

STRATEGIC PLANNING WORKING DOC
MCHFoundation
Approved by the Board of Directors, August 23, 2022

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SUMMARY

PURPOSE:

Welcome to the MCHFoundation Strategic Planning Working Document. This document will capture the comments and live-edits for the Strategic Planning Working Groups. It will also enable team members to recommend, comment, or submit questions through the commenting feature. After each Working Group, staff will add the comments and track edits for review at the following meeting. Staff will also include the next Strategic Focus for discussion in advance of the meeting. We ask that all comments and recommendations are made through our Working sessions, and/or this document, to ensure critical feedback is not lost in email communication or individual conversations. Thank you!

AREAS OF FOCUS:

These are the main areas of focus MCHF will be addressing as part of the Strategic Plan. At each Working Group meeting, our team of staff and Board will discuss and refine the Strategic Objectives within each of these Areas:

- Administration/Operations
- Communications
- Finance
- Revenue Development
- Community Initiatives
- Advocacy
- Justice, Equity, Diversity, Inclusion (JEDI)

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CORE VALUES

At MCHFoundation, the following core values are central to our work. We believe that/in:

1. **Healthcare is a human right.**
2. **Transparent business practices are positive business practices**
3. **Community partnerships are key to building a sustainable organization**
4. **Our work is based on trust, both in how we conduct ourselves internally and externally**
5. **Accomplishments - great and small - are celebrated**
6. **Fostering an environment of social justice, equity, diversity, and inclusion is fundamental to MCHFoundation's success**

AREAS OF FOCUS

Administration/Operations

STRATEGIC OBJECTIVES:

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1. MCHF internal administrative systems are optimized for peak performance and achievement

Key Performance Indicators

1.1	All internal administrative policies and procedures are transparent and accessible to Board and Staff, with an annual review, revision, and approval no later than the end of the first fiscal quarter
1.2	Annual Departmental work plans are submitted to the ED for approval no later than end of third quarter (each year)
1.3	Annual staff work plans are finalized no later than January (first fiscal quarter) of each year <ul style="list-style-type: none"> ● Includes personal and professional development goals for staff members
1.4	Annual staff evaluations are implemented in fourth fiscal quarter (in time for responsibilities, staffing, or salary adjustments to be addressed as needed during the budgeting process)
1.5	Annual report of MCHF Strategic Plan progress to date, successes, adjustments, etc., is presented to the Board by the Executive Director annually in July <ul style="list-style-type: none"> ● Includes the evaluation of Organizational Values, with adjustments made as needed or recommended by both staff and Board
1.6	Internal technology systems are evaluated for efficacy, cost effectiveness, etc., biennially on a rolling basis <ul style="list-style-type: none"> ● Software: includes the organization’s CRM programs (currently WizeHive and DonorPerfect), internal management and communication platform (currently Google), and others as identified ● Hardware: computers, printers, phones, and other tech equipment used by staff at the organization

BOARD/STAFF NOTES (new):

**Ensure connection between approval/connection process with finance, budgeting, etc.; this may be codified in operations plan; continue to discuss before finalizing*

2. MCHF is appropriately staffed, recruits and retains a supportive level of volunteers, and has an effective governance board size to enable achievement of its strategic goals

Key Performance Indicators

2.1	By the end of the first quarter of 2023 MCHF has developed a transparent recruitment,
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	<p>onboarding, and professional development policies for:</p> <ul style="list-style-type: none"> ● Staff ● Board ● Volunteers <p>Recruitment/onboarding/professional development processes are reviewed annually thereafter to maintain compliance with best practice and law/regulatory changes</p>
2.2	Employment policies and procedures (including the Employee Handbook) are reviewed annually to affirm alignment with core values, strategic goal, finance and budget objectives, and any changes in laws and regulations
2.3	Staff compensation and benefits are reviewed annually to affirm alignment with core values, strategic, and budgeting goals as well as to enable competitive recruitment and retention of appropriate staffing.
2.4	Organizational chart is assessed annually (third fiscal quarter) to measure success to goal of “right sized” organization, and to support annual budgeting process
2.5	MCHF evaluates the potential for establishing a group of “associate directors” of the Board, i.e. non-voting members who act as advisors, supporters, and “super volunteers” for the organization

BOARD/STAFF NOTES (new):

3. **MCHF is a data driven organization that uses data collected and analyzed throughout the year to optimize decision making for community impact and organizational sustainability.**

Key Performance Indicators

3.1	<p>Key data set are identified and agreed upon by staff and board; data points are then used to to assess the organization’s progress</p> <ul style="list-style-type: none"> ● Assessment frequency annually
3.2	MHCF will approve a Monitoring and Evaluation Plan that includes key data points, targets, policies, procedures for data collection and maintenance for all departments.

4. **Main Street campus is centric to MCHF's mission and messaging in the community**

Key Performance Indicators

4.1	MAIN CAMPUS: Progress on the MCHF Main Campus renovation will move forward to
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	best serve the organizations timing, budget and mission needs
4.2	<p>PROPERTY (all buildings): Usage and business opportunity plan for completed 130 Main Campus is developed by staff commensurate to construction completion date. Includes plan for:</p> <ul style="list-style-type: none"> ● Small cottage (former Ferrell Gas building) ● Franklin Street land ● Landscaping plan (all sites/outbuildings) <p>And, community use options:</p> <ul style="list-style-type: none"> ● Events ● Meetings ● Office space use
4.3	Open House event hosted at new campus in 2023 to drive community engagement
4.4	Business Opportunities Plan for main campus is developed to identify additional revenue opportunities generated by/on property (see Revenue Development KPIs)

BOARD/STAFF NOTES (new):

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Communications and Marketing

STRATEGIC OBJECTIVES:

- 1. MCHF effectively communicates the organization's impact and promotes ongoing dialogue with our local Mendocino Coast Community and beyond**

Key Performance Indicators

1.1	By end of 2022, MCHF mission statement is clarified and made consistent across all communication streams
1.2	Annual Communications Plan (ACP) with target communication goals for each section of the communication plan developed for all communications streams; to be completed by October of each year: <ul style="list-style-type: none"> ● Email (newsletters, etc) ● Events ● External outreach/news to share stories of impact ● Annual Report ● Social media ● Other
1.3	By March 2023 Branding/style guide is developed and all staff/board are trained to execute style guide consistently
1.4	Process is developed to capture qualitative feedback (“stories”) of MCHF impact in the community across all departments/staff/board/community partners

BOARD NOTES (new):

- 2. MCHF develops and maintains a system of internal communication that maximizes the efficacy of the work of staff and Board**

Key Performance Indicators

2.1	All members of staff and Board are trained on the organization’s common/shared communications’ technology platform: Google <ul style="list-style-type: none"> ● Includes email, document sharing, and voicemails
2.2	All members of staff and Board have access to the appropriate level of computer hardware necessary for maintaining meetings, communications, general organization

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	business
2.3	A clear internal communications plan - that identifies reporting procedures, formats, and timing - is created for staff to report to the board, and visa versa <ul style="list-style-type: none">● Internal communications plan and systems are evaluated annually to reflect any necessary needs, changes, or future planning

BOARD/STAFF NOTES (new):

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Community Initiatives

STRATEGIC OBJECTIVES:

1. MCHF Community Initiatives utilize data to ensure that distributed funds [through scholarships, grants, etc] have a measurable impact in the community

Key Performance Indicators

1.1	All Community Initiatives projects have outcome goals and measurement tools to capture qualitative (stories and feedback) and quantitative data (statistics, etc).
1.2	Outcome data is analyzed and reported quarterly against the strategic goals and community data to facilitate necessary adjustments and meet emerging needs
1.3	A reporting infrastructure is developed to capture: <ul style="list-style-type: none">● Demographic information● Process improvement opportunities● Measure progress/timeline of scholarship and award recipients● Narrative/qualitative stories of impact and experiences

BOARD/STAFF NOTES (new):

2. MCHF's process to determine the allocation of its philanthropic funding is based on equity, transparency, and accessibility

Key Performance Indicators

2.1	MCHF reports out annually via a public annual report (or other mechanism) on demographics and results of philanthropic investments in scholarships, awards, etc.
2.2	100% of scholarship requests are processed through the grants CRM (Wizehive)
2.3	MCHF will conduct an annual community assessment to determine appropriate communication and engagement mechanisms to ensure all possible applicants have equal access to funding opportunities within eligible communities

BOARD/STAFF NOTES (new):

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3. MCHF works with external stakeholders and local partner organizations to assess and effectively address community needs

Key Performance Indicators

3.1	MCHF will create and maintain a database of community data gathered from key information interviews, communications, and stakeholder meetings
3.2	Database will be analyzed to craft strategic funding priorities and projects.
3.3	Key data findings and analysis will be shared internally with staff/board, and externally with funders, recipients, partner agencies, and the community at-large

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Revenue Development

STRATEGIC OBJECTIVES:

1. MCHF implements diverse streams of funding for consistent revenue flow

Key Performance Indicators

1.1	Annual Revenue Plan (ARP) with revenue goals for each section is developed for all fundraising streams. Each ARP includes budget expense and revenue goals: <ul style="list-style-type: none"> ● Major donors ● Monthly donors ● Grants (incoming revenue) ● Legacy giving ● Event revenue ● Board giving ● Investments
1.2	Returns on investment for each ARP section are assessed annually and strategy is adjusted based on the ROI or specific ROI policy [e.g., our investment policy]
1.3	Business Revenue Opportunity (BRO) is developed <ul style="list-style-type: none"> ● 130 N. Main Street and Franklin properties, to identify and generate opportunities for passive/active income ● Other BROs are tracked and assessed on a rolling basis
1.4	Returns on investment for the BRO is assessed annually and strategy is adjusted based on the ROI
1.5	Long-term sustainability plan is developed within 12 months that factors in investments, business opportunities, and other revenue sources
1.6	Revenue reporting structure is developed that ensures exchange of information/review between Finance and Revenue Development Committees/departments

BOARD/STAFF NOTES (new):

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2. MCHF Fundraising and Revenue initiatives utilize data to ensure that the organization’s annual funding goals are sustainable, and evolve to match the objectives of the organization’s mission year over year

Key Performance Indicators

2.1	<p>Donation, donor, and distribution reports from donor CRM (currently Donor Perfect) and scholarships CRM (currently WizeHive) are used to track success to goal throughout the year</p> <ul style="list-style-type: none"> ● CRMs are used to track and extract outcomes to be assessed for revenue development opportunities ● Inconsistencies/challenges to using donor CRM and/or WizeHive as the primary data collection tool are addressed and mitigated to ensure consistent data and reporting practices
2.2	Staff and Board are trained to capture and maintain data
2.3	<p>Data collection policies and procedures are developed by staff to ensure consistency/best practice</p> <ul style="list-style-type: none"> ● Includes development of flow chart ● Includes communication and collaboration procedures between Revenue Development and Community Initiatives
2.4	<p>Develop a process for responding to community-presented opportunities factoring in, among others, financial status and funding alternatives</p> <ul style="list-style-type: none"> ● Includes the order of operations and review committee procedures

BOARD/STAFF NOTES (new):

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Finance

STRATEGIC OBJECTIVES:

1. MCHF employs clear and transparent finance and accounting practices

Key Performance Indicators

1.1	Departmental budgets (expense and revenue) are managed by staff who report up; feedback is collected at the committee level and incorporated into budgets and procedures <ul style="list-style-type: none">• Directors > ED > Board Committee > Board of Directors
1.2	Finance policies undergo an annual review in the fourth quarter of each year
1.3	Annual audit and 990 is performed by an outside auditor, to be completed by the end of the third quarter of the following year
1.4	Organization passes an annual budget no later than December of each year
1.5	By end of 2023, accounting software systems effectively communicate with donor and grants software
1.6	An investment plan and asset management plan are developed that clearly outline the organization's goals and strategies for investment

BOARD/STAFF NOTES (new):

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Advocacy

STRATEGIC OBJECTIVES:

1. MCHF engages in public advocacy work at the city, county, and state levels to raise awareness of the healthcare needs of coastal Mendocino County

Key Performance Indicators

1.1	Define “advocacy” for MCHF; engage in addressing community healthcare needs
1.2	Formulate a process to vet and evaluate advocacy opportunities
1.3	Define staff and board roles, as well as implementation and deployment practice
1.4	Establish process and procedures for collecting data and measuring impact of advocacy work <ul style="list-style-type: none">● Includes the establishment of reporting processes

BOARD/STAFF NOTES:

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Social Justice, Equity, Diversity, and Inclusion (JEDI)

STRATEGIC OBJECTIVES:

1. MCHF community initiatives, fundraising, advocacy, and internal practices are driven by a commitment to social justice, equity, diversity, and inclusion

Key Performance Indicators

1.1	Define JEDI objectives <ul style="list-style-type: none">● Define staff and board recruitment goals
1.2	Develop a JEDI Policy statement
1.3	Establish a plan for Board/Staff/Volunteer training around JEDI, privilege, personal and organizational bias, etc.
1.4	Assess other local organizations/foundations doing this work internally to help craft a strategy for MCHF
1.5	Develop a plan to measure impact of JEDI practices both internally (staff/board/volunteers) and externally (community initiatives/community partners/other stakeholders)

BOARD/STAFF NOTES:

**may consider more specificity in terms of how to unpack this Strategic Objective*