



DR. MARTIN LUTHER KING, JR.
COMMUNITY CENTER

Strategic Plan – Executive Summary Fiscal Year 2025 – Fiscal Year 2027

Approved by the Board of Trustees June 18, 2024

MLKCCenter.org



Vision, Mission, Values

Vision & Mission



VISION

We build a strong and inclusive community where all people are empowered to be self-reliant and to live their best quality of life.

MISSION

We nourish, educate, and support Newport County residents to improve their economic, social and physical well-being.

Values



Inclusivity

- We embrace diversity in all its forms and advance equity by sustaining an inclusive and welcoming environment where everyone is valued, accepted, and supported.

Equity

- We actively work towards justice, fairness, and inclusion to create a more equitable and just society.

Excellence

- We are flexible and innovative in addressing our community's needs, providing high quality, impact-driven programming.

Collaboration

- We are committed to partnerships to help better serve our community.

Self-Determination

- We empower and educate our clients to make choices that improve their health and well-being.

Accountability

- We hold ourselves accountable to our clients, donors, volunteers, and the community at large and are committed to transparency, ethical behavior, and responsible stewardship of resources.



**Goals and Strategies to Realize our
Vision and Mission**



Program Goals and Strategies

Overarching Objectives re: Program Goals

Goal #1

- Aim to stay the course after years of tremendous growth and stress in order to sustain programs

Goal #2

- Maintain our reputation in community, cadre of volunteers, and relationships with community partners

Program Goals

- **Goal #1:** Assess need and service levels
- **Goal #2:** Recruit a larger number of diverse volunteers and ensure a high-quality volunteer experience for all
- **Goal #3:** Align center programming to reflect community demographics
- **Goal #4:** Increase staff diversity
- **Goal #5:** Increase capacity for the food pantry and meals offered at no cost to clients
- **Goal #6:** Refine and sustain education programming for children and youth. Improve academic and social behavioral outcomes for all children
- **Goal #7:** Increase preschool capacity to serve families on the waiting list
- **Goal #8:** Expand programming that engages and connects older adults

A photograph of a grocery store produce section. In the foreground, there is a large display of red apples, many of which have small white stickers. To the right of the apples are several bright yellow lemons. Behind the apples is a large pile of orange tomatoes. Further back, there are green bell peppers and some eggplants. The produce is arranged in a long, narrow display case with a metal railing in front. The background shows a window and some store fixtures.

Administrative Goals and Strategies

Administrative Goals

- **Goal #1:** Build succession plans to ensure a sustainability of leadership
- **Goal #2:** Increase the recruitment of candidates of color for board and staff positions
- **Goal #3:** Increase the Board's profile, address gaps in representation, and increase the role the board plays in generating revenue for the organization
- **Goal #4:** Enhance technological capabilities
- **Goal #5:** Build out current Marketing Plan
- **Goal #6:** Analyze competitiveness of staff education and benefits



Fiscal Goals and Strategies

Fiscal Goals

- **Goal #1: Update the development plan for FY25 – FY27 to raise \$13.5M total for the next three years**
- **Goal #2: Formalize planned giving program**
- **Goal #3: Increase realized and planned gift commitments to support endowment by 20% (approx. \$800K)**
- **Goal #4: Explore more government support opportunities**
- **Goal #5: Maintain reserves at 9-12 months**