



Macon Program for Progress 2016-2018 Strategic Plan

with Tools for Ongoing Strategic Decision-Making

Mission:

Macon Program for Progress leads and collaborates to improve quality of life for individuals, children, and families.

Vision:

Healthy, thriving, educated communities.

Guiding Principles:

- We value caring. We believe in helping others find hope and success.
- We value integrity. We are committed and fully accountable to our clients, funding agencies, and community partners.
- We value knowledge and experience. We believe that learning is an ongoing process for our staff, clients, and community.
- We value professionalism. We demonstrate the highest quality of organization and accountability throughout our agency.

Adopted by
**Macon Program for Progress
Board of Directors**
June, 2016

Created through a community engagement process led by MPP's Strategic Planning Committee:

*Jim Bruckner, Board Chair
Pedro Cisneros, Board Member
Margaret Freeman, Board Member
Susie McCoy, Headstart Director
Vanessa Moore, Community Services Director
Carmen Penland, Finance Director
Chuck Sutton, Executive Director*

3-Year Strategic Focus Areas:

- I. Continue and expand services within our mission
- II. Expand facilities to meet program and community needs
- III. Improve internal and external communication
- IV. Expand funding

Our Business Model:

Scope	Our model does or may include	Our model does not include
Geographic Scope	<ul style="list-style-type: none"> • Macon, Jackson, and Swain (currently) • Could expand to include other 4 westernmost counties (Region A) 	<ul style="list-style-type: none"> • Outside of North Carolina • East of Haywood County
People Served	<ul style="list-style-type: none"> • Children • Families <ul style="list-style-type: none"> → Low-income families → Families at other income levels • Parents and caretakers • School-aged children • Adult learners 	
Programs and Services	<ul style="list-style-type: none"> • Childcare, Headstart, NC Pre-K • Parents as Teachers • Employment training • HUD and housing programs • Food program and summer food program • Life skills and adult behavioral health for clients participating in our programs 	<ul style="list-style-type: none"> • Specific services for elders or older adults • Specific services for ex-offenders • Specific services for adults needing mental health and/or substance abuse services • Duplicative efforts; we'd rather help a partner succeed than compete.
Funding Sources	<ul style="list-style-type: none"> • Grants – public funding from federal, state, and local governments (currently) • Other sustainable grants • Could expand to include private, unrestricted funding from individuals, private foundations, and community fundraising 	<ul style="list-style-type: none"> • Funding without sufficient funds for administrative cost • Funders who don't match our stated values

2016-2018 Goals:

I. Continue and expand services within our mission
Key Indicators of Success: <ul style="list-style-type: none">• <i>Increased service area</i>• <i>Increased number of people served</i> Measurable outcomes reflect positive results for each program
Goal 1: Expand Workforce Innovation and Opportunity Act program (WIOA) in other counties within one year.
Goal 2: Develop a plan to expand services for private pay childcare to 50 children in Macon County within 3 years.
Goal 3: Research and explore opportunities for additional HUD programs to determine if funds are available that match community needs.
Goal 4: Continue to provide and improve existing services.

II. Expand facilities to meet program and community needs
Key Indicators of Success: <ul style="list-style-type: none">• <i>Space is available for any childcare program option we choose to implement</i>• <i>Viable plans are in place to replace Pruitt House prior to any major investment requirement in the facility</i>• <i>Current facilities are well maintained, meet all statutory requirements and provide for practical agency and program use</i>
Goal 1: Expand facilities to allow program growth for Childcare, Early Headstart, and Headstart. Add five classrooms for converting Early Headstart to Headstart.
Goal 2: Create a plan to replace Pruitt House and improve childcare facilities.
Goal 3: Maintain and upgrade current facilities to make them more accessible and efficient.

III. Improve internal and external communications
<p>Key Indicators of Success:</p> <ul style="list-style-type: none"> • <i>Community leaders, clients, volunteers, and other key stakeholders can articulate what we do</i> • <i>Increased funding, volunteerism, and name recognition</i> • <i>Staff and board report positive, open communication</i>
<p>Goal 1: Develop a presentation that celebrates our agency’s history, accomplishments, and current programs, and informs audiences about our agency. Develop a plan for use of presentation, identify audiences, and train/educate presenters.</p>
<p>Goal 2: Develop a communications and public relations plan. Highlight programs, activities, and success stories; increase positive coverage of MPP’s work in local media outlets.</p>
<p>Goal 3: Integrate technology into all communication efforts to enhance delivery.</p>
<p>Goal 4: Create and publish an agency Annual Report each year, and distribute to our funders, clients, and community.</p>
<p>Goal 5: Increase interaction between staff and board.</p>

IV. Expand funding
<p>Key Indicators of Success:</p> <ul style="list-style-type: none"> • <i>Increased revenue</i> • <i>Diversification of funding streams</i> • <i>Increased unrestricted and flexible funding from private funders and donors and community support</i>
<p>Goal 1: Explore increased funding from local governments; specifically request increased funding from Macon County.</p>
<p>Goal 2: Explore funding opportunities to create a new position focused on fundraising and grantwriting.</p>
<p>Goal 3: Explore expanding funding from private foundations, family foundations, individual donors, congregations, and other private sources.</p>

Strategy Screen:

This tool will be used to screen potential strategies, programs, expansions, or new directions.

When when strategic decisions need to be made, these questions are our agreed-upon framework for staff and board discussion and decision-making.

1. Does it support and align with our vision and guiding principles?	
2. Does it advance our mission?	
3. Is it financially viable?	
a. Does it have an ongoing, sustainable funding source?	
b. Is multi-year dedicated funding available?	
c. If ongoing, is it sustainable without liability to the organization?	
d. Does it help the whole organization be financially viable?	
e. Does it help us reach potential donors/funders?	
f. Is it cost-effective?	
g. Does it provide sufficient funding to cover administrative costs?	
h. Does it have the potential to be self-supporting?	
4. Are there people in the community who need these services and would use these services?	
5. Do we have the human resources to pull it off?	
6. How does it affect our programs and activities?	
7. Does it move us forward as an organization? Is it a building block?	
8. Are we duplicating another organization or service, or does it fill a gap? Are we the right agency to accept funding? Is another agency better suited to administer this program?	
9. What partnerships are possible? Are there funding partners we should consider?	
10. What are the requirements for administration, implementation, and reporting?	

How this plan was created:

In the Spring of 2016, MPP engaged in a Strategic Planning process to determine the organization's vision and priorities for the next 3 years and to develop tools for ongoing strategic decision-making. Beth Trigg of Taproot Consulting facilitated the planning process and supported MPP staff and board leaders in creating a draft plan for presentation to MPP's full Board of Directors.

To inform the organization's plan, MPP reached out to key stakeholders via an online survey, inviting their opinions, thoughts, and advice.

Who Participated?

- 26 stakeholders responded to an eight-question online survey.
- Participants included clients, staff members, board members, and community partners.
- A limited number of staff members were selected at random from across MPP's programs and departments and invited to participate, with seven staff members participating in the survey.
- Eight community partner agencies participated in the survey.

Survey responses from stakeholders were compiled into a **Community Engagement Report** that was used by the Strategic Planning Committee to determine the strategic direction of the organization. The Strategic Planning Committee made recommendations to the board on mission, vision, guiding principles, strategic focus areas, and goals. MPP's ED worked with the planning consultant to compile the committee's work into a written draft plan for the consideration of the full Board of Directors.

Note: Strategy Screen and Business Model tools are adapted from David La Piana's *Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World*, Fieldstone Alliance, 2008; copyright David La Piana, 2008.

Implementation Agreement:

The Board of Directors of Macon Program for Progress approves this strategic plan on June 14, 2016.

This plan represents the commitment of the Board of Directors to the mission, vision, values, and goals defined in this document. Additionally, the tools created in this planning process (business model, strategy screen) will be used for ongoing strategic decision-making as new strategic opportunities and questions arise.

The Board recognizes that active governance, oversight and participation are required.

Staff is committed to developing well-defined action plans, monitoring plans and as adapting as needed to fulfill the strategic directions outlined in this plan.

Jim Bruckner
Board Chair
June 14, 2016

Chuck Sutton
Executive Director
June 14, 2016

Board Members:

Ronnie Beale

Jennifer Turner-Lynn

Bob Scott

Margaret Freeman

Jim Bruckner

Alisa Ashe

Dr. Chris Baldwin

Dewey Gunnin

Tony Potts

Vivian Cobb

Patrick Betancourt

Charlene Marcus

Alan Durden

Martha Jamison

Judy Chapman

Joy Parsons

Pedro Cisneros

Russell Bowling