

M A B S S C O

MID-AMERICAN BAPTIST
SOCIAL SERVICE CORPORATION

Healthy Independence for Every Young Adult

Strategic Plan for Years 2008 - 2011

The MABSSCO Board of Directors approved the following *Strategic Plan for Years 2008-2011* at the October 27, 2008 board meeting. While this strategic plan initiates and guides the immediate work of staff and board of MABSSCO, the Strategic Planning Committee, that guided plan development, recognizes that further development of more specific goals and objectives will need to take place. These goals and objectives will be created by assigned groups who will have the responsibility for carrying them out. In this way this strategic plan is to be viewed as a living and continually dynamic document with the flexibility to alter and shift as information is gained and goals and objectives are reached.

The Strategic Plan presents five strategic priorities to implement MABSSCO's mission:

MABSSCO's mission is to work with young adults to create solid foundations for a safe and healthy life on their own, in community with others.

and vision for the future:

MABSSCO's vision is that all young adults feel at home in their relationships with family, community and God as they venture forth to live on their own.

The Board Strategic Planning Committee was chaired by Dave Mathews (DAP), and included Marshall Peters (Mid-ABC), Gary Grogan (Board Chair), Ron Sandquist (ABC Church Member), Larry Graves (Mid-ABC), and Charlie Lawler (Staff).

The Strategic Planning process began in April 2008 and included five (as of 10/6) committee meetings, at least six staff and client focus groups and an on-line Strategic Planning Survey for all stakeholders. This plan lists five strategic priorities and describes MABSSCO's current work and *key future activities* in these areas.

Strategic Priorities:

- 1. Develop new services that address evolving community needs in assisting young adults to achieve healthy independence.**
- 2. Develop staff capacity for leadership in assisting young adults transitioning to healthy independent living.**
- 3. Expand the use of facilities, community spaces and technology that increase the visibility, accessibility, cost effectiveness and relevance of our services.**
- 4. Develop our capacity to be a responsive community resource and advocate addressing the challenges faced by young adults transitioning to independent living.**
- 5. Expand our revenue resources for day-to-day operations and strategic priorities.**

Strategic Priority #1: Develop new services that address evolving community needs in assisting young adults to achieve healthy independence.

Our MN Department of Corrections licensed group residential facility, serves as a temporary home base for young men, ages 16-20 (average age 18+), who have left correctional, treatment, foster care, home, or other settings. Each young man participates in a variety of experiences designed to support a successful transition to life on his own through achieving the following outcomes:

- Have a safety and support network of caring people he can count on.
- Find a steady, satisfying job that matches his vocational strengths and preferences.
- Have a workable budget to sustain him.
- Live in safe, affordable housing.
- Maintain law abiding behavior in his community.
- Participate in a healthy way in the life of his community.

We are currently exploring a community-based service model with Carver County (they are looking for a case) using current staff in collaboration with a community provider.

Key Future Activities

1. Evaluate effectiveness of current services through six month follow-ups with former clients and other stakeholders.
2. Explore evolving unmet community needs that relate to young adults transitioning to independence that can be met through application of our expertise (independent living skills including employment, safety and support networks, positive family functioning and housing).
3. Explore possible collaborations to meet community needs.
4. Explore using current staff resources, including but not limited to consideration of time efficiency, effectiveness and skill base, before expanding them to provide new services.
5. Explore opportunities to build capacity of other programs, e.g., CSEC to serve young adults who are transitioning to life on their own.
6. Develop visible, effective, pastoral care services for MABSSCO.

Strategic Priority #2: Develop staff capacity for leadership in assisting young adults transitioning to healthy independent living.

We are developing specialized positions, e.g., employment coordinator, housing coordinator, aftercare coordinator, clinical coordinator to develop staff stability, learning, focus and expertise.

Key Future Activities

1. Reduce staff turnover through hiring competent, educated staff who are committed to our mission and by actively supporting them through orientation, training, supervision and competitive compensation and benefits.
2. Develop an Intern program that fits with our mission.
3. Develop and participate in activities that will nurture staff as advocates and experts in our field.
4. Encourage and support staff to develop and present conference and community presentations.

Strategic Priority #3: Expand the use of facilities, community spaces and technology that increase the visibility, accessibility, cost effectiveness and relevance of our services.

MABSSCO has worked to use its own facilities more efficiently and effectively to save money and better meet client needs. On occasion we have used community facilities for meetings.

Key Future Activities

1. Short term—assess current holdings
2. Evaluate whether or not facilities, spaces and technology are being used and contributing to the best possible ways to accomplish the mission
3. Establish a regular process for assessing the current use and potential of MABSSCO facilities and community spaces to increase the effectiveness and efficiency (cost effective, visibility, accessibility and relevance)
4. Explore space sharing, co-location with other programs that would advance the mission.

Strategic Priority #4: Develop our capacity to be a responsive community resource and advocate addressing the challenges faced by young adults transitioning to independent living.

We are developing a strategic plan and have been actively working on improving the quality of our program services.

Key Future Activities

1. Develop a marketing and communications plan.
2. Explore activities that promote MABSSCO as a credible, clear, stable presence in the community.
3. Develop ongoing strategic planning activities to remain efficient and effective and responsive to internal and external variables.
4. Develop improved feedback mechanisms for community feedback.

Strategic Priority #5: Expand our revenue resources for day-to-day operations and strategic priorities.

The MABSSCO Board has approved a fund development plan that needs to be implemented and evaluated at least every six months.

Key Future Activities

1. Implement the board approved fund development plan that sets goals for stability (our primary strategy) and goals for growth (our secondary strategy) and add to current fund development strategy the following action steps:
 - Establish financial goals for major revenue sources for the three years of the plan
 - Set targets for revenue reliability and autonomy
 - Chart growth of financial reserves.