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Strategic Plan
2011 to 2014

Introduction

The members and participants in the Poverty Reduction Initiative (PRI) have defined this strategic plan that outlines our shared strategic focus and commitment to executing a set of strategies designed to make that focus a reality. Our plan further unites us as a team and advances our mission to reduce poverty in the region. We will accomplish this by strengthening our leadership, structure, programs and services, performance measurement, funding model, and alliances.

We invite you to join us in our work and encourage your active engagement in executing this plan.

Please see appendix 1 for a definition of our network.

Mission Statement

Reduce poverty in Antrim, Kalkaska, Grand Traverse, Benzie and Leelanau Counties.

PRI Guiding Principles

- POVERTY is present here
- Poverty is EXPENSIVE for the community
- LOCAL understanding provides local solutions
- LOCAL systems and perceptions can be changed.
- People can EXIT with a helping hand
- Regional RESOURCES and COLLABORATION exist to do the job.

Table 1: PRI PARTICIPATION – 2011 SUMMARY

ACTIVITY	DATE	NUMBER OF PARTICIPANTS	OUTCOME/S
Big Events / Summits Target audience: community members			
	February 2004	225	
	May 2005	261	
	February 2006	225	
	February 2011	249	
	TOTAL	**960**	
Opportunity Conferences Target audience: neighbors (those in poverty)			
	May 2007	210	
	May 2008	195	
	May 2009	325	
	May 2010	185	
	April 2011	231	
	TOTAL	**1146**	
Saturday Specials Target audience: neighbors (those in poverty)	November 2005	57	
	February 2006	89	
	November 2006	46	
	February 2007	63	
	October 2007	113	
	February 2008	98	
	October 2008	112	
	February 2009	137	
	October 2009	51	
	February 2010	106	
	October 2010	63	
	February 2011	144	
	October 2011	55	
	TOTAL	**1134**	
Poverty Simulations Target audience: community members	**TOTAL** **2007 to 2010, 7 simulations**	**400+**	
Neighborhood Meetings Target audience: neighbors (those in poverty)	**Total, 2007 to 2011**	**1500**	
Laundry Project Target audience: neighbors (those in poverty)			
Grand Traverse County	**2010 / 2011**	870	
Leelanau County	**2010 / 2011**	454	
	TOTAL	**1324**	

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Table 2: Proposed Shift in Business Model

	CURRENT	DESIRED
CUSTOMERS	• Neighbors • Navigators & volunteers	Add: - Youth
KEY PARTNERS	• Related nonprofit organizations • Businesses • Government – state, county, local • Faith-based community	Add: - Prevention Organizations and Conveners
GEOGRAPHIC COVERAGE	• Grand Traverse • Antrim • Leelanau • Kalkaska • Benzie	No change
INITIATIVES	• Navigators • Opportunity Conference • Neighborhood Meetings • Saturday Specials • Poverty Simulation • Helplink • Convener • Gap analysis & measurement	Add: - Increased focus on prevention
OPERATIONS	• Volunteers • Shared/loaned staff • VISTA staff • De-centralized offices/ locations and document/ files/ equipment storage • Utilize infrastructure of other organizations: website (COG), etc.	Add: - Paid staff - Engagement of neighbors in all aspects of PRI leadership - MOU with fiscal partners - Commitment agreements with all participants - Expanded org chart *(see appendix)* - Finance/ Resource Development Team
FUNDING	• 62% - earned income (workshops, events, State of Mi training) • 38% - fundraising (grants, in-kind donors) • Fiscal agents- decentralized	Add: - Annual budget - Centralized fiscal agent - 50% of revenue from earned income/ 50% from fundraising

AREAS FOR NETWORK CAPACITY BUILDING

A network capacity assessment was conducted in May 2011 with 45 individuals representing the Steering Committee, Advisory Council, Strategy Teams, other work groups and volunteers responding to the online survey. *(See appendix for full report)*

The PRI Futures Team reviewed preliminary results and identified the following areas as priorities for network capacity building.

Leadership

- Build trust (through follow through and ability to deliver on vision)
- Succession planning
- Leadership recruitment and development
- Clear definition of roles and accountability
- Clear decision-making process: what can Strategy Teams decide? What can chairs decide? What goes to Steering Committee?
- Leadership composition: right representation and mix including organizations who aren't currently participating in the network)

Volunteer Management (including all team members, loaned or shared, and target population)

- Clear role descriptions for volunteers, Steering Committee, Advisory Council, Strategy Teams, Work Teams, Committees
- Policies and procedures
- Orientation and training
- Recruitment process
- Written agreements for shared or loaned staff
- Pre-qualification and placement including background checks for one-on-one volunteers
- Training matrix of all volunteers skills and offerings that can be provided to target population
- Risk management plan: legal liability of the volunteers including defined procedures for potentially vulnerable activities: ie. background checks and one-on-one roles

Management Policies and Procedures

- Work processes
- Leadership selection
- Communication- internal and external
- Decision-making
- Conflict resolution

Planning and Reporting

- Game plan for year: annual goals and progress reports
- Annual budget and routine financial reports
- Process for collecting, sharing, and assessing community needs

Program Development

- Program development process: a checklist of steps including ownership of trademark and intellectual property

Intellectual Property and Preservation of "Institutional" Knowledge

- Establishment of shared but protected files to capture and preserve work
- Ability to capture, replicate and build on work of strategy teams, volunteers and leaders
- Process for identifying innovations (models, tools, programming, etc.) and deliberately identify ownership of intellectual property (can be PRI or one or more of partners)

Financial Management

- Establish financial reserve
- Fund development process versus partner support
- Opportunities to develop and sell intellectual property

Technology

- Leverage capacity at partner organizations

BIG QUESTIONS WE WANT TO ANSWER IN THIS PLAN

1) What is the long term vision that network participants share and support for PRI?

2) How will our work be sustained long term? Do we need to hire an executive director or other paid staff?

3) How do we recruit additional volunteers and supporters to join our work?

4) How do we prepare for succession of key leadership?

5) How do we refine our decision-making and install clearer lines of control (and accountability) without slowing down and/or frustrating teams? How much autonomy should be in place?

6) What is the right mix of collaboration versus centralization?

7) What relationship should PRI have with other networks, such as Grand ReImagine and Grand Vision, and how do we coordinate it?

8) Who are our stakeholders? Who is not at the table who should be?

9) How will we evaluate our work? How will we know that something is successful and that it should be replicated?

PRI Strategic Focus

Our strategic focus is to bring the power of our collective knowledge and energy together to prevent and reduce poverty by inspiring, advocating, convening, incubating, connecting and influencing services, programs and resources, in Antrim, Benzie, Grand Traverse, Kalkaska, and Leelanau Counties.

Inspiring

- Tell the story and educate the community
- Amplify the voice of poverty
- Serve as the educators, inspirers and a little bit of the conscience of the community
- Provide programs and delivery models that can be replicated in our geographic regions
- Demonstrate passion through our work

Advocating

- Focus on macro issues; broad and sweeping initiatives
- Change the system; one bureaucracy at a time
- Save the children; no matter the cost
- Provide common knowledge and language about poverty
- Impact policies that create poverty and encourage policies that prevent or reduce poverty

Convening

- Bring people together to change systems
- Serve as a combination of initiator and responder; initiate some actions that need to be led; involve others or respond to ideas or projects brought by other organizations and support getting it done
- Accomplish work through people and a network of relationships including individuals, teams, and organizations.
- Bring others to the table who share responsibility; inspire others to get involved; become champions and nurture and build other champions

Incubating

- Initiate, facilitate or support conversations about opportunities and needs
- Pilot or support programs/ initiatives that may be eventually spun off
- Provide programs and delivery models that can be replicated in our geographic regions; agencies may adopt what PRI is incubating and use those “learnings”, principles and guidelines to expand or continue the work
- Incubate, test and may spin off or directly deliver the program depending on the circumstances.

Connecting and influencing services, programs and resources

- Engage those in poverty in developing and supporting services, programs, and resources
- Maintain responsibility for some specific programs
- Provide prevention/ community building programs
- Deliver “products” selectively
- Continue Opportunity Conference concept
- Continue Navigator Program
- Provide service referrals

MEASURES OF SUCCESS
To be accomplished by the end of this plan, December 31, 2014

1. A leadership succession plan is executed and a next generation of leaders is in place.
2. The organizational structure is developed to the extent that attracts more partners and participants.
3. Increased neighbor engagement in PRI leadership activities and roles.
4. Members have a common vision of PRI's role and priorities in preventing and reducing poverty.
5. Diverse engagement by partners, participants and neighbors.
6. Members have a common understanding of the role of navigators and mentors across the entire region and within a broad and diverse range of organizations and initiatives.
7. We will support and nurture programs that are successful and encourage/support replication in other communities. .
8. A library or cache of materials is in place that is clearly branded and owned by PRI.
9. Broader community awareness of PRI, its mission and initiatives.

KEY STRATEGIES

Strategy 1: Strengthen the collaborative

Strategy 2: Develop the operating structure to support next phase in PRI evolution.

Strategy 3: Further develop programs and services

Strategy 4: Increase performance measurement and reporting

Strategy 5: Strengthen funding model

Strategy 6: Increase community engagement

Strategy 7: Align with job creation, education, and economic development opportunities related to poverty reduction.

Table 8: STRATEGIC PLAN IMPLEMENTATION GRID

Strategy 1: Strengthen the collaborative			
Tactics	**Timing**	**Lead**	**Status**
Identify funding for hiring administrative support as needed.	By month 3 from plan approval	Finance/ Resource Dev	
Establish a commitment agreements with every participant (individuals and organizations)	By month 3	Strategic Focus Team	
Establish fiscal memo of understanding between pertinent partners	By month 3	Finance/ Resource Dev	
Establish written agreements (addendum to MOUs?) for shared or loaned staff	By month 3	Finance/ Resource Dev	
Provide instructions to Support Teams and Neighbor Action Teams as to format for developing annual work plans with goals, routine reporting and budget requirements	By month 3	Strategic Focus Team	
Establish routine communication flow between Steering Committee, Advisory Council Support Teams, Neighbor-centered Teams	By month 3	Communication & Marketing	
Identify new partner organizations that should participate (GT Band) and recruit them	By month 6	Strategic Focus Team	
Strategy 2: Develop the operating structure to support the next phase in PRI's evolution			
Tactics	**Timing**	**Lead**	**Status**
Develop the system to provide more specific direction to Support and Neighbor-centered Action Teams; provide role descriptions; more consistent reporting from them; set higher expectations; set ground rules for regular meeting times and notices; annual plan; use Mentoring Team as a role model for policies and procedures; where there are overlapping goals between teams, ask them to work together	By month 3	Ad Hoc Implementation Team consisting of leaders of Support and Neighbor-centered Action Teams	
Post all roles and projects on wall at Steering Committee and ask participants to sign up for interests/ roles	December 2011	Futures Planning Team	

Strategy 2: Develop the operating structure to support the next phase in PRI's evolution, continued			
Tactics	**Timing**	**Lead**	**Status**
Strive to have at least one neighbor represented on each Neighbor-Centered Action Team and each Support Team	By month 3	Strategic Focus Team	
Develop operating guidelines including leadership role descriptions and terms, communication requirements, and consensus decision-making process.	By month 3	Strategic Focus Team	
Train leadership and teams in consensus decision-making process.	By month 3	Strategic Focus Team	
Develop a leadership succession plan for the Steering Committee, Neighbor-Centered teams and support teams.	By month 3	Strategic Focus Team; Neighbor-Centered and Support Teams Leaders	
Provide education to the Neighbor-Centered Teams on trends and on incorporating a prevention focus strategy.	By month 6	Educating	
Develop volunteer management system integrating use of United Way Volunteer Center to manage opportunities, data and information	By month 6	Volunteer Recruitment & Development Team	
Develop a Risk Management Assessment and Risk-defined Procedures	By month 6	Strategic Focus Team	
Develop a recruitment plan and recruit additional talent for strategy groups and committees	By month 6	Volunteer Recruitment & Development Team	
Develop volunteer orientation program	By month 6	Vol Recruitment & Dev	
Strategy 3: Further develop programs and services.			
Tactics	**Timing**	**Lead**	**Status**
Establish a process and ground rules for identifying innovations and agreeing upon ownership	By month 6	Finance/ Resource Development Team	
Establish a process for developing, capturing and protecting intellectual property.	By month 6	Finance/ Resource Development Team	
Establish a consistent program development process with a checklist of steps that represent the "PRI approach or brand"	By month 12	Strategic Focus Team	
Use screening matrix to evaluate new or existing programs / ideas	By month 12	Finance/ Resource Development Team	
Increase focus on prevention by conducting an inventory of who	By month 12	Research and	

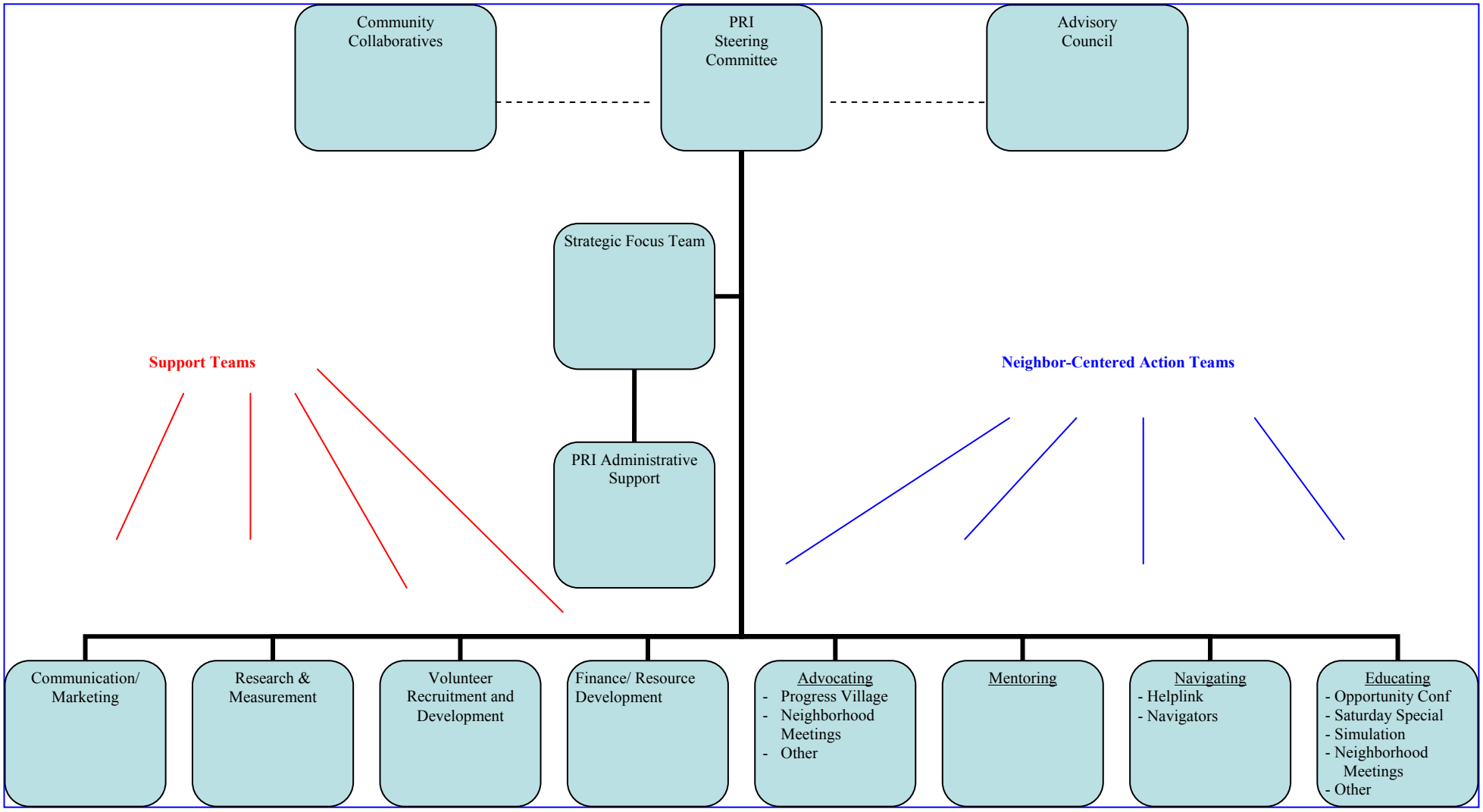
is providing prevention and where PRI support and/or new programs are needed		Measurement	
Identify programs that are in jeopardy and evaluate whether they require PRI support and advocacy	ongoing	Research and Measurement	

Strategy 4: Increase performance measurement and reporting			
Tactics	**Timing**	**Lead**	**Status**
Improve basic data collection: # of volunteers; # of program participants; # of program partners; and satisfaction levels of all groups	By month 3	Research and Measurement	
Help community identify "core indicators" which should be consistently measured; so everyone is collecting and measuring impact on poverty	Ongoing	Research and Measurement	
Develop a scorecard consisting of a roll up of outcomes (provided by Support and Neighbor-Centered Teams.	By month 12	Research & Measurement	

Strategy 5: Strengthen funding model			
Tactics	**Timing**	**Lead**	**Status**
Capture/ refine historical revenue and expense data to establish foundation for budgeting.	By Jan 1	Finance/ Resource Dev	
Obtain input from teams to create annual budget.	By Feb 1	Finance/ Resource Dev	
Set annual budget (financial and other resources) with partners	By March 1	Finance/ Resource Dev	
Move to single fiduciary agent.	By April 1		
Strengthen financial controls and reporting.	By April 1	Finance/ Resource Dev	
Set ground rules for fundraising and grant proposals	By month 6 Of plan	Finance/ Resource Dev	
Strategy 6: Increase community engagement.			
Tactics	**Timing**	**Lead**	**Status**
Identify leadership for marketing	By month 2	Strategic Focus	
Develop an annual marketing plan including updated website and use of social media.	By month 6	Communications/ Marketing	

Develop brand identity guidelines	By month 6	Communications/ Marketing	
Develop a story bank with participant stories and testimonials	Ongoing	Communications/ Marketing	
Strategy 6: Increase community engagement, continued.			
Tactics	**Timing**	**Lead**	**Status**
Continue progress report to community	2/1/12	Communications/ Marketing	
Publish "call for volunteers"	By month 3	Communications/ Marketing	
Increase messages related to poverty prevention	Ongoing	Communications/ Marketing	
Establish an inventory of all the organizations who say they are affiliated with PRI.	By month 12	Communications/ Marketing	
Develop standards and guidelines for using the PRI affiliation; develop a process for providing written permission to use PRI brand	By month 12	Communications/ Marketing	
Strategy 7: Align with job creation, education and economic development opportunities related to poverty reduction and prevention.			
Tactics	**Timing**	**Lead**	**Status**
Align with regional and statewide planning and development initiatives especially those that deal with economic development and education (i.e. Grand Vision, Grand Re-Imagine and Great Start)	By month 12	Mentoring, Navigating and PRI Manager	
Develop stronger linkages to the business community to link "at risk" employees with mentors or develop other initiatives targeting to keeping people employed	By month 12	Mentoring, Navigating and PRI Manager	
Work with other agencies and identify what is needed for "at risk" employees	By month 12	Mentoring, Navigating and PRI Manager	
Sponsor community conversations with opinion leaders who can impact change.	By month 12	Mentoring, Navigating and PRI Manager	

ORGANIZATIONAL STRUCTURE TO SUPPORT THE STRATEGIC PLAN



Note: Participants on Work Teams, such as the Opportunity Conference, can be drawn from outside the Support Team or Neighbor-Centered Action Team

Steering Committee

- Meets quarterly; uses consent agenda
- Provides oversight for all PRI activities
- Approves strategic focus and strategic plan
- Provides direction to action teams
- Approves major expenditures
- Approves annual budget
- Conducts generative (strategic, visionary) discussions
- Identifies appropriate community partners and develops working relationships

Membership: Includes County representatives, Fiduciary, MOU partners, neighbors; 2-year term

Chair: _____
Members: _____ _____
_____ _____
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Advisory Council

- Share strategic focus/ strategic plan (for comment)
- Communicate updates/ progress against plan
- Provide input and guidance to specific strategies
- Serve as a PRI ambassador
- Serve as a reactor panel
- Respond to specific requests

Membership: Includes County representatives; Community Leaders, 2-year term; meets semi annually

Chair: _____
Members: _____ _____
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Strategic Focus Team

- Drawn from Steering Committee members includes Steering Committee Chair
- Oversee strategic plan execution; make sure it's moving forward
- Flesh out issues for Steering Committee; no pre-decisions, just recommendations
- Deal with barriers to getting work done
- Watch over decision-making

- Develop agenda for Steering Committee
- Provides direction to Support and Neighbor-centered teams

Membership: Drawn from Steering Committee members includes Steering Committee Chair and PRI Manager; 2-year term

Chair: _____
Members: _____
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Finance/ Resource Development Team

- Develop annual budget
- Develop routine financial reports
- Insure financial controls, policies and procedures
- Oversight for grant writing and specific fundraising activities
- Establishes written agreements with partners
- Identify revenue generating ideas
- Ensure protection of intellectual property
- Identify PRI teams in which they need to partner/ coordinate activities
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies

Membership: includes representative from Fiduciary partner; 2-year term

Chair: _____
Members: _____
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Communications and Marketing

- Develop annual marketing plan
- Develop brand identity guidelines
- Maintain a story bank of testimonials and stories
- Promote initiative and attract volunteers and supporters
- Establish process for granting written permission to use PRI brand
- Publish annual progress report to the community
- Identify PRI teams in which they need to partner/ coordinate activities
- Oversee routine, planned expenditures
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies
- Oversees media relations
- Generates news releases for PRI activities

Chair: _____
Members: _____
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Research and Measurement

- Track trends – new models, programs
- Track community needs
- Develop dashboard report using a roll up of objectives from Teams
- Track progress of strategic plan
- Identify PRI teams in which they need to partner/ coordinate activities
- Track and measure Neighbor progress
- Oversee routine, planned expenditures
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies
- Documents all PRI activity
- Maintains computer records and PRI activity files and event notebooks

Chair: _____
Members: _____
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Volunteer Recruitment and Development

- Identify volunteer needs
- Recruit volunteers (working with United Way Volunteer Center)
- Develop volunteer orientation
- Volunteer management system integrated with United Way Volunteer Center
- Identify PRI teams in which they need to partner/ coordinate activities
- Oversee routine, planned expenditures
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies

Chair: _____
Members: _____
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Educating

- Plans, oversees and implements Opportunity Conference (PRI-specific version)
- Plans, oversees and manages Saturday Special
- Plans, oversees and manages Poverty Simulation
- Plans, oversees and implements other PRI educational needs
- Identify PRI teams in which they need to partner/ coordinate activities
- Oversee routine, planned expenditures
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies
- Develop 1 outcome for each of these areas: prevention, intervention and systemic

Chair: _____
Members: _____
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Mentoring

- Recruits, manages and develops mentors
- Identify PRI teams in which they need to partner/ coordinate activities
- Provides regional Mentoring support for ALL Mentoring
- Oversee routine, planned expenditures
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies
- Develop 1 outcome for each of these areas: prevention, intervention and systemic

Chair: _____
Members: _____
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Advocating

- Develops an outreach and advocacy plan for PRI
- Plans and implements Authentic Voices activities (Progress Village, Neighborhood Meetings, and other potential neighbor groups)
- Identify PRI teams in which they need to partner/ coordinate activities
- Oversee routine, planned expenditures
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies
- Develop 1 outcome for each of these areas: prevention, intervention and systemic

Chair: _____
Members: _____
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Navigating

- Coordinates with and supports Helplink Program
- Recruits, develops and manages Navigators
- Identify PRI teams in which they need to partner/ coordinate activities
- Oversee routine, planned expenditures
- Generates routine reports to Steering Committee
- Develops annual plan with implementation activities and strategies
- Develop 1 outcome for each of these areas: prevention, intervention and systemic

Chair: _____
Members: _____
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APPENDICES

APPENDIX 1: DEFINITION OF PRI NETWORK

- All about relationships

- Together we're going to work on the "whole" and focus on areas that don't work so well for those in poverty; address the gaps

- Together we can do things better; focused many individuals and organizations and gave them a shared mantra

- Inspire "entire community" to be swept up and motivated to work with PRI on reducing poverty; change community mindset and thinking about poverty

- Share resources and staff; many participants are at the table because it's part of their job and advances the mission of their own organization

- 100% focus on helping individuals exit poverty and stay out of poverty

- Continue to establish a series of linkages to get the work of poverty reduction done; strengthen linkages and make work flow more easily

- Simple model dealing with complex issues

- Established a forum for shared discussions & identifying individuals/ organizations to take the lead on projects and initiatives

- An organic process; no one method; a way to test approaches, learn and invent as you go

- Some PRI initiated projects; some projects initiated by other organizations and promoted/ supported by PRI

- A repository of resources (people, knowledge, ideas, programs, infrastructure) to reduce poverty

- Joining forces together to enhance individual initiatives and leverage resources to better address these resources

- Involvement of a wide range of sectors: education, health, human services, funders, etc.

APPENDIX 2: What environmental trends do we need to keep in mind as we create our future business model?

Social trends Emerging work of Grand Vision & Grand Re-Imagine will positively impact areas that impact poverty; growing strength in regional efforts More complicated situations; types of needs will be complex, changing and challenging Increased polarization of views; advocacy will be more needed Increased need to measure PRI impact (outcome and metrics) Community becoming more aware and engaged Increased cultural competency; more empathy and awareness of the face of "poverty" More creative responses and working together of organizations in response to "bad news"
Economic trends Program cuts: local, regional, state and federal Eligibility changes for resources: there will be cuts and restrictions Sluggish economy; unemployment remains high Demand for PRI programs will increase; need for more resources increasing (i.e. food pantries) Reductions in partner organizations' resources Poverty will increase including people who are new to poverty Tax bill have a negative impact on some individuals Heightened foreclosure rates continue High costs for basic needs: fuel, food, etc. Signs of growth in regional economy; some opportunities for people who are prepared but types of jobs still a challenge Under age 30 group- struggling to find work and establish careers; many have never benefited from a full time job
Demographic trends Poverty will increase including people who are new to poverty Change in people moving to the area (nontraditional retirees, Generation X, Y and New Millenniums) Aging population; ppopulation of children declining Single parent families increasing Growing number of part-time residents More children in poverty More food insecurity

APPENDIX 3: Poverty Reduction Initiative Decision-making Process

1) Use consensus agreement

   - Everyone speaks
   - Strive to never make a decision at the meeting a major opportunity/issue is introduced

2) When it is important to be nimble, email out information and schedule a conference call for vote

3) Provide clear outline of what can be decided by strategy teams, committees or work teams

4) Establish decision-making screen

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APPENDIX 4: **SAMPLE**

Strategic Screening Matrix

(To be used in evaluating new programs or opportunities)

Criterion	Rating 1-5 1 is weaker, 5 is stronger	Weight	Score
Fit with mission		**2**	
Impact on reputation/ image		**1**	
Is the idea already trademarked?		**2**	
Fit with core values		**1**	
Fit with strategic plan		**2**	
Engages volunteers		**1**	
Generates appropriate revenue and return on investment		**2**	
Staffing requirements		**1**	
Sustainability		**1**	

Instructions:

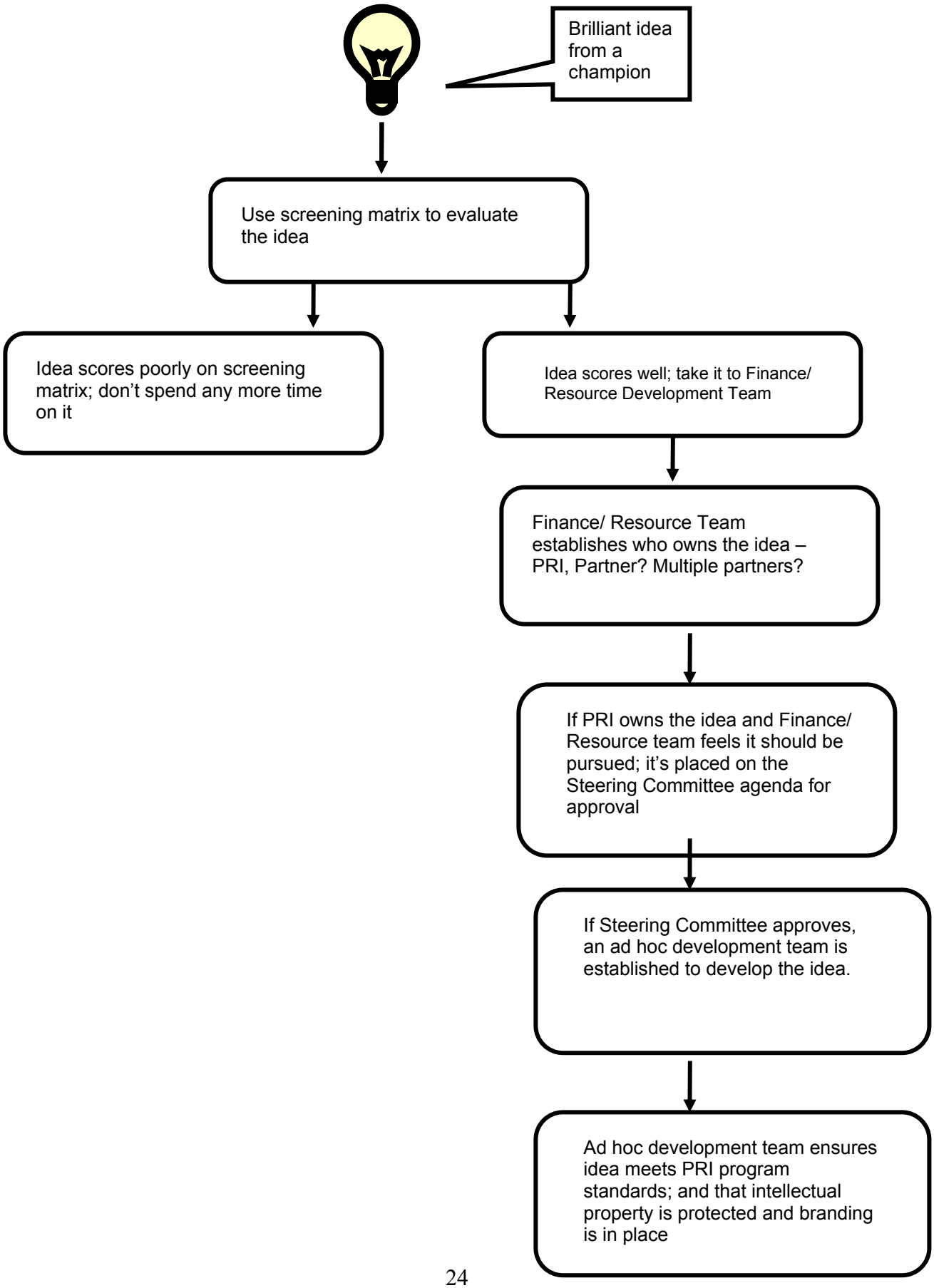
1) Review and customize the criterion listed in the left column.

2) Apply stronger weights to criterion that are more important than others.

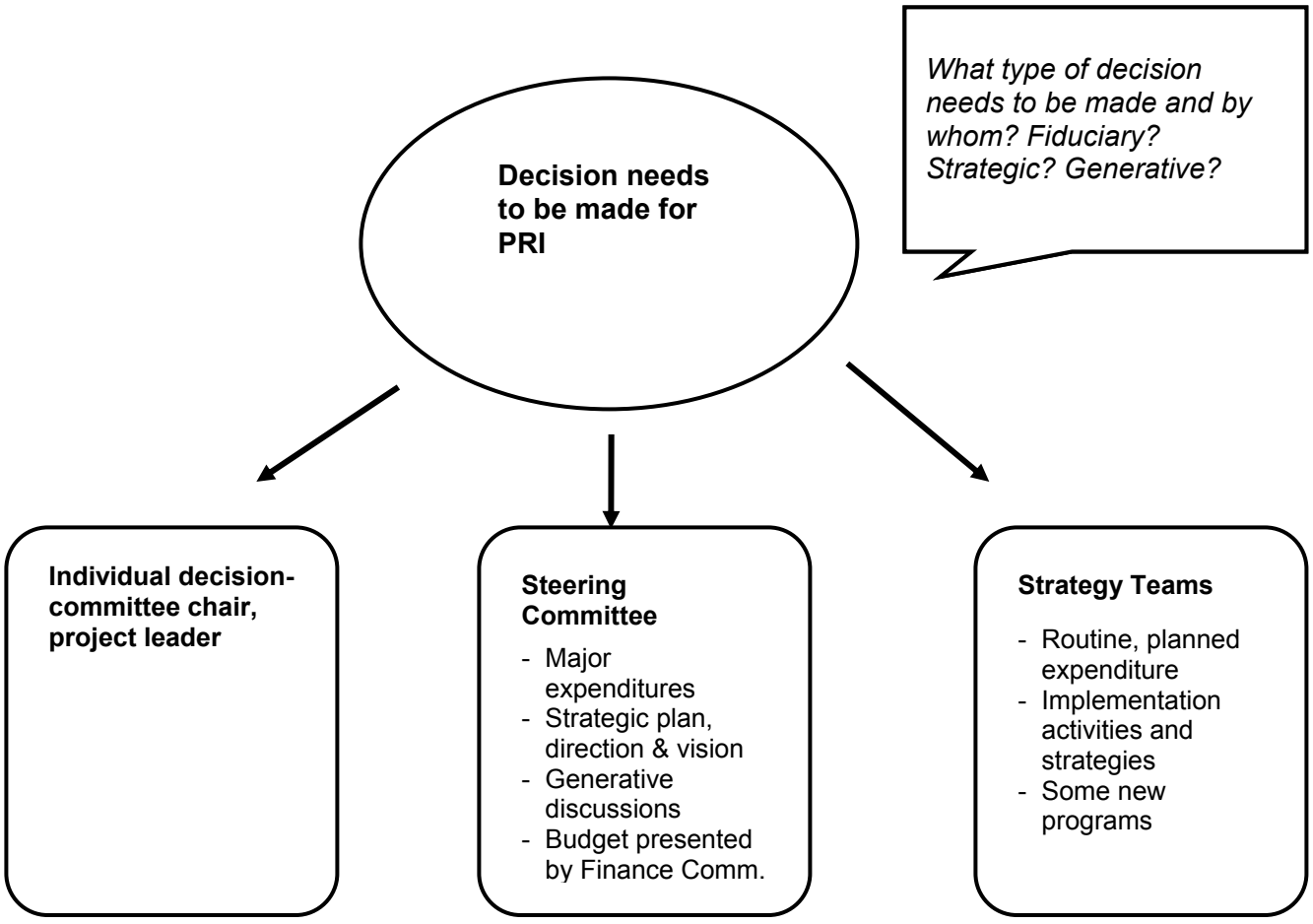
3) Score how well your new opportunity, program or strategy fits the criterion on a scale of 1 to 5 where 5 is a stronger fit and 1 is a weaker fit.

4) Decide- how strong of a score does it need to be for our organization to pursue it? Any opportunities that meet this threshold are worthy of investigating further and conducting thorough due diligence.

APPENDIX 5: OPPORTUNITY EVALUATION PROCESS



ATTACHMENT 6: Business Flowchart: Decision-making Process



Policies and Procedures:

- What can strategy teams decide?
- Strive for clear, nimble decision-making process.
- Provide skill building on decision-making
- Develop and use branding & trademark guidelines
- Discretionary ranges for work teams