

MACEDONIA FACE



STRATEGIC DIRECTIONS 2016-9

MISSION

To encourage the development of healthy families.

VISION

All children are living in healthy families.

THE ORGANIZATION AND EXTERNAL CONTEXT

Macedonia Family and Community Enrichment Center (Macedonia FACE), a community outreach initiative of the Macedonia Church of Pittsburgh, has been encouraging the development of healthy families in the Hill district since its inception in 1994.

Macedonia FACE has done tremendous work over the course of the last strategic plan. It now has organizational strength and community reputation to take risks and set ambitious goals—internally and externally.

Needs on the Hill are evolving but not diminishing. The relative slow pace of change presents Macedonia FACE with an opportunity to step back, set comprehensive goals, and understand its own best points of leverage. The future presents opportunities to increase awareness and broaden networks to meet those goals.

GOALS AND STRATEGIES

1. Macedonia FACE will be seen by the community as a strong force and partner in addressing disparities.

Media Recognition: Regional and local media will reflect clear and consistent messaging, providing positive recognition of Macedonia FACE's role in highlighting and addressing disparities within their geographic focus area.

Increased Presence in Policy Arena: Macedonia FACE will have a recognized place at and an increasing number of invitations to policy forums, potentially including philanthropy and county government.

2. Macedonia FACE will consistently apply the highest quality faith-based approaches to strengthen families. The organization has expanded services that best leverage its strength towards addressing community needs.

Service Area Research: The organization will conduct financial, competitive and mission analysis of potential areas of service, including faith-based approaches

Certified Mental Health services: Completing requirements necessary to deliver mental health services, and/or fundraising to hire certified staff. It also includes increased widespread understanding on staff (with potential cross-training with church staff) of trauma-informed care.

Financial literacy training available for clients

3. Macedonia FACE will articulate a partnership strategy and identify new strategic partners in core service areas that allow it to take a holistic approach in creating self-reliant families in the Hill District and greater Pittsburgh.

Partnership Plan: describing the present state, strategic benefits and partnership priorities

Increase in Partnerships

4. Macedonia FACE will identify new ways to impact and leverage their strength towards needs of the greater Macedonia community. Staff from both organizations will articulate each other's missions and work together to create a strong, mutually complementary force in the community.

Cross-Training Opportunities: Training will build staff capacity in critical areas identified in the assessment data.

Cross-Publicity and Referral Systems: Each organization makes it clear to clients what is possible within and outside of their own boundaries.

5. Macedonia FACE will be a regionally recognized agency, a top 10 non-profit place of employment, and attract diverse and determined board leadership

Public Recognition: Macedonia FACE will build relationships internally and externally that lead to public recognition of the quality of its workplace.

Staff Satisfaction: Macedonia FACE will explore benefits, compensation, and other means of maintaining high levels of satisfaction. Staff satisfaction will be measured to create a baseline.

Board Capacity: The board will set internally-defined targets for increasing capacity. Board members will be active networkers.

MEASUREMENT

- A system to capture media impressions will generate a baseline number ability to track change, and language analysis capability
- The number of invitations and engagements in policy arenas will increase over the next 3 years.

- Presence of research results and results of MacMillan Matrix analysis
- Presence of analysis of mental health certification requirements and implementation as possible

- Presence of partnership plan
- More partnerships—can be in a variety of forms

- Attendance at cross-training programs
- An increased number of clients that use both organizations to meet their needs, as evidenced by cross-referral data. Systems that track clients when they move between the two.

- Macedonia FACE will emerge on recognized lists of top workplaces
- Progress towards a goal to improve satisfaction over baseline by a target set in the operational plan.
- Attendance at training events, presence of new policies/practices