Midtown South Community Council (MSCC)

Fall 2021 Business Planning Project /
ActionMap Inc. Consulting Engagement

Table of Contents

Overview and Testimonial from MSCC page 2

Project Roadmap page 3

Process Map – Current Operations page 4

Evaluations and Notes page 8

Action Plan (created offline from the above materials) page 14

Committee Structure (created offline) page 29

Strategy Document (created offline in parallel) page 32

Midtown South Community Council
New York, NY 10018

Midtown South Community Council (MSCC), 501(c)(3), in New York, strives to dismantle the causes of homelessness by building an equitable, just, and sustainable social infrastructure to restore dignity, health, and home for all. MSCC envisions a city where homelessness and poverty are eradicated.

MSCC advocates and coordinates for health, housing, and community services in Midtown Manhattan. Through the Taproot website, MSCC engaged with Jim Johnson to conduct a project to strengthen and expand its services through business planning and strategy development.

MSCC has been advancing its mission for many years, and consequently, its network, outreach, and actions increased, resulting in its capabilities, sustainability, and directions needing support. In a series of workshops, Jim brainstormed MSCC's strengths, areas for improvement, clarified the organization structure, created better alignment among the management team around priorities and created a detailed action plan for moving forward. Jim's work is not only based on sound strategic and operational theory but also on his ability to recognize the organization's struggles.

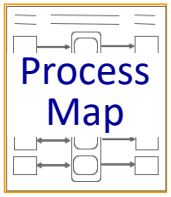
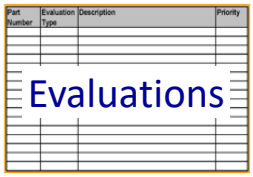
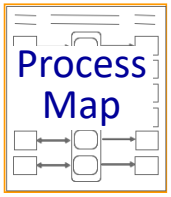
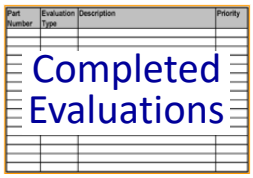
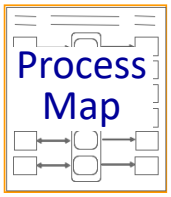
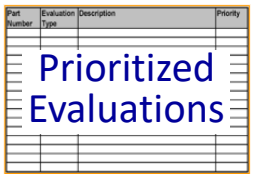
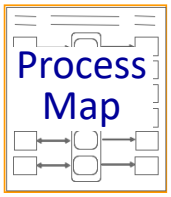
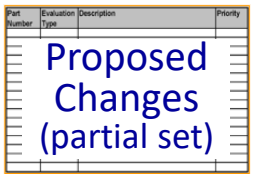
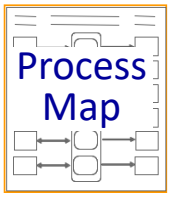
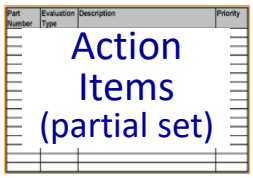
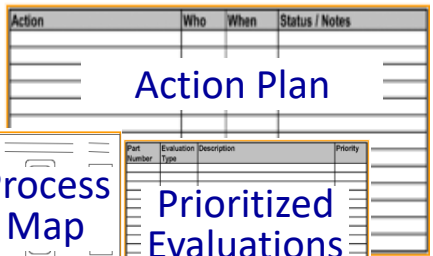
The resulting smarter planning solutions included more precise actions, a diagrammatic summary of the complex work and MSCC's network, and a more concise and actionable strategic plan. The work leading to the diagrammatic summary illuminated the surprisingly complex connections and flows between MSCC and its recipients, community, service providers, and local and city officials. After seeing MSCC's work in diagrams and the process with Jim continued, it became evident where focus and future directions were needed.

Other significant outcomes include more efficient means of operationalizing the strategies into implementable steps. One example demonstrating this is the more defined committee structure resulting in defined actions and roles.

Jim added enormous value to Midtown South Community Council, its management, and the community. His friendly, professional, and empowering qualities were essential factors leading to the successful outcomes. Jim has been invited to partner with MSCC to continue his support and wise strategic development for MSCC to achieve its mission and vision.

John Mudd, President
Sharon Jasprizza, Director of Community Services
November 22, 2021

MSCC PROJECT ROADMAP

ActionMap Stage	Workshop Dates	Work Products
Map and Evaluate Current Operations	9/13/21 9/21/21	 
Complete Evaluations (goal, issues, change ideas, notes)	9/28/21	 
Prioritize Evaluations	10/12/21	 
Brainstorm Proposed Change to Act on High Priority Evaluations	10/19/21	 
Convert Brainstorming Ideas into Action Items	10/25/21 11/1/21	 
Review and Turnover Detailed Project Plan (created outside the ActionMap software)	11/8/21	

Note: The Proposed Changes and Action Items were extensive, so those stages were used to train MCSS in how to create those, to be fully completed by MSCC after the workshop series.

Area Title:	Midtown South Community Council - Main...	ID:	H4JF91CY
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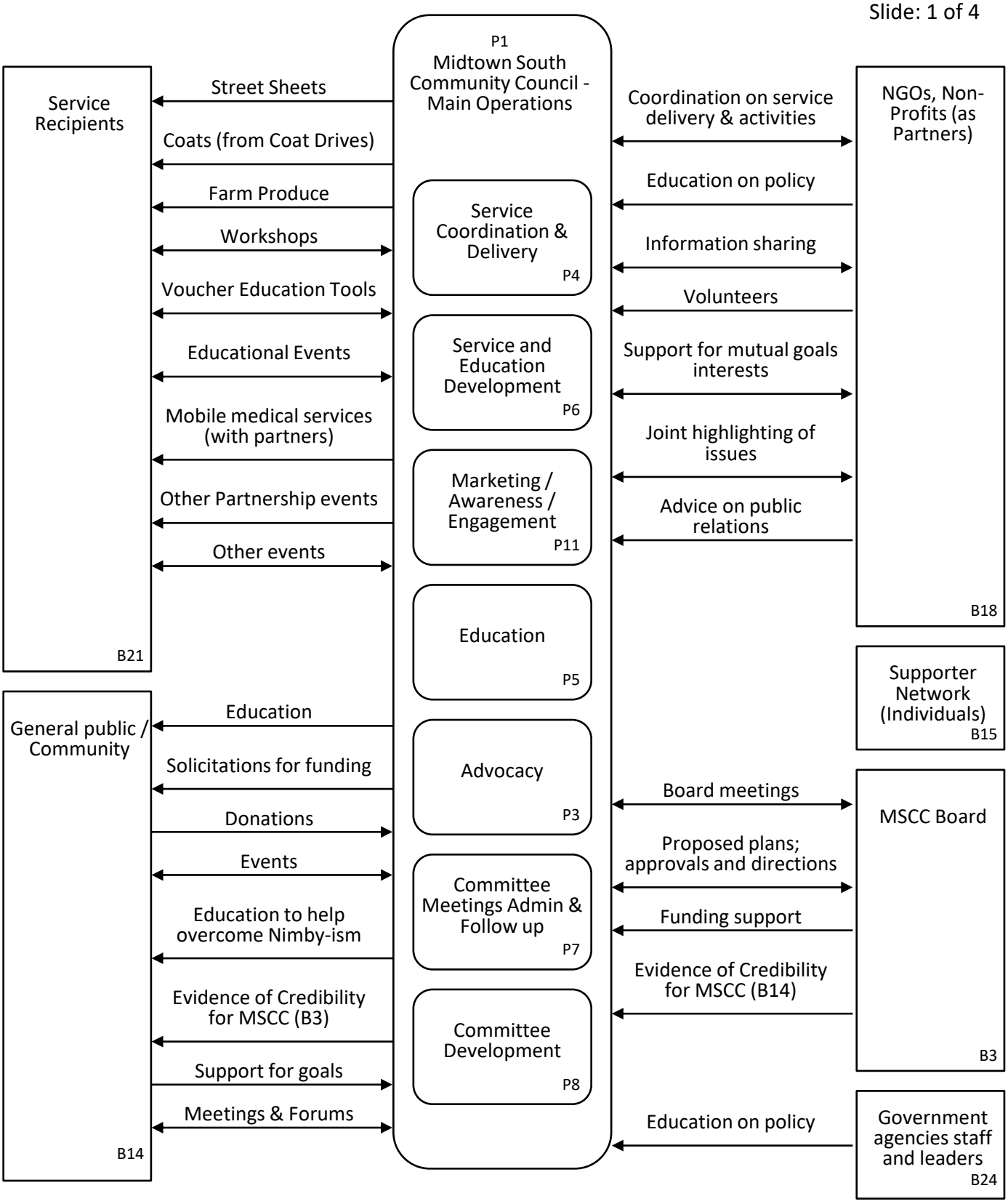
Map Type:	Map	Date/Time:	2021/10/25 09:00:09 PM

Slide: 1 of 4



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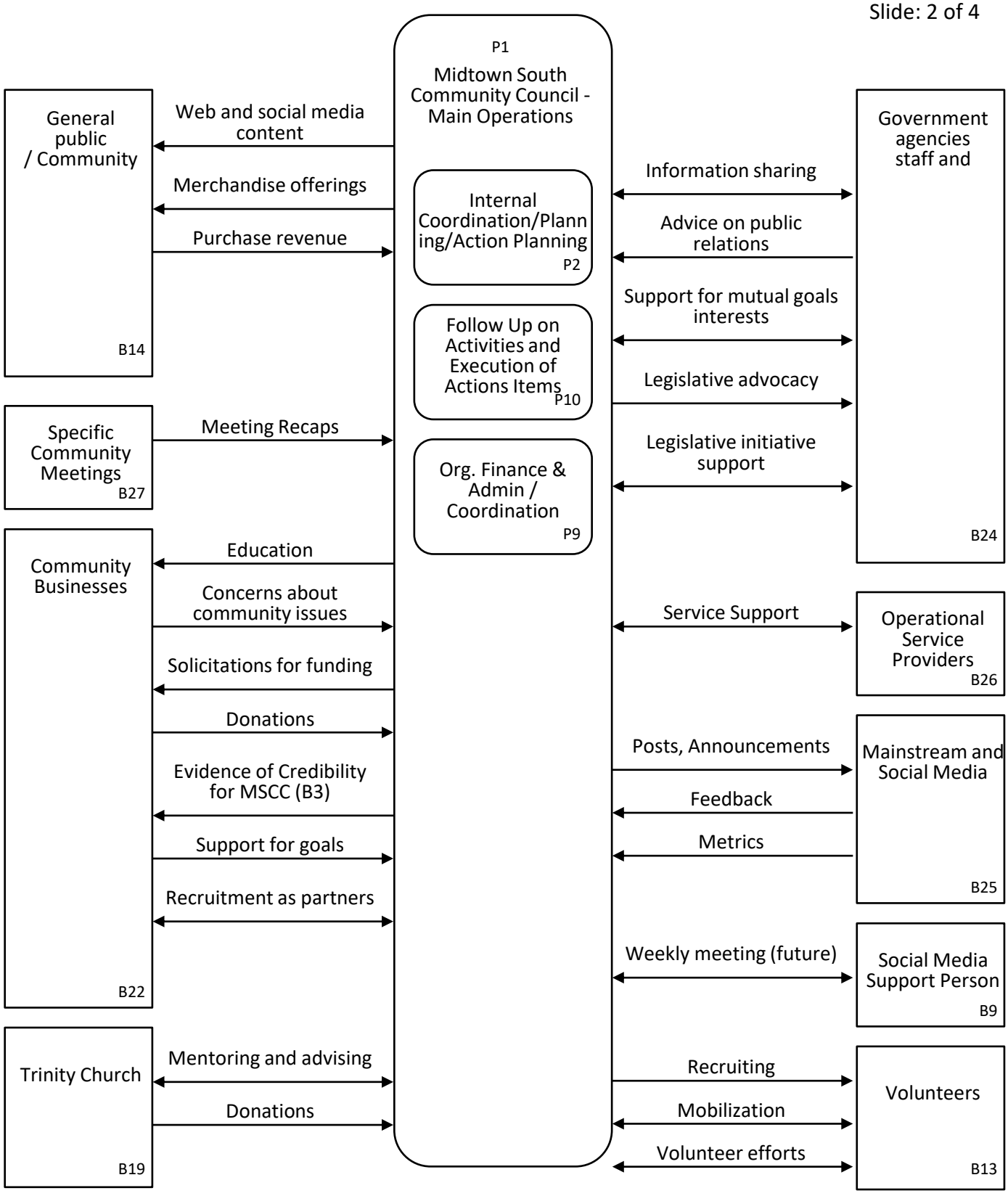

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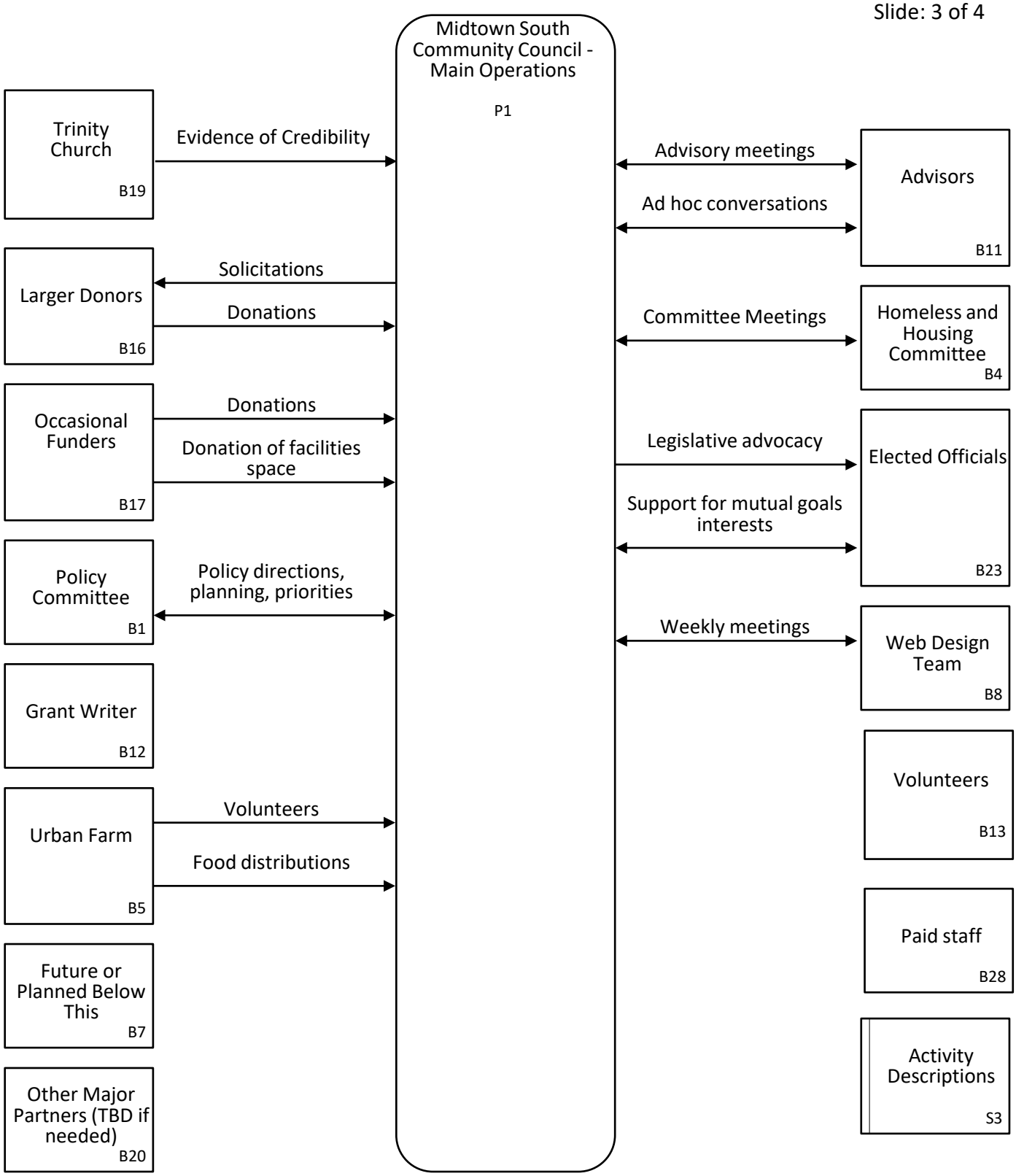

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Community Engagement / Quality of Life meeting B2

Communications Committee (future) B6

Criminal Justice Committee B10

Midtown South Community Council - Main Operations

P1

Contact Database S2

MSCC Information Repositories S1

Map Parts, Evaluations, Priorities

Map and Plan Area: **Midtown South Community Council - Main Operations**
Map and Plan Area ID: **H4JF91CY**
Map Title: **Midtown South Community Council - Main Operations**
List Title: **Map Parts, Evaluations, Priorities**
Date/Time: **2021/10/25 09:00:09 PM**

Flow codes: ==>[] : to Central Process; <==[] : from Central Process; <==> : to/from Central Process

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
Midtown South Community Council - Main Operations *Map and Plan Area Name*	0	0	0	Note	N1	MPA
Midtown South Community Council - Main Operations *Map Central Process*	0	0	0	CentralProcess	P1	Map
Note Organization or Group	0	0	0	Note	N2	P1
Note Current/Future Exploration	0	0	0	Note	N3	P1
Note Core operations	0	0	0	Note	N4	P1
Note John Mudd and Sharon Jasprizza; Support Staff (website, social media); major contributing volunteers	0	0	0	Note	N5	P1
Issue Major constraint on all activities due to Insufficient human capital	3	0	0	Evaluation	E63	P1
Note Workaround is identifying other people (e.g. colleagues) that are working on similar things anyway	0	0	0	Note	N77	E63
Major Goal Core Objectives: Reduce Homelessness, Improve Health Outcomes	5	0	0	Evaluation	E1	P1
Note Messaging is important and key for story telling. The next step involves targeting the people responsible for change.	0	0	0	Note	N80	E1
Note Our forums, meetings have some impact but are ripe to explode into the wider forum. We have many connections who support and will follow our leadership.	0	0	0	Note	N81	E1
Note We need the clout and the support to take this a whole new level.	0	0	0	Note	N82	E1
Major Goal Extend and strengthen communications with MSCC network	3	0	0	Evaluation	E2	P1
Note This is a downstream impact from the work we already do and the work we want to be more impactful. See last two comments. (about Gen Mgr and Core Objectives)	0	0	0	Note	N83	E2
Major Goal Strengthen and expand networks; increases responsiveness	3	0	0	Evaluation	E3	P1
Note Responsivieness will happen when we find the pathways and platforms for change.	0	0	0	Note	N84	E3
Major Goal Development and Execution of Programs and Services	3	0	0	Evaluation	E4	P1
Note This work underlies all of the above and with the help of the GM and leaders for each program we can strengthen and develop each program further.	0	0	0	Note	N85	E4
Note Note some programs are naturally occurring ones supporting the whole structure eg education, building communities etc.	0	0	0	Note	N86	E4
Major Goal Pipeline: navigation for unhoused persons	2	1	0	Evaluation	E5	P1
Note The workshop tool for this is still in developmental stages, but once it is ready the next challenge will be getting it to the right people.	0	0	0	Note	N87	E5
Major Goal Policy Reform and Advocating	3	0	0	Evaluation	E6	P1
Note including detection and amending of gaps in policy	0	0	0	Note	N8	E6
Note This is related to points above	0	0	0	Note	N88	E6
Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community	2	1	0	Evaluation	E7	P1
Note Homes, policing, etc. Is it working well? what needs to be added / changed	0	0	0	Note	N7	E7
Note Community involvement increases oversight	0	0	0	Note	N9	E7
Note Lack of professional development training for working with unhoused persons	0	0	0	Note	N10	E7
Note Related to points above and extremely important for change	0	0	0	Note	N89	E7
Note Actions and programs in the community affecting quality of life	0	0	0	Note	N114	E7
Major Goal Provide better access to housing	5	0	0	Evaluation	E8	P1
Note MSCC whole premise is this. At the recent Oct 5 Homeless and Housing meeting, Joanna Fried MD, Medical Director for Manhattan Outreach Consortium noted: The conversation must always include the following:	0	0	0	Note	N91	E8
Note Treatment for medical and psychiatric care for people experiencing homelessness is permanent secure housing. Housing is the treatment for all of these disorders	0	0	0	Note	N92	E8
Major Goal Having an engaged board of directors to provide expertise and fundraising	0	0	0	Evaluation	E9	P1
Note Under pinning our work is funding. Funding for salaries is a must.	0	0	0	Note	N93	E9
Major Goal A budget that expresses long-range plan	3	0	0	Evaluation	E10	P1
Major Goal Improved fundraising and grant raising skills	3	1	0	Evaluation	E11	P1
Major Goal Improve marketing and messaging	3	0	0	Evaluation	E12	P1
Note Define value proposition; elevator speeches	0	0	0	Note	N6	E12
Note This is important for now and to continue to evolve as our work progresses. It sits under both marketing and education to promote all our programs.	0	0	0	Note	N94	E12

Major Goal Build community (bottom up development)	2	1	0	Evaluation	E13	P1
Note Create connectedness among people around the MSCC mission	0	0	0	Note	N115	E13
Note Create a sense of belonging among people around the MSCC mission	0	0	0	Note	N116	E13
Note Create opportunities for 1-1 and small group consensus-building around the MSCC mission	0	0	0	Note	N117	E13
Major Goal Educating the public and network about needs and programs	3	0	0	Evaluation	E14	P1
Major Goal Define deliverables, outputs, results; define measurables	3	0	0	Evaluation	E15	P1
Major Goal General manager	3	0	0	Evaluation	E20	P1
Note A general manager who is completely involved with MSCC work is needed in order to take over the miniscule work that adds time to our work day.	0	0	0	Note	N78	E20
Note Emails, prep for meetings, recaps are extremely important for our follow up and need to be done by a person who understands the nuances, the links and interconnections.	0	0	0	Note	N79	E20
Note Includes management of specific program activities	0	0	0	Note	N76	E20
Major Goal Office administrator	3	1	0	Evaluation	E21	P1
Note Pure follow up by reading recaps, emails, calendars to ensure we action the actions we set for ourselves. John and I try but we know we miss some and need help to make sure the actions are effectively and smartly followed up.	0	0	0	Note	N95	E21
Major Issue Staffing	0	0	0	Evaluation	E16	P1
Major Issue Finances; limitations on ability to achieve goals.	0	0	0	Evaluation	E17	P1
Major Issue Guidelines for MSCC to take action	2	0	0	Evaluation	E18	P1
Note When working with the agencies and groups that have authority	0	0	0	Note	N11	E18
Note Some of the earlier points above support this. Constant follow up and a significant Board Chair with standing in the community may be a critical factor.	0	0	0	Note	N96	E18
Note Capability, non-conflict, non-permission, credibility, authorization by Board	0	0	0	Note	N118	E18
Note Code of ethics	0	0	0	Note	N119	E18
Note Roadmap of external stakeholders to engage	0	0	0	Note	N120	E18
Major Issue Conflict with other group's interests, "stepping on others' toes", usurping authority	1	0	0	Evaluation	E19	P1
Major Issue Major problems in communication among providers in the MSCC ecosystem	1	0	0	Evaluation	E22	P1
Note Our meetings do help. But there are misconceptions about vouchers, definistions of affordable etc	0	0	0	Note	N97	E22
Major Issue Inconsistent cooperation and commitment within the network	1	0	0	Evaluation	E23	P1
Major Issue integrated team to support all other goals	3	0	0	Evaluation	E24	P1
Note Core staff, volunteers, committees, other network members	0	0	0	Note	N121	E24
Major Change Idea See Programs	0	0	1	Evaluation	E25	P1
Major Change Idea Increase internal shared understanding and alignment	1	0	0	Evaluation	E26	P1
Goal Office space / Community Hub	3	1	0	Evaluation	E29	P1
Note A community hub to include hot desking for our networks would be a game changer. The hub would include a drop in café, referrals for services, clinics etc. A creative arts anf performance space for story telling, edcuational forums and so on	0	0	0	Note	N98	E29
Issue Major constraint on all activities due to limited funding	3	0	0	Evaluation	E64	P1
Issue Lack of professional development training for working with unhoused persons	2	1	0	Evaluation	E69	P1
Note Related to education and advocacy work. Raised numerous times at our meetings. Dependent on funding and resources. A possible opening for another NFP to form to raise funding purely to educate more people to support the outreach teams.	0	0	0	Note	N90	E69
Service Coordination & Delivery P4	0	0	0	SubProcess	P4	P1
Goal Shared understanding / clarity for terminology	2	0	0	Evaluation	E58	P4
Change Idea Combined calendar for other entities to book time with John and Sharon	2	2	0	Evaluation	E59	P4
Note Possibly the marketing person may be the one for this. We are talking currently with people.	0	0	0	Note	N99	E59
Change Idea Better calendaring for meetings	2	0	0	Evaluation	E60	P4
Change Idea More granular categorization / segmentation for emails to different groups	2	2	0	Evaluation	E61	P4
Note Email Groups	0	0	0	Note	N73	E61
Note Customer Relationship Management System - John has iContact	0	0	0	Note	N74	E61
Change Idea Formalize the use of "Mobilization Committees" for specific activities	2	2	0	Evaluation	E62	P4
Note Active management of different activities	0	0	0	Note	N75	E62
Service and Education Development P6	0	0	0	SubProcess	P6	P1
Marketing / Awareness / Engagement P11	0	0	0	SubProcess	P11	P1
Goal Increase marketing for awareness and engagement	3	0	0	Evaluation	E66	P11
Note Related to messaging, marketing, social media and value proposition development.	0	0	0	Note	N100	E66

Education P5	0	0	0	SubProcess	P5	P1
Goal Increase service recipients attendance at workshops	3	0	0	Evaluation	E67	P5
Note See last comment (under marketing / awareness)	0	0	0	Note	N101	E67
Note To Community and Service Recipients	0	0	0	Note	N69	P5
Advocacy P3	0	0	0	SubProcess	P3	P1
Goal More and better advocacy	3	1	0	Evaluation	E76	P3
Note Proposals to officials	0	0	0	Note	N43	P3
Note Lobbying, marches, other events	0	0	0	Note	N44	P3
Note Education and stories to Media	0	0	0	Note	N45	P3
Note These come from actions within committees, meetings and forums. The GM could help us prepare the documents for follow up.	0	0	0	Note	N102	P3
Committee Meetings Admin & Follow up P7	0	0	0	SubProcess	P7	P1
Note See above comments for this area.	0	0	0	Note	N103	P7
Committee Development P8	0	0	0	SubProcess	P8	P1
Goal More, Better Committee Development	3	1	0	Evaluation	E77	P8
Internal Coordination/Planning/Action Planning P2	0	0	0	SubProcess	P2	P1
Note GM, Social media person, marketing person, Team leaders etc	0	0	0	Note	N104	P2
Follow Up on Activities and Execution of Actions Items P10	0	0	0	SubProcess	P10	P1
Issue Overwhelming amount of work for Sharon and John	3	2	0	Evaluation	E57	P10
Note Basic resource limitation on ability to deliver value	0	0	0	Note	N72	E57
Note Major driver of all value results	0	0	0	Note	N71	P10
Org. Finance & Admin / Coordination P9	0	0	0	SubProcess	P9	P1
Goal A highly effective financial management dept or person would be beneficial	3	0	0	Evaluation	E70	P9
Note Lots of work required Fall '21 on budget	0	0	0	Note	N122	E70
Left Side Column	0	0	0	Column	C1	Map
Service Recipients B21	0	0	0	Boundary	B21	C1
Goal Better definition of service recipients	2	0	0	Evaluation	E38	B21
Note See Rue Parkin's terminology for recovery based language	0	0	0	Note	N105	E38
Change Idea Information identifying specific =potential= service recipients	2	0	0	Evaluation	E41	B21
Note Privacy concerns (regulatory and personal)	0	0	0	Note	N54	E41
Change Idea Develop metrics / measurements of impact	2	0	0	Evaluation	E42	B21
Note Funding proposals, credibility	0	0	0	Note	N56	E42
Note Difficulty in tracking results	0	0	0	Note	N57	E42
Note Measurement of participation in activities	0	0	0	Note	N58	E42
Note "How many?" of each of the flows on the entire map	0	0	0	Note	N59	E42
Note How many "actions" (from meetings) are accomplished	0	0	0	Note	N62	E42
Note This follows the work on messaging	0	0	0	Note	N106	E42
Change Idea Advocacy for city-wide metrics	0	0	0	Evaluation	E43	B21
Note Use numbers to put issues in context	0	0	0	Note	N60	E43
Note e.g. how many people are in shelters, how long have they been there, what there demographics (e.g. children)	0	0	0	Note	N61	E43
Change Idea Measurements of accomplishments	2	0	0	Evaluation	E44	B21
Goal Provide public bathrooms in MidTown	1	2	0	Evaluation	E51	B21
Note See community hub idea. Plus a need to have Mayor planning dept involved, incentrives for owners to provide and care for public bathrooms. Most developed countries provide for these basic human needs.	0	0	0	Note	N107	E51
Goal Add more service recipients to email list	2	0	0	Evaluation	E68	B21
Change Idea John, Sharon, Team leaders and finance person need to brainstorm the key outcomes to work on measurement	2	0	0	Evaluation	E71	B21
Note Including people with personal physical, social, economic, cultural and age challenges (e.g. housing, medical, food, access to services (aged, other abled)	0	0	0	Note	N53	B21
Note Includes these people role as community members	0	0	0	Note	N38	B21
Note 2020 NYC: 60000 in shelters, 3600 on the street, (more)	0	0	0	Note	N55	B21
<==[] Street Sheets	0	0	0	Flow	F46	B21
Goal Increase volume and range of distribution of Street Sheets	2	2	0	Evaluation	E45	F46
Note A marketing campaign and foot work for this	0	0	0	Note	N108	E45
Goal Create another Street Sheet focused on job, opportunities, education, related topics	2	2	0	Evaluation	E46	F46
<==[] Coats (from Coat Drives)	0	0	0	Flow	F47	B21
Goal More manageable events for Coat Drives	2	2	0	Evaluation	E49	F47
Issue Storage	2	2	0	Evaluation	E50	F47
<==[] Farm Produce	0	0	0	Flow	F48	B21

Note Besides accounting the promotion of the produce city wide will support this work further	0	0	0	Note	N109	F48
<==> Workshops	0	0	0	Flow	F49	B21
Goal More reliable "universal" space for delivering workshops	3	1	0	Evaluation	E52	F49
Note For all MSCC activities	0	0	0	Note	N63	E52
Issue Outreach to gain attendance from service recipients, partners and agencies	2	1	0	Evaluation	E53	F49
Goal More media communication	2	1	0	Evaluation	E54	F49
Change Idea Collect attendees name for ongoing communications	2	1	0	Evaluation	E55	F49
<==> Voucher Education Tools	0	0	0	Flow	F52	B21
<==> Educational Events	0	0	0	Flow	F56	B21
Note Healthy food demonstration	0	0	0	Note	N41	F56
<==[] Mobile medical services (with partners)	0	0	0	Flow	F54	B21
<==[] Other Partnership events	0	0	0	Flow	F55	B21
Note Shower Power (shower trailer)	0	0	0	Note	N39	F55
Note Laundry for kids	0	0	0	Note	N40	F55
<==> Other events	0	0	0	Flow	F51	B21
General public / Community B14	0	0	0	Boundary	B14	C1
Issue Nimby-ism	2	2	0	Evaluation	E30	B14
Note Sources of funding	0	0	0	Note	N20	B14
Note May include service recipients and partners	0	0	0	Note	N42	B14
<==[] Education	0	0	0	Flow	F20	B14
Note Website, forums, social media	0	0	0	Note	N26	F20
<==[] Solicitations for funding	0	0	0	Flow	F11	B14
Note Go Fund Me, Web site, Facebook	0	0	0	Note	N22	F11
==>[] Donations	0	0	0	Flow	F12	B14
Note Go Fund Me, Facebook	0	0	0	Note	N47	F12
<==> Events	0	0	0	Flow	F59	B14
Note Covering all 7 programs	0	0	0	Note	N48	F59
<==[] Education to help overcome Nimby-ism	0	0	0	Flow	F57	B14
Note Story-telling	0	0	0	Note	N46	F57
<==[] Evidence of Credibility for MSCC (B3)	0	0	0	Flow	F10	B14
Change Idea Meeting attendance, events and responses. More brainstorming for this	2	0	0	Evaluation	E72	F10
==>[] Support for goals	0	0	0	Flow	F21	B14
Note Explicit stated advocacy, votes, letters to agencies, attendance at meetings, ideas, involvement, etc.	0	0	0	Note	N27	F21
<==> Meetings & Forums	0	0	0	Flow	F50	B14
Note e.g. October, inviting prospective elective officials	0	0	0	Note	N37	F50
Note This work is still in the development stage, We meet each Friday afternoon to pin down program, audience and how we have official commit to basic human principles such as right to housing, clean water etc,.	0	0	0	Note	N110	F50
<==[] Web and social media content	0	0	0	Flow	F58	B14
<==[] Merchandise offerings	0	0	0	Flow	F60	B14
Change Idea More promotion, Big Frog on UWS is setting up OMG site for our web designer to connect as a store. Marketing will be important to make this viable.	2	0	0	Evaluation	E73	F60
Note E-Commerce Store on Website (by OMG)	0	0	0	Note	N49	F60
==>[] Purchase revenue	0	0	0	Flow	F61	B14
Specific Community Meetings B27	0	0	0	Boundary	B27	C1
==>[] Meeting Recaps	0	0	0	Flow	F71	B27
Community Businesses B22	0	0	0	Boundary	B22	C1
Change Idea Emphasize common interests re unhoused persons	2	2	0	Evaluation	E33	B22
<==[] Education	0	0	0	Flow	F23	B22
Goal Increase awareness of human element	2	2	0	Evaluation	E31	F23
Note Most comments above relate to this	0	0	0	Note	N111	E31
Note Messaging is specific to businesses than for general public	0	0	0	Note	N28	F23
==>[] Concerns about community issues	0	0	0	Flow	F64	B22
Note e.g. too many shelters in MidTown	0	0	0	Note	N52	F64
Note Relating to saturation of commercial space and lack of planning. There should not be shelters but rather housing. Yes, temporary shelters for those escaping domestic violence etc, but not as life long housing.	0	0	0	Note	N112	F64
<==[] Solicitations for funding	0	0	0	Flow	F24	B22
==>[] Donations	0	0	0	Flow	F25	B22
<==[] Evidence of Credibility for MSCC (B3)	0	0	0	Flow	F26	B22
==>[] Support for goals	0	0	0	Flow	F27	B22

Issue May have conflicting goals within the community	2	2	0	Evaluation	E40	F27
<==> Recruitment as partners	0	0	0	Flow	F28	B22
Trinity Church B19	0	0	0	Boundary	B19	C1
Note Trinity Church	0	0	0	Note	N25	B19
<==> Mentoring and advising	0	0	0	Flow	F17	B19
==>[] Donations	0	0	0	Flow	F18	B19
==>[] Evidence of Credibility	0	0	0	Flow	F19	B19
Larger Donors B16	0	0	0	Boundary	B16	C1
Issue Existing donation streams have shrunk due to pandemic	2	0	0	Evaluation	E28	B16
Note Trinity; Fidelity Charities	0	0	0	Note	N21	B16
<==[] Solicitations	0	0	0	Flow	F14	B16
==>[] Donations	0	0	0	Flow	F13	B16
Occasional Funders B17	0	0	0	Boundary	B17	C1
Note Midtown Community Court (for Farm); Related above	0	0	0	Note	N23	B17
==>[] Donations	0	0	0	Flow	F15	B17
==>[] Donation of facilities space	0	0	0	Flow	F16	B17
Note Midtown Community Court	0	0	0	Note	N24	F16
Policy Committee B1	0	0	0	Boundary	B1	C1
Note Work on "evening respite bed", interrupted by Covid	0	0	0	Note	N65	B1
Note Regular meetings (8:30 pm first Tuesday of every month), work on specific areas of improvement	0	0	0	Note	N66	B1
Note Typical attendance: 5 to 10	0	0	0	Note	N67	B1
<==> Policy directions, planning, priorities	0	0	0	Flow	F68	B1
Grant Writer B12	0	0	0	Boundary	B12	C1
Note In the process of engaging (as of 9/28/21)	0	0	0	Note	N68	B12
Urban Farm B5	0	0	0	Boundary	B5	C1
Change Idea Education on organic farming and food	2	1	0	Evaluation	E36	B5
Goal See documented goals for the Farm	2	0	0	Evaluation	E37	B5
Goal Add to multiple farming sites	2	0	0	Evaluation	E47	B5
Goal More food production, more distribution	2	0	0	Evaluation	E48	B5
Issue We are planning more. Need help with space and funding.	2	0	0	Evaluation	E74	B5
Note Weekly on Saturday	0	0	0	Note	N14	B5
Note Distribution of food grown locally	0	0	0	Note	N15	B5
==>[] Volunteers	0	0	0	Flow	F44	B5
==>[] Food distributions	0	0	0	Flow	F45	B5
Future or Planned Below This B7	0	0	0	Boundary	B7	C1
Other Major Partners (TBD if needed) B20	0	0	0	Boundary	B20	C1
Community Engagement / Quality of Life meeting B2	0	0	0	Boundary	B2	C1
Note Every fourth Thursday 6:00 pm	0	0	0	Note	N13	B2
Note These are developing and possibly will be good outlets for the community to vent or for us to educate and lobby for change	0	0	0	Note	N113	B2
Communications Committee (future) B6	0	0	0	Boundary	B6	C1
Criminal Justice Committee B10	0	0	0	Boundary	B10	C1
Note Getting started as of September 2021	0	0	0	Note	N16	B10
Right Side Column	0	0	0	Column	C2	Map
NGOs, Non-Profits (as Partners) B18	0	0	0	Boundary	B18	C2
Issue Sometimes conflicting interests	2	0	0	Evaluation	E32	B18
Goal Recognition for partners & volunteers to increase voluntary engagement	2	0	0	Evaluation	E65	B18
Note Generally all supportives	0	0	0	Note	N29	B18
<==> Coordination on service delivery & activities	0	0	0	Flow	F29	B18
[]<== Education on policy	0	0	0	Flow	F35	B18
<==> Information sharing	0	0	0	Flow	F34	B18
[]<== Volunteers	0	0	0	Flow	F30	B18
<==> Support for mutual goals interests	0	0	0	Flow	F31	B18
<==> Joint highlighting of issues	0	0	0	Flow	F32	B18
[]<== Advice on public relations	0	0	0	Flow	F33	B18
Supporter Network (Individuals) B15	0	0	0	Boundary	B15	C2
Goal Identify this group more clearly	2	0	0	Evaluation	E56	B15
MSCC Board B3	0	0	0	Boundary	B3	C2
Goal Engaged and responsive Board of Directors	3	1	0	Evaluation	E75	B3
Note Every first Tuesday	0	0	0	Note	N12	B3
Note May act as volunteers	0	0	0	Note	N18	B3
<==> Board meetings	0	0	0	Flow	F5	B3

<==> **Proposed plans; approvals and directions**	0	0	0	Flow	F7	B3
[]<== **Funding support**	0	0	0	Flow	F8	B3
Note Direct donations, suggestions, connections	0	0	0	Note	N17	F8
[]<== **Evidence of Credibility for MSCC (B14)**	0	0	0	Flow	F9	B3
Government agencies staff and leaders B24	0	0	0	Boundary	B24	C2
Change Idea Overcome constraints on agency to provide support via community voice	1	0	0	Evaluation	E34	B24
Note Sometimes conflicting agendas	0	0	0	Note	N30	B24
[]<== **Education on policy**	0	0	0	Flow	F36	B24
<==> **Information sharing**	0	0	0	Flow	F37	B24
[]<== **Advice on public relations**	0	0	0	Flow	F40	B24
Note Diplomacy, acceptable wording, policy specific terminology	0	0	0	Note	N35	F40
<==> **Support for mutual goals interests**	0	0	0	Flow	F39	B24
Note Some	0	0	0	Note	N34	F39
[]==> **Legislative advocacy**	0	0	0	Flow	F41	B24
<==> **Legislative initiative support**	0	0	0	Flow	F62	B24
Operational Service Providers B26	0	0	0	Boundary	B26	C2
Note Graphic designers, web site builders, consultancies (branding), other	0	0	0	Note	N50	B26
Note F&A Services	0	0	0	Note	N51	B26
<==> **Service Support**	0	0	0	Flow	F63	B26
Mainstream and Social Media B25	0	0	0	Boundary	B25	C2
[]==> **Posts, Announcements**	0	0	0	Flow	F65	B25
[]<== **Feedback**	0	0	0	Flow	F66	B25
Note Not frequent	0	0	0	Note	N64	F66
[]<== **Metrics**	0	0	0	Flow	F67	B25
Social Media Support Person B9	0	0	0	Boundary	B9	C2
<==> **Weekly meeting (future)**	0	0	0	Flow	F2	B9
Volunteers B13	0	0	0	Boundary	B13	C2
Issue Challenges in time required to provide initial information for all delegated work	0	0	0	Evaluation	E78	B13
Note Some may be board members	0	0	0	Note	N19	B13
[]==> **Recruiting**	0	0	0	Flow	F22	B13
<==> **Mobilization**	0	0	0	Flow	F70	B13
<==> **Volunteer efforts**	0	0	0	Flow	F69	B13
Paid staff B28	0	0	0	Boundary	B28	C2
Issue Challenges in time required to provide initial information for all delegated work	0	0	0	Evaluation	E79	B28
Advisors B11	0	0	0	Boundary	B11	C2
<==> **Advisory meetings**	0	0	0	Flow	F3	B11
<==> **Ad hoc conversations**	0	0	0	Flow	F4	B11
Homeless and Housing Committee B4	0	0	0	Boundary	B4	C2
<==> **Committee Meetings**	0	0	0	Flow	F6	B4
Elected Officials B23	0	0	0	Boundary	B23	C2
[]==> **Legislative advocacy**	0	0	0	Flow	F42	B23
<==> **Support for mutual goals interests**	0	0	0	Flow	F43	B23
Web Design Team B8	0	0	0	Boundary	B8	C2
<==> **Weekly meetings**	0	0	0	Flow	F1	B8
Activity Descriptions S3	0	0	0	Store	S3	C2
Note Programs, projects, general information capture	0	0	0	Note	N33	S3
Contact Database S2	0	0	0	Store	S2	C2
Note iContact, Excel	0	0	0	Note	N32	S2
MSCC Information Repositories S1	0	0	0	Store	S1	C2
Note Web page (concrete or virtual content management); google drive; local personal computers	0	0	0	Note	N31	S1

Map and Plan Area: **Midtown South Community Council - Main Operations**
Map and Plan Area ID: **H4JF91CY**
Map Title: **Midtown South Community Council - Main Operations**
List Title: **COMBINED PLAN AND MODEL SHEETS**
Date/Time: **2021/11/01 09:08:32 PM**

Action Plan (created from the Evaluations)

This document is best thought of as a "plan source". It can be used as an action plan directly, or it can be copied and edited to focus on specific areas with less starting detail.

Flow codes: ==>[] : to Central Process; <==[] : from Central Process; <==> : to/from Central Process

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Action Plan - Midtown South Community Council - Main Operations					
		SERVICE DELIVERY					
		Model Issue **Lack of professional development training for working with unhoused persons**					
		Action item: Email Aiken about delivery model for training					
		Create landing page (very simple, brief overview, Aiken's email)					
		Refer people who inquire to the landing page					
		Note Related to education and advocacy work. Raised numerous times at our meetings. Dependent on funding and resources. A possible opening for another NFP to form to raise funding purely to educate more people to support the outreach teams.					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Goal **Add more service recipients to email list**					
		Model Service Recipients B21					
		Model Change Idea **Information identifying specific =potential= service recipients**					
		Note Privacy concerns (regulatory and personal)					
		Model Goal **Better definition of service recipients**					
		Note See Rue Parkin's terminology for recovery based language					
		Model Goal **Provide public bathrooms in MidTown**					
		Note See community hub idea. Plus a need to have Mayor planning dept involved, incentrives for owners to provide and care for public bathrooms. Most developed countries provide for these basic human needs.					
		Model Service Recipients B21					
		SPECIFIC PROGRAM DELIVERY					
		Model Goal **More manageable events for Coat Drives**					
		Model <==[] Coats (from Coat Drives)					
		Model Goal **Increase volume and range of distribution of Street Sheets**					
		Note A marketing campaign and foot work for this					
		Model <==[] Street Sheets					
		Model Goal **Create another Street Sheet focused on job, opportunities, education, related topics**					
		Model <==[] Street Sheets					
		Model Issue **Storage**					
		Model <==[] Coats (from Coat Drives)					
		Model Change Idea **Education on organic farming and food**					
		Model Urban Farm B5					
		Model Major Goal **Pipeline: navigation for unhoused persons**					
		Note The workshop tool for this is still in developmental stages, but once it is ready the next challenge will be getting it to the right people.					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Goal **More food production, more distribution**					
		Model Urban Farm B5					
		Model Goal **See documented goals for the Farm**					
		Model Urban Farm B5					
		Model Goal **Add to multiple farming sites**					
		Model Urban Farm B5					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Model Issue **We are planning more farms. Need help with space and funding.**					
		Model Urban Farm B5					
		Model Major Change Idea **See Programs**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		SERVICE DELIVERY OVERSIGHT					
		Project = Create and Act On a Detailed Plan for Improving Oversight *Action Item*					
		Create inventory of areas for oversight *Proposed Change*					
		Note Start with Excel table, add the procedures as a second column, staffing as a third column, prorities as left column					
		Note Vouchers, each step of the pipeline, ongoing expenditure, small tenant billings, warehousing apartments, rent regulations					
		Note Already collecting data					
		Note Need to prioritize those					
		Model Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					
		Note Homes, policing, etc. Is it working well? what needs to be added / changed					
		Note Community involvement increases oversight					
		Note Lack of professional development training for working with unhoused persons					
		Note Related to points above and extremely important for change					
		Note Actions and programs in the community affecting quality of life					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Define procedures for oversight *Proposed Change*					
		Model Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Oversight review committee *Proposed Change*					
		Note Currently in 8:30 review meeting, however, time constraints					
		Model Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Draft, Finalize and put forward Policy Suggestions with respect to oversight areas *Proposed Change*					
		Note Tangible assignment, capture notes, start with outline, provide format, not open-ended, and with acknowledgement, follow up from meeting recaps					
		Note Each policy suggestion may evolve into a mini-project, built around a "living document" - shared, open to comments					
		Note Built in layers, recruit experts for input					
		Note Collect examples of formal policy proposals, and give volunteers access to those as a framework					
		Model Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Discussion of Oversight Areas in Meetings *Proposed Change*					
		Model Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Secure staffing for the oversight procedures *Proposed Change*					
		Model Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		FUND RAISING					
		Create detailed project plan for fund raising *Proposed Change*					
		Model Major Goal Improved fundraising and grant raising skills					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Hire professional fund raiser *Proposed Change*					
		Note Initial phase - negotiate fee, write grant for more funds to pay fund raiser					
		Note Start incrementally					
		Model Major Goal Improved fundraising and grant raising skills					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Issue **Existing donation streams have shrunk due to pandemic**					
		Model Larger Donors B16					
		Model Change Idea **Measurements of accomplishments**					
		Model Service Recipients B21					
		Model Major Goal **Define deliverables, outputs, results; define measurables**					
		Model Change Idea **Develop metrics / measurements of impact**					
		Note Funding proposals, credibility					
		Note Difficulty in tracking results					
		Note Measurement of participation in activities					
		Note "How many?" of each of the flows on the entire map					
		Note How many "actions" (from meetings) are accomplished					
		Note This follows the work on messaging					
		Model Service Recipients B21					
		FINANCES					
		Model Major Goal **A budget that expresses long-range plan**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Goal **A highly effective financial management dept or person would be beneficial**					
		Note Lots of work required Fall '21 on budget					
		Model Org. Finance & Admin / Coordination P9					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Change Idea **John, Sharon, Team leaders and finance person need to brainstorm the key outcomes to work on measurement**					
		Model Service Recipients B21					
		Model Major Issue **Finances; limitations on ability to achieve goals.**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		ORGANIZATION AND GOVERNANCE					
		Complete mission statement, provide to Regina *Proposed Change*					
		Note To help focus the value proposition					
		Model Major Goal Improved fundraising and grant raising skills					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Engaged and responsive Board of Directors *Proposed Change*					
		Note Create organizational vision (A1)					
		Note Use the org chart of committees as a focus for the Board					
		Note Request identified Board members to agree to non-interim status; with deadline for response					
		Model Goal Engaged and responsive Board of Directors					
		Model MSCC Board B3					
		Model Major Issue **Guidelines for MSCC to take action**					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Note When working with the agencies and groups that have authority					
		Note Some of the earlier points above support this. Constant follow up and a significant Board Chair with standing in the community may be a critical factor.					
		Note Capability, non-conflict, non-permission, credibility, authorization by Board					
		Note Code of ethics					
		Note Roadmap of external stakeholders to engage					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Major Goal **Having an engaged board of directors to provide expertise and fundraising**					
		Note Under pinning our work is funding. Funding for salaries is a must.					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		COMMITTEE DEVELOPMENT					
		More, Better Committee Development *Proposed Change*					
		Note Start with inventory of committees					
		Note Design Committee structure: should committees be consolidated, and have sub-committees? (Org chart)					
		Note Include general descriptions of committees and their goals					
		Note Create outline of committee's scope of work, purpose, goal					
		Note Identify one committee to start with: Policy Committee?					
		Note Identify chairs for each committee; discuss with committees at large, and discuss with individual candidates					
		Note Charge each chairperson to lead the committee to define e.g. size, composition, etc.					
		Note Should the Board approve committee chair nominations?					
		Note Provide initial suggestions, agendas					
		Note Conduct briefing, exchange, on-boarding, history review (turnover) for with chairperson					
		Note Goal: increase participation, particularly chairing and management; would create more ownership					
		Note Change Idea for committee operation: provide meeting procedures, including agendas, meeting management guidelines, etc.					
		Note When committees, through chair, arrive at specific agenda items, take those through John and Sharon to the Board for review (?)					
		Note Should committee chairs report activities and progress directly to the Board; better information transmission					
		Model Goal More, Better Committee Development					
		Model Committee Development P8					
		Committee Development: Identify one committee to start with *Proposed Change*					
		Note Possible starting member for Policy Committee					
		Note Starting Point: Policy Committee?					
		Note Starting Point: Committee Engagement Committee					
		Delegation to Committee Chairs *Proposed Change*					
		Note What is NOT under committee? (one point) Daily internal operations management					
		New Committees *Proposed Change*					
		Note Oversight of Tenant / Landlord Relations					
		Note Street Sheets					
		Note Issue: agencies need staffing					
		Model Change Idea **Formalize the use of "Mobilization Committees" for specific activities**					
		Note Active management of different activities					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Model Service Coordination & Delivery P4					
		Action: Develop web pages: summary of commitees, linking to detailed committee pages (or sections below the summary)					
		PARTNERS / NETWORK					
		Model Major Goal **Strengthen and expand networks; increases responsiveness**					
		Note Responsivieness will happen when we find the pathways and platforms for change.					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Major Goal **Extend and strengthen communications with MSCC network**					
		Note This is a downstream impact from the work we already do and the work we want to be more impactful. See last two comments. (about Gen Mgr and Core Objectives)					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Issue **Sometimes conflicting interests**					
		Model NGOs, Non-Profits (as Partners) B18					
		Model Goal **Recognition for partners & volunteers to increase voluntary engagement**					
		Model NGOs, Non-Profits (as Partners) B18					
		Model Goal **Shared understanding / clarity for terminology**					
		Model Service Coordination & Delivery P4					
		Model Goal **Identify this group more clearly**					
		Model Supporter Network (Individuals) B15					
		Model Change Idea **Meeting attendance, events and responses. More brainstorming for this**					
		Model <==[] Evidence of Credibility for MSCC (B3)					
		Model Major Issue **Major problems in communication among providers in the MSCC ecosystem**					
		Note Our meetings do help. But there are misconceptions about vouchers, definistions of affordable etc					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Major Issue **Inconsistent cooperation and commitment within the network**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Major Change Idea **Increase internal shared understanding and alignment**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Change Idea **Overcome constraints on agency to provide support via community voice**					
		Model Government agencies staff and leaders B24					
		OPERATIONAL EFFECTIVENESS (short term)					
		Recruit more volunteers to take up specific actions *Proposed Change*					
		Model Issue Overwhelming amount of work for Sharon and John					
		Note Basic resource limitation on ability to deliver value					
		Model Follow Up on Activities and Execution of Actions Items P10					
		Model Change Idea **Combined calendar for other entities to book time with John and Sharon**					
		Note Possibly the marketing person may be the one for this. We are talking currently with people.					
		Model Service Coordination & Delivery P4					
		Model Change Idea **More granular categorization / segmentation for emails to different groups**					
		Note Email Groups					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Note Customer Relationship Management System - John has iContact					
		Model Service Coordination & Delivery P4					
		Model Change Idea **Better calendaring for meetings**					
		Model Service Coordination & Delivery P4					
		MARKETING					
		Marketing (in general): Define who we are, what direction we are going in *Proposed Change*					
		Model Goal **Increase marketing for awareness and engagement**					
		Note Related to messaging, marketing, social media and value proposition development.					
		Model Marketing / Awareness / Engagement P11					
		Model Major Goal **Improve marketing and messaging**					
		Note Define value proposition; elevator speeches					
		Note This is important for now and to continue to evolve as our work progresses. It sits under both marketing and education to promote all our programs.					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Issue **Outreach to gain attendance from service recipients, partners and agencies**					
		Model <==> Workshops					
		Model Goal **More media communication**					
		Model <==> Workshops					
		Model Change Idea **Collect attendees name for ongoing communications**					
		Model <==> Workshops					
		Model Change Idea **More promotion, Big Frog on UWS is setting up OMG site for our web designer to connect as a store. Marketing will be important to make this viable.**					
		Model <==[] Merchandise offerings					
		EDUCATION					
		Model Major Goal **Educating the public and network about needs and programs**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Goal **Increase service recipients attendance at workshops**					
		Note See last comment (under marketing / awareness)					
		Model Education P5					
		Model Goal **Increase awareness of human element**					
		Note Most comments above relate to this					
		Model <==[] Education					
		Model Change Idea **Emphasize common interests re unhoused persons**					
		Model Community Businesses B22					
		ADVOCACY					
		Model Goal **More and better advocacy**					
		Model Advocacy P3					
		Model Major Goal **Policy Reform and Advocating**					
		Note including detection and amending of gaps in policy					
		Note This is related to points above					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Issue **May have conflicting goals within the community**					
		Model ==>[] Support for goals					
		Model Issue **Nimby-ism**					
		Model General public / Community B14					
		Model Major Issue **Conflict with other group's interests, "stepping on others' toes", usurping authority**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Model Change Idea **Advocacy for city-wide metrics**					
		Note Use numbers to put issues in context					
		Note e.g. how many people are in shelters, how long have they been there, what there demographics (e.g. children)					
		Model Service Recipients B21					
		STAFFING / VOLUNTEER RESOURCES					
		Model Major Goal **General manager**					
		Note A general manager who is completely involved with MSCC work is needed in order to take over the miniscule work that adds time to our work day.					
		Note Emails, prep for meetings, recaps are extremely important for our follow up and need to be done by a person who understands the nuances, the links and interconnections.					
		Note Includes management of specific program activities					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Issue **Major constraint on all activities due to Insufficient human capital**					
		Note Workaround is identifying other people (e.g. colleagues) that are working on similar things anyway					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Issue **Major constraint on all activities due to limited funding**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Get a mentor for non-profit marketing, fund raising, grant writing, etc. *Proposed Change*					
		Model Major Issue **Staffing**					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		OPERATIONAL EFFECTIVENESS (mid and long term)					
		Model Goal **More reliable "universal" space for delivering workshops**					
		Note For all MSCC activities					
		Model <==> Workshops					
		Model Major Goal **Office administrator**					
		Note Pure follow up by reading recaps, emails, calendars to ensure we action the actions we set for ourselves. John and I try but we know we miss some and need help to make sure the actions are effectively and smartly followed up.					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Goal **Office space / Community Hub**					
		Note A community hub to include hot desking for our networks would be a game changer. The hub would include a drop in café, referrals for services, clinics etc. A creative arts anf performance space for story telling, edcuational forums and so on					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Major Issue **integrated team to support all other goals**					
		Note Core staff, volunteers, committees, other network members					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		ACTION PLAN DEVELOPMENT					
		Capture all these Proposed changes under an action item *Proposed Change*					
		Model Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					
		Model Midtown South Community Council - Main Operations *Map Central Process*					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Engage intern to compile action items from meeting recaps in central shared action plan worksheet *Proposed Change*					
		Detailed Planning, in general, to the "Can Do!" level *Proposed Change*					
		MISSION, VISION, STRATEGY					
		Model Major Goal **Provide better access to housing**					
		Note MSCC whole premise is this. At the recent Oct 5 Homeless and Housing meeting, Joanna Fried MD, Medical Director for Manhattan Outreach Consortium noted: The conversation must always include the following:					
		Note Treatment for medical and psychiatric care for people experiencing homelessness is permanent secure housing. Housing is the treatment for all of these disorders					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Major Goal **Core Objectives: Reduce Homelessness, Improve Health Outcomes**					
		Note Messaging is important and key for story telling. The next step involves targeting the people responsible for change.					
		Note Our forums, meetings have some impact but are ripe to explode into the wider forum. We have many connections who support and will follow our leadership.					
		Note We need the clout and the support to take this a whole new level.					
		Model Major Goal **Development and Execution of Programs and Services**					
		Note This work underlies all of the above and with the help of the GM and leaders for each program we can strengthen and develop each program further.					
		Note Note some programs are naturally occurring ones supporting the whole structure eg education, building communities etc.					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		Model Major Goal **Build community (bottom up development)**					
		Note Create connectedness among people around the MSCC mission					
		Note Create a sense of belonging among people around the MSCC mission					
		Note Create opportunities for 1-1 and small group consensus-building around the MSCC mission					
		Model Midtown South Community Council - Main Operations *Map Central Process*					
		xxx					
		Evaluations that are not futher action planned (below here)					
		xxx					
		Midtown South Community Council - Main Operations *Map parts and evaluations only*					
		Midtown South Community Council - Main Operations *Map Central Process*					
		Note Organization or Group					
		Note Current/Future Exploration					
		Note Core operations					
		Note John Mudd and Sharon Jasprizza; Support Staff (website, social media); major contributing volunteers					
		~~*Issue* Major constraint on all activities due to Insufficient human capital~~					
		~~*Note* Workaround is identifying other people (e.g. colleagues) that are working on similar things anyway~~					
		~~*Major Goal* Core Objectives: Reduce Homelessness, Improve Health Outcomes~~					

This section includes Evaluations that were not initially addressed by Proposed Changes and Action Items.

The strikeouts are for rows that were copied to the upper section of the plan.

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Note Messaging is important and key for story telling. The next step involves targeting the people responsible for change.					
		Note Our forums, meetings have some impact but are ripe to explode into the wider forum. We have many connections who support and will follow our leadership.					
		Note We need the clout and the support to take this a whole new level.					
		Major Goal Extend and strengthen communications with MSCC network					
		Note This is a downstream impact from the work we already do and the work we want to be more impactful. See last two comments. (about Gen Mgr and Core Objectives)					
		Major Goal Strengthen and expand networks; increases responsiveness					
		Note Responsivieness will happen when we find the pathways and platforms for change.					
		Major Goal Development and Execution of Programs and Services					
		Note This work underlies all of the above and with the help of the GM and leaders for each program we can strengthen and develop each program further.					
		Note Note some programs are naturally occurring ones supporting the whole structure eg education, building communities etc.					
		Major Goal Pipeline: navigation for unhoused persons					
		Note The workshop tool for this is still in developmental stages, but once it is ready the next challenge will be getting it to the right people.					
		Major Goal Policy Reform and Advocating					
		Note including detection and amending of gaps in policy					
		Note This is related to points above					
		Major Goal Oversight of policies, regulations, implementations and actions affecting quality of life in the community					
		Note Homes, policing, etc. Is it working well? what needs to be added / changed					
		Note Community involvement increases oversight					
		Note Lack of professional development training for working with unhoused persons					
		Note Related to points above and extremely important for change					
		Note Actions and programs in the community affecting quality of life					
		Major Goal Provide better access to housing					
		Note MSCC whole premise is this. At the recent Oct 5 Homeless and Housing meeting, Joanna Fried MD, Medical Director for Manhattan Outreach Consortium noted: The conversation must always include the following:					
		Note Treatment for medical and psychiatric care for people experiencing homelessness is permanent secure housing. Housing is the treatment for all of these disorders					
		Major Goal Having an engaged board of directors to provide expertise and fundraising					
		Note Under pinning our work is funding. Funding for salaries is a must.					
		Major Goal A budget that expresses long range plan					
		Major Goal Improved fundraising and grant raising skills					
		Major Goal Improve marketing and messaging					
		Note Define value proposition; elevator speeches					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Note This is important for now and to continue to evolve as our work progresses. It sits under both marketing and education to promote all our programs.					
		Major Goal Build community (bottom up development)					
		Note Create connectedness among people around the MSCC mission					
		Note Create a sense of belonging among people around the MSCC mission					
		Note Create opportunities for 1-1 and small group consensus building around the MSCC mission					
		Major Goal Educating the public and network about needs and programs					
		Major Goal Define deliverables, outputs, results; define measurables					
		Major Goal General manager					
		Note A general manager who is completely involved with MSCC work is needed in order to take over the miniscule work that adds time to our work day.					
		Note Emails, prep for meetings, recaps are extremely important for our follow up and need to be done by a person who understands the nuances, the links and interconnections.					
		Note Includes management of specific program activities					
		Major Goal Office administrator					
		Note Pure follow up by reading recaps, emails, calendars to ensure we action the actions we set for ourselves. John and I try but we know we miss some and need help to make sure the actions are effectively and smartly followed up.					
		Major Issue Staffing					
		Major Issue Finances; limitations on ability to achieve goals.					
		Major Issue Guidelines for MSCC to take action					
		Note When working with the agencies and groups that have authority					
		Note Some of the earlier points above support this. Constant follow up and a significant Board Chair with standing in the community may be a critical factor.					
		Note Capability, non-conflict, non-permission, credibility, authorization by Board					
		Note Code of ethics					
		Note Roadmap of external stakeholders to engage					
		Major Issue Conflict with other group's interests, "stepping on others' toes", usurping authority					
		Major Issue Major problems in communication among providers in the MSCC ecosystem					
		Note Our meetings do help. But there are misconceptions about vouchers, definistions of affordable etc					
		Major Issue Inconsistent cooperation and commitment within the network					
		Major Issue integrated team to support all other goals					
		Note Core staff, volunteers, committees, other network members					
		Major Change Idea See Programs					
		Major Change Idea Increase internal shared understanding and alignment					
		Goal Office space / Community Hub					
		Note A community hub to include hot desking for our networks would be a game changer. The hub would include a drop in café, referrals for services, clinics etc. A creative arts anf performance space for story-telling, edcuational forums and so on					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		~~*Issue* Major constraint on all activities due to limited funding~~					
		~~*Issue* Lack of professional development training for working with unhoused persons~~					
		~~*Note* Related to education and advocacy work. Raised numerous times at our meetings. Dependent on funding and resources. A possible opening for another NFP to form to raise funding purely to educate more people to support the outreach teams.~~					
		Service Coordination & Delivery P4					
		~~*Goal* Shared understanding / clarity for terminology~~					
		~~*Change Idea* Combined calendar for other entities to book time with John and Sharon~~					
		~~*Note* Possibly the marketing person may be the one for this. We are talking currently with people.~~					
		~~*Change Idea* Better calendaring for meetings~~					
		~~*Change Idea* More granular categorization / segmentation for emails to different groups~~					
		~~*Note* Email Groups~~					
		~~*Note* Customer Relationship Management System - John has iContact~~					
		~~*Change Idea* Formalize the use of "Mobilization Committees" for specific activities~~					
		~~*Note* Active management of different activities~~					
		Service and Education Development P6					
		Marketing / Awareness / Engagement P11					
		~~*Goal* Increase marketing for awareness and engagement~~					
		~~*Note* Related to messaging, marketing, social media and value proposition development.~~					
		Education P5					
		~~*Goal* Increase service recipients attendance at workshops~~					
		~~*Note* See last comment (under marketing / awareness)~~					
		Note To Community and Service Recipients					
		Advocacy P3					
		~~*Goal* More and better advocacy~~					
		Note Proposals to officials					
		Note Lobbying, marches, other events					
		Note Education and stories to Media					
		Note These come from actions within committees, meetings and forums. The GM could help us prepare the documents for follow up.					
		Committee Meetings Admin & Follow up P7					
		Note See above comments for this area.					
		Committee Development P8					
		~~*Goal* More, Better Committee Development~~					
		Internal Coordination/Planning/Action Planning P2					
		Note GM, Social media person, marketing person, Team leaders etc					
		Follow Up on Activities and Execution of Actions Items P10					
		~~*Issue* Overwhelming amount of work for Sharon and John~~					
		~~*Note* Basic resource limitation on ability to deliver value~~					
		Note Major driver of all value results					
		Org. Finance & Admin / Coordination P9					
		~~*Goal* A highly effective financial management dept or person would be beneficial~~					
		~~*Note* Lots of work required Fall '21 on budget~~					
		Left Side Column					
		Service Recipients B21					
		~~*Goal* Better definition of service recipients~~					
		~~*Note* See Rue Parkin's terminology for recovery based language~~					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		~~*Change Idea* Information identifying specific ~potential~ service recipients~~					
		~~*Note* Privacy concerns (regulatory and personal)~~					
		~~*Change Idea* Develop metrics / measurements of impact~~					
		~~*Note* Funding proposals, credibility~~					
		~~*Note* Difficulty in tracking results~~					
		~~*Note* Measurement of participation in activities~~					
		~~*Note* "How many?" of each of the flows on the entire map~~					
		~~*Note* How many "actions" (from meetings) are accomplished~~					
		~~*Note* This follows the work on messaging~~					
		~~*Change Idea* Advocacy for city-wide metrics~~					
		~~*Note* Use numbers to put issues in context~~					
		~~*Note* e.g. how many people are in shelters, how long have they been there, what there demographics (e.g. children)~~					
		~~*Change Idea* Measurements of accomplishments~~					
		~~*Goal* Provide public bathrooms in MidTown~~					
		~~*Note* See community hub idea. Plus a need to have Mayor planning dept involved, incentrives for owners to provide and care for public bathrooms. Most developed countries provide for these basic human needs.~~					
		~~*Goal* Add more service recipients to email list~~					
		~~*Change Idea* John, Sharon, Team leaders and finance person need to brainstorm the key outcomes to work on measurement~~					
		Note Including people with personal physical, social, economic, cultural and age challenges (e.g. housing, medical, food, access to services (aged, other abled)					
		Note Includes these people role as community members					
		Note 2020 NYC: 60000 in shelters, 3600 on the street, (more)					
		<==[] Street Sheets					
		~~*Goal* Increase volume and range of distribution of Street Sheets~~					
		~~*Note* A marketing campaign and foot work for this~~					
		~~*Goal* Create another Street Sheet focused on job, opportunities, education, related topics~~					
		<==[] Coats (from Coat Drives)					
		~~*Goal* More manageable events for Coat Drives~~					
		~~*Issue* Storage~~					
		<==[] Farm Produce					
		Note Besides accounting the promotion of the produce city wide will support this work further					
		<==> Workshops					
		~~*Goal* More reliable "universal" space for delivering workshops~~					
		~~*Note* For all MSCC activities~~					
		~~*Issue* Outreach to gain attendance from service recipients, partners and agencies~~					
		~~*Goal* More media communication~~					
		~~*Change Idea* Collect attendees name for ongoing communications~~					
		<==> Voucher Education Tools					
		<==> Educational Events					
		Note Healthy food demonstration					
		<==[] Mobile medical services (with partners)					
		<==[] Other Partnership events					
		Note Shower Power (shower trailer)					
		Note Laundry for kids					
		<==> Other events					
		General public / Community B14					
		~~*Issue* Nimby-ism~~					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Note Sources of funding					
		Note May include service recipients and partners					
		<==[] Education					
		Note Website, forums, social media					
		<==[] Solicitations for funding					
		Note Go Fund Me, Web site, Facebook					
		==>[] Donations					
		Note Go Fund Me, Facebook					
		<==> Events					
		Note Covering all 7 programs					
		<==[] Education to help overcome Nimby-ism					
		Note Story-telling					
		<==[] Evidence of Credibility for MSCC (B3)					
		~~*Change Idea* Meeting attendance, events and responses. More brainstorming for this~~					
		==>[] Support for goals					
		Note Explicit stated advocacy, votes, letters to agencies, attendance at meetings, ideas, involvement, etc.					
		<==> Meetings & Forums					
		Note e.g. October, inviting prospective elective officials					
		Note This work is still in the development stage, We meet each Friday afternoon to pin down program, audience and how we have official commit to basic human principles such as right to housing, clean water etc,.					
		<==[] Web and social media content					
		<==[] Merchandise offerings					
		~~*Change Idea* More promotion, Big Frog on UWS is setting up OMG site for our web designer to connect as a store. Marketing will be important to make this viable.~~					
		Note E-Commerce Store on Website (by OMG)					
		==>[] Purchase revenue					
		Specific Community Meetings B27					
		==>[] Meeting Recaps					
		Community Businesses B22					
		~~*Change Idea* Emphasize common interests re unhoused persons~~					
		<==[] Education					
		~~*Goal* Increase awareness of human element~~					
		~~*Note* Most comments above relate to this~~					
		Note Messaging is specific to businesses than for general public					
		==>[] Concerns about community issues					
		Note e.g. too many shelters in MidTown					
		Note Relating to saturation of commercial space and lack of planning. There should not be shelters but rather housing. Yes, temporary shelters for those escaping domestic violence etc, but not as life long housing.					
		<==[] Solicitations for funding					
		==>[] Donations					
		<==[] Evidence of Credibility for MSCC (B3)					
		==>[] Support for goals					
		~~*Issue* May have conflicting goals within the community~~					
		<==> Recruitment as partners					
		Trinity Church B19					
		Note Trinity Church					
		<==> Mentoring and advising					
		==>[] Donations					
		==>[] Evidence of Credibility					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		Larger Donors B16					
		Issue ~~Existing donation streams have shrunk due to pandemic~~					
		Note Trinity; Fidelity Charities					
		<==[] Solicitations					
		==>[] Donations					
		Occasional Funders B17					
		Note Midtown Community Court (for Farm); Related above					
		==>[] Donations					
		==>[] Donation of facilities space					
		Note Midtown Community Court					
		Policy Committee B1					
		Note Work on "evening respite bed", interrupted by Covid					
		Note Regular meetings (8:30 pm first Tuesday of every month), work on specific areas of improvement					
		Note Typical attendance: 5 to 10					
		<==> Policy directions, planning, priorities					
		Grant Writer B12					
		Note In the process of engaging (as of 9/28/21)					
		Urban Farm B5					
		Change Idea ~~Education on organic farming and food~~					
		Goal ~~See documented goals for the Farm~~					
		Goal ~~Add to multiple farming sites~~					
		Goal ~~More food production, more distribution~~					
		Issue ~~We are planning more. Need help with space and funding.~~					
		Note Weekly on Saturday					
		Note Distribution of food grown locally					
		==>[] Volunteers					
		==>[] Food distributions					
		Future or Planned Below This B7					
		Other Major Partners (TBD if needed) B20					
		Community Engagement / Quality of Life meeting B2					
		Note Every fourth Thursday 6:00 pm					
		Note These are developing and possibly will be good outlets for the community to vent or for us to educate and lobby for change					
		Communications Committee (future) B6					
		Criminal Justice Committee B10					
		Note Getting started as of September 2021					
		Right Side Column					
		NGOs, Non-Profits (as Partners) B18					
		Issue ~~Sometimes conflicting interests~~					
		Goal ~~Recognition for partners & volunteers to increase voluntary engagement~~					
		Note Generally all supportives					
		<==> Coordination on service delivery & activities					
		[]<== Education on policy					
		<==> Information sharing					
		[]<== Volunteers					
		<==> Support for mutual goals interests					
		<==> Joint highlighting of issues					
		[]<== Advice on public relations					
		Supporter Network (Individuals) B15					
		Goal Identify this group more clearly					
		MSCC Board B3					
		Goal Engaged and responsive Board of Directors					
		Note Every first Tuesday					
		Note May act as volunteers					

Priority	Status	Main Text	Details / Next Step	Who	Due	Progress / Status / Notes	Link
		<==> Board meetings					
		<==> Proposed plans; approvals and directions					
		[]<== Funding support					
		Note Direct donations, suggestions, connections					
		[]<== Evidence of Credibility for MSCC (B14)					
		Government agencies staff and leaders B24					
		Change Idea Overcome constraints on agency to provide support via community voice					
		Note Sometimes conflicting agendas					
		[]<== Education on policy					
		<==> Information sharing					
		[]<== Advice on public relations					
		Note Diplomacy, acceptable wording, policy specific terminology					
		<==> Support for mutual goals interests					
		Note Some					
		[]==> Legislative advocacy					
		<==> Legislative initiative support					
		Operational Service Providers B26					
		Note Graphic designers, web site builders, consultancies (branding), other					
		Note F&A Services					
		<==> Service Support					
		Mainstream and Social Media B25					
		[]==> Posts, Announcements					
		[]<== Feedback					
		Note Not frequent					
		[]<== Metrics					
		Social Media Support Person B9					
		<==> Weekly meeting (future)					
		Volunteers B13					
		Issue Challenges in time required to provide initial information for all delegated work					
		Note Some may be board members					
		[]==> Recruiting					
		<==> Mobilization					
		<==> Volunteer efforts					
		Paid staff B28					
		Issue Challenges in time required to provide initial information for all delegated work					
		Advisors B11					
		<==> Advisory meetings					
		<==> Ad hoc conversations					
		Homeless and Housing Committee B4					
		<==> Committee Meetings					
		Elected Officials B23					
		[]==> Legislative advocacy					
		<==> Support for mutual goals interests					
		Web Design Team B8					
		<==> Weekly meetings					
		Activity Descriptions S3					
		Note Programs, projects, general information capture					
		Contact Database S2					
		Note iContact, Excel					
		MSCC Information Repositories S1					
		Note Web page (concrete or virtual content management); google drive; local personal computers					

MSCC Current and Proposed Committee Structure
(Committees are a primary operations, direction setting & governance mechanism for MSCC)

MIDTOWN SOUTH COMMUNITY COUNCIL COMMITTEE STRUCTURE					
Committee	**Goals**	**Programs**	**Actions/Tasks**	**Volunteers needed**	**Comments**
Arts & Culture	Support others in creative arts; Create original art projects with communities in need		Identify communities needing Arts & Culture; Include people without social infrastructure	1-2 team leaders plus volunteeers	Does this committee both support other's art projects and create original ones?
			Seek & build opportunities		
			Liaise with those communities		
			Create original art projects with communities in need		
			Oversee rehearsals and productions		
Beautification & Environment	Midtown street maintenance	Clean up crew	Liaise and collaborate with relevant networks, precinct, Port Authority	1-2 team leaders plus volunteeers	
			plan clean-ups		
			daffodil planting		
			tree maintenance		
		Newspaper dispenser campaign	collaborate with NYC officials & stakeholders		
			document problems		
			compile data		
			write letters		
Building Communities	Building relationships with government, NFPs, and communities for social change to improve quality of life and to further MSCC's other programs; combat nimby-ism		Research network and stakeholders	Team leader plus volunteers	
			Liaise with all of above		
			Formulate studies		
			Conduct studies or persuade another institution to conduct study		
Education and Awareness	Tell MSCC story; Highlight peoples' struggles; emphasize commmon interests re unhoused persons	Social Media	Update all platforms (FB, Instagram, Twitter, other) with council news	1-4 team leaders plus volunteeers	
		Website	Update website with news, information, events, announcements, calls to action		
			Build shopping cart		
		Documentaries	Identify need for documentaries		
			Produce documentaries		
			Youtube videos		

		Telephonist volunteers	Make calls to people who are vulnerable and may need to be linked to medical, education, social and food systems		
Fund-Raising	Provide financial support for MSCC programs		Hire professional fundraiser	professional fund raiser	
			seek funding through current resources	volunteer assistant grant proposal writer	
			research new funding sources		
			write proposals for new grants		
			maintain memberships & renewals		
Marketing & Communications	Tell MSCC story; Educate public about successes, needs and programs		Research news, events, other writers focusing on related topics	Team leader plus volunteers	
			Issue press releases		
			Develop new ways to get the word out		
			Develop items for sale in shopping cart and manage cart		
Homeless and Housing	Reduce homelessness; improve health outcomes; Provide better access to housing in NYC; Ensure food security in NYC; pipeline navigation for unhoused people	Hotels to Housing	Research and compile statistics	1-6 team leaders plus volunteeers	
		Medical needs	Build model for medical respite bed facility incl. costs & revenue		
			promote/advocate for respite bed facilities		
			Medicare v Managed Care		
		Food insecurity	Research & liaise with food pantries, churches, food distributors		
		Workshops	Design educational curriculum		
			Find venues and run workshops		
			Educate housing-challenged people about their rights and resources		
			Teach skills for transition to self support as newly housed persons		
			increase attendance		
		Public bathrooms			
		Street Sheets			
		Coat drives			

		Policy/Oversight	Research & liaise with NYLAG, council committees		Is Policy/Oversight its own separate committee from H & H?
			Organize monthly H & H meetings and occasional forums		
			Draft policy & propose legislation		
			Collect examples of formal policy proposals to be used as frameworks		
			Advocate for policy changes		
			Create inventory of areas for oversight		
			Define procedures for oversight of policies, regulations, and implementations		
			Perform oversight for enforcement of existing policies, etc.		
Urban Farm	Provide volunteer opportunity for neighborhood residents and for unhoused persons; Grow healthy food for those in need; Educate about healthy food & organic farming		Manage urban farm with planting, watering, weeding, harvesting, distribution	1 paid manager plus 1-2 volunteer assistants	
			Find and manage volunteeers		
			Buy or find donations of supplies as needed		
			Research other opportunities for more urban farms		
			Design education program		
Volunteer & Internship Team	Staff programs with volunteers; provide volunteer opportunities for community; grow interest in MSCC		develop & maintain volunteer and intern database	team leader	
			Develop intern program with real learning opportunities for interns		
			recruit volunteers & interns		
			oversee volunteers & interns for each program		
Note: This is not a committee; it is the beginning of a list of needs for general management					
General Capability	General Manager or Office Administrator		Assist John & Sharon with daily ops, financial management, communications, meeting minutes	paid GM or Office Manager plus intern	
			Find Office space/community hub		

Midtown South Community Council's 2022 Strategic Plan DRAFT

EXECUTIVE STATEMENT

Midtown South Community Council (MSCC), a 501 (c) (3), was established in 1983 to enhance New York's Midtown's quality of life by addressing the concerns of its residents and local businesses. MSCC is a visionary organization with transformative ideas and processes, delivering high-quality services to bring people together to share resources, lobby for improved housing, health access and other quality of life attributes to restore dignity, and empower people to reach their full potential.

Mission*:* Midtown South Community Council strives to dismantle the causes of homelessness by building an equitable, just, and sustainable social infrastructure to restore dignity, health, and home for all.

Vision*:* Midtown South Community Council envisions a city where homelessness and poverty are eradicated.

MSCC's vision is to be achieved by:

- Improving Organization and Governance
- Improving Communications and Marketing
- Building Capability
- Increasing Sustainability
- Advancing Programs

Values/guiding principles: MSCC values dignity, collaboration, integrity, leadership, compassion, inclusivity, empowerment, and supportive qualities. MSCC reflects these values in its processes and outcomes.

PLAN STRUCTURE

Strategic Priority

The focus of this strategic plan is to improve service by increasing efficiency and resources.

Environment

MSCC operates in a service community where it and its partners provide services, knowledge, and tools to ensure fundamental human rights such as dignity, stable and secure housing, and access to health care are available to all without discrimination, economic limitations, unjust housing policy, and structural bias affecting all aspects of people's lives. The 60,000 people living in shelters each night in New York are disempowered financially. economically, socially and by limited access to health services.

Stakeholders

The organization stakeholders include:

MSCC Board

Midtown community and the broader community

Recipients of services

Volunteers

Government: State, City, and Local

Donors

Partner organizations and those who collaborate with MSCC for specific projects

Short- and Long-Term Goals

Improving Organization and Governance

- Drive effective planning with analytics
- Engage Board of Directors for expertise and fundraising
- Develop mission, vision, and value proposition statements
- Develop committee structure, organization, the scope of work, purpose, goals, and reporting methods for each level of leadership
- Develop volunteer resources
- Improve managerial processes and systems
- Establish metrics to measure success and accomplishments

Improving Communications and Marketing

- Develop a comprehensive marketing plan and employ a person with expertise
- Promote MSCC's transformative work and successes
- Increase impact and presence in the community
- Assure timely communication of all plans
- Amplify MSCC's culture of openness and support and challenge misconceptions about humanity

Building Capability

- Establish goals and scope of work for each committee and volunteer programs
- Enhance networking and partner relationships

- Develop strategies for volunteers to deepen their involvement

Increasing sustainability

- Hire professional fundraiser
- Create a detailed plan for fundraising
- Seek salary funding for the Executive Director and other key personnel

Advancing Programs

- Classify the various projects and their purposes under each of the seven programs???? See David's attachment to see if we need this
- Detail the immediate needs and service delivery for each program
- Integrate committees to support each other's programs
- Develop reporting methods for each level of leadership of programs and projects
- Develop further the committee structure "Programs and Projects" attached. David

Summary

- MSCC's strategic plan is a roadmap to drive its mission and vision and bring people together to share ideas to provide access to health care, develop solutions to end homelessness, and restore dignity.
- **Strategic Plan by: John Mudd, President MSCC, and Sharon Jasprizza, Director of Community Services and Secretary, MSCC November 18, 2022**