



Western MRC Unit Strategic Planning Guide

April 16, 2010

Purpose:

This strategic plan is a framework for the Region’s MRC leadership – the county coordinators, unit leaders, and their coalition partners. It is a management tool for sustaining continuous improvement.

The strategic priorities (strategies) and associated objectives will provide clarity of purpose to the MRC leadership when decisions involving new opportunities or threats that arise in the course of day-to-day operations e.g. shrinking resources. It should also help the MRC’s leaders from over-reacting to these threats or opportunities. As long as they keep their mission, vision, and strategies in mind, they will not make hasty adjustments to what might amount to short-term variances.

The Mission: What the Region 1 MRC wants to be known for doing:

Building resilient and healthy communities

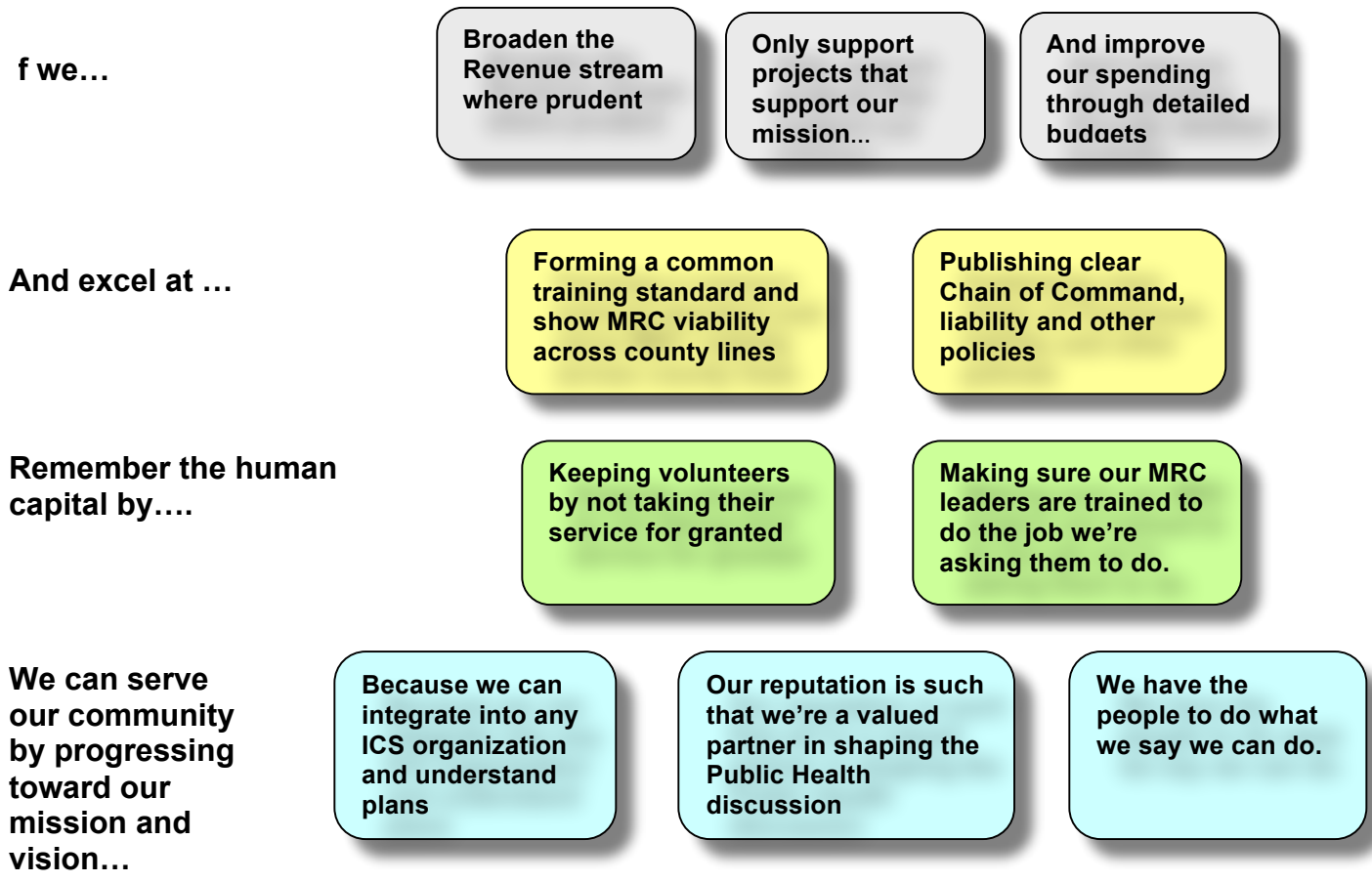
Vision: Why we’re doing it. In the end, we’d like to see:

Individuals and communities committed and totally ready to manage all hazards

Strategies: How we’re doing it – by:

1. Working to regionalize Public Health planning and infrastructure
2. Building and integrating a regional response capability into the MRC

Objectives: Think of these as telling the story of our strategy:



Objectives Matrix

This strategic plan involves four perspectives. For the MRCs strategies to work, they must be balanced among these four perspectives. Any organization that is imbalanced, (for example one that secures grants to run programs without regard to sustainability), quickly renders itself irrelevant.

1. Customer Perspective

These objectives create value for the community we serve:

2. Process Perspective

These objectives refer to organizational competence: the kind of processes that are in place to allow us to do what our mission says we do.

3. Learning and Growth Perspective

These objectives remind us that we can have customer focus, efficient processes, and great financials, but they are all meaningless without quality people.

4. Financial Perspective

Non-profit organizations need to remember that focusing on resources is just as important as serving the customer.

Objectives are also the markers we use to tell us if our strategies are working

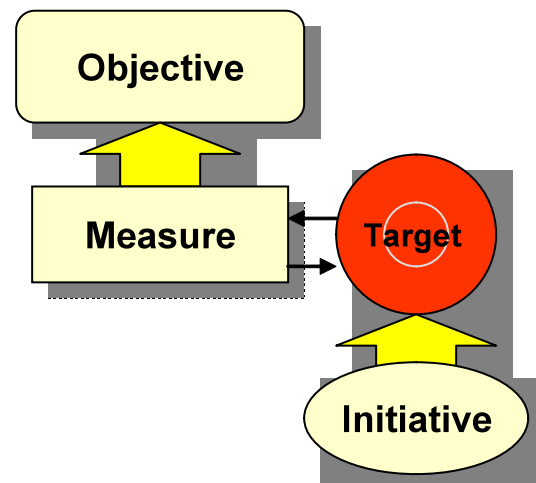
For each objective, the strategic plan includes measures, which include a mix of inputs, outputs, and outcomes. This is the heart of our Strategic Management process.

All measures have a target, the point at which the measure is considered positive or negative.

Measures are simply signposts to guide decision makers on whether, or how to change a strategy in support of mission success. In other words, *if a measure is off-target*, the MRC will *adjust* its activities or initiatives to bring the objective back on target. It's not a sign of failure.

Some measures are leading, meaning they drive a process or are indicators of excellence. Other measures are lagging, meaning they are focused on results and outputs.

Since the MRC is a strategy-focused organization, it should expect to adjust its initiatives and activities regularly to maintain proper alignment with its outcome targets, or strategic results. Activities and initiatives are not ends themselves, but means to a larger end.



The MRC should monitor each objective's measures and targets to determine whether it is on target, warrants attention, or poses a problem. The MRC will make decisions about resource allocation (time and budget) in accordance with these assessments. In some cases, the MRC may elect to accept the risk of a poor return on investment if the objective warrants.

Strategic Planning is as easy as 1, 2, 3...

Local Unit Information

1. Assessment: What are we doing right, what are the gaps?

a.

b.

c.

- **SWOT: Strengths, Weaknesses, Opportunities, Threats**

- Strengths

- Weaknesses

- Opportunities

- Threats

2. Policy: Which gaps should we and can we fix given our time, talent and treasure?

a.

b.

c.

- **Strategies: How we accomplish our policies.**

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- **Objectives: How we implement our strategies**

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3. Assurance: How will we measure if our strategies are working?

Region 1 MRC Objectives

Strategic Perspective	Objectives
Customer	1. 100% of Volunteers and staff able to integrate into ICS structure.
	2. Recruit 100 new Western Mass MRC volunteers each year.
Process	3. Improve Public and Legislative support for MRC by 25%
	4. 50% of Western Mass MRC units adopt common policies and SOPs.
Learning and Growth	5. 80% of leadership retained
	6. 2 new MRC Leaders/unit identified and trained annually
Financial	7. 100% of MAG spending supports Strategic Plan Objectives
	8. 90% of MAG spending conforms to MAG budget.
	9. Increase MAG/MRC financial resources by \$10,000 annually.

Local MRC Unit Objectives

Strategic Perspective	Objectives
Customer	1.
	2.
Process	3.
	4.
Learning and Growth	5.
	6.
Financial	7.
	8.
	9.