

MANNA Board Meeting

July 16, 2014

Strategic Planning Pre-session

Facilitated by Ed Manning, Evoking Wisdom

Discussion was held on the key components of strategic planning:

- 1) Where are we now?
- 2) Where do we want to get to?
- 3) How will we get there? -including identifying barriers and critical success factors
- 4) How do we measure our progress and achievements?

The meeting began with the group watching a video featuring the Executive Directors, past and present, discussing why and how MANNA does what it does. In the discussion that followed participants shared these main “take aways” from the video:

- for many people, the routes they travel through town go around and avoid poverty
- change is constant
- goals change too
- 30 years later the need is still here and MANNA continues to grow
- MANNA has grown to meet the growing need
- the root cause of hunger is poverty – MANNA could get food to everyone and still not deal with/heal the underlying problem
- the community's food needs are a symptom of the underlying problem
- deep gratitude was expressed for the collaborating agencies
- the history of MANNA was recognized, as was the immense responsibility to ensure moving forward effectively

From there the discussion turned to the current vision and mission statements.

Our vision is a hunger-free WNC.

Our mission is to involve, educate and unite people in the work of ending hunger in Western North Carolina.

It was unanimously agreed upon that these statements continue to effectively convey MANNA's vision and mission.

The **Mission** of an organization is “what we do,” while the **Vision** is “why we are doing it.” Often, what gets overlooked is the “how?” The **Core Values of MANNA are the guiding principles for how we make decisions, communicate, and how we behave** in order to achieve the vision and mission. Prior to this meeting each person was asked to choose from a list the 10 values that best described how MANNA currently operates. Each person was also asked to choose the 10 values they believe MANNA needs to be

high performing and sustainable.

The results were presented as follows:

<u>Current Values</u>	<u>Votes</u>	<u>Desired Values</u>	<u>Votes</u>
Accountability	14	Accountability	18
Integrity	11	Financial Stability	15
Compassion	10	Partnerships	12
Continuous Improvement	10	Collaboration	10
Dedication	10	Continuous Improvement	9
Financial Stability	10	Long-term Perspective	9
Collaboration	9	Mission Focus	8
Partnerships	8	Strategic Alliances	8
Mission Focus	7	Integrity	7
Passion	7	Results Orientation	7
Teamwork	7	Staff Engagement	7

***matching values in bold**

The task for the rest of the meeting was to agree on the four **Core Values of MANNA**. Each participant was given four yellow dots and asked to put one beside each of the four values they believe were most important for guiding decision-making, communication and behaviors at MANNA.

The results were as follows:

Integrity	19
Accountability	18
Compassion	15
Financial Stability	11
Partnerships	9
Collaboration	9
Mission Focus	8
Continuous Improvement	4
Strategic Alliances	1
Long-term Planning	1
Results Orientation	0
Staff Engagement	0

There was a lively discussion as participants were asked to lobby for others' votes. The main focus was on the similarity of partnership, collaboration, and strategic alliances. Also given much consideration was whether financial stability is part of accountability or if it is even a core value. A second round of voting took place to determine the final four **Core Values**.

The **Core Values** chosen are:

Accountability	21
Integrity	19
Compassion	18
Collaboration	16