spread itself too thin.
- Transitional housing—everyone is entitled to have a roof over their head.
- There is a need for a shelter that does not require attendance at worship services.
- Having post office boxes, shower facilities and expanding transitional housing.

The community stakeholders were unanimous in their praise of the outreach Matt Talbot Kitchen & Outreach is doing to provide meals and services for the homeless, the near homeless and the working poor. To the question, “**How well do you think MTKO fulfills its mission?**” the community stakeholders had these responses:

- Excellent job (2).
- Good leadership.
- Compassionate- they treat people as they should be treated.
- Getting better every year—going from good to great.
- Very well—a great organization.
- Fulfills its mission really well. Its sticks to its vision and is very well run. Its spiritual component reflects its compassion. Uses volunteer resources in an excellent way (2).
- Very well. Has a huge volunteer base.
- Excellent –MTKO is well respected. A good grass roots organization that is very collaborative and does a good job of educating the community.
- Does a great job of fulfilling its mission within the limitations of space and funding.
- Very mission driven. MTKO puts their guests first.
- One of the leaders in providing services for the homeless and near homeless.

- Do a great job. MTKO has a very committed board and good staff. Susanne is a real star in the human service world.
- Susie and the other staff have given MTKO a credibility that will enable it to expand.
- It's a remarkable organization. The women from our agency who go there for outreach services feel that their expectations have been exceeded.
- MTKO is a great steward of its resources.
- The beauty of the feeding program is in passionate involvement of the volunteers.
- Manage to keep focused and respond fairly quickly to needs. It collaborates well with other human services.
- Very, very well. They are well focused on what they can do.

To the question, **“What could Matt Talbot Kitchen & Outreach do to be more effective?”** the community stakeholders had these suggestions:

- More staff.
- Increase public awareness—educate the public on who they are—strengthen their brand and help the public understand the needs of the homeless and the working poor.
- Pick up on things that are lacking.
- Board should have more high profile board members. MTKO should reach beyond its Catholic base and build relationships with other large churches in the community.
- Getting MTKO to increase its efforts to get its name out.
- Have several bilingual staff (3,500 refugees speak Spanish).
- Offer AA and NA programs.
- Constantly look at what is needed to meet the needs of the homeless and the working poor.
- More advance notice for life skill programs such as vision clinic, foot clinics, etc.
- Don't get caught in the niche of providing one service.
- A satellite facility in the 10th & South Street area.
- Serve and shelter people who have substance abuse problems.
- Helping the homeless and near homeless move toward self-sufficiency.
- Move to a different location to acquire more space.
- Expand capacity to meet the needs (which unfortunately translates into more money).
- MTKO is very effective now. It's an awesome organization.
- Link up with Southeast Community College to provide food and nutrition classes.
- Expand life-skill services. Expand capacity and hours.
- Expand health services for the chronic homeless.

In speaking to the question, **“What are the strengths of MTKO?”** community stakeholders had this to say:

- Susie Blue and a good staff.
- The kitchen and dining facilities are attractive.
- The ability to articulate what MTKO does.
- Financial and volunteer support from Catholics.
- Respectful to their clients in meeting their needs.

- Great reputation in the community.
- Great leadership, excellent executive director, good board members. Know how to deal with vulnerable populations with respect.
- Passionate about the poor; good expertise; very collaborative; good government.
- Wide use of volunteers; keeping its financial base broad, helping the community aware of the homeless, near homeless and working poor. Very good staff.
- Its volunteer base...not afraid to say who they are. Strong staff leadership—successful nonprofits have leaders who are passionate. Great collaboration.
- Its Catholic base and good management.
- An excellent executive director; committed base of volunteers, an orderly safe place and attractive facility.
- Leadership (Susanne Blue) and an excellent staff; board well engaged; a great reputation; an efficient agency with a clear mission; and a great model for the utilization of volunteers.
- Leadership—Susanne Blue—and a good staff.
- Strong board, strong staff leaders, strong financial support, widespread community credibility.
- Leadership of the organization; a very welcoming and open place; diversity of clientele; organizationally strong; very involved and compassionate board members.
- An amazing organization with an incredibly good volunteer core.
- Services MTKO provides and its staff exemplifies serving people with respect.
- Its presence and its location, which serves a vulnerable population with genuine caring and respect.
- Its commitment to mission. A strong executive director who is respected in the community and its Neighborhood Food Program.
- Professionalism and the way they conduct their program. When people walk into Matt Talbot they feel they are walking into a friendly place.
- The staff they have and MTKO's faith-based connections.
- Susie Blue, a committed staff, and a clear, focused mission resulting in a wide buy-in from churches.
- Its collaboration and its use of a huge base of volunteers.

The community stakeholders gave the following responses to the question, **“What are the challenges facing MTKO?”**

- A growing population of the poor; a growing customer base.
- Alcohol and drug addiction; low police response at times of crisis.
- Funding; getting the community to understand the plight of the homeless and to inspire them to give of their time, talent and treasure to address the needs of the homeless and the working poor; MTKO will need to pace itself.
- Raising money—deciding whether their dollars will come from government agencies or the public. How they are viewed in the public eye.
- Limited resources both financial and volunteers to continue to put the face of Christ on the homeless.

- Money—building financial sustainability over the long term; competition that they face in pursuing the same pot of money that others are after; being able to show concrete outcomes of helping the homeless to become self-sufficient; developing a plan for leadership transition.
- Poor people, hungry people and the stigmatized way the public view the poor and homeless. The simpler the message the clearer it is and the better it will be for MTKO
- The challenges are here to expand its funding base, how to keep its authenticity and be a major player in meeting the needs of the homeless and the working poor. MTKO has moved to the top tier, but where does it go from here?
- A macro-challenge--how does MTKO fit in the community's plan for redevelopment? How do you expand and avoid mission creep?
- A non-judgmental attitude and extremely welcoming staff and volunteers. Their ability to connect well to other community services.
- Figuring out how to get to the next level and communicating their vision to the community that will motivate the community to respond with support.
- The challenges of Matt Talbot are space, difficult populations to serve, adequate funding, and keeping Susanne Blue.
- Vision, location--the community doesn't know about the medical services MTKO is providing.
- Serving people who are using drugs, especially those using a methamphetamine. Disruption caused by the Antelope Valley Project. Aggressive competition from People's City Mission.
- More people in need with limited resources to provide for them.
- Money and space.
- Keeping focused on its mission; strengthening its relationship to Catholic churches and major funders.
- Funding. Meeting the needs and the dollars to sustain the mission.
- Reducing the dependency on soft-money.
- Outgrowing its space and continuing to be focused on its mission as they expand to meet needs.
- Helping people in the community to understand the scope of poverty and to provide funds for the homeless, the near homeless and the working poor.
- Rise in substance abuse (methamphetamine); need for more mental health services.
- Funding resources.
- A challenging population to serve.

The community stakeholders responded to “**Assess the financial soundness of Matt Talbot Kitchen & Outreach**” in this way:

- Very good—manage what they have very well. (2)
- Pretty good—they live within their means.
- Good. Never have been turned down for services. MTKO treats its guests as though they have all the money in the world.
- They're doing quite well—the more you rely on grants the less financially stable you are.

- Above average.
- For a nonprofit serving the poor and homeless population, they are doing very well.
- Very sound. MTKO isn't a high need agency. They are sound stewards of their dollars.
- MTKO is effectively and efficiently run. It is accountable to its funders.
- Strong church support.
- They don't operate at a deficit—probably close to breakeven. Financial support is growing.
- Have some reserve funds so they are not living month-to-month.
- It was a smart move to outsource their accounting to Dana Cole--it provides financial credibility.
- It looks solid. It is always challenging if you rely too much on grants.
- Not aware there is any financial problem. MTKO has a record of stretching dollars in creative ways.
- MTKO is financially able to support the present level of services.
- Don't really know, but I do know that people trust Susanne Blue.
- Don't know specifically about their financial condition, but I assume it is okay by the way they keep the operation going.
- The financials are simple and straightforward. It appears to be financially sound. MTK has a sophisticated fiscal funding-raising capacity for such a small agency.
- Fairly sound for what they are doing at this point.

To the question, **“What about the current building—in light of the Antelope Creek Development Project encroaching on the present property, should Matt Talbot Kitchen & Outreach consider relocation in the near future?”** the community stakeholders made these observations:

- The city may be willing to help MTKO find a suitable location.
- MTKO will probably need to relocate—it should stick to the fringe of the downtown area. Its success is very location driven.
- Yes, it will likely need to find another location. I will hope it will consider co-locating with another agency.
- MTKO will need to relocate to expand and grow.
- Now may be a good time to visit with St. Vincent dePaul about selling the property to Matt Talbot Kitchen & Outreach.
- If it has to move, it may want to consider a location over the viaduct where the City Mission and Lincoln Action Program are located.
- MTKO will need to relocate—timing will be an issue.
- It will probably need to find another location. It will be difficult to find something that is near downtown. Something close to the People's Health Center would make sense.
- It will probably need to relocate. Its proximity to the University of Nebraska creates parking issues. Don't move out of the core of the city. Consider a co-location with another human service agency.

- Once the Antelope Valley project is completed, if MTKO stays where it is, it will stick out like a big scar. It may move further east but north of O, or across the viaduct where the People’s City Mission and the Lincoln Action program are located. MTKO needs to begin a search immediately for “an angel” to finance relocation.
- It ought to consider relocation and locate in the periphery to downtown, on a bus route and close to present clients.
- MTKO needs to relocate to obtain more space; stay west of 27th, stay in a high-needs area.
- MTKO should not relocate.
- MTKO needs more space and should consider buying the St. Vincent dePaul property. If it must relocate it should remain on the fringe of downtown and within walking distance of downtown.
- Must relocate, but stay close to clients.
- Right now MTKO has a wonderful location for the people they are serving. If the populations they are serving shifts, they will need to consider relocation.
- MTKO doesn’t have a choice. It must relocate and either move toward People’s City Mission or slightly south of O Street.
- Yes, MTKO should relocate into a new building because the present building will not meet future needs.
- It probably should relocate—needs to be in a marginal area of downtown and near the guests it presently serves.
- Yes, MTKO must move, but it’s a tough question as to where they should go.
- On the issue of relocation, MTKO needs to avoid a “we-versus-them” mentality.
- Prefer that Matt Talbot purchase the land from Saint Vincent dePaul and stay where they are. This would enable them to expand and grow in their present location. If absolutely necessary to relocate, don’t move far.

The community stakeholders offered these observations under the question **“Is there anything else you’d like to say about MTKO?”**

- I give them great credit for what they do. They do it with great grace and passion.
- Great people--wish them the best.
- MTKO is in the top ten of my favorite community agencies. Their passion and professionalism stick out.
- Great admiration for the organization. They touch the poor at levels most of us don’t experience.
- Very well respected—have generated great confidence on the part of the community.
- Appreciate what they do. They have tremendous community credibility.
- A very good program. I respect Susie Blue.
- I applaud them for what they are doing. I highly encourage them to stay community focused and community driven to increase the community’s buy-in to the services they provide.
- It is our favorite agency. We refer to them with confidence. They have good community visibility for being a relative small agency.
- Cornhusker Place sings their praises and utilizes them daily.

- MTKO is poised for new greatness and achievement. Their work is so pure and so hard. The agency is blessed with a good board, good staff leadership and financial stability.
- Great organization—excellent community buy-in.
- I really appreciate that they make an effort to know the people they are serving and to be concerned about them.
- Good people—good mission—very effective.
- Glad they are developing a strategic plan. I look forward to additional collaboration with MTKO.
- As a small agency, they do very well in a financial atmosphere where there are “13 cats and 9 bowls of milk.”
- MTKO does a good job. If they did not exist, it would be a monumental problem for the people they serve and the Lincoln community as a whole.
- MTKO does a good job of describing the services they offer. Staff very approachable and open to new collaborations.

The Need for the Services that Matt Talbot Kitchen & Outreach Provides

The above reports and an analysis of the board, staff, and community stakeholder interviews makes it evident that MTKO must expand its services while staying focused on its mission. The success of Matt Talbot to this point has been in its tempered growth.

Matt Talbot Kitchen & Outreach enjoys enormous acceptance among Lincoln’s human service agencies. **It is remarkable that the consultant conducted interviews with 19 individuals who represent Lincoln’s most well respected human service agencies without one negative comment about the staff and the services that Matt Talbot Kitchen & Outreach provides.** MTKO is riding the crest of the wave in terms of its community acceptance and credibility.

This places Matt Talbot Kitchen & Outreach in a very enviable but challenging position. Matt Talbot Kitchen & Outreach cannot rest on its laurels. Those who work in organization development know that an organization must continue to move forward or it begins to decline. The next three years are absolutely crucial in MTKO’s development. MTKO must maintain its focus on what it is currently doing, acquire a new site, and expand its staff and outreach services to assure its future.

Strategic Issues

The information gleaned from surveys, interviews with board members and community stakeholders raises the following strategic issues. The board will have an opportunity at the retreat to decide which of these strategic issues should become strategic initiatives or goals in a strategic plan for Matt Talbot Kitchen & Outreach.

1. Relocation of the Matt Talbot facility on a property that will enable MTKO to expand and grow.

Rationale:

A vast majority of board members and community stakeholders believe Matt Talbot must relocate to enable it to grow and expand its services and in a facility that is not on the edge of the Antelope Valley Project. This view is supported by 15 board members and 15 community stakeholders.

2. MTKO must significantly increase its fundraising capacity to provide the financial base for increasing its staff, providing additional outreach services, increasing its transitional housing, and providing funding for the purchase and construction or reconstruction of a new Matt Talbot Kitchen & Outreach facility.

Rationale:

The wisdom of a vast majority of board members and community stakeholders suggest that Matt TKO must relocate its facility. There is an additional funding need to add staff, expand transitional housing, and increase outreach services. While some of this money may come from foundation grants, a significantly large portion of the needed funding must come from major gift donors and contributions by MTKO board members, volunteers and the general public.

3. MTKO should establish a Matt Talbot Kitchen & Outreach foundation to more intentionally pursue endowment funding.

Rationale:

Income from increased endowment funding can provide a stable income to the MTKO budget to offset the decrease in grant funding in future years.

4. The Hunger Relief program is the most visible and well-known service MTKO provides. It receives high praise from board members and community stakeholders for its part in alleviating hunger in the Lincoln community. This program should be expanded when food storage, an adequate kitchen and a larger dining room are included in a relocation facility.

Rationale:

The Hunger Relief program is the signature program of Matt Talbot Kitchen & Outreach. It has been offered by MTKO since it began operating in 1992. The number of meals served has increased each year. The number of meals provided in 2006 totaled 111,851. From 1992 through 2006, the Hunger Relief program has provided 1,034,496 for the homeless and the working poor.

5. MTKO should take a tempered approach to increasing its outreach services while staying focused on the programs and services that the program currently provides.

Rationale:

Some board members and community stakeholders caution that Matt Talbot Kitchen & Outreach's growth must be tempered to enable its continued strong focus on its mission. There is a feeling that if MTKO tries to expand too rapidly, it will lose its focus and some of its community credibility.

6. Expand transitional housing to enable clients (guests) to move toward a better quality of life and self-sufficiency.

Rationale:

Self-sufficiency is the watchword that is coming from United Way and other funding organizations. As MTKO grows and expands, its success, in part, will be judged by the number of people who experience an improved quality of life and self-sufficiency because of the services and programs it provides. Transitional housing is one program that enables self-sufficiency.

7. Provide a program or programs for those caught in the entangling webs of alcoholism and substance abuse.

Rationale:

Several board members feel strongly that Matt Talbot should provide additional services to those with alcohol and substance abuse problems.. These problems are especially prevalent among the homeless, the near homeless and the working poor.

8. Increased community awareness will be a vital part of MTKO's future success.

Rationale:

MTKO is currently doing a good job of educating the community regarding the major issues of poverty and homelessness. However, community awareness must be significantly increased in the next two years. The major reason for increasing community awareness is to help the community understand poverty and homeless issues and to increase community recognition of Matt Talbot Kitchen & Outreach as an agency that is doing an outstanding job in meeting the crucial needs of the homeless, the near homeless and the working poor. Additional community awareness will be crucial to MTKO's fundraising success.

9. Continued attention to collaboration will be very important to MTKO's future success. MTKO is currently considered one of the best collaborators among Lincoln's human service agencies. It will need continued attention to collaboration to provide the outreach services that are needed for its clients (guests).

Rationale:

All funding organizations want to see significant collaboration on the part of the agencies they fund. In order to maintain its high collaboration standing, MTKO will need to continue to focus on collaboration with other human service agencies.

10. There is a need to review board policies and establish a policy setting a limit on the number of terms a board member can serve before going off of the board.

Rationale:

Many nonprofit organizations fail to clearly state what is expected of board members. Establishing term limits is a sensitive issue, but it is one, in the judgment of the consultant, which must be addressed. The board will also need to assess the kinds of new board members that should be recruited because of the board's need for directors with certain skills and abilities.

One of the community stakeholder's raised the issue of having "high profile board members--persons who are well known in the Lincoln community" to increase connections to prospective donors and funding organizations. This need could also be addressed by creating a MTKO Community Advisory Committee, or some of these persons could be asked to serve on the foundation board if a MTKO foundation is created.

11. Board members, staff and community stakeholders suggested that additional staff must be added to enable MTKO to grow and expand. In addition, there is the need to consider succession planning for your Executive Director.

Rationale:

Additional staff will be required for Matt Talbot's mission to the homeless, the near homeless and the working poor. MTKO has an outstanding staff, but most of them because of their current workload cannot handle additional duties and responsibilities. There is also a need to have some bilingual staff members.

Most nonprofits fail to have a succession plan in place should their Executive Directors leave. This often results in a serious decline in services and credibility. The MTKO board should consider this disturbing question, "What would happen to Matt Talbot Kitchen & Outreach if Susanne Blue were not your Executive Director two years from today?" To avoid succession problems, the consultant suggests the employment of an assistant director.

12. Increased attention should be given to the recruitment, affirmation, and nurture of MTKO's volunteers.

Rationale:

MTKO's huge volunteer base is the major factor that sets Matt Talbot Kitchen & Outreach apart from Lincoln's other human service agencies. It will take tender, loving nurture to maintain a highly committed base of volunteers. "Love 'em or lose 'em" is a principle that should apply to human service agencies like Matt Talbot Kitchen & Outreach.

13. Increased use of the media to enable the community to become aware of what Matt Talbot is and what it does to meet the needs of the homeless, the near homeless and the working poor.

Rationale:

Matt Talbot Kitchen & Outreach is well known in the Roman Catholic community and among human service agencies, but it is not a household name to many of the people residing in the Lincoln community.

People's City Mission has recently "raised the bar" in the use of media by employing aggressive media marketing strategies. It would be foolish for MTKO to try to match the dollars spent by People's City Mission on advertising and publicity. However, the consultant thinks that a successful community wide financial campaign for Matt Talbot will be linked to the community's understanding of what Matt Talbot does to meet the needs of the homeless, the near homeless and the working poor. MTKO may

need to engage the services of a marketing consultant to help it develop a modest marketing plan.

Matt Talbot Kitchen & Outreach

Who We Are

Matt Talbot Kitchen & Outreach is a diverse community of servants, with Catholic origins, called by God to nourish and empower one another in a spirit of dignity and love.

Vision

Matt Talbot Kitchen & Outreach will be a leading community resource dedicated to serving Lincoln's working poor and homeless, instilling hope and moving them toward an improved quality of life and self-sufficiency.

Mission

The mission of Matt Talbot Kitchen & Outreach is to serve the physical, emotional and spiritual needs of Lincoln's working poor and homeless through outreach, advocacy, education and the provision of food and shelter.

Core Values

- Accountability
- Collaboration
- Community
- Compassion
- Diversity
- Empowerment
- Sacrificial Love
- Spirituality
- Unity of Purpose

Introduction to the Goals

The thirteen strategic issues found on pages 20-24 of the Strategic Plan Report became the basis for seven goals identified at the board of directors' annual planning retreat. These goals establish bold new initiatives for Matt Talbot Kitchen & Outreach to become a leading community resource for the provision of urgently needed services for Lincoln's working poor and homeless. The goals are to be accomplished in a two and one-half year time frame (July 1, 2007 – December 31, 2009).

These bold initiatives call for the relocation of the MTKO program to provide additional facility space to improve and grow its programs. The hunger relief program will be enhanced with increased space for storage of food and supplies and improved design for safe food handling practices with efficient use of space to allow volunteers' greater comfort and organization. An expanded dining room will allow Matt Talbot to serve the growing number of working poor and homeless guests in a new facility.

A capital funds campaign will be launched to fund the cost of relocation and new fund raising strategies will be developed to increase annual income to employ additional staff, expand outreach programs and develop much needed new services. A foundation will be established to provide adequate financial resources to assure MTKO's long term future in providing programs that strive for excellence and improve the quality of life for Lincoln's working poor and homeless while moving those who are able toward self-sufficiency.

Goal I: Obtain a desirable facility or construction site for Matt Talbot Kitchen & Outreach’s relocation and conduct a capital campaign to secure the necessary funds.

Strategies

2007 (July 1- Dec. 31)

- A. Board appoints a Relocation Committee.
- B. Determine the space needs for a relocation facility.
- C. Select an architect.
- D. Engage volunteers and staff in the development plans for the relocation facility.
- E. Select a real estate professional to identify possible relocation sites.
- F. Contract with a consultant to direct a capital campaign.
- G. Develop capital campaign case statement.
- H. Form capital campaign committee of board members and community leaders.
- I. Identify large gift prospects.
- J. Prioritize relocation possibilities and select preferred relocation site.
- K. Begin negotiations with property owner.
- L. Develop a financial plan to purchase the relocation property.

2008

- A. Conduct a three-year capital campaign.
- B. Purchase a relocation facility or site.
- C. Develop preliminary architectural drawings.
- D. Continue contacts with prospective capital campaign donors.
- E. Begin renovation or construction of relocation facility.
- F. Seek in-kind gifts for the renovation/construction of a relocation facility

2009

- A. Continue capital campaign donor contacts.
- B. Complete construction of relocation facility.
- C. Consecrate/dedicate new facility.
- D. Hold volunteer open house and orientation.
- E. Hold community open house.
- F. Begin operation of MTKO in new facility.

Goal II: Increase and diversify MTKO’s annual income to provide funding for the expansion of services and the employment of additional staff.

Strategies

2007 (July 1 –Dec. 31)

- A. Develop job description for an Administrative Assistant.
- B. Hire an Administrative Assistant.
- C. Increase grant writing capability.
- D. Evaluate the fundraising mailing list and make necessary changes.
- E. Summer financial appeal.

2008

- A. Increase grant writing capability.
- B. Expand “Feeding the Soul of the City” donor contacts.
- C. Develop one additional fundraising opportunity.
- D. Determine the feasibility of engaging Lincoln businesses in sponsorship and support of outreach programs.
- E. Request funding from non-Catholic churches in the Lincoln community.
- F. Implement Thanksgiving, Christmas and Easter financial appeals to churches and individual donors.
- G. Summer financial appeal.

2009

- A. Develop one additional fundraising event.
- B. Expand prospective donor contacts.
- C. Thanksgiving, Christmas and Easter appeals to churches and individual donors.
- D. Summer financial appeal

Goal III: Develop a Matt Talbot Kitchen & Outreach Foundation to provide additional income to enhance MTKO's financial stability with a target of growing the invested principal of the foundation to \$200,000 by December 31, 2009.

Strategies

2007 (July 31 – Dec. 31)

2008

2009

- | | |
|---|---|
| A. Contract with a consultant to help with the development of a foundation. | A. Seek major gift donor to establish a \$100,000 matching grant. |
| B. Board appoints a Foundation Steering Committee of seven persons, which includes three community leaders, to develop a MTKO Foundation. | B. Develop promotional materials. |
| C. Board decides what type of foundation MTKO should have. | C. Establish prospective donor list. |
| D. File application for nonprofit status. | D. Mailing #1. Seek foundation gifts for matching grant. |
| E. Draft articles and bylaws. | E. Personal visits to selected donors. |
| F. MTKO Board approves articles and bylaws. | |
| G. File application for Recognition of Exemption (Form 1023). | |

Goal IV: Provide two nutritious meals per day to the homeless, near homeless and the working poor.

Strategies

2007 (July 1-Dec. 31)

- A. Maintain a clean kitchen and dining room.
- B. Work with staff dietician on menu planning and safe food handling procedures.
- C. Produce a monthly volunteer newsletter.
- D. Work with high schools and colleges to schedule CI (community involvement) hours for students.
- E. Work with Lancaster County Diversion Services to utilize volunteers who need community service hours.
- F. Work with Food Bank and other groups to stock the pantry.
- G. Secure USDA food from Food Bank.
- H. Schedule churches/businesses, community organizations, college groups, and families to provide and serve food for lunches/dinners.

2008

- A. Maintain a clean kitchen and dining room.
- B. Produce a monthly volunteer newsletter.
- C. Work with high schools and colleges to schedule CI (community involvement) hours for students.
- D. Work with Lancaster County Diversion Services to utilize volunteers who need community service hours.
- E. Work with Food Bank and other groups to stock the pantry.
- F. Secure USDA food from Food Bank.
- G. Schedule churches/businesses, community organizations, college groups, and families to provide and serve food for lunches/dinners.

2009

- A. Expand hunger relief program in relocation facility.
- B. Maintain a clean kitchen and dining room.
- C. Produce a monthly volunteer newsletter.
- D. Conduct a volunteer survey for feedback to improve hunger relief program.
- E. Work with high schools and colleges to schedule CI (community involvement) hours for students.
- F. Work with Lancaster County Diversion Services to utilize volunteers who need community service hours.
- G. Work with Food Bank and other groups to stock the pantry.
- H. Secure USDA food from Food Bank.
- I. Schedule churches/businesses, community organizations, college groups, and families to provide and serve food for lunches/dinners.

Goal V: Provide and expand Outreach Services to improve the quality of life for clients (guests) and move those who are able toward self-sufficiency.

Strategies

2007 (July 1 – Dec. 31)

- A. Offer additional basic needs, education and services.
- B. Conduct a feasibility study regarding the operation of a “Housing First” program for the homeless.
- C. Develop job description for a house manager for transitional housing.
- D. Hire a house manager for transitional living facility.

2008

- A. Expand basic needs, education and services.
- B. Expand life skills classes.
- C. Plan for daily needs services to be offered (showers, laundry and client telephone services) in the relocation facility.
- D. Develop spiritual renewal program for clients (guests).
- E. Collaborate with other community agencies in establishing a Housing First program for the homeless.
- F. Collaborate with community resources in developing a referral procedure for drug and alcohol assessments.
- G. Expand case management staff.

2009

- A. Continue the expansion of life skills program.
- B. Refer clients with drug and alcohol problems for assessment.
- C. Offer daily needs services.
- D. Implement a spiritual renewal opportunities.

Goal VI: Increase community awareness of poverty and homeless issues and MTKO's role in alleviating hunger and providing outreach services to the homeless, the near homeless and the working poor.

Strategies

2007 (July 1 – Dec. 31)

- A. MTKO Board establishes a Marketing and Public Relations Committee.
- B. Establish marketing and Public Relations budget.
- C. Establish a volunteer speaker's bureau and provide training.
- D. Update promotional brochure.
- E. Produce a MTKO promotional video and DVD that could be used in the capital funds campaign.
- F. Engage a volunteer consultant to assist in developing a Marketing and Public Relations Plan.
- G. Cultivate relationships with key media personnel.
- H. Invite a media person to serve on MTKO Board of Directors.
- I. Implement media marketing by November 1, 2007.
- J. Produce Annual Report.

2008

- A. Increase media marketing.
- B. Accelerate acceptance of invitations to speak to groups and organizations.
- C. Invite well-known community leaders to serve on MTKO Board of Directors and the Foundation Board.
- D. Press releases on MTKO's activities and new ventures (services).
- E. Develop semi-annual newsletter.
- F. Produce Annual Report.

2009

- A. Continue the implementation of marketing plan.
- B. Continue speaking engagements.
- C. Continue press releases on MTKO.
- D. Produce semi-annual newsletters.
- E. Produce Annual Report

Goal VII: Create a caring, safe and functional environment, with sufficient resources, to nourish and develop staff members and volunteers.

Strategies

2007 (July 1 – Dec. 31)

- A. Develop volunteer job descriptions for facility upkeep, hunger relief, special events and life skills childcare.
- B. Produce monthly newsletter.
- C. Encourage staff development opportunities.
- D. Incorporate staff development opportunities into performance appraisal process.
- E. Examine staff and board policies.

2008

- A. Recruit volunteers for outreach programs.
- B. Develop additional ways to express appreciation to volunteers.
- C. Hold a volunteer open house.
- D. Hold spiritual retreat for staff.
- E. Encourage staff development.
- F. Produce monthly newsletter.
- G. Develop job description for Facility Manager.
- H. Develop Executive Director succession plan.
- I. Examine staff and board policies.

2009

- A. Recruit volunteers for outreach programs as needed.
- B. Explore the possibility of developing a mentoring program for clients (guests).
- C. Encourage staff development.
- D. Product monthly newsletter.
- E. Hire a Facility Manager.
- F. Review succession plan.
- G. Examine staff and board policies.

Attachment A

BOARD MEMBERS INTERVIEWED

Steve Beal	Teresa Harms
Dr. Ram Bishu	Rita Kean
Mark Bertsche	Michael Knopp
Mary Jo Bousek	Marylyde Kornfield
Randy Clark	Larry Kunc
Don Costello	Pat Lundak
Jan Frayser	Tony Ojeda
Dorothy Gappa	Tom Zimmerman

Note: Taylor Ashburn is new on the board and requested not to be interviewed.
Mike Bruggeman is on leave.

STAFF INTERVIEWED

Susanne Blue	Sydne Knox
Janet Buck	Cara Matthes
Sarah Fentress	Sara Sunderman
Ann Heydt	

COMMUNITY STAKEHOLDERS

Pam Baker – Woods Charitable Fund, Inc.
Pastor Tom Barber – People’s City Mission
Kit Boesch – Human Services Administrator, Lincoln-Lancaster County
Beatty Brasch – Center for People in Need
Rick Carter – Human Services Federation
Jean Chicoine – Nebraska Homeless Assistance Program
Amy Evans – Friendship Home
Topher Hanson – CenterPointe, Inc.
Ken Knaus – Saint Vincent dePaul
Curt Kruger – Catholic Social Services
Robin Mahoney – United Way of Lincoln-Lancaster County
Andrea Mason – Lancaster County Health Department
Polly McMullen – Downtown Lincoln Association
Tiffany Mullison – Fresh Start
Shawntay Novak – Cornhusker Place, Inc.
Lori Siebel – Community Health Endowment
Dean Settle – Community Mental Health Center
Deb Shoemaker – Lincoln Community Foundation, Inc.
Scott Young – Food Bank of Lincoln, Inc.

Attachment B

Interview Questions –

Questions Asked of Board Members

1. How long have you been on the Matt Kitchen & Outreach (MTKO) board?
2. Why you were asked to serve on the board?
3. Before you came to the board, what did you know about MTKO?
4. Do you know what the mission is of MTKO?
5. What do you think the mission should be?

Are there other services which should be provided?
6. How well do you think the MTKO fulfills its mission?
7. What could the Matt Talbot Kitchen & Outreach do to be more effective?
8. What are the strengths of MTKO?
9. What are the challenges facing MTKO?
10. Who are the major clients/participants/users of MTKO?
11. Assess the financial soundness of the organization.
12. What about the current building--in light of the Antelope Creek Development Project encroaching on the present property, should Matt Talbot Kitchen & Outreach consider relocation in the near future? If yes, what might be some possible locations?
13. What do you hope MTKO will be five years from now?
14. Is there anything else you would like to say about MTKO?

Attachment C

Questions Asked of Staff Members

1. Before you were employed at MTKO, what did you know about the program?
2. Do you know what the mission is of MTKO?
3. What do you think the mission should be?
Are there other services which should be provided?
4. How well do you think MTKO fulfills its mission?
5. What could Matt Talbot Kitchen & Outreach do to be more effective?
6. What are the strengths of MTKO?
7. Describe your accountability.

For what are you accountability?

To whom are you accountable?

How is your accountability expressed?

8. What about the current building--in light of the Antelope Creek Development Project encroaching on the present property, should Matt Talbot Kitchen & Outreach consider relocation in the near future? If yes, what might be some possible locations?
9. What do you hope MTKO will be five years from now?
10. Is there anything else you would like to say about MTKO?

Attachment D

Questions Asked of Community Stakeholders

1. Are you aware of Matt Talbot Kitchen & Outreach (MTKO)? If so, how did you become aware of it?
2. Do you know what the mission is of MTKO?
3. What do you think the mission should be?
Are there other services which should be provided?
4. How well do you think MTKO fulfills its mission?
5. What could Matt Talbot Kitchen & Outreach do to be more effective?
6. What are the strengths of MTKO?
7. What are the challenges facing MTKO?
8. Who are the major clients/participants/users of MTKO?
9. Assess the financial soundness of the organization.
10. What about the current building--in light of the Antelope Creek Development Project encroaching on the present property, should Matt Talbot Kitchen & Outreach consider relocation in the near future? If yes, what might be some possible locations?
11. Is there anything else you would like to say about MTKO?