OUR MISSION

MAXIMIZING SELF-SUFFICIENCY WITH FAMILIES AND INDIVIDUALS THROUGH HIGH-QUALITY PROGRAMS AND ADVOCACY IN OUR COMMUNITIES
ABOUT MAAC

MAAC was founded in 1965 by a group of community leaders seeking solutions to the increasing hunger and poverty in their community. At the time, the organization focused on serving the Mexican American community and was based in San Diego County’s southern region. Today, MAAC builds on its Latino roots as it works towards equity and justice for all communities throughout San Diego County.

From Fallbrook to San Ysidro, and from the Imperial County line to the beaches, MAAC supports San Diegans who need a guiding hand as they work to create a better life for themselves and their families. Our reach is wide because San Diego’s need is vast.

Focusing on the areas of advocacy & leadership development, education, economic development, health & well-being, and housing, the MAAC team partners with individuals and families to address their immediate needs, work a plan for a brighter future, and encourage them to advocate on behalf of policies that help them and their communities. We proudly serve the 70,000 people that walk through our doors every year.

To stay in tune with San Diego’s ever-changing needs, we work closely with our program participants and key partners. Our organization prides itself on addressing gaps and taking advantage of opportunities to advance the communities we serve.

MAAC has come a long way in the half century that we’ve been around, and yet our focus has remained constant through the years: to assist individuals and families create the lives they want... and deserve.
ADVOCACY & LEADERSHIP
We provide training and resources to support community members in advocating on behalf of policies that strengthen their families and communities.

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, MAAC believes in the power of education and its role in breaking the cycle of poverty.

HEALTH & WELL-BEING
We address challenges to health, safety, and overall well-being faced by children and their families to increase their 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.
ABOUT THE STRATEGIC PLAN

Board members and staff were beginning to develop the 2021-2023 MAAC Strategic Plan when a global pandemic struck. The organization quickly pivoted to provide immediate relief and services to individuals and families who were impacted by COVID-19. Due to these unprecedented times, MAAC’s leadership team opted to refresh and extend the current strategic plan for an additional year and revisit the development of a new three-year plan in 2021. This updated strategic plan represents the commitment we made to continuously improve our organization and maximize MAAC’s impact on the communities we serve.

External Priorities

1. Build Excellence in Strategic Pathways of Service
2. Create Impact Through Community Leadership
3. Expand MAAC’s Presence in the Region

Internal Priorities

4. Build a Learning Organization
5. Develop Board Excellence
6. Ensure Sustainability and Mission Awareness
7. Achieve Organizational Excellence

2021 STRATEGIC PRIORITIES
STRATEGIC PRIORITY #1

Build Excellence in the Strategic Pathways

MAAC is dedicated to serving the San Diego region through vitally needed programs and services that help participants reach economic stability and step into new roles as leaders and advocates in their communities. To achieve this, MAAC focuses its work on five core areas, referred to as strategic pathways: Economic Development, Education, Health & Well-being, Housing, and Leadership & Advocacy.

GOALS:

Economic Development

- Refine and expand MAAC’s economic development model using evidence-based strategies as we increase funding sources to maximize impact
- Tailor workforce programs to meet the demand for mid- to long-term COVID-related economic recovery strategies
- Explore and develop financial programs that connect low-income individuals to funding opportunities needed for economic growth and asset-building
- Advocate for policy strategies that improve job quality for lower-wage workers and create funding pipelines for workforce development

MAAC STRATEGIC PLAN 2021
Education

- Create opportunities and secure resources to continue expanding the Child Development Program’s footprint in South County
- Increase the number of contracts in MAAC’s Family Child Care program by 25% to further diversify our services and promote the development of small businesses.
- Evolve the MCCS educational model to include more independent studies students, while maintaining a high standard for academic rigor and support services
- Transition MCCS to full operations under MAAC Community Charter School, Inc., a corporate entity, unaffiliated with MAAC

Health and Well-Being

- Develop a plan to expand the spectrum of MAAC’s substance abuse programs, integrating prevention and education
- Assess and update the DUI program model to incorporate best practices and adapt to current needs, while maximizing the business operating systems and financial structures
- Evaluate the Energy Assistance and Weatherization programs to automate processes and enhance service delivery

Housing

- Optimize the asset- and property-management systems for MAAC’s growing portfolio of housing
- Grow MAAC’s expertise in property management and resident services for special needs populations
- Break ground on the renovations of three existing MAAC properties and three new construction projects
- Expand MAAC’s role in advocating for increased funding for affordable housing and policies that facilitate the development process
STRATEGIC PRIORITY #2

Create Impact through Community Leadership and Advocacy

MAAC passionately believes in the importance of systems change to achieve equity and a high quality of life for all San Diegans. Both the staff of MAAC and the community members it serves play an important role in shaping policies, laws and social attitudes locally, regionally, and nationally. In 1965, advocacy for the underrepresented was at the core of MAAC’s mission; this continues today.

GOALS:

- Enhance leadership development strategies in all program models and incorporate digital platforms for connecting program participants to leadership and advocacy opportunities

- Systematically leverage staff’s expertise to educate decision- and policy-makers on issues that impact the communities MAAC serves

- Partner with community leaders and public officials to shape policies that propel MAAC’s mission and strategic pathways

- Analyze the costs and benefits of developing a 501(c)(4) to further MAAC’s advocacy work
STRATEGIC PRIORITY #3

Expand MAAC’s Presence in the San Diego Region

MAAC continuously works to expand its programs’ reach throughout the San Diego region, to serve its community members in a more comprehensive way and reach a greater number of families in need. To do this, we work to integrate multiple programs at our sites while also developing strong partnerships with community leaders and resource providers.

GOALS:

- Establish North Campus as a community “hub” for the north County nonprofit network
- Augment MAAC’s positioning as a regional leader, with a focus on early childhood education, affordable housing and economic equity
- Strategically integrate MAAC leadership staff into key coalitions and organizations within the public and private sectors that intersect with and advance our work and mission
STRATEGIC PRIORITY #4

Establish a Learning Organization

MAAC continually expands its team’s ability to meet community needs and contribute to the San Diego region in significant ways. By embedding data tracking systems and a practice of goal-setting and reflection into organizational norms, leadership encourages a culture of continuous improvement. Our goal is to support our team in achieving success, hone in on our best practices, and share them broadly with others in the field.

GOALS:

- Enhance digital platforms and organizational systems to further our culture of data-driven decision making, planning and self-reflection
- Assess and revise MAAC’s learning and staff development strategies across all programs and departments, based on current needs and the impacts of previously implemented strategies
- Evaluate and refine the MAAC Leadership Academy to build our internal talent pipeline and enhance staff capacity
- Establish MAAC as a thought leader and expert in our field by systematically distilling and highlighting unique practices, strategies and impacts through research, publications, presentations and/or media
STRATEGIC PRIORITY #5

Develop Board Excellence

To maximize our impact in the community, the MAAC Board is committed to implementing best practices, deepening its engagement with the organization, guiding its strategic growth, and expanding the number of community stakeholders that know and support MAAC. Staff are steadfast in working to provide the necessary tools, resources and support to assure the Board’s success as organizational leaders and ambassadors.

GOALS:

- Augment and support board members’ roles as ambassadors for MAAC, to broaden the organization’s reach, visibility, fundraising and impact
- Secure and build-out board management portal to streamline processes and augment the effectiveness of board communication and meetings
- Revamp reporting tools to increase board members’ ability to track and guide organizational progress
STRATEGIC PRIORITY #6

Ensure Sustainability and Mission Awareness

MAAC is committed to increasing the role of philanthropy to help build greater financial sustainability. The fundraising program applies best practices and a methodical approach to ensure long-term donor engagement, stewardship and opportunities to invest in projects in a variety of ways. MAAC is also committed to expanding community awareness to assure that key constituents have a clear and positive understanding of MAAC’s purpose, resources and the pivotal role it plays in shaping community ideas and solutions.

GOALS:

- Create and implement plan to refresh MAAC’s brand and increase engagement through our website and social media
- Build out and maintain a robust intranet to strengthen internal communications
- Create a targeted media campaign to increase the visibility of MAAC’s work and impacts
- Enhance our donor engagement and stewardship plan, focusing on attracting new donors while aligning with MAAC’s financial sustainability plan
STRATEGIC PRIORITY #7

Achieve
Organizational Excellence

MAAC places organizational excellence among its highest priorities. We are committed to adapting our portfolio of programs to evolving community needs, creating a workplace that attracts and retains top talent, and assuring the organization’s fiscal strength into the future. By maximizing our performance, we continue to set the bar as an organization that effectively addresses the challenges faced by San Diego’s most under-invested communities.

GOALS:

- Assess and refine MAAC’s program offerings to ensure alignment with the organization’s mission and strategic growth plan
- Update plan for financial sustainability
- Explore and assess the long-term benefits of developing a CDFI
- Establish unaffiliated entity for MAAC’s work in real estate development
- Recreate the systems to onboard, evaluate and develop staff
MAAC Services

- Affordable Housing
- Developer – New Construction
- Partner – New Construction
- Child Development Centers
- Recovery Home
- Administrative Offices
- Charter School
- Weatherization
- MAAC Designated Hub

Planned Expansion of 4 Affordable Housing Communities into Imperial County
OUR REACH
INTO THE COMMUNITY

MAAC’s services can be found county-wide from Fallbrook to San Ysidro, and from Lakeside to Carlsbad, spanning 327 miles.