

Mano a Mano Strategic Plan

(Summary Version)



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I. Introduction

In January 2016, Mano a Mano launched a strategic planning process to guide its vision for the next three years. Mano a Mano engaged Millennia Consultants to facilitate the process. This document represents seven months of collaborative work, incorporating input from the Board, Mano a Mano leadership and staff, as well as external stakeholders.

Millennia Consulting's approach to strategic planning is participatory and comprehensive. The planning process included an analysis of the current situation, establishment of strategic directions and goals, and the development of an action plan. Each step in the planning process was performed in a participatory environment, with input sought from all parties and active dialogue encouraged.

This plan is meant to be a living document, designed to help focus the efforts of the Mano a Mano Board and staff as they continue to develop services and programs that are responsive to the needs of their constituents.

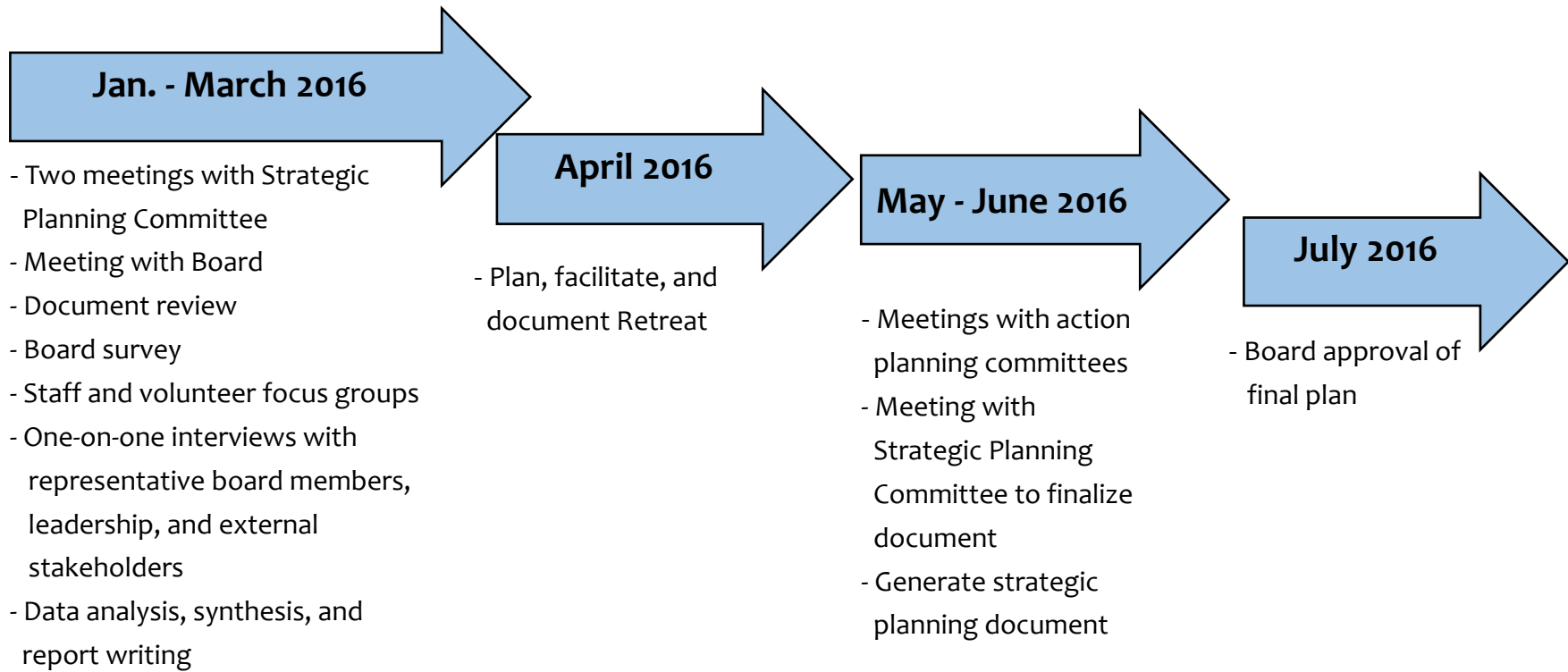
II. The Strategic Planning Process

Current Situation Analysis — The focus of this phase of the Strategic Planning Process was on internal operations and the external environment. A review of relevant documents and one-on-one interviews, focus groups, and surveys of Board and staff informed the analysis of the internal capacities of Mano a Mano. The external analysis was based on telephone interviews conducted with key stakeholders in the community.

Vision and Strategic Directions — The Board and representative Mano a Mano staff participated in a daylong retreat during which they defined a common organizational vision for the future, recrafted Mano a Mano's mission and values, and developed strategic directions for the next three years.

Action Plan — Following the retreat, Board and staff members volunteered to participate on committees whose mandate was to develop detailed action plans, outlining concrete steps and benchmarks for fulfilling the strategic directions identified during the retreat. The final Action Plan was presented to the Board for approval.

III. Strategic Planning Timeline



IV. Vision, Mission and Values

Our **vision** is an integrated Lake County where everyone has access to opportunity and paths to success.

Our **mission** is to empower immigrants and their families living in Lake County, Illinois to become full participants in American life.

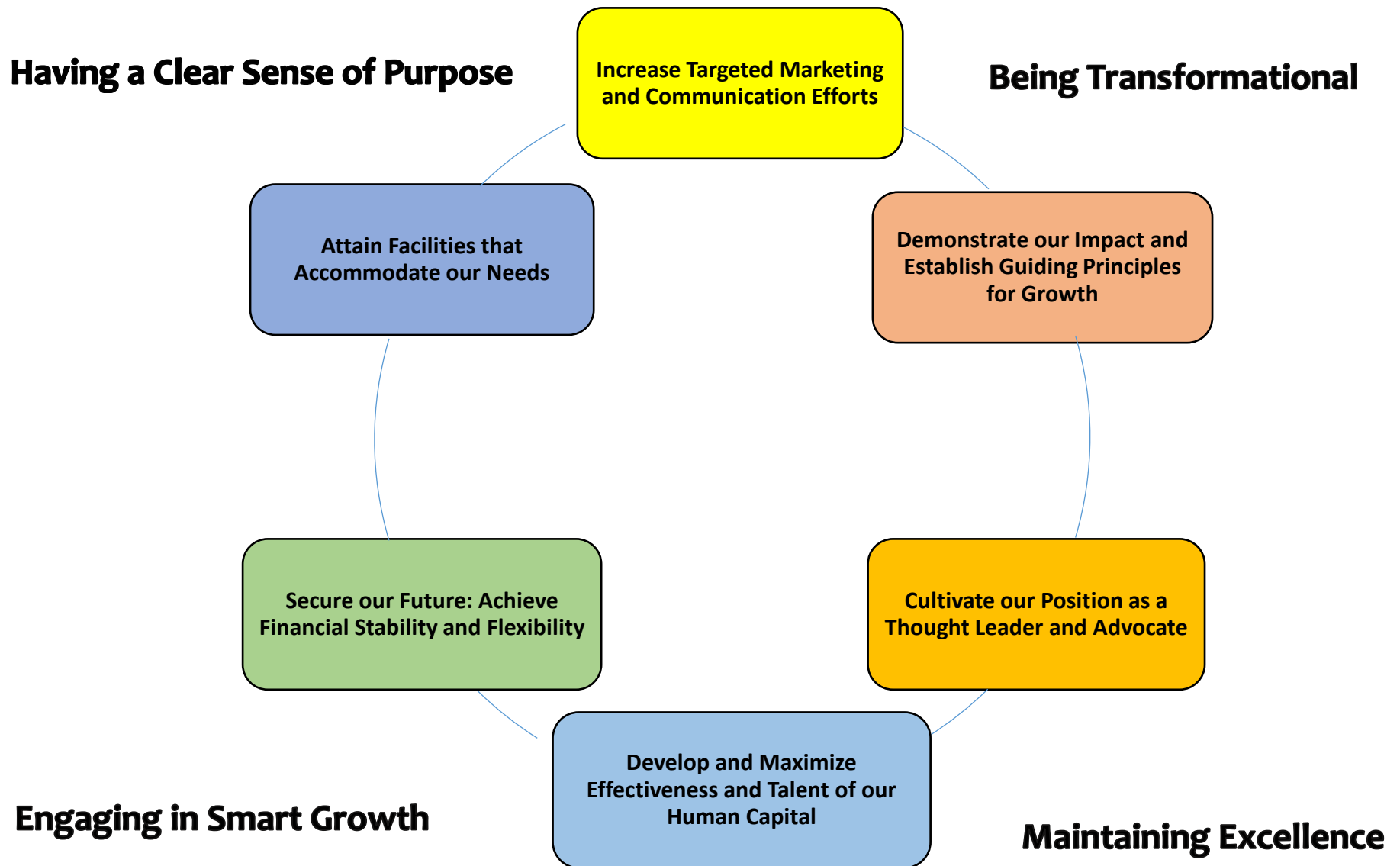
We achieve our mission by:

- Providing support, building skills, and facilitating access to local community resources and opportunities.
- Acting as a hub for knowledge on issues relevant to the immigrant community.
- Promoting best practice in providing culturally competent services.
- Fostering leadership skills so that all of those who participate in our programs and services can play a role in promoting the advancement of themselves and their community.
- Informing policies and decisions that impact immigrants and their families.

Our **values**:

- **Collaboration and community building:** We develop linkages and foster connections among organizations, community stakeholders, our clients and our staff.
- **Education:** We build capacity through education and training.
- **Excellence:** We strive to provide the highest quality of service in everything we do.
- **Equality of opportunity:** We believe in everyone's ability to make a contribution and that the community is strengthened when people are given the opportunity to live their lives to their fullest potential.
- **Stewardship:** We are strategic and responsible stewards of our resources, making data-driven decisions informed by respect, compassion, and empathy.
- **Respect for human dignity:** Our work is predicated on respect for individuals, diversity and inclusiveness.

V. Strategic Directions and Guiding Principles



VI. Strategic Directions and Goals

By 2019 Mano a Mano will.....

Strategic Direction 1:	Strategic Direction 2:	Strategic Direction 3:	Strategic Direction 4:	Strategic Direction 5:	Strategic Direction 6:
Develop and Maximize Effectiveness and Talent of Our Human Capital	Cultivate our Position as a Thought Leader and Advocate	Secure Our Future: Achieve Financial Stability and Flexibility	Increase Targeted Marketing and Communication Efforts	Demonstrate Our impact and Establish Guiding Principles for Growth	Attain Facilities that Accommodate our Needs
Goals					
<ol style="list-style-type: none"> 1. Assess and realign management structures across organization 2. Build capacity across the organization by assessing and implementing a professional development and training plan 3. Expand board expertise, engagement and accountability 4. Increase Board, staff, and volunteer collaboration and synergy 5. Deepen Board's understanding of trends in immigration and role of advocacy in the organization 	<ol style="list-style-type: none"> 1. Attain leadership position to influence policy (local, state/national) by: <ol style="list-style-type: none"> a. Strategically positioning Mano Mano to sit at key policy tables that impact immigration integration b. Elevating outreach – telling our stories c. Deepening and increasing key relationships d. Increasing engagement in advocacy 2. Become a hub for community improvement 	<ol style="list-style-type: none"> 1. Increase major givers' list 2. Increase small-medium donors 3. Improve communication and messaging to donors 4. Improve internal management and administration of fundraising efforts 5. Plan and implement annual fundraising events 6. Maximize Board involvement in Fundraising 7. Explore feasibility of revenue- generation from programming and services 8. Engage in capital budget planning 	<ol style="list-style-type: none"> 1. Redesign and maintain website 2. Increase use of Facebook and other modes of communication and marketing 3. Develop concise and effective promotional materials that tell Mano a Mano's story 4. Define and implement consistent Mano a Mano brand 	<ol style="list-style-type: none"> 1. Create and implement an evaluation framework across the organization 2. Develop and implement guiding principles for prudent organizational growth 	<ol style="list-style-type: none"> 1. Assess, develop and implement facilities plan for new and existing space

Year 1: Building the platform

Year 2: Self-reflection - How we respond to needs?

Year 3: Setting the Direction for Growth