



STRATEGIC PLAN

EXECUTIVE SUMMARY

2022-2025

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A MESSAGE FROM ARNULFO MANRIQUEZ PRESIDENT & CEO

In 1965, a group of community leaders acted on their vision of a San Diego where individuals and families had equitable access to opportunities that would allow them to thrive, and they established MAAC. The organization has evolved and grown tremendously through the years, and so too, have the needs of our communities.

Our strategic plans have served as roadmaps that have guided us to where we are today. They have been instrumental in the success of fulfilling our founders' vision as well as the planned expansion of the programs we deliver. Our new strategic plan considers who MAAC is today and addresses where we are headed in the next three years as we strive to meet our organization's ten-year vision.

While we have always been responsive to helping individuals and families with the greatest needs and the highest risks, the onset of the COVID-19 pandemic shed even more light on the health, economic, and social disparities affecting our region. Our last strategic plan was crucial to MAAC as we leaned into the pandemic, expanding our essential services and offering new program delivery options to have a greater direct impact in the community. We have proven to be grounded in our work while remaining in-tune with and adaptive to our communities' ever-changing needs.

With support and guidance from the MAAC Board of Directors, our staff, and key stakeholders, we spent six months examining all areas of the organization to determine ways in which we can renew our commitment to build a stronger and more vibrant region, where children, youth, adults, and seniors can prosper. As a

***Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world.***

—JOEL ARTHUR BARKER

result, we developed goals and strategies in six priority areas that will ensure the work we do will effectively advance our mission and vision over the next three years.

Our planned growth is rooted in deepening our impact beyond the communities we serve. With an emphasis on the expansion of economic development opportunities for lower- and middle-income individuals and families, we remain steadfast in our commitment to help people build the lives they want and deserve.

*What we want to achieve is lofty, but—
with clear vision and framework
—we know we can do it.*

Throughout the decades, MAAC has grown to become one of the leading nonprofits in our region, a trusted steward of hope for families and individuals. We would not be where we are today without the unwavering support from our staff, leadership, volunteers, partners, and supporters. Thank you for standing with us through the years. As we embark upon the pursuit of our goals in this strategic plan, we look forward to helping even more individuals transform their lives, their communities, and the world.



ABOUT MAAC

MAAC is the leading provider of comprehensive social services in San Diego County, serving more than 75,000 individuals each year. We are a champion for underrepresented communities, providing a space where individuals and families in need can find means to self-sufficiency and improve their lives.

Founded in 1965 with a focus on providing economic opportunities to the Mexican American community in the south bay region, MAAC builds upon its Latino roots as it works towards equity and justice for all communities throughout the County. From Fallbrook to San Ysidro, and from the Imperial County line to the beaches, we partner with individuals and families to address their immediate needs, develop a plan for a brighter future, and empower them to become agents of change in their communities.

Our comprehensive programming focuses on the core areas of advocacy & leadership development, education, economic development, health & well-being, and housing. Through these pathways, we help individuals and families create the lives they want and deserve.

As outlined in this strategic plan, MAAC will strengthen and move our region forward, especially as we emerge from the challenges our communities have faced and continue to face from the COVID-19 pandemic.



PATHWAYS

Through high-quality programs and services in five key focus areas, we strive to eliminate social and economic barriers along the path to increased self-sufficiency.

▶ ECONOMIC DEVELOPMENT

We open doors to greater economic opportunities by providing employment training and financial education to individuals seeking to transform their lives.

▶ EDUCATION

From our child development programs to our charter high school, we leverage the power of education to break the cycle of poverty.

▶ HEALTH & WELL-BEING

We address the challenges to individuals' health, safety and overall well-being to increase opportunities for financial advancement and success.

▶ HOUSING

By providing affordable homes and addressing barriers to housing stability, we support individuals and families in their pursuit of greater economic mobility.

▶ ADVOCACY & LEADERSHIP DEVELOPMENT

We provide training and resources to support individuals in advocating on behalf of policies that strengthen their families and communities.

STRATEGIC FRAMEWORK

TEN-YEAR VISION FOR IMPACT

Our vision for impact defines our ultimate desired outcome and serves as our “north star” for continued progress.

MAAC is the leading regional nonprofit in building innovative systems of care that nurture thriving individuals, families, and communities.

- Our integrated and comprehensive support systems meet individuals where they are in their journey and are the recognized models for breaking the cycle of poverty and supporting the missing middle.
- Our proven practices lead to stronger policies that eliminate barriers and inequities, advancing a more just society for everyone.
- Our communities, team members, and partners are leading change at local, state, and national levels.

GOALS AND STRATEGIES

Achievable and action-oriented goals are defined under each priority area. Each goal is accompanied with three to five measurable and implementable strategies that will guide leadership, managers, and staff to successfully achieve the goals over the next three years. One or more departments have been identified to lead the progress for each goal. The lead department(s) will conduct annual planning to identify specific actions in relation to the strategic plan.

PRIORITY AREAS

Six priority areas cover all aspects of the organization and serve as the organizing structure for our goals, strategies, and objectives.



1. PROGRAMS & SERVICES

Enhance program models to maximize the support that we provide individuals and families.



2. ORGANIZATION SYSTEMS & INFRASTRUCTURE

Ensure successful adoption of consistent, cutting-edge systems and processes across the organization.



3. POLICY & SYSTEMS CHANGE

Shape the systems and policies that impact the communities MAAC serves to remove barriers and improve social and economic outcomes.



4. OUR PEOPLE & CULTURE

Cultivate a culture in which people feel connected, valued, and invested.



5. EVALUATION & CONTINUOUS IMPROVEMENT

Create a data-driven culture of excellence to enhance our service delivery and program models, and generate research-informed best practices.



6. FISCAL SUSTAINABILITY

Enhance the organization's fiscal sustainability to ensure long-term growth and success.



PRIORITY AREA 1: PROGRAMS & SERVICES



Enhance program models to maximize the support that we provide individuals and families.

- 1a:** Design and implement an economic advancement component in all programs for participants to attain self-sufficiency.
- 1b:** Establish a volunteer program to support programmatic activities.
- 1c:** Implement an integrated referral system within MAAC's programs and among our external partner network.
- 1d:** Ensure all program models follow human-centered design principles.

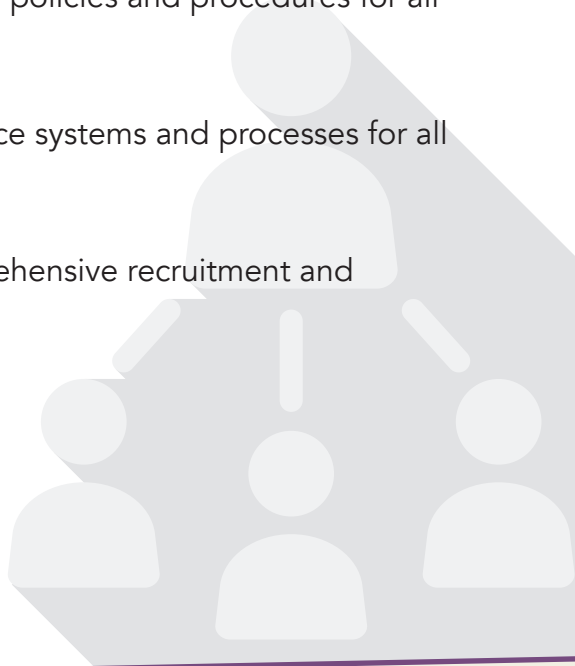


PRIORITY AREA 2: ORGANIZATIONAL SYSTEMS & INFRASTRUCTURE



Ensure successful adoption of consistent, cutting-edge systems and processes across the organization.

- 2a:** Leverage technology to optimize program operations and enhance participant access and experience.
- 2b:** Establish and implement centralized policies and procedures for all programs and administrative areas.
- 2c:** Implement standard quality assurance systems and processes for all programs and administrative areas.
- 2d:** Create and deploy a unified, comprehensive recruitment and onboarding system.





PRIORITY AREA 3: POLICY & SYSTEMS CHANGE



Shape the systems and policies that impact the communities MAAC serves to remove barriers and improve social and economic outcomes.

- 3a:** Create platforms for all program participants to become civically engaged and active participants in their communities.
- 3b:** Establish a 501(c)4 to increase our ability to lobby, advocate, and influence local, state and national policy.
- 3c:** Formalize and adopt internal systems for shaping policy at the local, state, and national level to advance MAAC's mission and pathways.





PRIORITY AREA 4: OUR PEOPLE & CULTURE



Cultivate a culture in which people feel connected, valued, and invested.

- 4a:** Update MAAC's mission, values, and organizational brand.
- 4b:** Enhance employee experience through the regular collection and analysis of staff data to inform our staff and organizational development strategies.
- 4c:** Embed diversity, equity, and inclusion principles into our culture and systems.
- 4d:** Develop the MAAC Leadership Philosophy and embed into training, curriculum, systems, and daily practices.
- 4e:** Refine MAAC's performance evaluation process to ensure consistent feedback, accountability, and standards of excellence.



PRIORITY AREA 5: EVALUATION & CONTINUOUS IMPROVEMENT



Create a data-driven culture of excellence to enhance our service delivery and program models, and generate research-informed best practices.

5a: Embed consistent data management and continuous improvement practices for all programs and services.

5b: Implement the Self-Sufficiency Matrix (SSM) as the framework utilized to assess the effectiveness of our programs and a key component of measuring the organization's overall impact.

5c: Establish a research and innovation hub to conduct rigorous evaluations and identify best practices for program activities.



PRIORITY AREA 6: FISCAL SUSTAINABILITY



Enhance the organization's fiscal sustainability to ensure long-term growth and success.

- 6a:** Develop and initiate implementation of strategies to purchase MAAC facilities.
- 6b:** Upgrade fiscal technology and systems.
- 6c:** Establish a reserve fund and create strategy to increase it on an annual basis.
- 6d:** Establish a Community Development Financial Institution (CDFI) to support economic development and wealth building.

PROGRAM & GOVERNANCE GOALS

CHARTER SCHOOL

1. Strengthen the charter school's capacity to provide career pathway opportunities to its students.
2. Align fundraising strategies to ensure the sustainability and growth of MCCA, in accordance with its business model.
3. Update the MCCA curriculum with a focus on academic rigor, informed by best practices while providing the needed support mechanisms and teaching tools for staff.
4. Assess our business model and define our niche to strengthen student outreach and retention.
5. Explore the viability of establishing an MCCA branch in North County, including an assessment of community need and available funding sources.

CHILD DEVELOPMENT

1. Expand Child Development services in alignment with MAAC's footprint in the region, and in accordance with community needs.
2. Explore the establishment of a certified Head Start Apprenticeship Program.
3. Adapt program model to assure sustainability in response to the statewide implementation of Universal TK.
4. Pilot a program to assess mixed-income models, expanding the range of income-qualified families that can access our services.

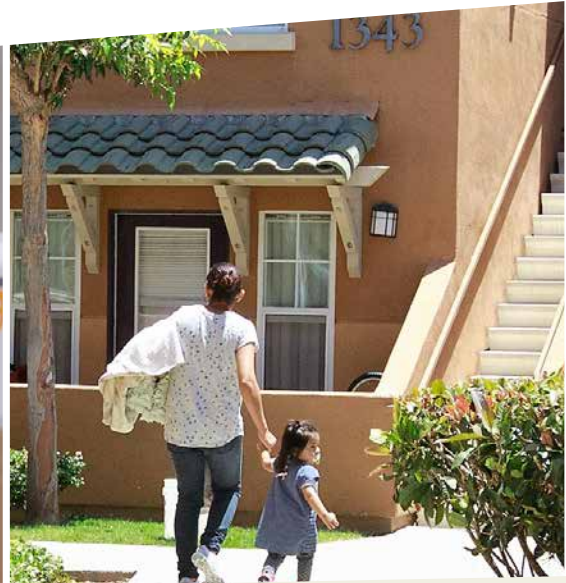
ECONOMIC DEVELOPMENT

1. Build and deliver intergenerational workforce development programs that use a career pathways approach to help low-income adults move into high-opportunity careers.
2. Establish and expand innovative credit-building and matched-savings programs to help low-income families build financial assets.
3. Establish inclusive and equitable pathways to childcare careers to address the childcare crisis and improve earnings and livelihoods for MAAC's communities of interest.
4. Formalize financial education curriculum that can be delivered through other MAAC programs and by external agencies.
5. Leverage research findings which document unmet community needs to advocate for an expansion of our LIHEAP (energy assistance) contracts.



HEALTHY HOMES AND HEALTH SERVICES

1. Adapt the DUI program model to strengthen the quality of telehealth and in-person service delivery, while expanding our reach.
2. Evolve weatherization program model to address current and emerging needs in the field.
3. Conduct an ecosystem analysis and define opportunities for growth and expansion within the health and well-being pathway.
4. Assess the viability of adding sober living facilities to MAAC's portfolio of services.



PROPERTY MANAGEMENT

1. Leverage online technology to update our application process for affordable housing and maintain our interest list.
2. Implement a department-wide initiative to collect household and participant data to assess needed services and promote engagement with MAAC programs.
3. Explore tools and policies to encourage tenants with economic capacity to transition to market rate housing.
4. Acquire the required capacity to become a qualified provider of permanent supportive housing.



REAL ESTATE DEVELOPMENT

1. Prioritize affordable housing development opportunities that integrate preschools, with a focus on geographic areas included within the Child Development Program footprint.
2. Maintain ongoing pipeline of projects by adding 1-3 new affordable housing developments per year, focusing in San Diego County and developments led by MAAC.
3. Build financing relationships for long-term funding of predevelopment costs through intermediaries until MAAC can finance through our CDFI.
4. Establish MAAC's standard design principles for living, common areas, and community spaces within all developments to optimize operations and support effective program and service delivery.
5. Establish MAAC as a leader in advocacy for new funding sources, policies and opportunities in the State of California, San Diego County and local cities, to further invest in the creation of new affordable housing.



BOARD DEVELOPMENT

1. Establish a Board Advisory Council to enhance the Board's range of skills and perspectives and cultivate MAAC's network of supporters and champions.
2. Provide engagement opportunities for Board Alumni to remain connected to MAAC's work and serve as organizational ambassadors.





**WITH 39 LOCATIONS ACROSS THE COUNTY,
OUR REACH IS WIDE BECAUSE THE NEED IS VAST.**

MAAC continues to grow our impact
beyond the communities we serve.

MAAC SERVICES

- Housing
- Housing – Slated for Construction*
- Child Development Centers
- Recovery Homes
- Administrative Offices
- Charter School
- Weatherization

* Planned expansion of 2 affordable housing communities into Imperial County.

San Diego

National City

Imperial Beach

San Ysidro

Tijuana

Fallbrook

Pauma Valley

Vista

Carlsbad

Escondido

Encinitas

Poway

Lakeside

El Cajon

La Mesa

Chula Vista



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