



prosperwaco  
Strategic Plan  
2022-2024





prosperwaco

# Letter from the CEO

Beginning in the opening weeks of 2022, Prosper Waco engaged in a strategic planning endeavor to determine the goals, priorities, and future of Prosper Waco.

I am so proud of the outcomes and proud of our Board of Directors and the strategic planning process. Our staff and our 20 board members worked to review, improve, and expand our commitment to the mission to measurably improve life for all Wacoans.

A plan is always a beginning. One indicator of effectiveness is the level of commitment of dedicated people to intentional listening and dialogue. Over several months, the staff and board of Prosper Waco considered what needs were evident and how measurable improvement might be accomplished. This plan outlines steps towards both “the what” of our goals and “the how” of our processes.

The mission of Prosper Waco is ambitious and calls for strength and effort over time. We are grateful to our founders and to the community of support that surrounds us. The strategic plan is necessarily aspirational; it is grounded in the collective impact process and it is tailored for the Greater Waco region. What results is a living document that will help us move individually and collectively towards measurable change in our community.

We invite you to be a part of effectiveness and a greater Waco for a greater number of people as we are Prosper Waco at our best.

All the best,

Suzii Paynter March  
CEO



# Prosper Waco

## Board of Directors 2022



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# Prosper Waco Strategic Plan 2022-2024

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# Mission, Vision, & Values

## Mission

### **Prosper Waco's mission is to:**

build an environment in which all members of our Waco Community are able to measurably improve their education, health, and financial security.

## Vision

### **Prosper Waco envisions:**

a greater Waco area in which all people and institutions work together for the common good of all residents.

## Values

### **Prosper Waco is:**

- an honest and trustworthy partner
- collaborating in community-wide capacity building
- respecting the distinct and unique roles of organizations and their representatives
- viewing and understanding our community as an interconnected human ecology
- having the will and ability to work across social or organizational ecosystems for mutual benefit
- promoting data-driven decision making
- focusing on data that helps advance organizational goals
- supporting systems that positively impact the pursuit of equity in our community
- aligning existing systems and/or creating systems to bring equitable opportunities
- serving as a resource for community partners that want to demonstrate the impact of their work



# How Prosper Waco Works

## Prosper Waco is a backbone for collective impact

Prosper Waco pursues systems change within the interconnected landscapes of education, health, and financial security to build public will and the ability to assess and redress disparities in opportunities and outcomes.

Prosper Waco, as a backbone organization, coordinates communitywide work and promotes collaboration through the following seven core elements —

1. shared visions for change that lead to a common agenda,
2. shared measurement systems to track pursuit of a common agenda,
3. convene stakeholders working together in mutually reinforcing activities,
4. continuous communication designed to build trust among stakeholders,
5. public will and leadership in pursuit of common goals,
6. mobilized funding from within and beyond Waco, and
7. public policy advanced in support of community goals.

## Collective Impact Strategic Actions

Collective Impact Strategic & Staff Actions keep the Board of Directors and staff centered on the seven core elements of this approach to community engagement and transformation. The following actions will guide the work of Prosper Waco through 2024. For a current listing of the specific initiatives that Prosper Waco is implementing, please see our website, [www.prosperwaco.org](http://www.prosperwaco.org), under the "Our Focus" tab.

# 1: Develop a common agenda in each focus area

Prosper Waco works with community leaders, organizations, and residents to understand community needs using data and other information to develop agreed upon priorities and opportunities for implementation and support.



## 2022-2024 Strategic Actions

- Continue to align the work of Prosper Waco with community priorities and goals as set forth in key community studies and other documents.
- Conduct landscape analyses as specific needs arise and identify gaps that need to be addressed.

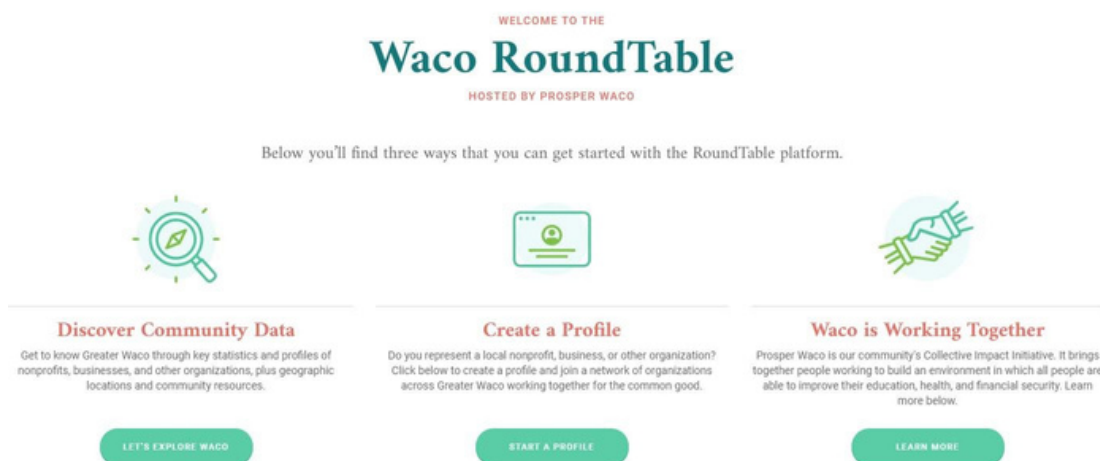


## 2: Establish shared measurement practices

Prosper Waco, as a collective impact backbone, is designed to be a data hub for the community. The role of Prosper Waco as a data leader for the community is to provide meaningful and substantial data relevant to local indicators across sectors. Measurable improvement toward community priorities is a primary focus and emphasis on equity requires disaggregation of data in measurement and interpretation. Prosper Waco has a primary community role to provide landscape analyses to accurately reflect needs, gaps, assets and trends.

### 2022-2024 Strategic Actions

- Make disaggregated data available to community leaders and organizations through varied means.
- Analyze available data and promote community understanding of actual rather than perceived reality.
- Articulate and operationalize a data leadership role as a service to the community.



One of the ways we provide access to community data is through the Waco Roundtable, a powerful platform that enables members of our community to explore the place we call home.



### 3: Support mutually reinforcing activities

The Prosper Waco role as convener and facilitator is vital for building and maintaining momentum among partners and helping to advance timely decision making. Prosper Waco supports participation and high impact strategies with groups and partners to advance priorities through common work.



#### 2022-2024 Strategic Actions

- Understand and identify opportunities for aligned community action in areas of health, education, and financial security.
- Promote activities that determine solutions and how to prioritize them.

## 4: Promote Continuous Communication

Prosper Waco helps community leaders communicate and collaborate in pursuit of systems change to build public will and the ability to access and redress disparities in opportunities and outcomes. Continuous communication involves every member of the Prosper Waco Board and staff. It also involves specific organizational communications strategies in support of all PW goals.



### 2022-2024 Strategic Actions

- Promote understanding of Prosper Waco's work through community conversations of individual Board members, staff members, and stakeholders.
- Aid community partner organizations and individuals to understand broader community perspectives.
- Use digital and news media to communicate key portions of the work to the broader community.

## 5: Build public will and leadership

Prosper Waco builds public will by raising awareness and support for initiative efforts, as well as getting community members to feel empowered to enact change and take action themselves. Prosper Waco does this by working directly in the community on behalf of partners and working through partners to build public will indirectly.



### 2022-2024 Strategic Actions

- Build public will to redress disparities in education, health, and financial security by helping the public understand those disparities.
- Lead the community to take actions to address systemic inequities as determined by developing common agenda activities for change.
- Involve community leaders and members in information gathering, decision making, and action planning.



## 6: Mobilize Funding

Prosper Waco is a trusted broker for funding channels, shared funding, grant writing and braided funding. Prosper Waco also functions as a trusted broker that can harbor and guide other organizations and incubated efforts. Prosper Waco as a collective impact backbone is not a direct funder for the community, but it can be a generator of new revenue and collaborative funding efforts.



### 2022-2024 Strategic Actions

- Increase the strength of the Advancement Committee and mobilize sustainable funding plans for the organization.
- Use the best resources and multiple funders for all sectors; seek to expand resources in each sector.
- Diversify revenue sources and supporters for Prosper Waco and for community priorities.

## 7: Advance Public Policy

Prosper Waco promotes awareness of community priorities with public officials and government agencies. Virtually every community effort intersects with local, state, and federal policy in some fashion. To address these issues at a systemic level and at the level of scale, it is necessary to understand and seek to influence the framework of laws and rules that apply to a sector.



### 2022-2024 Strategic Actions

- Communicate relevant data and community information to public officials on issues of direct relevance to Prosper Waco's work.
- Elevate and connect the work that is ongoing in the three portfolio areas of Prosper Waco to city, county, and state officials.
- Monitor laws and proposed legislation at the state level.
- Educate and advise on issues related to priorities and goals.



# Common Agenda

## Strategic Direction Summary

Prosper Waco pursues systems change within the interconnected landscapes of education, health, and financial security to build public will and the ability to assess and redress disparities in opportunities and outcomes. For a current listing of the specific initiatives that Prosper Waco is implementing, please see our website, [www.prosperwaco.org](http://www.prosperwaco.org), under the "Our Focus" tab.

The following Common Agenda items, Shared Measurements, and sought after Measurable Improvements reflect that process.

- Common Agenda items convey key community goals.
- Shared Measurements reflect selected indicators of significance for each portfolio.
- Measurable Improvements indicate the change sought in measurements.

The **Common Agenda** items for each portfolio are:

### Health

The greater Waco area will be a community whose residents have access to high-quality healthcare for both their bodies and minds, regardless of their race, income, or location.

### Education & Workforce

The greater Waco area will be a community whose residents receive a high-quality education at all levels, and have access to several different post-secondary options, regardless of their race, income, or location.

### Financial Security

The greater Waco area will be a community whose residents are able to earn a wage that sustains their ability to build wealth for the future, regardless of their race or location.

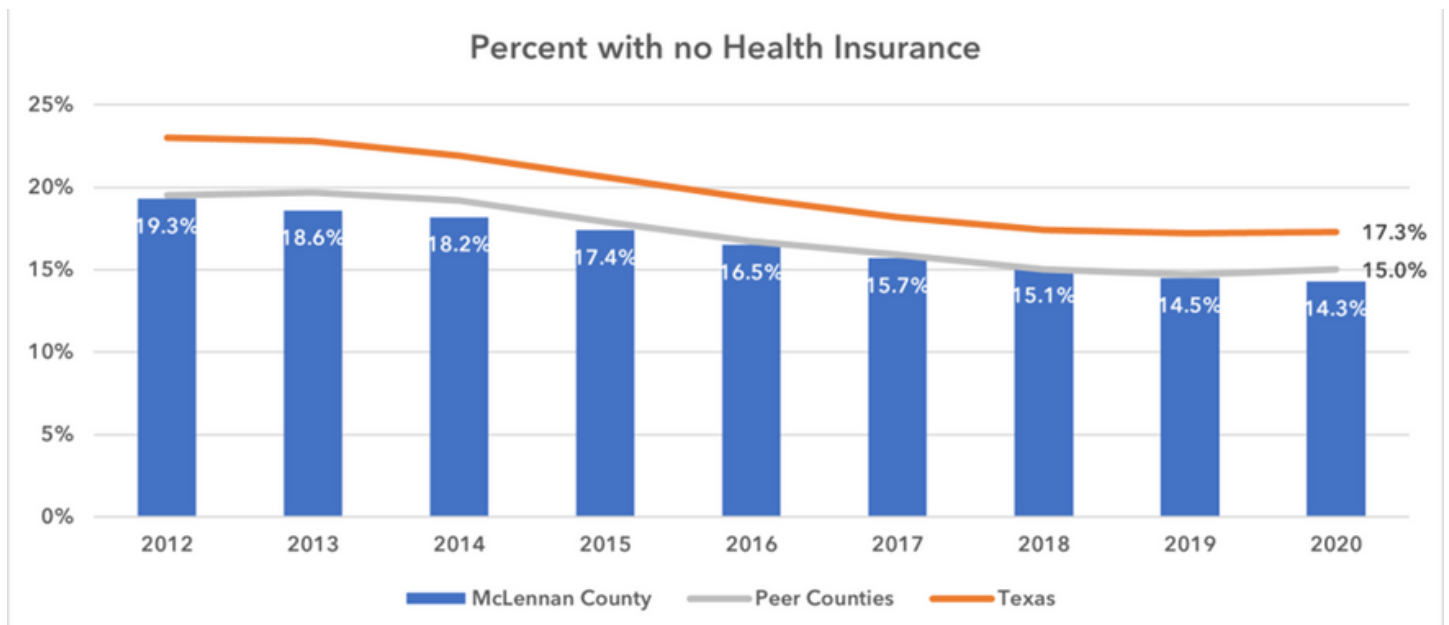


# Health:

## Shared Measurement & Measurable Improvement #1

### Shared Measurement #1 — Health Insurance Access

In 2020, 14.3% of McLennan County residents have no insurance. With a county population of about 260,000 in 2020, this means about 37,180 residents are uncovered, creating challenges for individuals, families, and healthcare providers



Source: American Community Survey, 5-year estimates, table S2701

### Measurable Improvement #1 — Health Insurance Access

- Prosper Waco wants to see the percentage of McLennan County residents who lack health insurance continue to decline for the next 5 years.

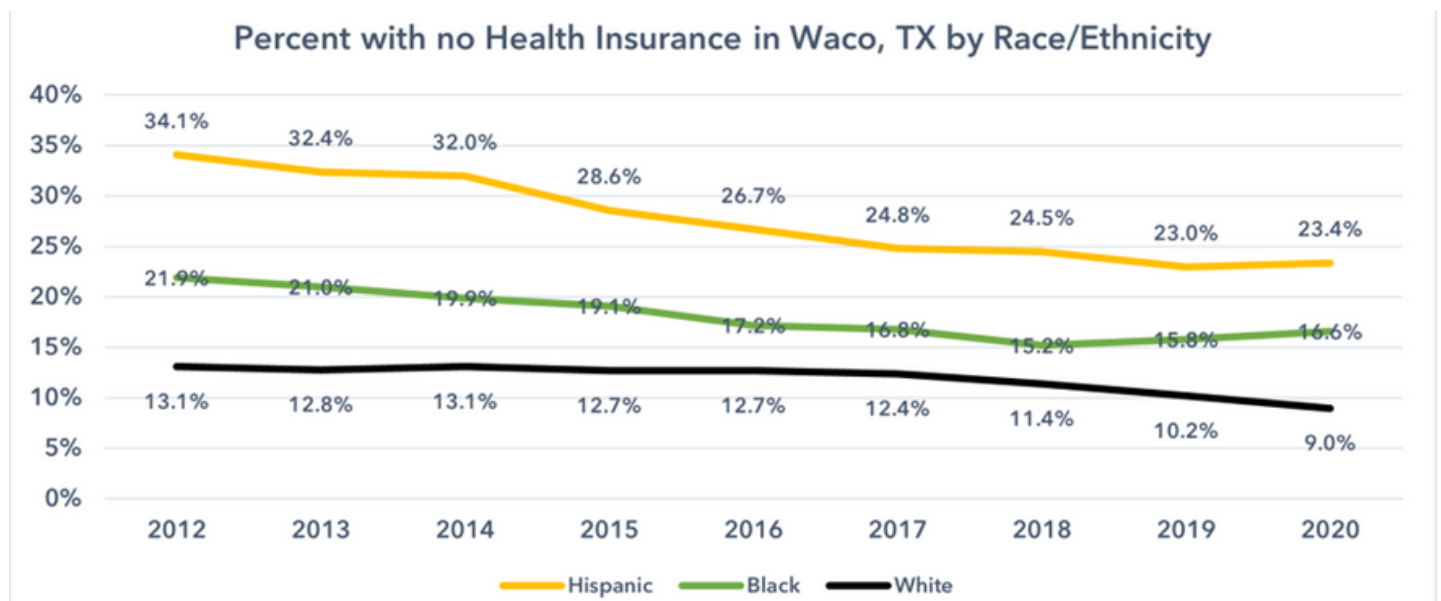
# Health:

## Shared Measurement & Measurable Improvement #2

### Shared Measurement #2 – Health Insurance Access by Race/Ethnicity

In 2020, 23.4% of Hispanic residents and 16.6 % of Black residents in McLennan County did not have health insurance, compared to 9% of White residents. The gap between Hispanic and White residents was more than 14 percentage points. The gap between Black and White residents was almost 8 percentage points.

- Texas has a 5-point gap between Black and White residents, and a 17-point gap between Hispanic and White residents. Our peer cities have a 5-point gap between Black and White residents, and a 12-point gap between Hispanic and White residents.



### Measurable Improvement #2 – Health Insurance Access by Race/Ethnicity

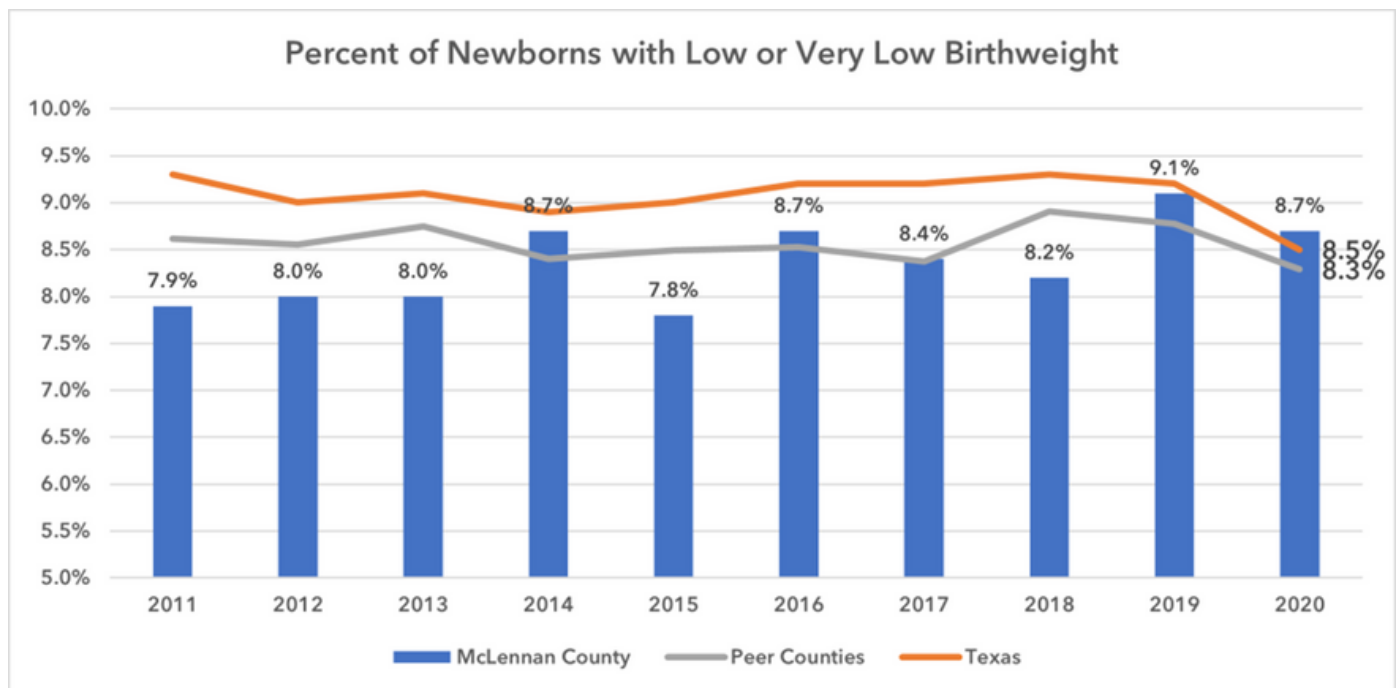
- As Prosper Waco works to eliminate racial disparities in health care coverage, we want to see the Waco Black-White gap in percent uninsured closed to 4 points, and the Waco Hispanic-White gap in percent uninsured closed to 7 points by 2027.

# Health:

## Shared Measurement & Measurable Improvement #3

### Shared Measurement #3 – Birth Weight

In McLennan County, 8.7% of babies were born with low or very low birth weight in 2020. This is slightly higher than our peer counties (8.3%) and Texas as a whole (8.5%).



Source: Texas Department of State Health Services, Center for Health Statistics

### Measurable Improvement #3 – Birth Weight

- Prosper Waco wants to see the percentage of McLennan County newborns with *low* or *very low* birthweight return to and remain below 8%.

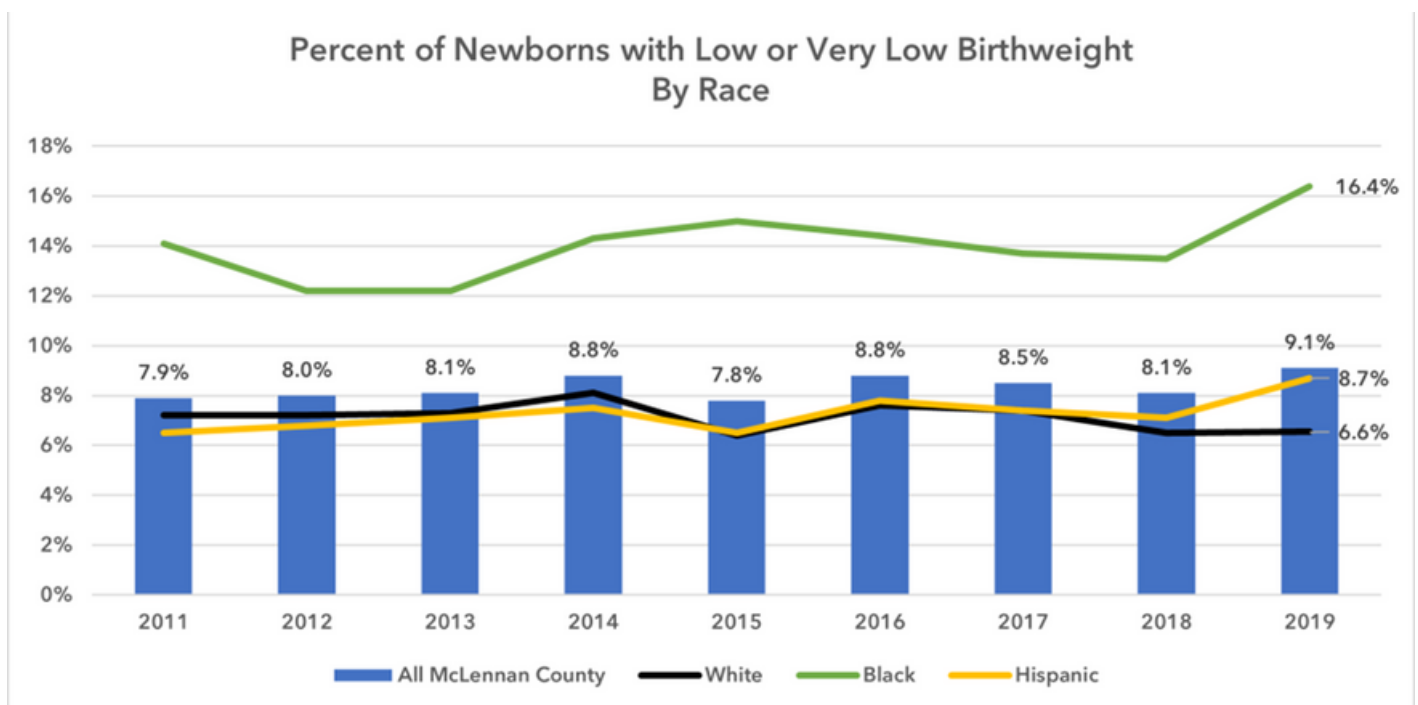


# Health:

## Shared Measurement & Measurable Improvement #4

### Shared Measurement #4 – Birthweight by Race

Low and very low birth weight are more common among Black and Hispanic county residents than White residents. In 2019, the overall county percentage was 9.1%; 6.6% for White children, 8.7% for Hispanic children, and 16.4% for Black children.



Source: Texas Department of State Health Services, Center for Health Statistics

### Measurable Improvement #4 – Birthweight by Race

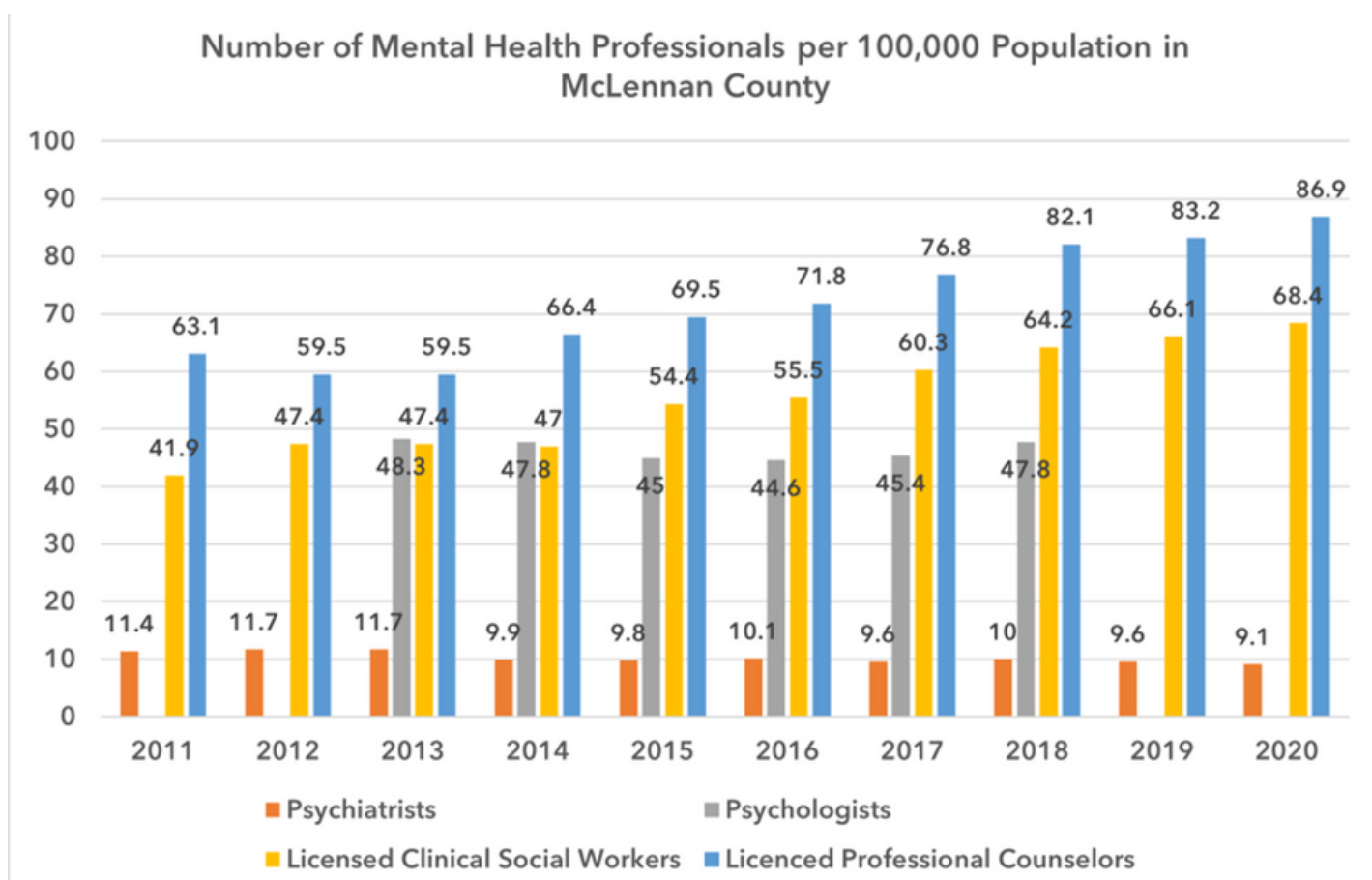
- As Prosper Waco works to strengthen women's health and to eliminate racial disparities in the percentage of babies born with low or very low birthweight, we want to see the Black-White gap in percentage of McLennan County newborns with low or very low birthweight (currently a 10-point gap) to be closed from 10 points to 5 points by 2027.

# Health:

## Shared Measurement & Measurable Improvement #5

### Shared Measurement #5 – Mental Health Professionals

A 2020 report from the Texas Department of Health and Human Services projects that demand for psychiatrists in Texas will grow by 19% from 2018 to 2032. Demand in the Central Texas region will grow by 25% from 2018 to 2032.



Source: Texas Department of State Health Services, Health Professions Resource Center

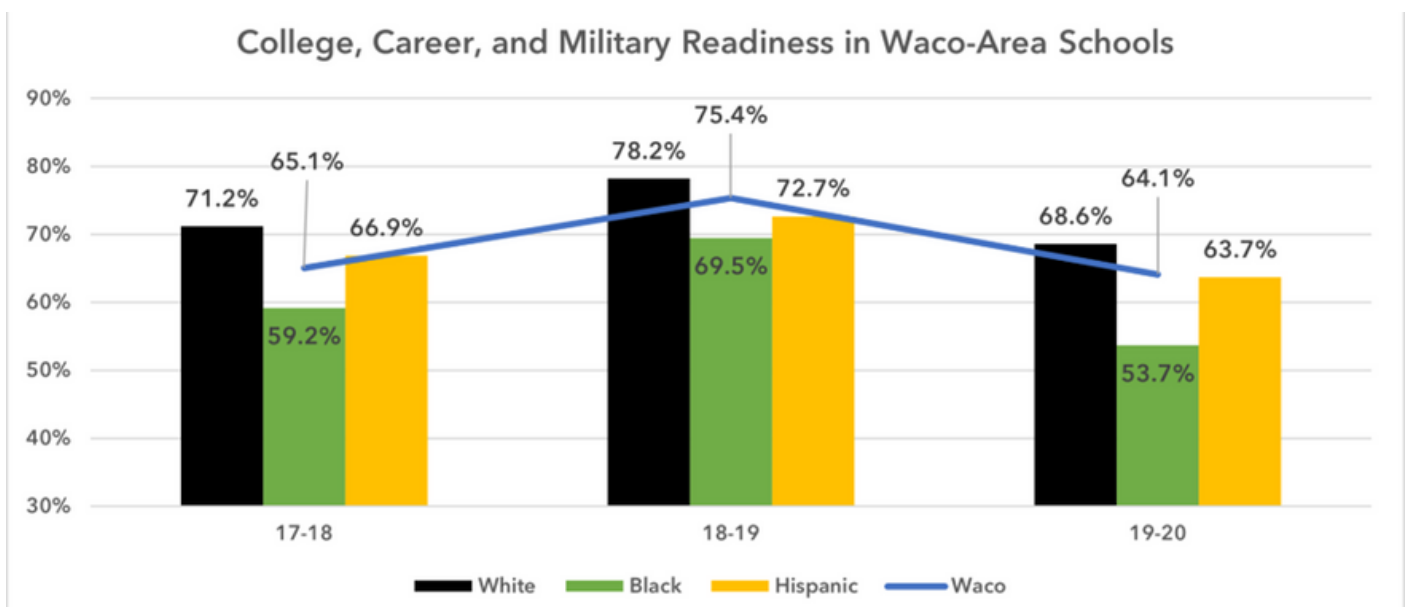
### Measurable Improvement #5 – Mental Health Professionals

- Prosper Waco wants to see the ratio of psychiatrists to residents increase by 25%, from 9.1 per 100,000 in 2020 to 11.4 per 100,000 in 2027, which would be McLennan County's best ratio since 2013.

# Education & Workforce: Shared Measurement & Measurable Improvement #6

## Shared Measurement #6 – College, Career, and Military Readiness (CCMR)

The 2019-2020 Black-White gap in CCMR in 6 Waco-area ISDs (China Spring, Connally, La Vega, Midway, Robinson, and Waco) is 15 points, and the Hispanic-White gap is 5 points.



Source: Texas Academic Performance Reports (6 ISDs contain data that is consistently disaggregated by race - China Spring ISD, Connally ISD, La Vega ISD, Midway ISD, Robinson ISD, and Waco ISD)

## Measurable Improvement #6 – College, Career, and Military Readiness (CCMR)

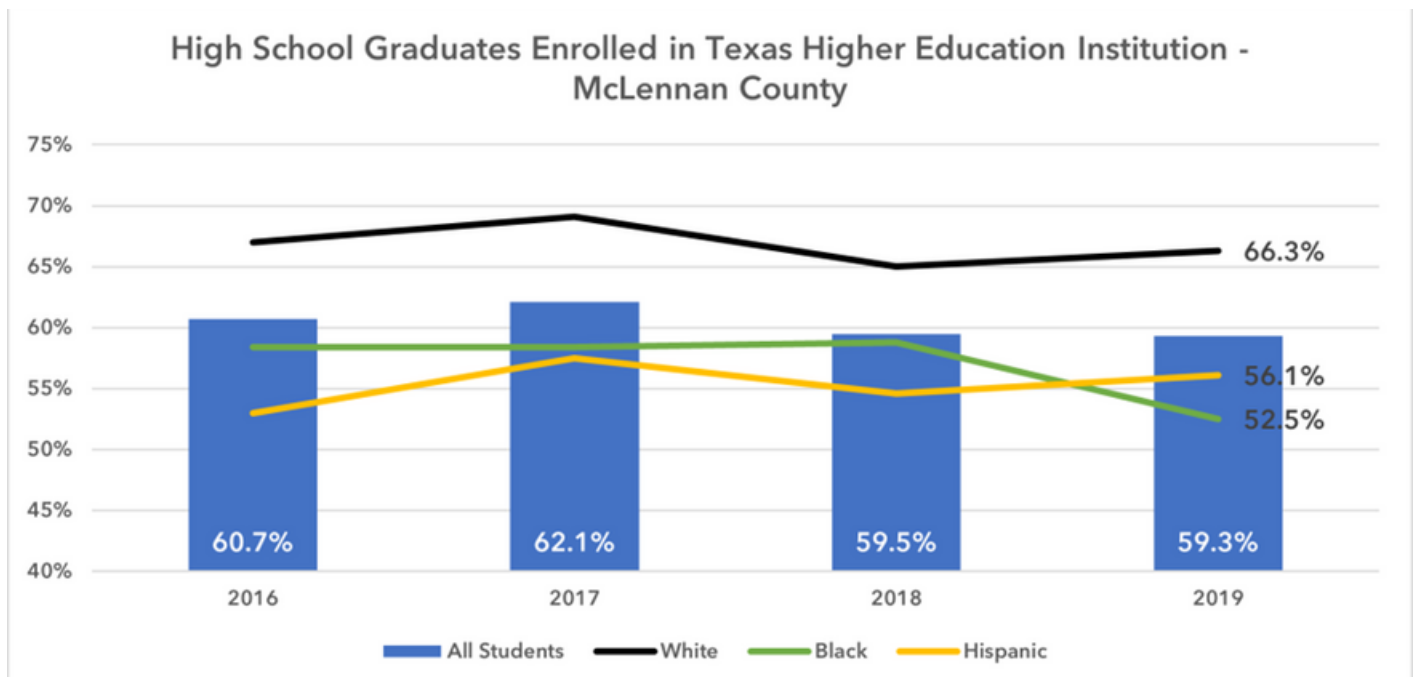
- As Prosper Waco works to eliminate racial disparities, we want to see both CCMR gaps closed by half by 2027. The Black-White CCMR gap should close from 15 points to 7 points, while the Hispanic-White CCMR gap should close from 5 points to 2 points.



# Education & Workforce: Shared Measurement & Measurable Improvement #7

## Shared Measurement #7 – Higher Education Enrollment

The 2019 Black-White gap in McLennan County's Texas higher ed enrollment is 14 points, and the Hispanic-White gap is 10 points.



Source: Texas Academic Performance Reports (6 ISDs contain data that is consistently disaggregated by race - China Spring ISD, Connally ISD, La Vega ISD, Midway ISD, Robinson ISD, and Waco ISD)

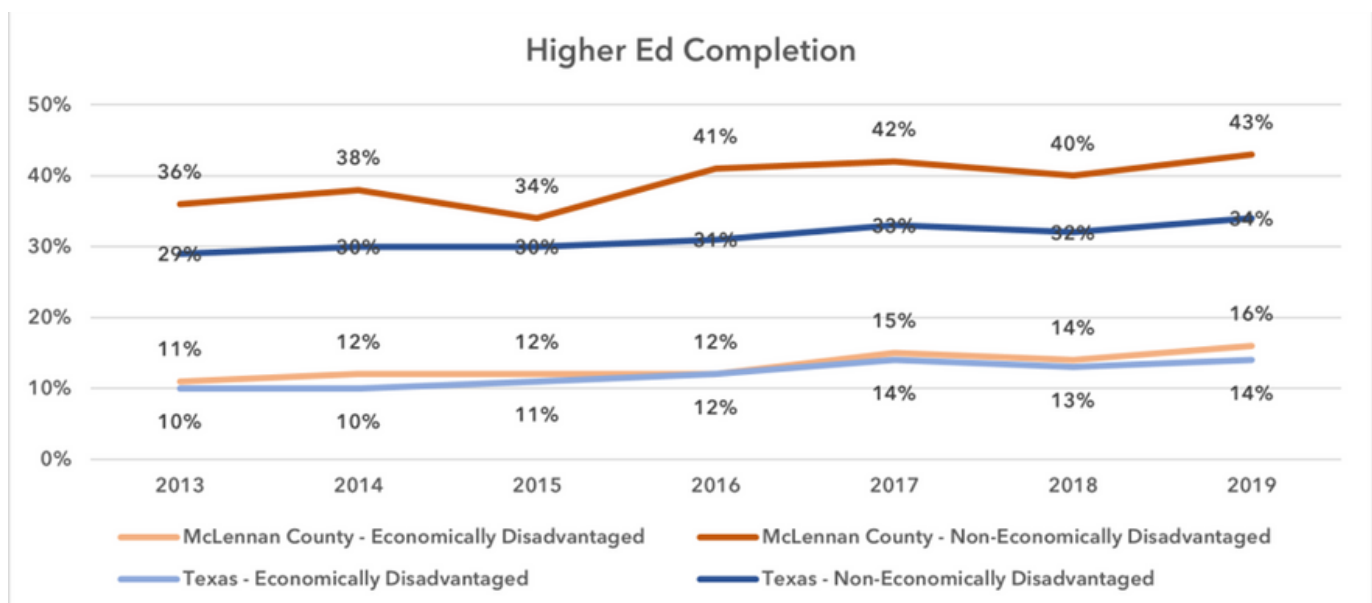
## Measurable Improvement #7 – Higher Education Enrollment

- As Prosper Waco works to eliminate racial disparities in higher ed enrollment, we want to see both gaps closed by half by 2027. The Black-White enrollment gap should close from 14 points to 7 points, while the Hispanic-White enrollment gap should close from 10 points to 5 points.

# Education & Workforce: Shared Measurement & Measurable Improvement #8

## Shared Measurement #8 – Higher Education Completion

Since 2013, the gap in higher ed completion between economically disadvantaged McLennan County students and non-economically disadvantaged McLennan County students has been about 25-30 percentage points.



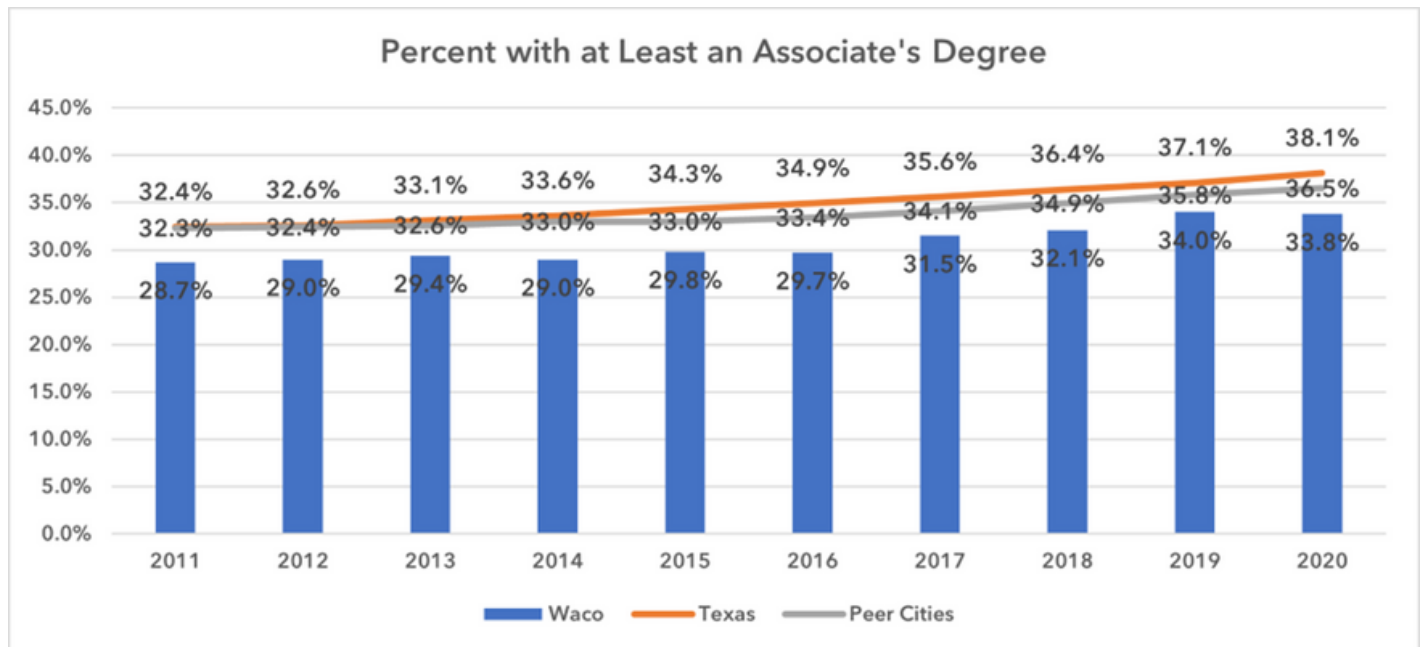
## Measurable Improvement #8 – Higher Education Completion

- Prosper Waco wants to see the gap between economically-disadvantaged students and non-economically-disadvantaged students in higher education completion rates be reduced to match the statewide gap, which is 20 points, by 2027.

# Education & Workforce: Shared Measurement & Measurable Improvement #9

## Shared Measurement #9 – Associate's Degree

From 2011-2016, the gap between Waco and our peer cities in the percentage of residents with at least an associate's degree was more than 3 percentage points. From 2017-2020, the gap has been 2-3 percentage points.



Source: American Community Survey, 5-year estimates, tables S1501, B15002

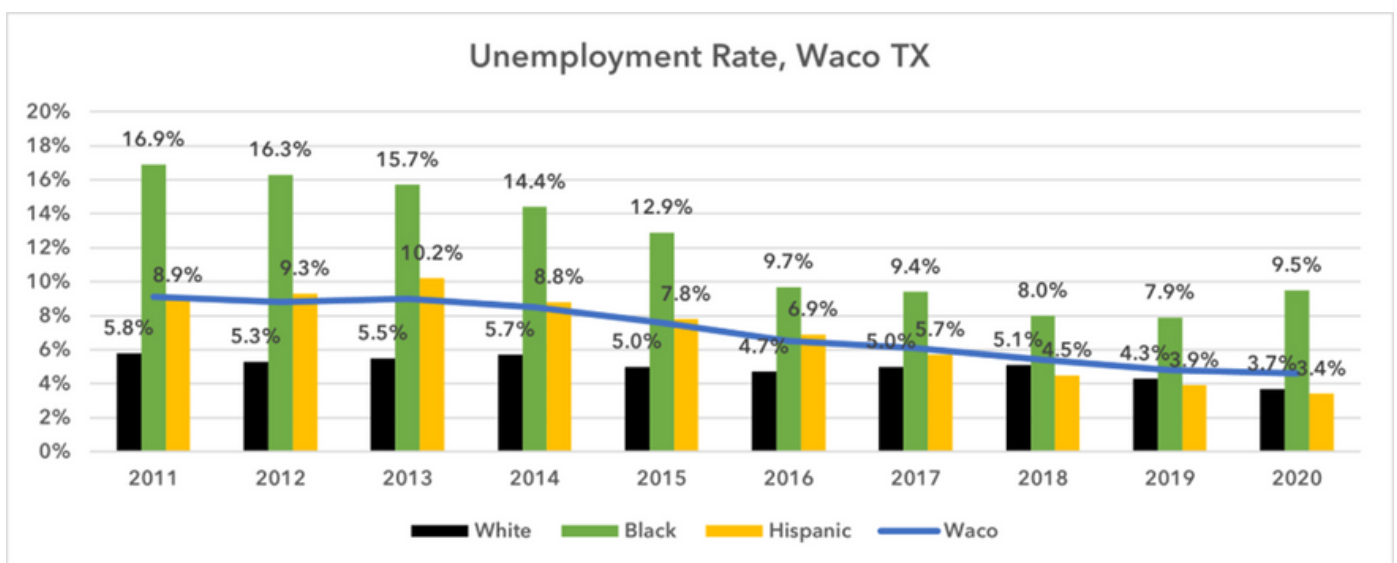
## Measurable Improvement #9 – Associate's Degree

- Prosper Waco wants to see the gap between Waco and its peer cities in the percentage of residents with an Associate's Degree reach below 1.5 percentage points by 2027.

# Education & Workforce: Shared Measurement & Measurable Improvement #10

## Shared Measurement #10 – Unemployment

The 2020 Black-White gap in unemployment is 6 points, and the Hispanic-White gap is 0.3 points.



Source: American Community Survey, 5-year estimates, table S2301

## Shared Measurement #10 – Unemployment

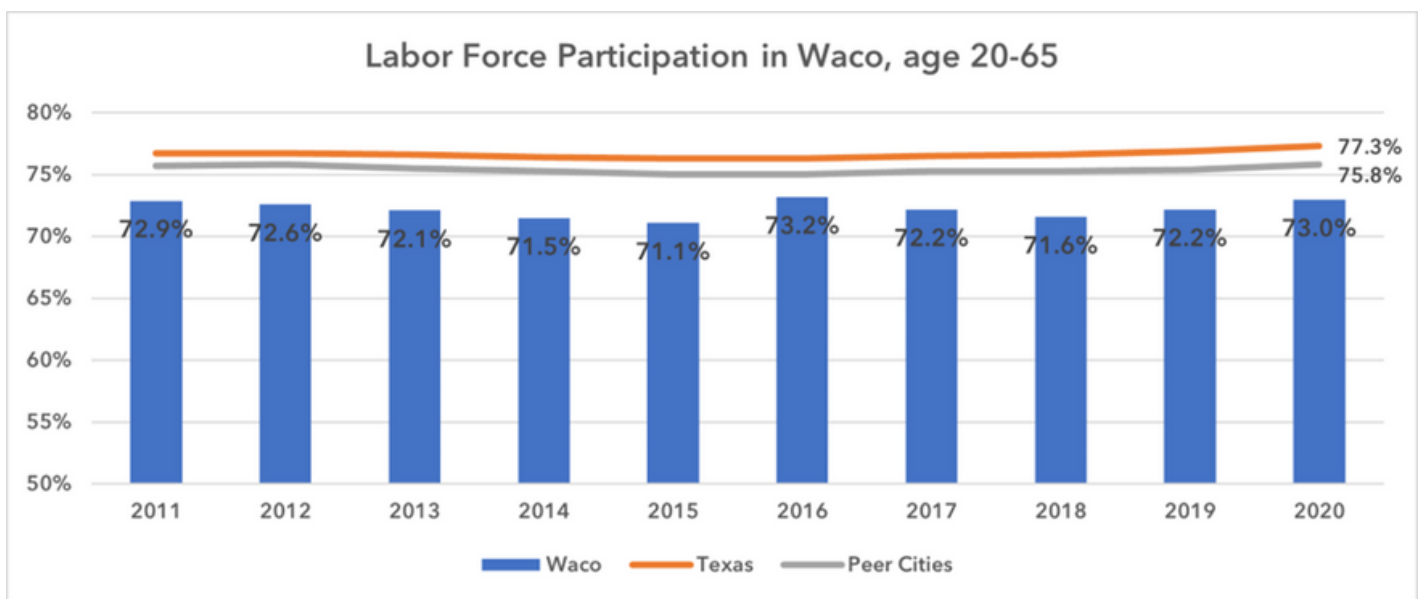
- As Prosper Waco works to eliminate racial disparities in unemployment, we want to see the gaps between White residents and Black and Hispanic residents in unemployment rates stay below 2 percentage points.



# Education & Workforce: Shared Measurement & Measurable Improvement #11

## Shared Measurement #11 – Labor Force Participation

The gap in labor force participation rates between Waco and our peer cities averaged 3.2 percentage points from 2011-2020, with the smallest gap, 1.8 percentage points, occurring in 2016.



Source: American Community Survey, 5-year estimates, tables S2301, dp04

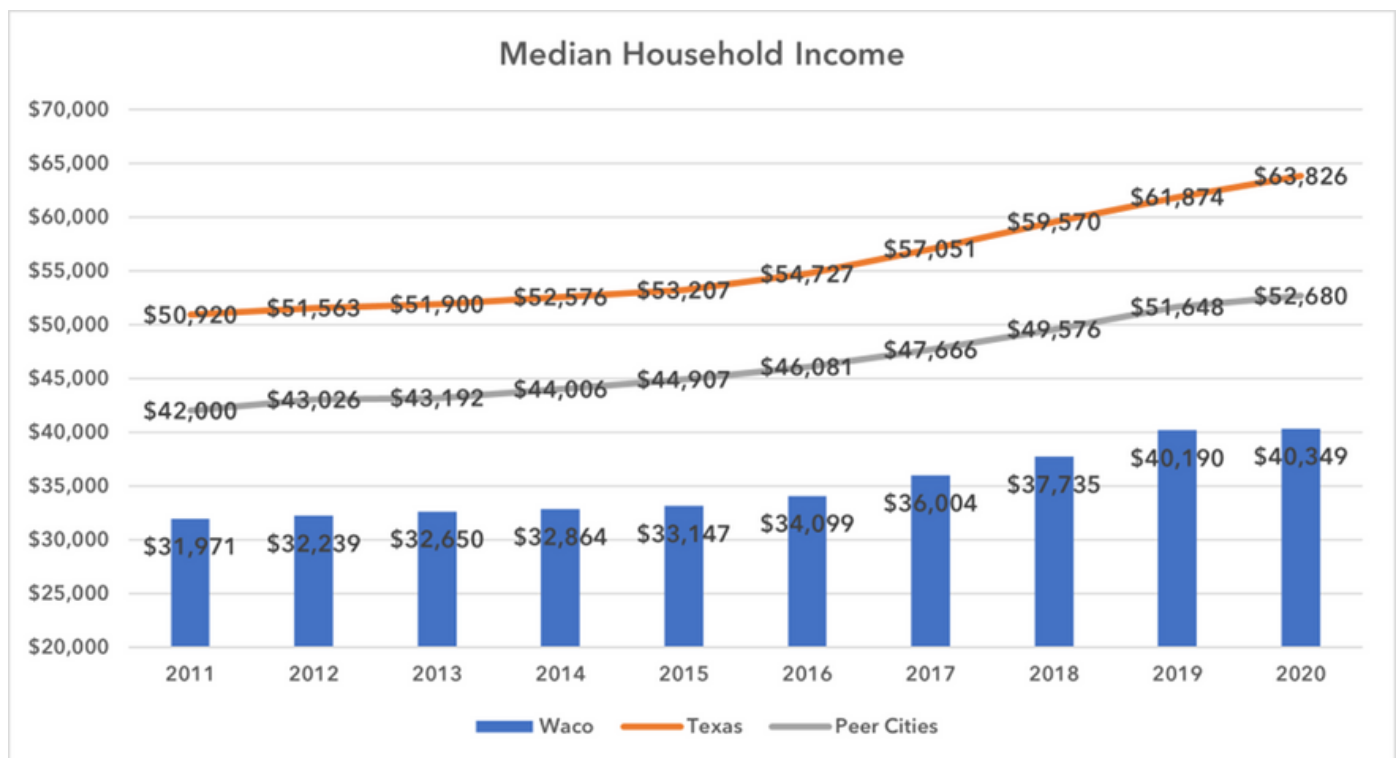
## Measurable Improvement #11 – Labor Force Participation

- Prosper Waco wants to see the gap between Waco and its peer cities in labor force participation rates close to less than 1 percentage point by 2027.

# Financial Security: Shared Measurement & Measurable Improvement #12

## Shared Measurement #12 – Median Household Income

In Waco, the five-year period 2016-2020 saw an 18% increase in median household income (from \$34,099 to \$40,349). Texas saw a 16.6% increase in median household income from 2016-2020, and our peer cities saw a 14.3% increase.



Source: American Community Survey, 5-year estimates, Table B19013

## Measurable Improvement #12 – Median Household Income

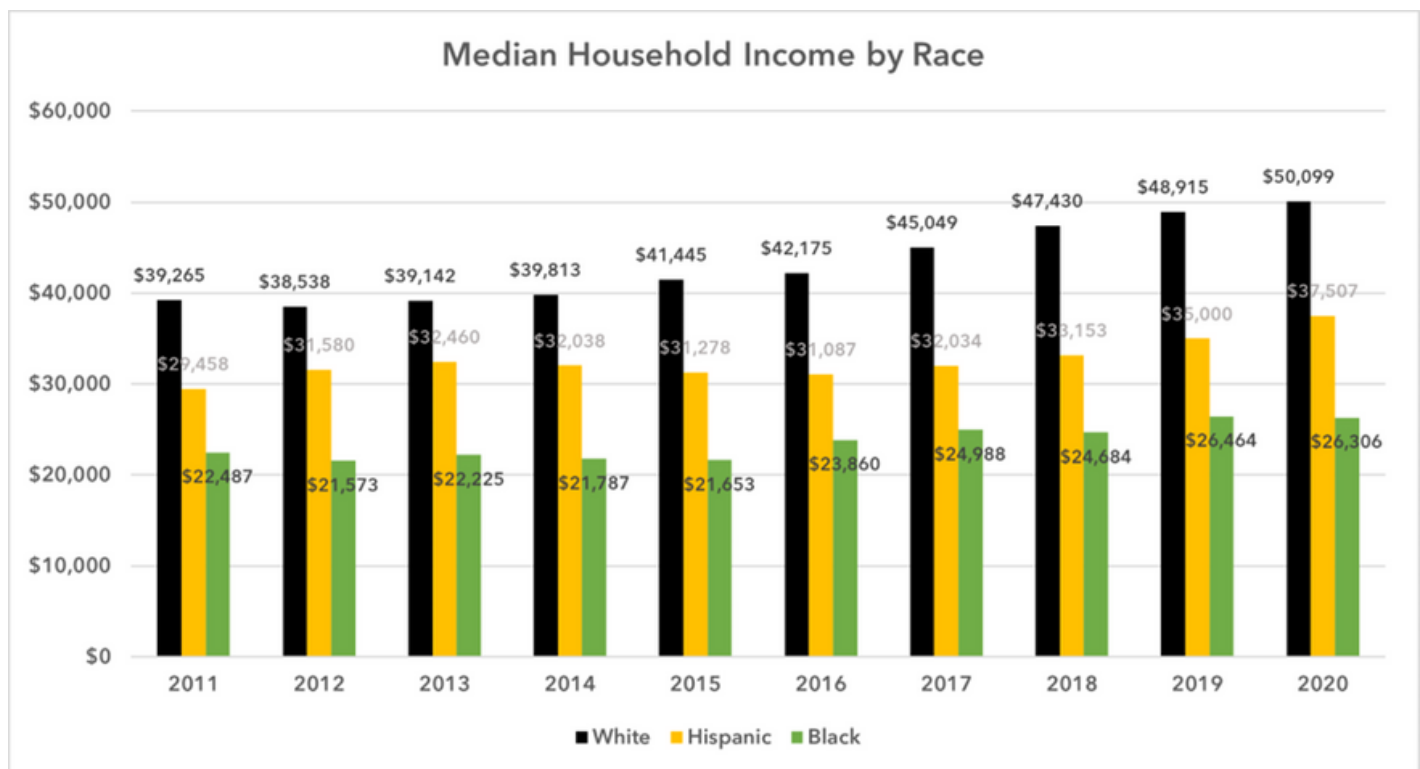
- Prosper Waco wants to see Waco's median household income increase by 25% over the next 5 years, to \$50,000.

# Financial Security: Shared Measurement & Measurable Improvement #13

## Shared Measurement #13 – Median Household Income by Race

In 2020, there was a \$23,700 gap between the median household incomes for Black and White households in Waco, and a \$12,600 gap between the median household incomes for Hispanic and White households in Waco.

- Statewide, the Black-White income gap is \$29K, and the Hispanic-White gap is \$26K. For our peer cities, the Black-White income gap is \$22K, and the Hispanic-White gap is \$14K.



Source: American Community Survey, 5-year estimates, table B19013

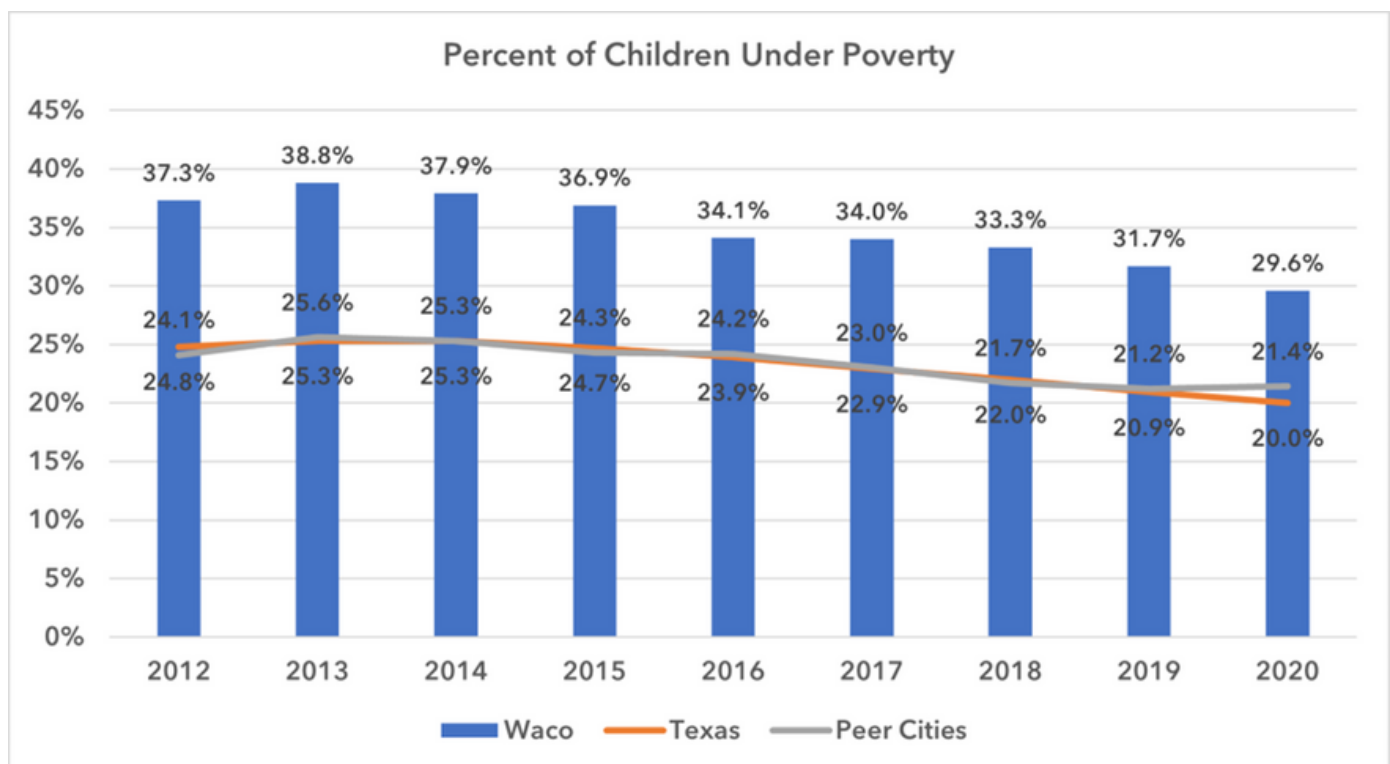
## Measurable Improvement #13 – Median Household Income by Race

- As Prosper Waco works to eliminate racial disparities in income, we want to see the Black-White gap in median household income closed to less than \$20,000, and the Hispanic-White gap closed to less than \$10,000.

# Financial Security: Shared Measurement & Measurable Improvement #14

## Shared Measurement #14 – Children Below the Poverty Line

In 2020, 30% of Waco's children lived below the federal poverty line, while 20% of the state's children lived below the federal poverty line, creating a 10-point gap.



Source: American Community Survey, 5-year estimates, table S1701

## Measurable Improvement #14 – Children Below the Poverty Line

- Prosper Waco wants to see the gap between Waco and the state of Texas in the percent of children living under the federal poverty level cut in half by 2027, from 10 points to 5 points.

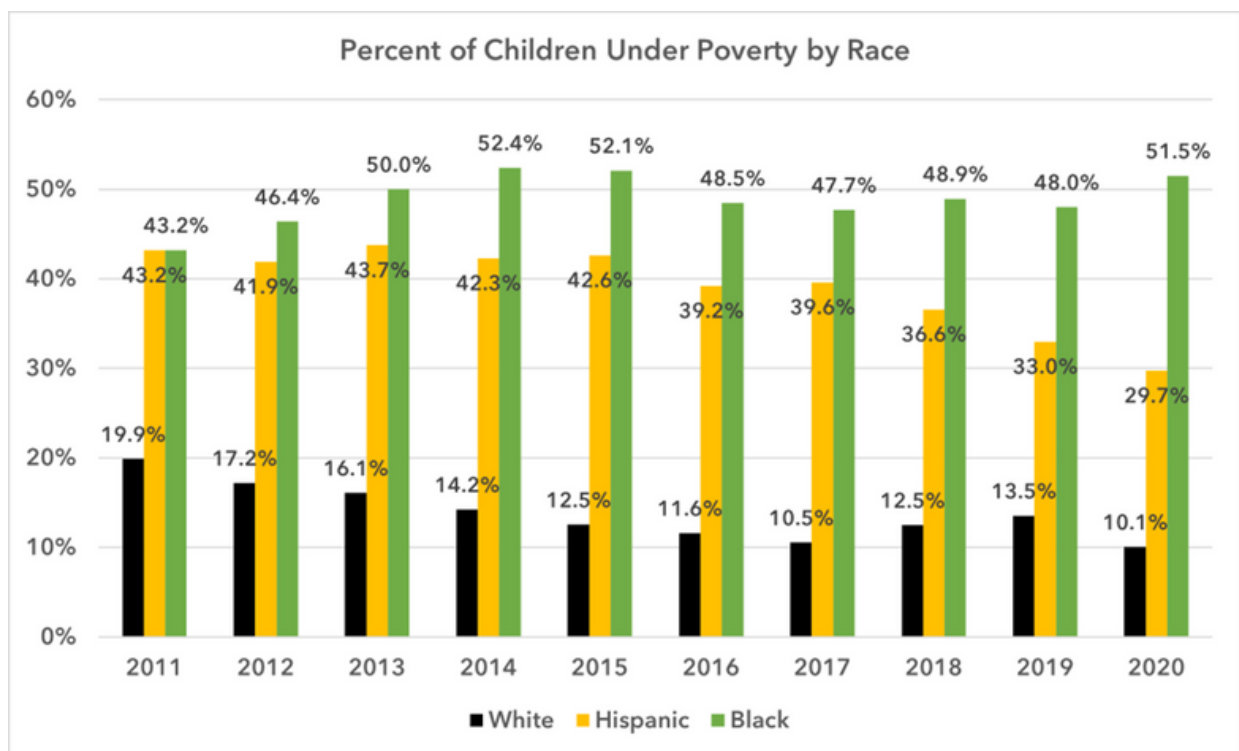


# Financial Security: Shared Measurement & Measurable Improvement #15

## Shared Measurement #15 – Children Below the Poverty Line by Race

In 2020, 51.5% of Waco's Black children lived below the federal poverty level, 30% of Waco's Hispanic children lived below the federal poverty level, and 10% of Waco's White children lived below the federal poverty level.

- The statewide Black-White gap in child poverty is 17 points, and the statewide Hispanic-White gap in child poverty is 18 points. For our peer cities, the Black-White gap is 26 points, and the Hispanic-White gap is 32 points.



Source: American Community Survey, 5-year estimates, table S1701

## Measurable Improvement #15 – Children Below the Poverty Line by Race

- As Prosper Waco works to eliminate racial disparities in poverty, we want to see the 41-point Black-White gap in percentage of children living under the federal poverty line reduced to 30 points by 2027.
- As Prosper Waco works to eliminate racial disparities in poverty, we want to see the 20-point Hispanic-White gap in percentage of children living under the federal poverty line reduced to 10 points by 2027.



<https://www.prosperwaco.org/>

1105 Wooded Acres Dr  
Suite 400  
Waco, TX 76710

(254) 741-0081

[community@prosperwaco.org](mailto:community@prosperwaco.org)