



May Dugan Center Strategic Plan 2020-2023 Overview

Introduction

A strategic plan for the May Dugan Center is a critical element in its long-term stability and viability. With that in mind, in September of 2019, a planning process was begun in an effort to develop a roadmap for the organization to not merely survive, but to thrive, drawing on the strengths of the organization and identifying opportunities for growth. Through the planning process, the May Dugan Center has incorporated input from various stakeholders and adapted strategic priorities due to uncertainties caused by the COVID-19 Pandemic, which started during the strategic planning process.

This plan encourages the board, staff, and community to collectively understand and actively participate in the future of the Mary Dugan Center. This document is a compilation of a nine month process to develop a comprehensive, participative strategic plan. The input for this plan included a Board retreat, Board committee input, client surveys, and staff workshops.

The end result is a viable plan that will direct the activities of the May Dugan Center to fulfil its vision. This will be a living plan that will be frequently reviewed and revised as necessary and will guide the work of the organization. The purpose of this document is to present the strategic goals and objectives of the organization, the review process, and the methodology used.

Mission, Vision and Values

Through this strategic planning process, the Board of Directors of the May Dugan Center affirmed and developed the mission, vision, and values of the organization, which are the guiding principles that set and define the work of the organization.

The **Mission** of the May Dugan Center remained the same as: “The mission of the May Dugan Center is to help people enrich and advance their lives and communities.”

The **Vision** of the May Dugan Center was developed at the retreat and was adopted as: “To be a leading and broadly recognized trauma informed multi-service agency in Cuyahoga County developing person-centered empowerment.”

The **Values** of the May Dugan Center were created, they are:

- Collaborative
- Inclusive
- Sustainable
- Responsive
- Empathetic
- Integrity
- Accountable
- Transparent

A Multi-Year Vision:

When assessing “how will we live our vision?” considerations of organizational capacity were weighed. While the May Dugan Center has made substantial progress in growing the organization and providing necessary and relevant programming, to achieve the scope of this vision of enhancing programming would require a timeframe longer than the initial four years of this plan. Therefore, the focus of this plan is to strengthen the organization toward its vision so that for the next strategic plan, the May Dugan Center can be in a position to explore meeting unmet community needs through enhanced or expanded programming.

The Strategic Plan:

The goals, initiatives, and benchmarks of this strategic plan will guide the organization to be a position—financially, physically, programmatically—at the end of year four to grow programming to meet the community needs in a way that is needed, strategic, financially sustainable and focused on client experience and outcomes

To organize the efforts and work of the plan, the right strategic framework is needed. The May Dugan Center utilized a modified quadrant framework. The quadrants that form the framework are: Physical Infrastructure, Financial, Talent, and Clients.

The Strategic Goals of the May Dugan Center that were developed at the October Board and Staff Retreat align with these 4 key areas. They are:

Goal 1: Maintain welcoming, safe, and modern facilities for current and future program needs

Objective: Successful completion of Capital Campaign and project, maintaining rental revenue and maintain safe and welcoming space

Goal 2-Financial: Goal: Bolster Financial Stability

Objective: Increased revenue to meet current needs, and expansion of unrestricted revenue by \$150,000 at the end of year four

Goal 3-Talent: Maintain Quality and Well-Trained Staff and Board

Objective: High Quality personnel and board resources to conduct the work of the May Dugan Center

Goal-4: Enhance Client Experience

Objective: Program integration and collaboration through shared data systems, continuous client feedback, service gap identification

The full plan details the initiatives of each of these goals, their metrics, and benchmarks. Each initiative has a growth focus and by the end of this strategic plan will position the organization to focus on programmatic adaptation and innovation with the necessary physical infrastructure, financial resources, talent, and proven programmatic effectiveness to plan strategically for the next four years.

Methodology:

Through the 14 different committee meetings where the strategic plan was discussed, this final plan was developed. For the final draft of the plan, a small group of executive committee members and Board members with professional strategic planning experience worked with staff to finalize the metrics and benchmarks of the plan and to review the final draft of the plan.

This plan was submitted to the Board of Directors for approval at the July 30, 2020 Board Meeting. The plan was approved by the Board of the Directors. Following approval of the plan, the committees and staff tasked with oversight of each initiative will work to develop implementation plans and tactics for achieving the benchmarks. Various tracking methods will be developed which will include: a bi-monthly Dashboard for the Board of Directors and a Semi-Annual Status Report which will be submitted to the Board of Directors.

Conclusion:

The success of any plan is only as good as its adherence, review, and adjustments. This plan required substantial effort and time from multiple parties and constituencies, so it is imperative that the plan is implemented. Corrections and adjustments should be thoughtful and deliberative, and the accountability reviews must occur as listed throughout the document.

The May Dugan Center has invested a great deal of time and effort to create this plan, now it is time to dedicate that same effort to ensure the plan's success.

The May Dugan Center is happy to share and discuss the full strategic plan, please contact Deputy Director, Andy Trares to receive a copy.