



Strategic Plan

2026–2031

Introduction

Midcoast Maine Community Action (MMCA) is proud to present its Strategic Plan—a roadmap designed to guide our agency’s efforts in strengthening communities across midcoast Maine. Rooted in our mission, vision, and core values, this plan reflects a shared commitment to responsive programming, strong partnerships, and measurable impact.

The purpose of this document is to articulate MMCA’s strategic priorities over the next five years, aligning our resources and initiatives with the evolving needs of the individuals and families we serve. It outlines four key strategic goals that focus on early care and education, economic security, community visibility, and organizational sustainability. Each goal is supported by specific strategies and measurable outcomes to ensure accountability and continuous improvement.

This Strategic Plan will serve as a living framework for decision-making, program development, and stakeholder engagement. It will guide staff, leadership, and partners in setting priorities, evaluating progress, and adapting to emerging challenges and opportunities. By grounding our work in this plan, MMCA reaffirms its dedication to building resilient families and communities through collaboration, transparency, and innovation. Together, we move forward with purpose—united in our vision of “Unity in Community.”

MMCA’s Mission, Vision, and Values

Mission: Strengthening communities across midcoast Maine through responsive programs and strong partnerships that promote economic stability, school readiness, whole family resilience, and healthy lives.

Vision: “Unity in Community”

We envision a region where every person can access the community resources they need to thrive.

Core Values

Community-Centered

We partner with people, organizations, and towns to respond to real needs and build resilient families and communities.

Respect & Dignity

We treat people with fairness as we empower them to navigate challenges and access the resources they need.

Collaboration

We promote shared success by coordinating closely with other organizations to increase access to services, support independence, and avoid duplicative efforts.

Accountability & Impact

We commit to organizational transparency and measurable progress in furthering economic stability and community health and well-being.

Visibility & Trust

We aim to be recognized by individuals, families, and decision-makers as a partner they can rely on.

MMCA's Strategic Goals

STRATEGIC GOAL 1: Ensure that families of Midcoast Maine have access to early childhood education and other support services to set their children up for success.

1. Strengthen partnerships with public schools by engaging regularly with teachers, principals, and support staff to align expectations, share insights, and collaboratively prepare children and families for a smooth and successful transition into kindergarten.
 - a. Measurements:
 - i. # of meetings with school personnel
 - ii. Transition meetings held for all HS graduates
 - iii. Results from annual survey of school partners
2. Enrich classroom experiences by integrating outdoor education, music, and art into the core curriculum, by equipping staff with the training and tools needed to deliver engaging, developmentally appropriate learning that fosters curiosity, creativity, and academic readiness.
 - a. Measurements:
 - i. Staff attendance at relevant training/professional development opportunities
 - ii. An example of innovation adopted in each classroom.
3. Empower families through individualized coaching and integrated support services that strengthen self-advocacy, promote long-term stability, and build resilience—ultimately reducing the frequency, severity, and impact of crises requiring interventions.
 - a. Measurements:
 - i. # of families receiving coaching or other support services
 - ii. Pre and post-test of family resilience and stability
4. Invest in recruitment, development, and sustained support of a high-quality teaching team to foster a stable, engaged workforce that drives school readiness and long-term educational outcomes.
 - a. Measurements:
 - i. # of job fairs attended
 - ii. # of staff hired through partnership programs with vocational schools
 - iii. # of trainings/professional development offered and attended
 - iv. Degree attainment of staff
 - v. Results of annual staff survey

5. Provide coordinated health and nutrition services to ensure children and their caregivers receive access to nutritious meals, routine health screenings, and connections to medical, dental, and behavioral health resources.
 - a. Measurements:
 - i. # of Partnerships with food focused organizations
 - ii. % of WIC eligible families enrolled
 - iii. % of enrolled HS students receiving health screenings
 - iv. % of eligible children enrolled in MaineCare
 - v. # of referrals to medical, dental, and behavioral health providers

STRATEGIC GOAL 2: Advance the economic security, health, and wellbeing of individuals and families in our community.

1. Promote economic mobility for low-income individuals and families by expanding access to employment, education, and supportive services.
 - a. Measurements:
 - i. # of unemployed and underemployed individuals secure meaningful employment.
 - ii. # of individuals maintain employment through access to transportation, childcare, and stable housing.
 - iii. # of households that build financial capability by increasing savings, reducing debt, and improving credit scores.
 - iv. Degree/certificate or on the job training of participants
 - v. # of referrals to job training and skill building
2. Increase housing stability.
 - a. Measurements:
 - i. # of households receiving direct client benefits
 - ii. Households obtain and maintain safe and secure housing.
 - iii. Participation in regional housing coalitions and community groups.
3. Support personal growth and family well-being through education, skill-building, and strong networks.
 - a. Measurements:
 - i. # of Individuals and families accessing coordinated services that promote stability and wellness.
 - ii. # of Individuals improving educational attainment and life skills.
 - iii. # of Individuals increasing civic engagement and participation in community life.

Strategic Goal 3: Establish Midcoast Maine Community Action (MMCA) as a trusted, visible, and well-understood presence across the communities we serve—recognized for our impact, partnerships, and commitment to family and community well-being.

1. Cultivate strategic partnerships with community organizations and local businesses to expand our reach and deepen engagement.
 - a. Measurements:
 - i. # of partnerships by type
2. Engage community members and partners to play an active role in identifying needs and co-creating responsive solutions.
 - a. Measurements:
 - i. # of board members recruited
 - ii. # of participants in the Community Needs Assessment forum
 - iii. Satisfaction survey results
 - iv. # and type of external referrals
3. Increase public awareness and appreciation of MMCA’s mission and impact by amplifying our presence through media coverage, community events, fundraisers, and consistent, compelling communications across platforms.

Measurements:

 - i. # of published stories or interviews
 - ii. Social media metrics
 - iii. Regular publication of an agency newsletter
 - iv. Hits on MMCA website
 - v. # of community events held or participated in
4. Strengthen relationships with municipal governments by initiating regular meetings across MMCA’s service area to foster collaboration, share insights, and align efforts to support community needs.
 - a. # of meetings
5. Demonstrate transparency and impact by publishing an annual report that highlights outcomes, stories of change, and strategic priorities—ensuring stakeholders are informed and engaged.
 - a. Issue annual report.

Strategic Goal 4: Build financial resilience to ensure long-term organizational sustainability and the continued delivery of high-impact services.

1. Establish strategic planning sessions with staff and Board members to proactively identify emerging funding needs and collaboratively develop targeted proposals to secure new resources.
 - a. Measurements:
 - i. # of meetings held
 - ii. # of proposals developed
2. Develop adaptive financial strategies to address and mitigate the impact of critical reductions in program funding—ensuring continuity of services through diversified revenue streams, cost-efficiency measures, and contingency planning.
 - a. Measurements:
 - i. # of new funding sources identified
 - ii. Pursuit of cost efficiency optimization
 - iii. # of improvements to agency expenditures
3. Grow philanthropic support by increasing annual appeal donations year over year through enhanced donor engagement, storytelling, and targeted outreach campaigns.
 - a. Measurements:
 - i. # of donors solicited in annual appeal
 - ii. # of dollars raised in annual appeal
 - iii. # of campaigns

Final Thoughts

As MMCA moves forward with the implementation of this Strategic Plan, we remain committed to transparency, accountability, and continuous improvement. Progress toward each strategic goal will be tracked through clearly defined metrics and regularly reviewed by staff, leadership, and the Board. We will share updates with our community through annual reports, newsletters, public forums, and digital platforms—ensuring that stakeholders are informed, engaged, and empowered to contribute to our shared vision. By maintaining open lines of communication and celebrating our collective impact, MMCA will continue to build trust and foster meaningful partnerships across midcoast Maine.