

FY 11-13, Strategic Plan Making a Difference in Peabody Foundation, Inc. (MADIP)

A contextual strategic planning approach was used to create this plan. The overall board is pleased with the organization success, clients are being well served, and there is no major need to drastically change the way the organization is currently doing business. This board is serving a critical niche and should continue to do so. The board supports all of the existing programs with no interest in creating new programs. The only key area of change is to consider serving more clients in the area of energy due to the increased demand of these program and limited resources elsewhere. A strategic plan will help the organization strategically consider how to approach this need.

Organizational Background:

MADIP is a 501(c) (3) volunteer organization created in 2002 to fill the void where other agencies or resources are not available or sufficient enough to solve an emergency need. MADIP provides food, clothing, rental aid, fuel, electricity, and emergency disaster relief to Peabody MA residents. The organization is designed to be visible in the community, accessible, and to respond quickly to requests for aid. There are 9 boards of directors consisting of business and community leaders, 6 of whom have served since inception. The board has quarterly meetings and communicates via email and telephone regularly to discuss and approve requests for aid to ensure rapid response to emergency needs. MADIP has been nationally recognized by the Paul Newman Foundation as part of the “ Making a Difference Day” for assisting 500 residents in one day with food, clothing, rent aid, fuel, and electricity payments. The organization has also been recognized for its community service by many local media, business, and community organizations and is funded by corporate sponsors, individual contributors, annual fundraising events, and grantwriting. The organization is currently in a growth phase due to its plan to increase revenue through increased fundraising and grantwriting efforts and due to its need to expand the size of its fuel program because of greater needs in the community.

The vision of Making a Difference in Peabody is that someday no Peabody resident is homeless, cold, or without food even for a day.

The mission is to assist financially struggling Peabody, MA residents with emergency aid such as food, clothing, housing, fuel, electricity, and emergency disaster relief.

The values of the organization are as follows:

Create an environment where everyone is treated with respect and dignity

Be compassionate to those most in need

Recognize volunteers and contributors for their support and accomplishments

Achieve quality and efficiency through an entrepreneurial and innovative culture

Be committed to the mission while providing the highest level of accountability and transparency

Preliminary Work:

A highly qualified strategic committee consisting of the CEO and board of directors has begun preliminary work on the FY 11-13 plan. The Chairman of the Board led the process and wrote the plan and communicated to the board. It was decided that a consultant would not be used due to the high cost required and unnecessary due to a highly experienced board. A situational analysis was done because the organization is focusing on one or more programs now and not the overall organization. An external analysis was completed in order to determine availability of federal funds, trends in donations from local donors, and demographic trends since they all impact the expansion of the energy program. Speaking to existing sponsors was and will be an important part of this plan. Data and input were collected from board of directors, corporate sponsors, city agencies, area nonprofits, volunteers, and clients in need of assistance. This was accomplished through surveys, personal interviews, and phone calls and research. Review of the data has resulted in a focus on the following 3 strategic areas which are aligned with the mission and vision of the organization. The planning process took only 3 months because the environment is not complex, has limited resources, and the board is able to gain consensus quickly, consistent with the culture of being efficient in accomplishing its work.

Strategy Areas:

1. Strengthen Financial Stability
2. Increase awareness of MADIP
3. Enhance Energy Program

Plan Implementation:

Staff and volunteers will have key responsibilities tied to the objectives of plan with measurable results determining performance. The plan states that accountability is linked to the board that is responsible for oversight of volunteers who are responsible for operational tactics necessary to achieve measurable outcomes. For example each department has specific activities that they are responsible for. Their performance is linked to results of the 3 strategy areas in the plan.

Monitoring Success/Evaluation:

FY 10/11 data has been used as a benchmark for key metrics that will be tracked and measured over the next 2 years. Quarterly reporting will be used to check progress and adapt to changing needs and opportunities that can impact the strategic plan. Monthly reporting of financial and nonfinancial metrics will be produced in order to address variances before or if they become significant enough to revise areas of the plan. An annual report will assess the organization's progress and accomplishments related to the 3 strategic areas of the plan. An outcomes based approach to evaluation will be used to determine success of goals and programs within the strategic areas. It is important for clients to receive the services as intended and the efficient delivery and effectiveness of these services will be evaluated against metrics in the plan.

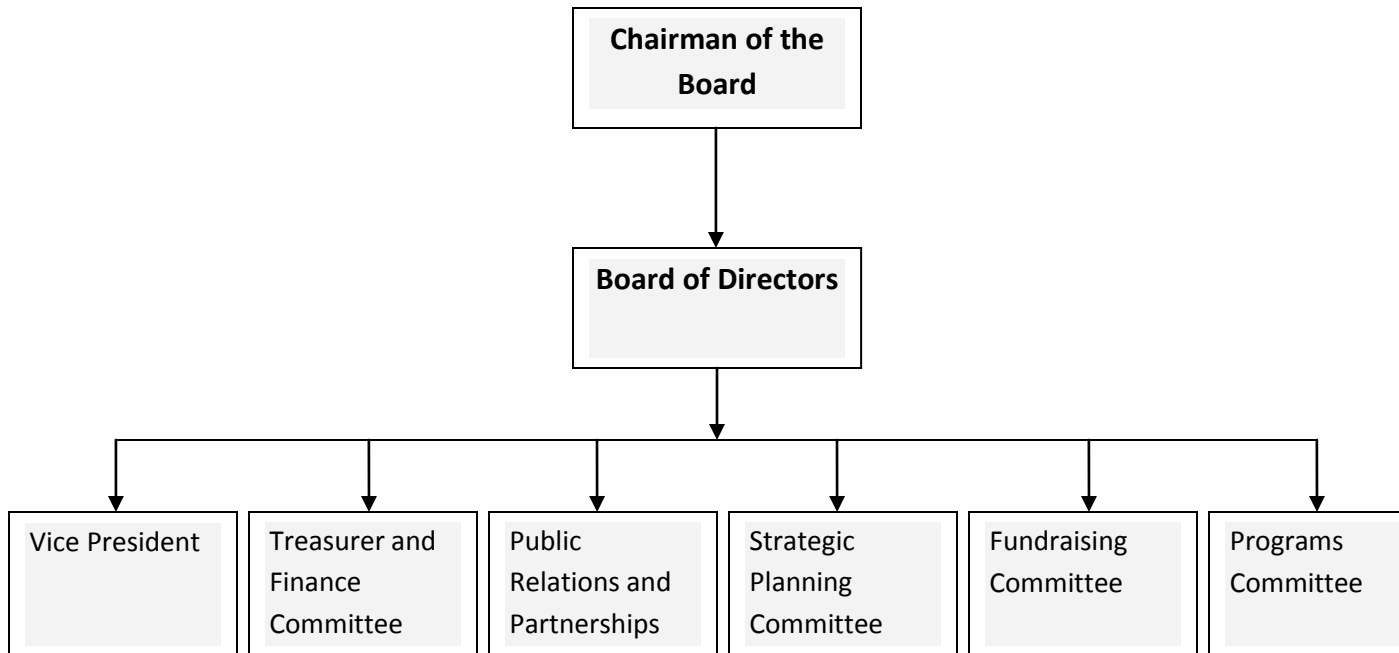
The strategic planning approach used is goals-based because MADIP has previous years of metrics available to set reasonable and meaningful goals in strategic areas. MADIP has a clear mission, vision, and values and has no critical issues facing the organization. The organization has a 90 percent donor retention rate and 90 percent fundraising efficiency ratio. In addition, 6 of the 9 directors have served for more almost 10 years, offering a stable, steady environment. There has been no crisis, only positive media reports, and the organization has several programs and seeks to accomplish a major change in the size and scope of its energy program without changing the overall mission of the organization.

A top-down planning approach will be used since there is a very effective board who are very experienced and there is no staff but more than 100 key volunteers that are responsible for implementing and managing programs. Incremental planning will be used since the organization is stable and will be working off of data from previous years. There will be a 3 year time span used since large revenue growth and expansion of two programs is expected during that time.

The organization is transforming from operational governance without staff to strategic board with a volunteer base that operate as “staff” since they are accountable and empowered to make decisions. MADIP is in adolescence phase of its life cycle because it is experiencing growth in programs and revenue, the need for planning is clear, and they are trying to achieve future dreams.

The board of directors has worked with each other very well for several years not only on this board but in other capacities in the community. They each have strong independent personalities due to the individual knowledge that they offer but they all get along and agree as a unit and support each other quickly. Their working relationships should help speed up progress and implementation rather than derail it. The board supports the CEO as leader of the organization and can buy-in to CEO recommendations quickly without rubber stamping. The CEO has a clear understanding and commitment to the mission and vision of the organization. The CEO has the skills, experience, and education required to achieve success, having completed executive and graduate studies at Harvard University and Northeastern University. Key skills include leadership, representing the organization in the community well, strong business development and relationship building skills, and excellent board governance practices. The board and CEO will not in any way impede progress but will be instrumental in achieving success together.

There is no paid staff but MADIP considers its staff the more than 100 volunteers that consist of business people, school officials, and area nonprofit leaders. For example the Vice Principal of the middle school manages the food program and an insurance business owner manages the fuel program. The volunteers are all highly skilled and educated and have high expectations and attention to detail. They want to make a difference and are empowered to use entrepreneurial ideas in order to achieve the board’s goals. The only tough staffing choices that need to be made are with new volunteers because if they lack the credentials required in education, experience, or community service then they will not be appointed to a position in the organization since most tasks are not low level skills or menial. There are some younger volunteers with less education due to their age who help with social media and database management.



The Programs Committee is responsible for the following programs that comprise of most of our 100 volunteers.

1. Food:
2. Housing:
3. Energy:
4. Stocking Stuffers

There is some overlap with some volunteers assisting with more than one program. The food program has more volunteers because distributing food to hundreds in different schools across the city require volunteers at the school and outside of the school needed for organizing, purchasing, and delivering the food. There are more people who receive food than energy or housing which costs more per person than food, for example a turkey for thanksgiving is \$20.00 compared to a fuel delivery for \$350.00. The food program will not need an increase in volunteers and the energy program will need 5 additional volunteers to manage additional requests and partners such as oil companies and sponsors.

No programs are at risk of being eliminated as a result of the energy expansion with the exception of carefully monitoring the size and scope of the rent and housing program and restricting who is eligible. The friendly nature and productive working relationship between the board and CEO make buy-in and cooperation a nonissue.

MADIP has plans to increase the energy program and therefore adding new local fuel suppliers as strategic partners are critical. Existing fuel suppliers will contribute more to the program. The fuel manager will be responsible for increasing suppliers and meeting timelines as indicated in the objectives. The time is ideal to increase fuel aid due to a decrease in federal fuel funding, an increase in fuel prices, Mideast turmoil, a very weak economy and jobs recovery, and area charities who are dealing with limited resources. From an electricity standpoint, according to the PMLP, there were 300 shut off notices issued on March 24, 2011 and 20 homes shut off for at least 1 week.

By increasing the energy program, there will be an increase in food requests from these same people. Despite MADIPs relationship with Hannaford, food distribution is our largest form of aid and geographically the city is large and families in need are spread across the city so it would for MADIP to develop a relationship and partnership with its new corporate sponsor Stop and Shop which is strategically located downtown near many clients.

The following are 3 year CEO performance goals ending June 30:

| | 2011 | 2012 | 2013 |
|---|----------|----------|----------|
| Number of total Oil Suppliers signed as partners | 5 | 10 | 15 |
| Percent of Fuel clients served annually | 25% | 50% | 50% |
| On time state and federal filings | 100% | 100% | 100% |
| New sponsors increase per year | 5 | 8 | 12 |
| Monthly blogging | 12 | 12 | 12 |
| Quarterly Newsletters and surveys | 4 | 4 | 4 |
| Participation at regional nonprofit events annually | 4 | 4 | 4 |
| Total grant applications | 12 | 24 | 48 |
| Presentations to local groups annually | 4 | 4 | 4 |
| Total annual revenue | \$40,000 | \$60,000 | \$75,000 |

Communication of the plan will take place once the full board approves it and then it will be distributed to all board of directors, volunteers, sponsors, donors, and key stakeholders. The plan will be distributed to the media and posted on the website. There will be a celebration of completion of the plan at an open house at MADIPs office and all plan committee members, volunteers, and stakeholders will be recognized in front of community and business leaders.

Strategic Area:

1. Strengthen Financial Stability
2. Increase Awareness
3. Enhance Energy program

Strategic Area 1: Strengthen Financial Stability

Goals: 1.1 Expand Revenues in all areas 1.2 Enhance relationships with new and existing donors

Objectives:

Increase annual revenue to 60,000 by June 2012 and Dec. 2013 by starting our first annual auction and to capitalize on 10th anniversary events and participation.

Expand grant-writing efforts by applying for 15 grants by June 2012 and 24 a year by June 2013

Expand funding mix by receiving a first government grant by June 2012

Increase individual donations 50 percent by increasing year end email appeals, and adding a 3rd annual fundraiser by June 2012

Expand the total number of corporate sponsors by 8 by June 2012

Increase the number of cultivation events to 4 by Dec. 2011 and 6 by Dec 2012

Continue the annual Dan R. Frasca Memorial Fund by June 30, 2012 to support food for the holidays

Develop and maintain 3 months of operating expenses in a savings account by June 2012

Develop a balanced scorecard to measure financial and nonfinancial metrics by Jan. 2012

Strategic Area 2: Increase awareness of MADIP

Goals: 2.1 Increase visibility in the community 2.2 Leverage technology to engage the community and supporters 2.3 Market MADIP brand by personalizing our story

Objectives:

Purchase a donor management and fundraising software tool by Dec. 2011

Increase networking and business development efforts in the community by attending 48 networking opportunities in 2011, 100 in 2012, and 120 in 2013

Increase the number of board of directors from 9 to 12 and expand advisory board to 5 by Dec. 2011

Increase the numbers of volunteer liaisons by 6 in order to serve increased demands in schools senior centers, and community by June 2012

Increase in volunteers from Baseline of 100 in 2011 to 150 by Dec. 2012, and 200 by Dec. 13

Make 4 presentations a year to various groups in the Peabody by June 2012

Represent the organization at 4 regional nonprofit sector events annually by June 2012

Attend 2 "Meet the Donor" events annually at Associated Grantmakers of MA by June 2012

Blog monthly about nonprofit sector topics by Dec. 2011

Increase LinkedIn presence to 500 by March 2012

Increase email database to 500 contacts by June 2012

Create quarterly newsletter and surveys by Dec. 2011 to promote the organization and generate continuous feedback

Enhance and upgrade website to include control of content management and merchant processing by Oct. 2011

Increase Website hits by 30 percent in 2012, and an additional 20 percent in 2013

Increases media exposure to 10 times a year in 2012 and 2013

Strategic Area 3: Enhance Energy Program

Goals: 3.1 Expand fuel program 3.2 Increase total energy clients

Double the size of the energy program each year by June 2012 and June 2013

Increase the number of fuel suppliers from 5 in 2011 to 10 by June 2012 and 15 by June 2013

Add an electricity manager to the energy program to supplement the fuel manager's activities by Dec 2011

Increase average aid per family from individual requests to \$500.00 by 2013

Thank you Strategic Planning Committee

Scott M. Frasca, Chairman

MADIP Board of Directors

Survey participants to MADIP Event Planning and Marketing Survey

PMLP for providing raw data on energy needs in Peabody

Maryanne Pierce, Council on Aging and Public Benefits Advisor

City of Peabody Mayor's Office

Our Oil Suppliers and Fuel Manager

Thank you to the many sponsors, volunteers, nonprofit agencies, and members of the community who have provided valuable feedback.