Arboreta Group partnered with MANA de San Diego to carry out an organization-wide strategic planning process to gather data from numerous stakeholders and identify goals to accomplish over the 2020 – 2023 calendar years. Our past work with the organization gave us a solid foundation and working knowledge of the organization, how it functions, and stakeholders. Over the span of four months Arboreta worked in partnership with MANA staff and board members to implement a thorough data collection process that engaged all of the many stakeholders that support MANA via the following methods:

Stakeholders	Survey	Focus Groups	Interviews	Board Retreat
Board Members	X	X		X
Committee Members	X	X	X	
Staff	X		X	X
Members	X	X		
Key Partners	X	X	X	
Volunteers	X	X		
Participants	X	X		

The varied methods used yielded data from over 100 people (roughly 20% of MANA membership) from a broad cross-section of stakeholders, through both anonymous and identifiable feedback.

Key Findings

The data presented below represents key findings across all data collection methods and stakeholders. Every group of stakeholders had their particular priorities, yet there was a vivid display of connection and commonalities among both the elements raised as successes and the issues brought up as concerns or ideas. A more detailed review of the feedback can be found in the Gap Analysis.

Why MANA?

Community, support, sisterhood	Trusted and committed leadership
Latina focus	Networking, access to impressive community
Mission and impact of MANA	Great programming, learning opportunities

What is needed?

- **Better use of technology**: for marketing, outreach, networking, and access.
- **Improved clarity**: of roles (staff and board), programming and resources (i.e. member benefits, eligibility for programs), and policies, procedures, and systems.
- **Expanded infrastructure**: more staff and improved staff support, additional policies and procedures (i.e. board recruitment, follow-up with volunteers), and professional systems (HR and legal counsel).
- **Greater inclusivity and representation**: reflections of diversity in public image (i.e. age, LGBTQ+, color); outreach and openness to diversity of backgrounds and ideas.

- **Improved communication:** improving communication channels, systems, and processes that will increase transparency and improve communication across all stakeholders.
- **More recognition and appreciation:** being more consistent and continuous with the appreciation and recognition that ALL stakeholders receive for their part in MANA.
- **More focused and accessible programming:** increasing access (payment options, scheduling, online options, topics) to programming for a wider audience of Latinas with a focus on the key elements of MANA's mission, seen as Mentorship, Leadership Development, and Professional Development.
- **Greater visibility and outreach:** connecting with and engaging a broader group of people and potential collaborators in diverse ways, through diverse methods (i.e. television and cross promotion).

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Part of getting to our vision includes an assessment of the current state of affairs. Each data collection method asked about MANA's strengths, weaknesses, opportunities, and threats. A highlight of the findings can be seen in the SWOT below.

|	Strengths	Weaknesses
Internal	- Trusted leadership - Talented people passionate about empowering the Latinx community - Large and impressive membership and partners - Recently expanded infrastructure - Educational and engaging programming - Community of supportive people - Population specificity combined with issue diversity	- Member retention - Limited staffing for growth - Concerns about inclusivity and cliquishness - Gaps in communication and clarity among different stakeholders - Inconsistencies where systems are missing - Missing policies and procedures - Limited bandwidth - Large group of "workers" and decision makers
	Opportunities	**Threats**
External	- Building the brand - Communicating the power of the Latinx community - Identifying new markets - Expanding partnerships - Leveraging talents of membership	- The current negative climate towards the Latinx community - Limited of awareness about MANA - Competition for members and funding - High level of need in community for a wide variety of services

MANA de San Diego Strategic Planning Implementation Work Plan

The following implementation work plan is meant to help MANA through the process of creating positive change in the organization through the following strategic goals and corresponding objectives below that will help MANA meet those identified goals.

Guiding Values

More than 20% of MANA membership and stakeholders participated in the engagement process that produced this strategic plan. The feedback from all of these individuals was essential in not only defining the goals for MANA moving forward but also in clarifying the spirit of which those goals should be implemented. In recognition of the extensive thought and feedback that went into the formulation of this plan, the following guiding values are set forth to serve as a compass for those implementing the plan:

Transparency	Inclusivity	Clarity
Accountability	Respect	Trust
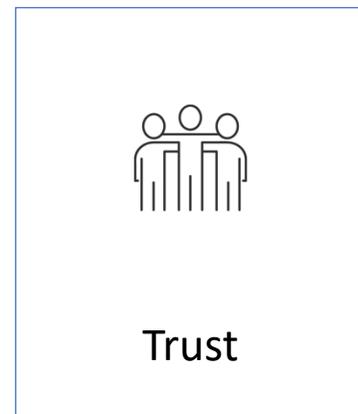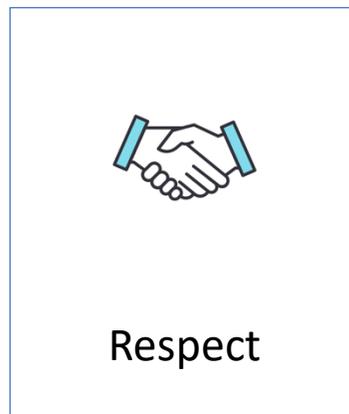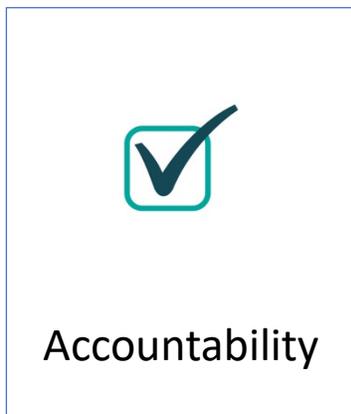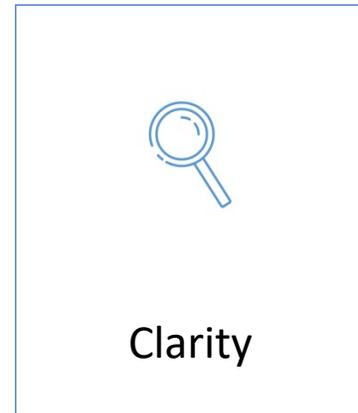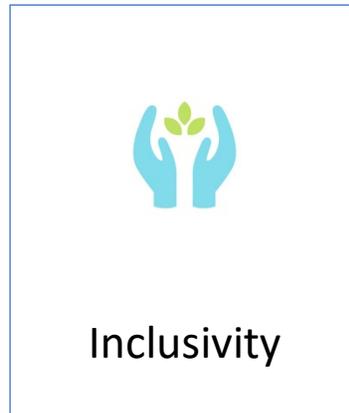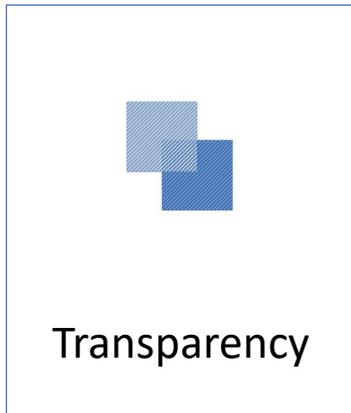
Implementation Structure:

MANA will achieve its organizational and programmatic goals through the dedicated talents and time of MANA board, staff, and members. In consideration of the current challenges due to COVID-19, Arboreta recommends the following structure for meeting those goals:

- A Strategic Planning Steering Committee (AKA "plan steering committee" of 4-6 members, including board leadership and chaired by the Vice President (VP) of Operations; the committee will not be responsible for implementing all of the plan but will serve as guides and support to those working on implementation, as needed.
- Strategic Plan Implementation Workgroups (AKA "goal workgroups"), comprised of board and staff who will each focus on a specific goal within the strategic plan; workgroups will receive support as needed from the Steering Committee and will update the VP of Operations on their progress; workgroups will work alongside standing MANA committees to work through objective, depending on which committee is appropriate for a given task.
- The VP of Operations will provide updates to the board during their monthly meetings.
- MANA members at-large will be invited to participate in the planning process through avenues such as participation on a standing committee and an annual Strategic Plan Stakeholder Survey collected in the Fall of each year.
- The strategic plan will initially be shared with MANA membership in the Fall of 2020 and updates on implementation will be shared, at minimum, once a year during the Fall Annual Membership Meeting.
- The make-up of the Plan Steering Committee and Goal Workgroups should be documented in the Strategic Plan Timeline and updated as needed.

Strategic Goals

Strategic Goal 1: Improve staff structure and systems to support staff in meeting the goals of the organization and their professional development goals.

Objectives
a. Hire HR consultant/support to aid in the creation of employee manual, staff evaluations, succession plan, and other needed policies and procedures.
b. Create updated organizational chart with a desired three-year staffing pattern and job descriptions to serve as the road map for fundraising and organizational development plans.
c. Implement staff evaluation with development plan that lays out annual training and professional development opportunities for each staff member.
d. Review staff benefits and create a plan for achieving desired improvements.
e. Create missing documentation (manuals, event implementation) to provide easy reference tools for program and event operations.

Strategic Goal 2: Align MANA programming with evaluation plans and resources to better meet organizational goals and capacity.

Objectives

a. Create matrix to inventory current events/programs and their alignment with current resources, desired outcomes, and participant/membership needs.
b. Create a plan to adapt, phase out, or collaborate for programming that is misaligned with resources, desired outcomes, and/or participant/membership needs.
c. Develop plans to add programming/events needed to fill gaps in desired outcomes and participant/membership needs that fit within MANA resources parameters.

Strategic Goal 3: Strengthen board infrastructure in order to most effectively utilize the strengths and talents of individual board members in service of MANA de San Diego's mission.

Objectives

a. Amend bylaws to allow for a board nominating committee.
b. Create a board nominating committee.
c. Create board skill matrix to utilize annually in strategic board recruitment.
d. Create board recruitment plan and process that will ensure strategic and timely board recruitment.
e. Adjust meeting agendas and format to align with meeting best practices.
f. Revise bylaws to reflect the board governance role and account for organizational needs.
g. Create and/or update board job descriptions and manual.

Strategic Goal 4: Improve stakeholder communication channels to increase the quality and consistency of the experience for partners, members, and volunteers.

Objectives

a. Inventory current processes for communication with partners, members, and volunteers.
b. Create communication channels that can be developed with current resources to standardize effective communication to and from ALL stakeholders across MANA activities.
c. Identify and plan for resources needed to fill the gaps to improve communication channels with MANA stakeholders.
d. Update and evaluate communication systems as resources are secured.

Strategic Goal 5: Develop connected marketing, fundraising, and partnership plans to increase MANA visibility, resources, and collaborations.

Objectives

a. Identify resource and partnership/collaboration targets for the organization.
b. Inventory current marketing and fundraising tools, resources, and plans.
c. Develop a marketing plan that supports fundraising goals and increases the visibility of MANA among new groups to improve access to resources and collaborations for the organization.
d. Develop a fundraising plan that aligns with the marketing plan and increases the organization's access to a variety of resources, including funding and collaborations.

Instructions for Worksheets:

Arboreta recommends the Strategic Goal Committee and ad hoc work groups use the Strategic Planning Implementation Worksheets below to guide their work implementing the plan. As you move through implementation you may find that these objectives need to be adjusted or added to in order to meet current needs or changing landscapes over the life of this strategic plan. The worksheets allow space for these adjustments.

Additionally, we recommend taking a deeper dive into each section of the SWOT at the beginning of implementing the strategic planning goals and periodically as you work through activities to achieving those goals or making adjustments as necessary. This will allow you to mitigate related threats, strengthen weak areas, and maximize strengths and related opportunities.

Goal:	Write in the goal you are working to achieve.
Objective:	Write in the objective you are implementing. Only choose one objective per sheet! Though several objectives may be implemented simultaneously, only use one implementation worksheet per objective.
Expected Deliverable:	Identify the product or other outcome that will result from completing the objective. How will you know when you are done? For example; Board Manual, 25% more renewed memberships, updated staff chart and job descriptions.
Implementation Plan:	Use the columns to identify steps to completing the activity, the person who will facilitate getting each step accomplished, and when it will be completed.
Recommended Next Steps:	Identify the next step needed to accomplish the broader goal. This may be another recommendation or something else discovered through the process.

STRATEGIC GOAL: Strengthen board infrastructure in order to most effectively utilize the strengths and talents of individual board members in service of MANA de San Diego's mission.

Objective: Create board skill matrix to utilize annually in strategic board recruitment.

Expected Deliverable(s): Completed board matrix showing skills and experience of current board members and identified gaps.

Implementation steps:	Facilitator/Person responsible:	Due date:
Executive committee gather examples of different board matrix.	Inez	10/01/20
Review and discuss skills and experience needed for MANA at board meeting.	Venus	11/30/20
Create draft of matrix to present to executive committee.	Inez	12/31/20
Finalize board matrix.	Inez	1/30/20
Board members fill out matrix with their own experience and hand in at board meeting.	Venus	2/30/20
Executive committee identify gaps in board skills and experience.	Venus	3/30/20

Recommended next action(s):
1. Create targeted board recruitment plan to fill gaps.
2. Create board manual, job description, and onboarding process.

Strategic Planning Implementation Worksheet: Goal 1

STRATEGIC GOAL: Improve staff structure and systems to support staff in meeting the goals of the organization and their professional development goals.

Objective: HR Operations - Address gaps in HR Operations by updating or creating the following: Organizational chart, job descriptions, updates to policies, updates to employee handbook, return to work protocols, onboarding, standard operating procedures & exit process forms.

Expected Deliverable(s):

Implementation steps:	Facilitator/Person responsible:	Due date:
Organizational Chart	Inez	Completed
Job Descriptions for all positions	Maria/Aixa/Inez	Completed
Employee Handbook Updates - Moving deadline to end of August to incorporate rollout/communication to employees. Will include the following policy updates - PTO, LOA & Maternity. Roll out Plan: 9/2 - Present changes to Executive Committee 9/13 - Present changes to MANA Staff 9/16 - Present changes to Board of Directors 10/19 - Presented changes to staff	Susie/Inez	Completed
Exit Process & Forms	Aixa/Luli	Completed
SOP - Executive Director Compensation	Susie/Claudia	Completed
Onboarding - New hire checklist, forms & PPT	Susie/Christine	Completed
Onboarding - Interview guides per position	Susie/Cassie	Completed
Performance Management Process - Procedure & Toolkit	Luli/Susie/Inez	Completed
Salary Structure & Compensation Philosophy	Inez/Susie	Completed

Total Rewards Philosophy (Compensation & Benefits) - Compensation is done but reviewing benefits options with current broker	Inez/Susie/Venus	Completed
Employee Development - Exploring LinkedIn Learning	Susie	Completed
Review proposals for Consultant on HR Retainer to help in development of content, tools and resources as well as provide ongoing HR support 3 month retainer with 10 hours per month with RCS Global Services to support with employee relations and compliance issues. (Susie/Cassie)	Susie/Inez	Completed
Extended retainer for 2022 calendar year for 10 hours a month (Susie/Cassie)	Inez	Completed

Strategic Planning Implementation Worksheet: Goal 2

STRATEGIC GOAL: Align MANA programming with evaluation plans and resources to better meet organizational goals and capacity**.**

Objective: Create initial matrix of events, resources/participants, desired outcomes and column for participant/membership needs. Create a plan to adapt, phase out, or collaborate for programming that is misaligned with resources, desired outcomes, and/or participant/membership needs. Develop plans to add programming needed to fill gaps in desired outcomes and participant needs that fit within MANA resources parameters. Develop plans to add events needed to fill gaps in desired outcomes and membership needs that fit within MANA resources parameters.

Expected Deliverable(s):

Implementation steps:	Facilitator/Person responsible:	Due date:
Send out evaluation plans to committee chairs	Adriana	Completed
Created initial matrix of events, resources/participants, desired outcomes and column for participant/membership needs.	Johanna/Inez	Completed
Present matrix and provide background to PLC	Adriana/Cristina	Completed
Matrix will be updated to include a column to identify which program the event is tied to and to include Hermanitas seminars, meetings, etc.	Adriana/Johanna	Completed
Discuss next steps and received feedback from PLC. Discussed event need/frequency and selected these events to focus on: Charlas, Networking breakfasts, Mega Mixer & Latina Success Conference	Adriana/Johanna	Completed

Utilize data and research to drive and inform hermanitas programming	Valerie/Johanna	Completed
Review hermanitas and mentor surveys to identify gaps in programming	Valerie/Johanna	Completed
Collaborate with Tias program to ensure that their events do not conflict or duplicate other programs events	Valerie/Norma	Completed
Create engagement and learning opportunities for hermanitas' parents and mentors	HLT	Completed
Review LSLP surveys and develop learning and networking opportunities for alumnae	Valerie/Adela	Completed
Created more robust STEM and workforce development programming	Valerie	In Progress
Compiling and evaluating data to determine what events to move forward with	Fernanda/Inez	Completed
Present chosen events to PLC and ask for input and feedback	Fernanda/Inez	Completed
Gather the feedback received from the board	Adriana/Johanna	Completed
Send survey to all members to get their input on proposed changes	Fernanda/Inez	In Progress
Review final list with Inez and BOD to determine if some events are not meeting desired outcomes are some events overlapping, should we remove/add any events?	Adriana/Inez	Completed

Strategic Planning Implementation Worksheet: Goal 3

STRATEGIC GOAL: Strengthen board infrastructure in order to most effectively utilize the strengths and talents of individual board members in service of MANA de San Diego's mission.

Objective: Amend bylaws to allow for a board nominating committee. Create a Board Nominating Committee, and board matrix to utilize annually in strategic board recruitment. Create board recruitment plan and process that will ensure strategic and timely board recruitment. Adjust meeting agendas and format to align with meeting best practices. Revise bylaws to reflect the board governance role and account for organizational needs. Create and/or update board job descriptions and manual.

Expected Deliverable(s):

Implementation steps:	Facilitator/Person responsible:	Due date:
Meet with Board President & ED to assess current bi-laws and gaps	Norma	Completed
Review existing bi-laws and identify gaps	Norma	Completed
Craft language to amend bi-laws and review	Norma, Venus, Inez	Completed
Review recommended changes with legal	Inez	Completed
Amend bi-laws during 2021 Annual Meeting	Venus	Completed
Name of committee changed to Board Development Committee	Inez/Claudia	Completed
Identified three MANASD volunteers with social capital and interest in joining	Inez/Claudia	Completed
Review and update Board Term Limits Document	Inez, Venus	Completed
Create Board Matrix to include skills, experience, demographics, etc. (possibly email out to BOD)	Claudia/Christine	Completed
Identify & convene a committee to work on goal 3	Claudia/Inez	Completed
Call for Nominations for MANASD Members At-Large Document	Claudia/Inez	Completed
Board Development & Election Process Document	Claudia/Inez	Completed
Transitioned from Zoom to MS Teams for monthly board meeting	Claudia/Christine	Completed
Met with consultant Sara Gould to discuss board governance	Claudia/Inez	Completed
Started reading material on transition to board governance	Claudia/Inez	In Progress
Implemented individual board member folders with agreements, etc.	Claudia/Christine	Completed
Implement table of contents for board binder	Christine	In Progress
Board Executive Committee job descriptions	Claudia	In Progress

Strategic Planning Implementation Worksheet: Goal 4

STRATEGIC GOAL: Improve stakeholder communication channels to increase the quality and consistency of the experience for partners, members, and volunteers.

Objective: Inventory current processes for communication with partners, members, and volunteers. Create communication channels that can be developed with current resources to standardize effective communication to and from ALL stakeholders across MANA activities. Identify and plan for resources needed

to fill the gaps to improve communication channels with MANA stakeholders. Update and evaluate communication systems as resources are secured.

Expected Deliverable(s):

Implementation steps:	Facilitator/Person responsible:	Due date:
Obtain list of all Membership Contact Information	Fernanda	Completed
Membership reviews instructions for new member database Neon & give feedback.	Sandra	Completed
Membership & Marketing Committees will get overview of Neon	Sandra/Jessica	Completed
Membership will begin supporting the campaign to promote Neon to existing members, and will work alongside Marketing Committee.	Fernanda	Completed
Divide membership list among membership committee and project volunteers if any	Sandra/Jessica	Completed
Ask for preferred contact method	Sandra/Jessica	Completed
Write email script to email members if they have not responded to phone calls that included a link to renew membership	Sandra/Jessica	Completed
Write phone script for membership committee to use while calling members to update contact information.	Sandra/Jessica	Completed
Develop plan on how to recruit more committee members or members who only want to volunteer on project through Neon database	Jessica/Fernanda	Completed
Rolled out Membership Renewal Campaign	Fernanda	Completed
Leadership Retreat discussion	Fernanda	Completed

Strategic Planning Implementation Worksheet: Goal 5

STRATEGIC GOAL: Develop connected marketing, fundraising, and partnership plans to increase MANA visibility, resources, and collaborations.

Objective: Identify resource and partnership/collaboration targets for the organization. Inventory current marketing and fundraising tools, resources, and plans. Develop a marketing plan that supports fundraising goals and increases the visibility of MANA among new groups to improve access to resources and collaborations for the organization. Develop a fundraising plan that aligns with the marketing plan and increases the organization's access to a variety of resources, including funding and collaborations.

Expected Deliverable(s):

Implementation steps:	Facilitator/Person responsible:	Due date:
Have working document listing active and wish list resources and partnerships.	Myrna	Completed
Information gathering and formulating game plan	Myrna/Inez	Completed
Working on foundation of marketing plan that incorporates everyone's work	Myrna	In Progress
Understanding the Neon program and features Review our e-communications; -What are we sending out, to who, why? -Recommend streamlined e-communications -Implement new e-communications & process >Monthly Newsletter with MANA focus impact stories >E-blasts will be one topic as needed	Fernanda	Completed
Launch new monthly newsletter	Elsa/Inez	Completed
Implement process for individual e-blasts	Myrna	Completed
Document social media process	Fernanda	Completed
Collaborate with Funds Development committee - set up meeting cadence	Myrna	Completed
Review and make recommendations on partner/sponsor benefits	Myrna	In Progress
Working on base fundraising plan that can be adapted year over year, to include all current streams fundraising revenue, recommend new streams of fundraising revenue (i.e. planned giving, major gifts, monthly giving, etc.)		In Progress