



JANUARY 1, 2020

ADVANCING MACOMB STRATEGIC PLAN
2020+

AS APPROVED BY THE ADVANCING MACOMB BOARD OF DIRECTORS ON NOVEMBER 21, 2019



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ORGANIZATION HISTORY

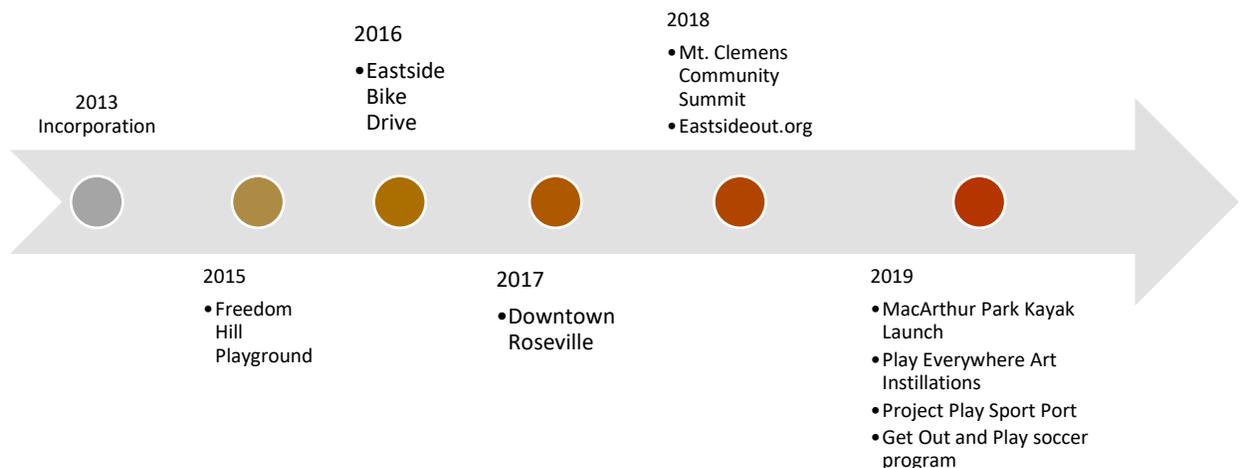
In 2014, a group of Macomb County community and business leaders recognized the need for an organization that would drive community and economic development for the county and bring awareness to the Macomb County brand. The organization – named Leaders Advancing Macomb - incorporated as a 501(c)3 that same year and later shortened its name to Advancing Macomb, Inc.

In 2015, Advancing Macomb hired its first Executive Director, Melissa Roy, and completed several community and economic development projects between 2015-2018, including a county wide bike drive, river clean-ups, a downtown Roseville beautification project with support from the DTE Foundation, and placemaking projects in Mt. Clemens, made possible with a Kaboom! Foundation grant.

During this time, the organization’s influence grew, as leaders from major regional business community organizations joined an already strong board of directors.

In 2019, Advancing Macomb experienced a leadership change with the addition of a new Executive Director, Diane Banks, and an opportunity for Advancing Macomb leaders to review the organization’s progress, its mission and its strategic direction.

The Board of Directors agreed that Advancing Macomb needed a clear, concise identity that addressed community needs. So, it set out to explore options and develop a clear path forward.



PARTICIPANTS

Strategic Planning Committee

Mark Stiers

DTE

Committee Chair

Diane Banks

Advancing Macomb

Gayle Joseph

Gayle Joseph Group

Terry Hamilton

Ascension Macomb-Oakland
Hospitals

Angela Lenda

Advancing Macomb

Thom Lipari

Lipari Foods

Kelley Lovati

Macomb County
Chamber of Commerce

John Nitz

O'Reilly Rancilio P.C.

Brian Pilarski

Brown & Brown

Ursula Warren

CMS Energy

Board of Directors

David Girodat

Fifth Third Bank

Chair

Barbara Rossmann

Henry Ford Macomb Hospitals
Vice Chair

Thom Lipari

Lipari Foods

Martin Manna

Chaldean American
Community Foundation

Paul Trulik

Apparatus Solutions

Treasurer

Maria Silamianos

Trion Solutions

Secretary

John Blanchard

General Motors

Tom Brisse

McLaren Macomb

Matthew Casey

Warner Norcross + Judd

Melanie Davis

Sterling Heights Regional Chamber of
Commerce and Industry

Terry Hamilton

Ascension Macomb-Oakland Hospitals

Gayle Joseph

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John Nitz

O'Reilly Rancilio P.C.

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Mark Rusch

Proper Group

Tanisha Sanders

Waste Management

Jim Sawyer

Macomb Community College

Mike Semanco

Hitachi Business Finance

Mark Stiers

DTE

Ursula Warren

CMS Energy

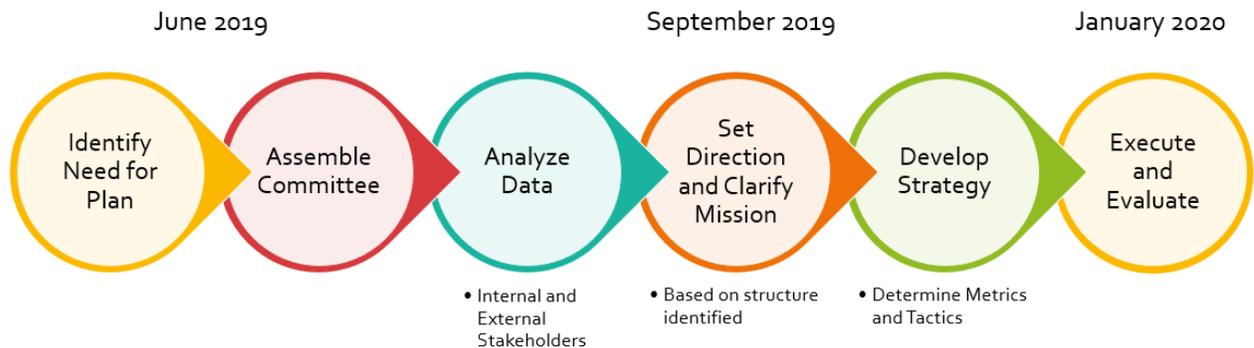
EXECUTIVE SUMMARY

What is Advancing Macomb's Purpose?

This is the question that drives the focus of the organization's 2020+ Strategic Plan.

In mid-2019, following a leadership transition and the reevaluation of the organization's purpose, the Advancing Macomb strategic planning committee developed a high-level recommendation - based on research and existing data – for the organization's strategic direction for 2020 and beyond.

Finding the Need (Data & Research)



The committee gathered external data from diverse stakeholder sources, including a regional, collaborative report titled *Building a Network, Redefining Capacity Building in Southeast MI* (2019) and localized capacity building research by Nonprofit Enterprise at Work (NEW). The key findings from this research laid the groundwork for the strategic priorities identified through our planning efforts and can be found in the appendix of this plan.

The committee also took a reflective look at its own capacity – through extensive board discussions and an Organizational Capacity Assessment Tool (OCAT) that took place from July – September 2019. The results showed a pressing need to strengthen the organizational structure of Advancing Macomb in the areas of strategic planning and financial management. Outcomes also indicated a need for improvement in external relations, board leadership, and IT/office infrastructure.

2019 Organizational Capacity Assessment Tool Results (OCAT)

Advancing Macomb 2019 Organizational Capacity Assessment Tool (OCAT) Results
(1 lowest score, 4 highest score available)

Category	Avg. Score
1. MISSION, VISION, STRATEGY & PLANNING	1.80
2. MARKETING, COMMUNICATIONS, & EXTERNAL RELATIONS	2.40
3. BOARD LEADERSHIP	2.60
4. INFORMATION TECHNOLOGY/OFFICE INFRASTRUCTURE	2.47
5. FINANCIAL MANAGEMENT	1.80

What's Next?

Armed with this data and approval from the Advancing Macomb board of directors, the strategic planning committee has developed the following three-year strategic plan that develops a path to fulfilling our mission by serving as the conduit between community need and untapped opportunities.

MISSION, VISION, VALUES

Mission

To strengthen Macomb County by connecting community challenges with high-impact solutions.

Vision

Macomb County is a thriving, collaborative and philanthropic community.

Values

1. **Trust**

We strive to become a pillar of integrity, reliability and fairness both through internal operations and external support.

2. **Equity**

We believe that disparities in our communities can be resolved by prioritizing support to organizations that face barriers to success, empower diverse community leaders and create an inclusive environment.

3. **Leadership**

We reflect our collective assets of business and leadership skills to the advancement of our communities.

4. **Collaboration**

We actively work to break down silos and find innovative solutions to leverage organizational strengths and overcome weaknesses.

STRATEGIC PRIORITIES

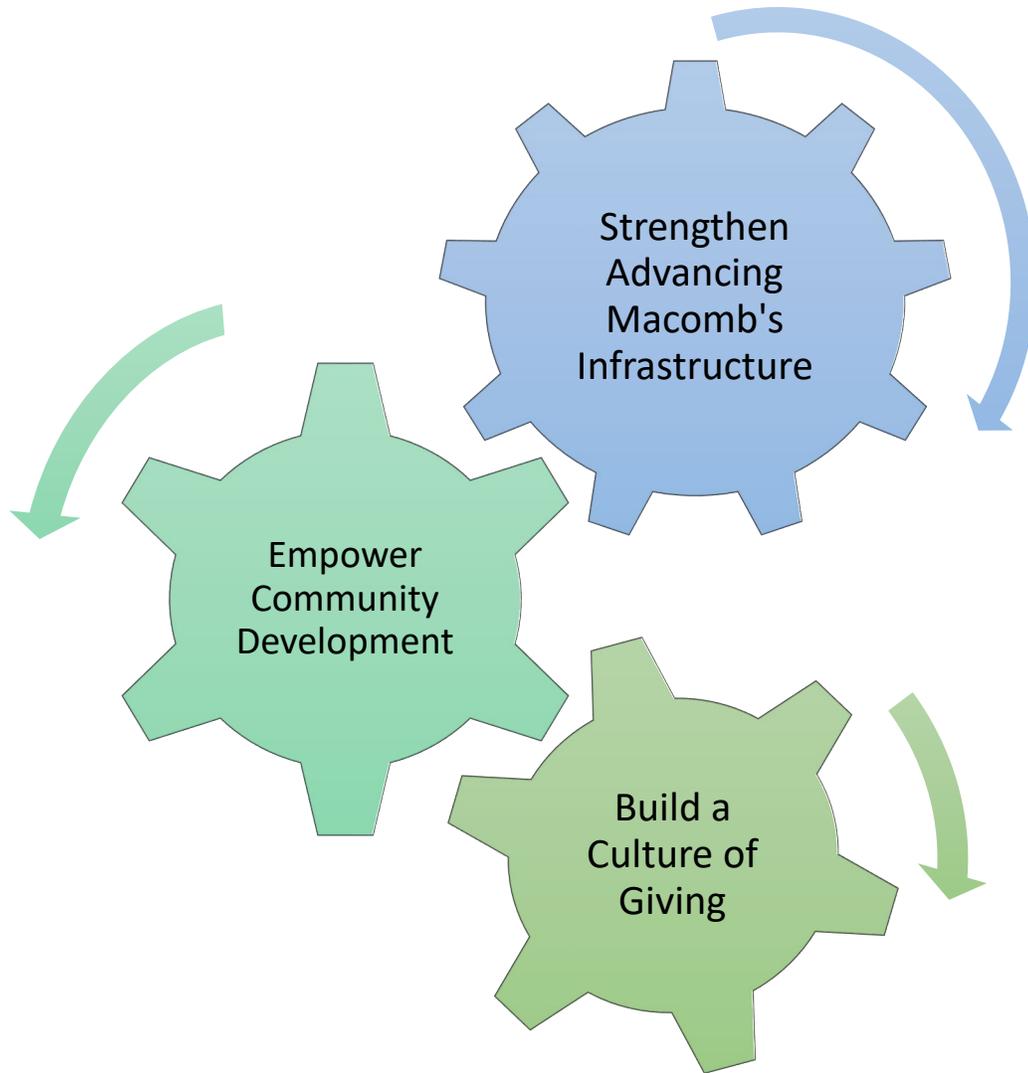


Figure 1 – Advancing Macomb 2020 Strategic Priorities

Strategic Priority 1 - Strengthen Advancing Macomb's Infrastructure



Objectives

Increase board engagement

Improve internal financial sustainability

Increase exposure of Advancing Macomb

Improve office infrastructure and information technology capabilities

Strategic Priority 2 – Empower Community Development



Objectives

Collect data to support charitable nonprofit and community quality of life efforts

Strengthen nonprofit capacity to meet community needs

Act as a backbone organization for community, economic and workforce development initiatives

Strategic Priority 3 – Build a Culture of Giving in Macomb County



Objectives

Increase philanthropic giving in Macomb County

Encourage individual giving and local investing

THE PATH FORWARD

Starting a non-profit organization requires resilience, passion, collaboration, skills and resources. Advancing Macomb understands this challenge well. And, while not an easy undertaking, Advancing Macomb's founding members - recognizing the need for a unified business voice to support county community development - were up for the task. Over the past six years, we set the foundation for what has become a well-known regional organization with credible, passionate leaders and a strong network.

To broaden Advancing Macomb's impact, we are ready to move to the next phase. To do this, we must not only mobilize existing assets, but we must uncover new opportunities, and build a culture of collaboration and giving within our Macomb County communities. Additionally, we must empower existing (and yet to be uncovered) community development organizations to become stronger and strengthen regional relationships, all while enhancing our own internal organizational infrastructure.

This three-year strategic plan will provide the foundational building blocks to ensure a strong future for our organization, helping us to fulfill our mission over time, become a pillar of trust and leadership in Macomb County and beyond.

APPENDIX

There were three sources of external research used to determine the strategic priorities presented in this plan:

1. Building a Network, Redefining Capacity Building in Southeast MI (MCR Collaborative, 2019)
2. Capacity Building in Macomb County Report for Macomb Community Action (NEW, 2017)
3. Macomb County Non-profit Environmental Scan survey report (Oakland University, 2019) – addendum to this report

Regional Key Findings

In 2019, a collaboration of non-profit intermediaries including Non-profit Enterprise at Work (NEW), Michigan Nonprofit Association (MNA), Michigan Community Resources (MCR), and The University of Michigan Technical Assistance Center (UM TAC) published a report funded by the Ralph C. Wilson, Jr. Foundation. The report includes extensive research and recommendations for effective capacity building in the region which is both applicable and inclusive of Macomb County social impact organizations. Below is a snapshot of the data collected for the report.

The top needs for non-profits surveyed for the Building a Network (MCR, 2019) report were:

1. Funding
2. Collaboration & Partnership
3. Professional Development
4. Recruitment & Retention
5. Storytelling & Marketing

The top barriers that prevent organizations and communities from thriving were:

1. Inequality
2. Nonprofit Culture
3. Competition
4. Philanthropy
5. Funding

Macomb County Key Findings

The key findings from the Capacity Building in Macomb County report (NEW, 2017) combined feedback through surveys from non-profits in the human resource sector, as well as, interviews from philanthropic funders. Again the broader report will be used in future programming decisions, but below is a snapshot of the data collected.

1. The non-profit landscape in Macomb County is skewed.

There is a heavy reliance in human service organizations on either county government agencies or faith-based organizations. Stakeholders suggest that this unbalanced landscape may result in the shortage of diverse (geography and focus area), high-performing small to medium sized nonprofits throughout the county. A strategy for capacity building may be to focus on growing the organizations that fall into this category.

2. Non-profits value capacity building and are resourceful
3. There is a current mismatch between capacity building and needs
4. The capacity building work organizations are engaged in does not necessarily match the challenges they experience.
5. There is a shortage of board members

One stakeholder identified the recruiting of high-caliber board members to significantly increase the impact of nonprofit organizations and the culture of philanthropy in Macomb

6. Time and money are significant barriers
7. Macomb (County) nonprofits are under-leveraging philanthropic dollars

Advancing Macomb also contracted with Oakland University in Q4 2019 to complete a non-profit and municipal quality of life program Environmental Scan to determine the scope, scale, needs and barriers for community development organizations that serve Macomb County residents. The results and summary will be included in an addendum of this plan.