



Strategic Plan

Mission Statement: Midcoast Maine Community Action (MMCA) empowers people to build better lives for stronger communities. The agency connects the community with resources that promote health and quality of life, education and economic independence. MMCA supports regional activities which encourage economic sustainability and social equity within the midcoast area.

The Strategic Planning Goals are as follows:

Goal I:

Understand and respond to Midcoast Maine's demographic shifts and the changing needs of populations that we serve.

Goal II:

Build collaborative relationships with individuals and families served by MMCA to assist them with reaching sustainability.

Goal III:

Individuals and families have improved education, health, literacy skills and cognitive development.

Goal IV:

Be widely-known and understood throughout the communities we serve.

Goal V:

Expand and/or diversify financial resources and identify potential cost saving measures.

Goal VI:

Maintain an active, informed and engaged Board.

Goal I: *Understand and respond to Midcoast Maine’s demographic shifts and the changing needs of populations that we serve.*

Objective I: Complete a comprehensive Community Needs Assessment every three years to evaluate changing demographics, needs of low-income families and individuals, availability of services, and barriers to accessing services.

- a. Utilize Community Services Block Grant (CSBG) Annual Report, the Head Start/Early Head Start Community Assessment, annual WIC survey, service delivery report, and other identified internal data sources.
- b. Utilize Maine Kids Count report, U.S. Census Data, Maine State Housing reports, Department of Education reports, and Department of Health and Human Services reports, and other external data sources.

Objective II: Identify service gaps within the community and the reasons for these unmet needs.

- a. Outreach to obtain feedback and information from community partners, staff, community members, clients served, and Board through conversations, surveys, focus groups, etc.

Objective III: Update Community Needs Assessment as required to evaluate changing needs.

Objective IV: Implement a plan to address the Community Needs Assessment findings.

- a. Identify and develop the resources.
- b. Develop new and strengthen existing partnerships in order to provided services effectively.
- c. Reevaluate agency role to determine if current capacity should be redirected to better meet client or community needs.

Objective V: Develop a method and metrics to assess how well the identified needs are addressed.

- a. Establish benchmarks for each program/service.
- b. Compare actual performance to benchmarks.
- c. Identify and implement course corrections to address areas where performance measures are not being met.

Goal II: *Build collaborative relationships with individuals and families served by MMCA to assist them with reaching sustainability.*

Objective I: Develop a plan for 2Gen implementation.

Objective II: Assist families and individuals in need of securing/maintaining safe and affordable housing and financial security through:

- a. Utility assistance
- b. Security deposit assistance
- c. Rental arrears to avoid eviction
- d. Increase participation in the Family Development match saving account by 50%.

Objective III: Analyze utilization of services.

- a. Document barriers to utilization.
- b. Develop strategies to address the barriers to MMCA services.
- c. Modify and assess engagement and recruitment strategy.

Goal III: *Individuals and Families have improved education, health, literacy skills and cognitive development.*

Objective I: Increase WIC participation by 5%.

Objective II: Reach and maintain 100% Head Start and Early Head Start enrollment.

Objective III: Children 0 to 5 have increased social and emotional skills as measured by Second Step and Teaching Strategies Gold.

Objective IV: Children 0 to 5 have increased school readiness skills as measured by Teaching Strategies Gold.

Objective V: Adults advance their education and job skills.

Objective VI: Provide professional development to provide quality programs.

Goal IV: *Be widely-known and understood throughout the communities we serve.*

Objective I: Develop and implement a Community Outreach Strategy.

- a. Develop common language and an outreach plan for communication of MMCA's mission and activities throughout the community.
- b. Identify and reach out to target audiences to strengthen collaborative relationship and to leverage resources.
- c. Evaluate the effectiveness of the community outreach strategy.

Objective II: Develop and implement a communication and marketing plan.

- a. Launch MMCA's updated website reflecting current programs.
- b. Establish common language that is used consistently throughout MMCA.
- c. Establish an active and engaging online and social media presence.

Objective III: Update and maintain MMCA's promotional material.

- a. Develop a process for review and approval for promotional material.
- b. Update brochure.
- c. Design new promotional material including print, audio, visual and media as needed.
- d. Produce and distribute MMCA's Annual Report yearly.

Goal V: *Expand and/or diversify financial resources and identify potential cost saving measures.*

Objective I: Maintain strong and positive relationships with funders.

- a. Develop data driven/research based reports and presentations.
- b. Target specific funders to develop strategic relationships.

Objective II: Cultivate new funding prospects.

- a. Closely monitor funding opportunities.
- b. Nurture partnerships that offer new or innovative opportunities.

Objective III: Fundraise in support of the agency's mission.

- a. Identify programs that need additional financial support including general operating funds.
- b. Improve event planning and promotion.
- c. Objective IV: Identify cost saving methods within the agency.

Goal VI: *Maintain an active, informed and engaged Board.*

Objective I: Continue to actively recruit to ensure all sectors are represented on MMCA's Board of Directors and that the composition adheres to the agency's tripartite structure.

Objective II: Annually review and updated as needed:

- a. Board members roles and responsibilities.
- b. Bylaws and Articles of Incorporation.
- c. MMCA's policies and procedures.
- d. Code of Conduct & Conflict of Interest Acknowledgement & Disclosure Statement

Objective III: Conduct initial and ongoing Board education.

- a. New Board member will receive uniform board orientation within 3 months of being voted onto MMCA's Board of Directors.
- b. Provide board education to stay abreast of community action field or agency updates.

Objective IV: Support joint governance by the Board of Directors and the Parent Policy Council.

- a. Hold two joint meetings annually.
- b. Appoint a Board representative to the Parent Policy Council.
- c. Conduct joint governance education meetings.