



MAPS

Massachusetts Alliance
of Portuguese Speakers

5-year Strategic Plan FY2022-FY2026

November 2021

dmw360 consulting

supporting leadership and transformation

Table of Contents

Slide #	Contents
2.	Who we are
3.	Organization overview
4. – 5.	Approach to this Strategic Plan
6.	Our collaborative approach
7.	Where we are now... & Where we are going
8. – 11.	Our goals and objectives
12. – 16.	5-Year Strategy Roadmaps

Who we are

Mission

Our mission is to improve the lives of Portuguese speakers in Massachusetts and help them become contributing, active participants in American society while maintaining a strong ethnic identity and a sense of community.

We work with and for the Brazilian, Cabo Verdean, Portuguese and other Portuguese-speaking communities *to increase access and remove barriers to health, education and social services* through direct services, advocacy, leadership, and community development.

Our Core Values

Respect

We value respect as a principal core value. We respect the identity, experiences, and wisdom of our community, clients, staff, volunteers, and partners. We practice respect through our words and actions.

Knowledge

We value and continuously seek knowledge through research, civic engagement, and listening to our community to improve its well-being and representation.

Dependability

We value dependability to one another and our community. Our dependability is rooted in transparency, integrity, and trust.

Human Rights

We value the rights of all individuals. We promote and protect the human rights of our community through advocacy and engagement.

Organization overview (from 2021 Annual Report)

14,597 community members received direct services or direct outreach, including:

- 7,346 with Immigrant Integration Services
- 4,928 HIV/Sexually Transmitted infection (STI) services
- 691 Domestic Violence & Sexual Assault Services
- 648 Elder Services
- 311 Family-Based Support Services
- 82 Court-Referred Intervention Services
- 64 COVID Mental Health Services
- 527 Client Emergency Assistance Services

Offices:

- Cambridge, Somerville, Brighton, Dorchester, Framingham, Lowell

Finances:

- Endowment: \$ 765,251
- Total revenues: \$ 4,525,414
- Total expenses: \$ 3,845,424
- Net Assets: \$ 2,596,256

Our approach to this Strategic Plan

PURPOSE – Why we engaged in a strategic planning process at this time:

- To step back, review, assess, and recalibrate where we are and how well we are doing (our strengths and weaknesses), to analyze the tools and resources that we have and that we are missing that will help us get where we want to be
- To understand where we are on the path we outlined in the last plan, and how we want to modify that path for the next 3-5 years
- To establish direction and set goals for where we are going as an organization
- To identify what programs make sense, what programs we are going to add, what we can do better
- To hear from and listen to our constituents/ stakeholders – our staff, board, the community, funders and donors – and especially those that do not speak up/ are quieter
- To make sure we do not become complacent
- It is a best practice

OUTCOMES – What we strived to accomplish:

- Develop a Strategic Plan that: is user friendly, clear, helps us get to where we want to be; is embraced, adopted, accepted by all; identifies key opportunities for us to take on, and enables us to evaluate our progress; gives us perspective on the future, serves as a guide and informs our practice, and includes the flexibility for us to readjust and finetune as conditions demand/ allow; serves as a tool for us to report to donors, funders, and other stakeholders
- Assess external forces and community needs, and understand whether the services we provide are growing, adapting, responding to, and meeting the needs of our clients and the communities we serve
- Celebrate what we have been doing and the accomplishments that we have made – we have accomplished much of what we set forth in past plan – and mirror what we have in terms of resources to realize what we set to accomplish and check and adjust as we go

Our approach to this Strategic Plan

PROCESS – Our collaborative approach to realizing our outcomes and fulfilling our purpose:

- Review prior strategic plan – what are the things that we set out to do that we can cross out and did not finish, and what else can we learn?
- Survey stakeholders: What they value in MAPS, what do they perceive as our strengths, weaknesses, needs, and areas for additional resources
- Set and prioritize goals to sustain strengths, address weaknesses, respond to opportunities – break down into must-haves/ wish lists; consider/ include all parts of the organization and how we are adapting and keep an adaptive/ flexible framework – e.g., infrastructure, human resources and how we will onboard and support new hires, support and refresh existing staff
- Identify our existing resources/ where are we starting – and consider uncertainty with COVID and what lies ahead; make sure we are able to act and react, and that our programs are flexible enough to respond to present and future crises
- Mitigate needs that communities present while assessing resources – what resources do we have/ what should we add to meet those needs?

Our collaborative approach to our planning process

Our Strategic Planning Committee:

- Alirio Pereira, MA, Director of Immigrant Integration & Elder Services
- Anderson Pinto, Community Health Worker/Supervisor, HIV/STI Services
- Andrew Carten, Development Manager
- Antonio Massa Viana, Esq., Board Member
- Beatriz Maimone, LICSW, Director of Clinical & Support Services
- Carlos Mattos, Program Manager, HIV/STI Services
- Dulce Almeida Ferreira, MA, Director of Domestic Violence & Sexual Assault Services
- Elizabeth Chaves, Board Secretary
- Isidro Fagundes, Director of Communications
- Lois Josimovich, Director of Development
- Lucinda Morais, Director of HR & Administration
- Lynda Paris, MSA, JD, Director of Finances
- Maria Cerqueira, Finance Manager
- Mary Ann Lomba, MBA, Board Treasurer
- Paula Coutinho, LICSW, Board Member
- Paulo Pinto, MPA, Executive Director
- Raymond Estrella, MBA, Board Vice President & Strategic Planning Committee Chair
- Susan Pacheco, Board President

In addition to the robust participation of the members of our Strategic Planning Committee, our collaborative approach engaged **100+ individuals**:

- 47 surveys completed by staff, board members, and volunteers
- 51 surveys completed by clients in both Portuguese and English
- 4 surveys completed by community leaders and partners
- 9 interviews completed with community leaders, partners, funders, and supporters

Where we are now... & Where we are going

Key insights: Our stakeholders want MAPS to continue to –

Build on its many strengths...

- Community-oriented
- Well-established and well-respected
- Client-focused
- Culturally and linguistically accessible and responsive
- Committed to collaboration and part of a strong partnership network
- Responsive to crises and emerging needs

Respond to opportunities...

- Seek diversified and sustainable funding resources to meet community needs
- Continue to build awareness of MAPS and its services
- Respond to emerging priorities
- Strengthen referrals to other agencies that provide services that MAPS does not
- Deepen partnerships that are strong and foster new relationships
- Diversify clientele within Portuguese-speaking communities
- Expand to other geographic regions

Our 5-year vision

Our clients & communities are...

- Proud, empowered, safe, self sufficient, financially stable, and reflect the changing demographics of our Portuguese-speaking communities – including more people of Angolan and Mozambican descent

Our staff & leadership continues to be...

- Professional, compassionate, diverse, and reflective of our communities

Our programs & services include...

- Continued comprehensive services for newly and recently arrived immigrants
- Educational programs and cultural enrichment
- Robust outreach and accessibility
- Job training
- Expanded health services including mental health counseling
- Legal services

Our financing includes...

- New and innovative funding streams and alternative fundraising
- An increased Endowment and a budget that enables us to fulfill our mission and realize our values
- A large individual donor and sponsorship base reflective of our communities



Our Goals: What MAPS will accomplish over the next 5 years

ORGANIZATIONAL & FINANCIAL

1. Expanded leadership and staff capacity to advance an organization that is diverse, equitable, and inclusive
2. Deepened, responsive, and sustainable community presence and engagement
3. Increased Endowment and diversified funding to develop and sustain programs in response to uncertainty and emerging needs
4. Enhanced organizational infrastructure to support staff efficacy and responsiveness to our stakeholders

PROGRAMS & SERVICES

5. Comprehensive and impactful programming that responds to community contexts and advances client and community safety, health, self-sufficiency, and civic engagement

Our Objectives: What key steps MAPS will take to reach our goals

ORGANIZATIONAL & FINANCIAL	Objectives
1. Expanded leadership and staff capacity to advance an organization that is diverse, equitable, and inclusive	1.1 Enhance commitment to integrating policies and practices that advance diversity, equity, and inclusion throughout the organization 1.2 Develop leadership Succession plan 1.3 Hire Deputy Director 1.4 Increase opportunities for staff training and advancement 1.5 Continue to provide resources and supports to advance staff alignment with organizational goals
2. Deepened, responsive, and sustainable community presence and engagement	2.1 Assess geographic locations and regional hubs going forward, and consider relocation and expansion 2.2 Increase community awareness about MAPS as an organization and our services, especially in the Brazilian community 2.3 Deepen community engagement with MAPS as an organization 2.4 Continue to strengthen and develop partnerships to better respond to community needs



Our Objectives: What key steps MAPS will take to reach our goals

ORGANIZATIONAL & FINANCIAL

Draft Objectives

3. Increased Endowment and diversified funding to develop and sustain programs in response to uncertainty and emerging needs

- 3.1 Increase annual budget to \$5m
- 3.2 Increase Endowment to \$2m
- 3.3 Develop more major donors and individual donors
- 3.4 Cultivate new sponsors and sponsorships
- 3.5 Cultivate new community and business leaders from Brazilian, Cabo Verdean, and other communities to engage with and support our organization

4. Enhanced organizational infrastructure to support staff efficacy and responsiveness to our stakeholders

- 4.1 Continue to assess and enhance client and development databases to respond to programmatic and organizational needs
 - 4.2 Enhance capacity for remote work for staff, virtually connecting with clients, and partnering with other service providers
 - 4.3 Continue to review and invest in staff compensation and benefits
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Our Objectives: What key steps MAPS will take to reach our goals

PROGRAMS & SERVICES

5. Comprehensive and impactful programming that responds to community contexts and advances client and community safety, health, self-sufficiency, and empowerment

Draft Objectives

- 5.1 Continue to sustain the quality and efficacy of our current programming
 - 5.2 Develop and implement comprehensive programming to meet emerging community needs:
 - Mental health services for children, families, and adults
 - Job/ career training program
 - Legal services program
 - 5.3 Assess and determine response to existing and emerging communities
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5-Year Roadmap – Organizational & Financial

Goal 1: Expanded leadership and staff capacity to advance an organization that is diverse, equitable, and inclusive

Objectives	Annual Updates				
	FY22	FY23	FY24	FY25	FY26
1.1 Enhance commitment to integrating polices and practices that advance diversity, equity, and inclusion throughout the organization					
1.2 Develop leadership Succession plan					
1.3 Hire Deputy Director					
1.4 Increase opportunities for staff training and advancement					
1.5 Continue to provide resources and supports to advance staff alignment with organizational goals					

5-Year Roadmap: Organizational & Financial

Goal 2: Deepened, responsive, and sustainable community presence and engagement

Objectives	Annual Updates				
	FY22	FY23	FY24	FY25	FY26
2.1 Assess geographic locations and regional hubs going forward and consider relocation and expansion					
2.2 Increase community awareness about MAPS as an organization and our services, especially in the Brazilian community					
2.3 Deepen community engagement with MAPS as an organization					
2.4 Continue to strengthen and develop partnerships to better respond to community needs					

5-Year Roadmap: Organizational & Financial

Goal 3: Increased Endowment and diversified funding to develop & sustain programs in response to uncertainty and emerging needs

Annual Updates

Objectives	FY22	FY23	FY24	FY25	FY26
3.1 Increase annual budget to \$5m					
3.2 Increase Endowment to \$2m					
3.3 Develop more major donors and individual donors					
3.4 Cultivate new sponsors and sponsorships					
3.5 Cultivate new community and business leaders from Brazilian, Cabo Verdean, and other communities to engage with and support our organization					

5-Year Roadmap: Organizational & Financial

Goal 4: Enhanced organizational infrastructure to support staff efficacy and responsiveness our stakeholders

Objectives	Annual Updates				
	FY22	FY23	FY24	FY25	FY26
4.1 Continue to assess and enhance client and development databases to respond to programmatic and organizational needs					
4.2 Enhance capacity for remote work for staff, virtually connecting with clients, and partnering with other service providers					
4.3 Continue to review and invest in staff compensation and benefits					

5-Year Roadmap: Programs & Services

Goal 5: Comprehensive and impactful programming that responds to community contexts and advances client and community safety, health, self-sufficiency, and empowerment

Annual Updates

Objectives	FY22	FY23	FY24	FY25	FY26
5.1 Continue to sustain the quality and efficacy of our current programming					
5.2 Develop and implement comprehensive programming to meet emerging community needs: <ul style="list-style-type: none"> • Mental health services for children, families, and adults • Job/ career training program • Legal services program 					
5.3 Assess and determine response to existing and emerging communities					