

# **WILLMAR AREA MULTICULTURAL BUSINESS CENTER (WAM-BC)**

## **Strategic Planning Retreat**

***What must we do over the next 3 years to best position WAM-BC to meet our small business client needs, and remain true to our mission and vision?***

**May 6-7, 2013**

**Prairie Woods Environmental Learning Center  
Heartland Community Action Agency, Wilmar, MN**

### **PARTICIPANTS**

#### **Board Members**

Noe Carranza  
Jill Bengtson  
Idalia Leuze  
Joan Macik

Isaac Carranza  
Beverly Dougherty  
Abdullah Olow  
Jean Spaulding

#### **Staff Members**

Roberto Valdez  
Leslie Kelley  
Jeff Madison

#### **Facilitators:**

Carol Rodriguez, Member Resources and Training Director  
Melinda Gonzalez, Member Resources and Training Program Assistant  
NALCAB-National Association for Latino Community Asset Builders

## HOPES AND EXPECTATIONS FOR PLANNING SESSION

- Direction
- Hear from Board
- Leadership
- Understanding the process of Strategic Plan
- Timeline/Work plan
- Re-evaluate goals, etc., especially for new people
- Skills-move people forward, work together as Unit
- Enhance partnerships
- Help us look ahead
- NALCAB bring examples of how we fit into big picture (On-going)

AGENDA	
Day One	Day Two
<ul style="list-style-type: none"> <li>• Ground Rules</li> <li>• Accomplishments and givens</li> <li>• Definitions</li> <li>• Vision Workshop</li> <li>• Situation Analysis</li> <li>• LUNCH (30 minutes)</li> <li>• Strategic Directions Workshop</li> <li>• Assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Review</li> <li>• Leadership Competencies for Success</li> <li>• Focused Implementation Workshop</li> </ul>



## **Mission Statement:**

Help establish and promote new and culturally diverse businesses among the Willmar area through support and training.

## **Vision Statement:**

To be recognized and accepted as the premier asset building resource in West Central Minnesota for culturally diverse business development and economic stability

- ❖ **WAM BC Staff opened with a PowerPoint presentation on organizational accomplishments. See attached material.**
- ❖ **NALCAB staff presented clarifying Definitions regarding Asset Building, Strategic Planning and Business Planning. See attached material.**
- ❖ **Givens: Board and Staff reviewed the “Givens or Current Status” of the organization.**
  - 2013 Budget: \$238,807 (will allow for 3 Full Time Equivalents –FTE)
  - 2014 Budget: \$259,641
  - Revenue raised to date:
    - Otto Bremmer-\$45,000                      CED-\$70,000 (federal)
    - Blandin Found-\$25,000                      NALCAB/CITI-\$5,000
    - Program Income-\$14,012 (Incubator)
    - CCHD: \$75,000 (PENDING)
  - Staffing:
    - 1 FTE;    1 .75 time Contractor;                      WCIC-.05-Fiscal Management, HR
  - Demand for Services:
    - TA: 42 Hr. p/week=1.5 staff
    - Micro loans: 4 Loans made; 2 paid in full w/in 2 years
  - CED Contract: 10 new businesses; 26 FTE Jobs; \$75K leverage
  - Opportunities: WAM-BC Building is for Sale
    - Further explore WCIC Relationship

**VISION 2016: What do we want to see in place in three years as a result of our actions?**

<b>Well-rounded full time staff</b>	<b>Credible &amp; recognized nonprofit</b>	<b>Sustained, diversified funding</b>	<b>Synergistic and collaborative partnerships</b>	<b>Business Development Services (new and existing)</b>	<b>Centralized space that meets Community needs</b>
<ul style="list-style-type: none"> <li>• Grant-writer/fundraiser (Development Director)</li> <li>• Building capacity (staff)</li> <li>• 4 Full-time staff</li> <li>• Best utilize staff skills</li> <li>• Re-harness community potential</li> <li>Increase staff</li> </ul>	<ul style="list-style-type: none"> <li>• Public Awareness, marketing/branding</li> <li>• Recognized model for Rural Economic Development</li> <li>• Data Collection (public awareness/funding)</li> <li>• Marketing plan is in place</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain funding</li> <li>• Budget \$275,000</li> <li>• City or County support on consistent basis (Sustainable funding)</li> <li>• Meet minimum budget for services</li> <li>• More federal grants</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships -SWIF Loan Admin. -EDC</li> <li>• Re-harness community potential, Value-add</li> </ul>	<ul style="list-style-type: none"> <li>• WAM-BC able to deliver dreams</li> <li>• Loan Fund: \$100,000</li> <li>• Today's planning for Tomorrow's Success</li> </ul>	<ul style="list-style-type: none"> <li>• Building as a F.U.B.U.</li> <li>• Own Building</li> </ul>

## SITUATION ANALYSIS

***Consideration of those things that will impact movement toward our vision...***

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>➤ Diverse board Members</li> <li>➤ Diverse gifts</li> <li>➤ Charly's Skills and Talents for free</li> <li>➤ Combined Business Experience</li> <li>➤ Programs that generate revenue</li> <li>➤ Passionate and committed staff</li> <li>➤ Consistency</li> <li>➤ Team!</li> <li>➤ Works well for minority population</li> <li>➤ Improved grant success</li> <li>➤ Dedication of mission</li> <li>➤ Skilled board members</li> <li>➤ Cultural competent org</li> <li>➤ VISION! as org</li> <li>➤ Market need in minority community</li> </ul>	<ul style="list-style-type: none"> <li>➤ Meeting the demand</li> <li>➤ Not enough staff</li> <li>➤ Services defined by org/funding,-not mission</li> <li>➤ Refine our focus</li> <li>➤ Insufficient funds for service delivery</li> <li>➤ Knowing when to refer services</li> <li>➤ Lack of community recognition</li> <li>➤ Non-profit rules and regulations: Role of Board</li> <li>➤ Board Interaction and participation</li> <li>➤ Telling our story</li> </ul>	<ul style="list-style-type: none"> <li>➤ Board utilization</li> <li>➤ Marketing-Presence at public events</li> <li>➤ Develop partnerships; broaden to open doors</li> <li>➤ Federal grants</li> <li>➤ Local funding</li> <li>➤ Being rural entity</li> <li>➤ Client success stories</li> <li>➤ Local Politics</li> <li>➤ Income generating services</li> <li>➤ Brand our presence</li> <li>➤ Business success: showcase</li> <li>➤ Bring WCIC in-house</li> <li>➤ Offer job specific training</li> </ul>	<ul style="list-style-type: none"> <li>➤ Funding depleted or ends</li> <li>➤ Mayor &amp; some Council members</li> <li>➤ Low community buy-in</li> <li>➤ Staff or board turn-over</li> <li>➤ Don't understand what WAM does</li> <li>➤ Multicultural aspect (perception)</li> <li>➤ Not meeting budget target for demand</li> <li>➤ Potential for partners to feel you are in their space</li> <li>➤ Bad clients (Loan losses)</li> <li>➤ Law suit</li> <li>➤ Nonprofit could take on some service</li> <li>➤ Outside presence(Larger competitor)</li> </ul>
WHAT WILL BLOCK US FROM ACHIEVING OUR VISION?		WHAT KEY CHALLENGES MUST WE ADDRESS?	
<ul style="list-style-type: none"> <li>➤ Misperception of Organization</li> <li>➤ Losing faith, vision &amp; focus; Staff/board not believing in mission (2)</li> <li>➤ Unintentional misues of funds</li> <li>➤ Disorganized data collection and documentation</li> <li>➤ Unclear priorities</li> <li>➤ Held to different standard because of who we are and serve</li> <li>➤ Board and Staff not aligned</li> <li>➤ Disconnection to people we serve</li> <li>➤ Of other organization comes in with same services</li> <li>➤ Confusion regarding what staff is doing and what board wants staff to do</li> <li>➤ Weakened Board commitment</li> </ul>		<ul style="list-style-type: none"> <li>➤ Develop Data Collection Tool</li> <li>➤ Resource person to develop Business Plan</li> <li>➤ Time commitment for implementation</li> <li>➤ Lack of knowledge/Conocimiento: "Knowledge is Power"</li> <li>➤ Day to Day get in the way</li> <li>➤ Implement solutions</li> <li>➤ Small Loan Pool</li> <li>➤ Capacity—Staff and Funding</li> <li>➤ Set realistic goals/Set Achievable Goals</li> <li>➤ Look OUT, not IN</li> <li>➤ Educate community and the time it takes to do so</li> <li>➤ No Reserve Fund (Organizational)</li> <li>➤ Funding stability—Building Option</li> <li>➤ Successor</li> </ul>	

**Strategic Directions: *What are those few things that will make the biggest difference to address our key challenges and move us toward our Vision?***

<p><i>Organizational Capacity</i></p> <ul style="list-style-type: none"> <li>• Identify Grant</li> <li>• Successor</li> <li>• Succession Plan</li> <li>• Find someone to do business plan</li> <li>• Search for Cap Program</li> <li>• Find the right person to volunteer/Intern at WAM-BC</li> <li>• Find/ Develop outcome and Tracking Tool</li> <li>• Priority funding search</li> </ul>	<p><i>Collaborating and ID Resources</i></p> <ul style="list-style-type: none"> <li>• Utilize NALCAB to the Max</li> <li>• List most valuable partners and why</li> </ul>
<p><i>Accountability</i></p> <ul style="list-style-type: none"> <li>• Mandatory Semi-Annual board mtg</li> <li>• Action Plan</li> <li>• Board Staff/ Alignment</li> <li>• Commitment</li> </ul>	<p><i>Board Development</i></p> <ul style="list-style-type: none"> <li>• Board Attend National Conference</li> <li>• Empower Volunteers public Face</li> </ul>
	<p><i>Marketing</i></p> <ul style="list-style-type: none"> <li>• Community Events</li> <li>• Communication w/ Funders</li> <li>• Newspaper</li> <li>• Market/Brand our successes</li> <li>• Public Awareness Board/ Staff</li> <li>• Intern for Marketing</li> <li>• Social Media Campaign</li> <li>• Open Mic</li> </ul>



## LEADERSHIP NEEDS AHEAD FOR WAM-BC TO ACHIEVE VISION

### Board Roles and Responsibilities

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Determine Mission and Purposes</li> <li>2. Assure Sound Planning</li> <li>3. Determine and Monitor Services</li> <li>4. Secure adequate resources</li> <li>5. Manage Resources Effectively</li> </ol> | <ol style="list-style-type: none"> <li>6. Enhance Public Image</li> <li>7. Select Executive</li> <li>8. Support Executive</li> <li>9. Serve as Court of Appeal</li> <li>10. Assess Board's Performance</li> </ol> |
|---|---|

### Leadership Needs to Achieve Vision: Board

#### ***In Good Shape***

Diversity  
 Expertise  
 Business Experience  
 Commitment  
 Male to female ratio  
 Determinations  
 Background and passion in this work  
 Board in the community are resources/strategic  
 Right people at the table  
 Board works well together

#### ***Need to Build***

More young leaders  
 Orientation for new board members. Can include annual report, bylaws @resort? 😊  
 Delegate public awareness  
 Highlights: this is what we do (accomplishments and program update)  
 Room to add value/ who else is asset?  
 Other resources and assets to organizations  
 Annual self-assessments

### Leadership Needs to Achieve Vision: Staff

#### ***In Good Shape***

1 staff  
 Lots of Experience  
 Leadership  
 Right person for the job  
 Background/Experience  
 Works well under chaos  
 Improvises  
 Partners well with others  
 Staff respects what each other is good at.  
 Staff's skills complement each other.

#### ***Need to Build***

Capacity: 3 full-time staff  
 Skills  
 Program coordinator that has grant knowledge and can do day-to-day work  
 More well-rounded skills  
 Leadership trainings  
 Good working space  
 World view for staff  
 How to tell our story  
 Social media expertise and presence  
 Building



## Focused Implementation: What will be our specific, measurable accomplishments for the first year?

<b>First-Year Accomplishments</b>		
<b>Strategic Direction: Reaffirming our Accountability and Commitment</b>		
<b>TEAM: Abdi, Noe</b>		
<b>Current Reality</b>	<b>First-Year Accomplishment</b>	<b>Success Indicator</b>
<ul style="list-style-type: none"> <li>• 2 only board national conference</li> <li>• No board retreat</li> <li>• No Action Plan</li> <li>• Not enough Board orientation + program updated</li> <li>• Not all accomplishments discussed</li> <li>• Not all board in full attendance</li> <li>• No established Committee (beside Loan)</li> <li>• No Alternative or Social Media Communication used for meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit and secure funding</li> <li>• Schedule midpoint retreat</li> <li>• Recruit Volunteers for committees</li> <li>• Require board staff assess and set date</li> <li>• Free Conference Call # sent out</li> <li>• Define goals 4 program</li> <li>• Report on programs a monthly board mtg</li> </ul>	<ul style="list-style-type: none"> <li>• 2 more board attend national conference</li> <li>• ½ day Board retreat held</li> <li>• Building and marketing committee's established</li> <li>• Board Self-assessment</li> <li>• Conference call available for meetings</li> <li>• Continuous board updates</li> <li>• Board knows WAMBC's program's</li> </ul>
<b>First-Year Accomplishments</b>		
<b>Strategic Direction: Building and Expanding our Organization and Partnerships</b>		
<b>Team: Joan, Jean, Leslie, Charly, Jill</b>		
<b>Current Reality</b>	<b>First-Year Accomplishments</b>	<b>Success Indicators</b>
<ul style="list-style-type: none"> <li>• Need board representation on Willmar Design Center</li> <li>• Board needs education about WAM</li> <li>• Not partnered with vision 20/40</li> <li>• Lost solid partnership with LEDC – Possible board connection with Yolanda</li> <li>• Don't have stable funding</li> <li>• City/Gov't doesn't understand what WAM does</li> <li>• Initiating relationship w/ SWIFT (Explore with Board)</li> <li>• Insufficient Staff</li> <li>• Un-established program revenue</li> <li>• Building discussion</li> <li>• No referral process</li> <li>• No data collection</li> </ul>	<ul style="list-style-type: none"> <li>• Self-Assessment/Board</li> <li>• Partner on 1 event</li> <li>• Partner with NALCAB and create procedure</li> <li>• Enhance Intake / Referral</li> <li>• Meetings with partners</li> <li>• WAM presence at council meetings</li> <li>• Building committee and make recommendations</li> <li>• Tweak brochure/pricing</li> <li>• Raise \$175-250k for new staff</li> <li>• Business plan complete</li> </ul>	<ul style="list-style-type: none"> <li>• WAM Attends regular Board Meetings</li> <li>• Partnering on events</li> <li>• Data collection tool in place (and procedure)</li> <li>• Support from City/County</li> <li>• Increased program revenue – 20K</li> <li>• MOU in place with related economic development agencies</li> <li>• Price list/brochure</li> <li>• Referral process in place</li> </ul>

## First-Year Accomplishments

### Strategic Direction: Enhancing our Image and Expanding our Outreach

Team: Isaac, Jeff, Beverly, Robert

Current Reality	First-Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> <li>• Don't know about WAM or what WAM does</li> <li>• Underutilized Facebook and web page</li> <li>• Expand presence</li> <li>• Some don't use social media</li> <li>• No community events</li> <li>• Linda is newspaper liason – need to increase</li> <li>• No marketing plan, budget, or dedicated staff to marketing</li> <li>• Not written into budget</li> </ul>	<ul style="list-style-type: none"> <li>• Call/schedule open mic</li> <li>• Partnership – WCIC, Design Center, WAM, Committee</li> <li>• Communicate with Linda (worthy business to mention)</li> <li>• NALCAB PR – Planning</li> <li>• Board schedules Presentations for WAM</li> <li>• Report: WAM IT!</li> <li>• Meet Business Owners RE: PR</li> <li>• Explore Slogan</li> <li>• CED Follow-up</li> </ul>	<ul style="list-style-type: none"> <li>• 2 times open mic</li> <li>• One community event done well</li> <li>• 3 stories – newspaper</li> <li>• Presentations @ local churches</li> <li>• 4 presentations to local service organizations</li> <li>• Mid-point report</li> <li>• Send to Funder/thank you letter</li> <li>• Letter to Editor (thank you)</li> </ul>



## First-year Calendar and Assignments

(2013-2014 Qtrs. based on month plan was created: May 2013)

Strategic Direction	Quarter I (May-July)	Quarter II (Aug-Oct)	Quarter III (Nov-Jan)	Quarter IV (Feb-April)
<p><b>Enhancing Our Image and Expanding our Outreach</b></p> <p><b>Team: Isaac, Jeff, Beverly, Robert</b></p>	<ul style="list-style-type: none"> <li>• Communicate w/Linda (newspaper) (Re: Work, Business to Mention WAM)</li> <li>• NALCAB PR Planning</li> <li>• Partnership w/ WCIC, WDC &amp; WAM-BC: Form Committee</li> <li>• Meet w/WAM-BC Business owners for PR (<u>On-going</u>)</li> <li>• Start: Big Event downtown, Q 1,2,3, (<u>on-going planning</u>) Join event committee</li> </ul>	<ul style="list-style-type: none"> <li>• Call/schedule Open Mic 2 &amp; 4</li> <li>• Board schedule Press for WAM-BC</li> </ul>	<ul style="list-style-type: none"> <li>• Report Mid-term: WAM IT! (June 2013)</li> </ul>	<ul style="list-style-type: none"> <li>• Partner on 1 Event</li> </ul>
<p><b>Building and Expanding our Organization and Partnerships</b></p> <p><b>Team: Joan, Jean, Leslie, Charly, Jill</b></p>	<ul style="list-style-type: none"> <li>• Looking for grant funds (on-going)</li> <li>• Find consultant for Business Plan</li> <li>• Tweak Brochure and Pricing</li> <li>• Meeting w/Swift; other partners (<u>On-going</u>)</li> <li>• Building Committee Established</li> <li>• Find Data Collection Tool (Partner w/NALCAB)</li> </ul>	<ul style="list-style-type: none"> <li>• WAM-BC Presents @Council</li> <li>• Implement Data Collection (<u>On-going</u>)</li> <li>• Enhance Intake</li> </ul>	<ul style="list-style-type: none"> <li>• Building committee recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Business Plan</li> <li>• Raise \$175,000 to \$200,000</li> </ul>
<p><b>Reaffirming Our Accountability &amp; Commitment</b></p> <p><b>Team: Abdi, Noe</b></p>	<ul style="list-style-type: none"> <li>• (Announce availability as needed)Send Free conference call # out to Board for Agenda</li> <li>• Require Board Self-Assessment &amp; Set Date</li> <li>• Define Goals for Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule Midpoint Retreat</li> <li>• Recruit and Secure Funding/2 Board Members attend conference</li> <li>• Report on Programs @ Monthly Board Meeting</li> <li>• Mission Statement review</li> </ul>		

## PARKING LOT

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- Bring National Examples
- Mission Statement review
  - Service Area
  - Simplify
  - Revenue Generating for WAMM- Fiscal Host
- Present building advantages/challenges-options? Financial?

## NEXT STEPS

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- > Have the plan be a part of each Board Agenda
- > Consider appointing and Board and Staff Strategic Planning Lead to check in on committees
- > Add 90-day implementation worksheets to strategic plan report, update as needed
- > Review 90-day accomplishments and adjust accordingly
- > Review accomplishments at Mid-point Board Retreat and adjust accordingly

