



Strategic Plan

2023

Prepared by:



TheAlignTeam.org

Magic City Enterprises Strategic Planning 2023

Overview

Magic City Enterprises (MCE) has supported people with disabilities to live successfully in Cheyenne, WY since 1971. Through services ranging from employment support to housing, Magic City empowers people to experience value and equality to support self-worth. In recent years, Magic City has been utilizing a strategic plan built internally through the work of the President and CEO, Jeff Gardner. Mr. Gardner was ready to move forward with a new round of strategic planning and reached out to The Align Team to facilitate the discussion.

On May 31, 2023, Align Vice President Brittany Ashby facilitated a full-day strategic planning session with Magic City. The planning team included employees representing all levels and divisions of the organization. The session was guided by responses to pre-surveys that went out to staff and to clients and their families.

Magic City Enterprises Strategic Planning 2023

The Plan

Mission

The planning team started the day by discussing the organization's mission. There was a discussion on the purpose of the organization. The purpose was then compared to the existing mission statement. The group decided that the mission was good with one small tweak. The new, slightly changed mission is:

Empower people to experience value and equality to enhance self-worth.

The group then held a discussion on what that mission means in the work of the organization:

- For everyone – not just clients
- Individual self-worth
- Healthy relationships
 - Connections
- Live a successful life
 - Unique to each person
- Able to live out dreams
 - Unique
- Self-actualization
 - Control in own lives
- Feedback to continue to succeed
- Allowing an individual to be an individual
 - Enjoy their lives
- Learn what dreams might be
- Empowering and supportive environment that allows for change
- Self-expression without judgment

Magic City Enterprises Strategic Planning 2023

Visions

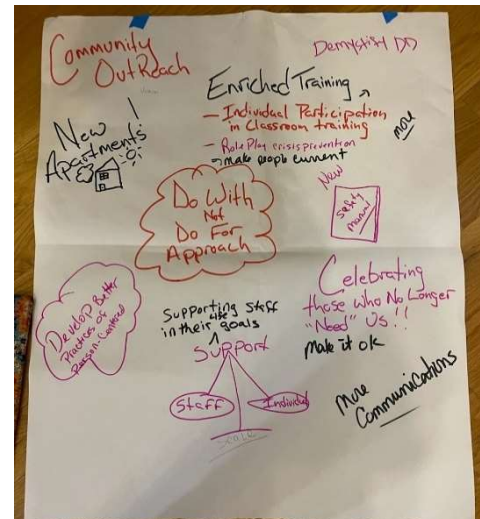
Once the mission had been refined, the group built a picture of the organization's future. This led to a series of Visions that create a picture of the future of the organization. The Vision for the future of the organization includes:

- Being the developmental disabilities provider of choice
- Having more robust and enriching training and resources for staff and clients
- Being more person-centered
- Sustainable and more diverse funding
- Having outreach that demystifies Developmental Disabilities and what Magic City does.
- Having a strong and positive work culture where people are excited to come to work.

Each of the groups gave additional detail:

Vision 1:

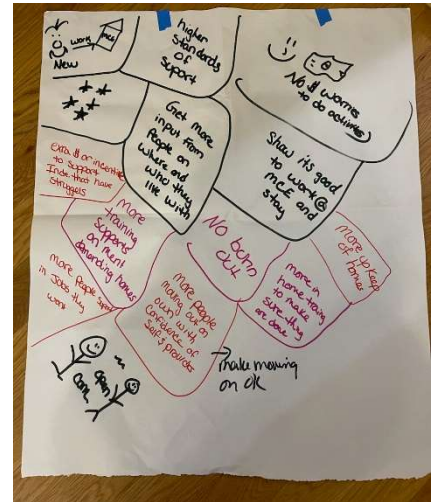
- Community Outreach
- New apartments
- Develop better practices of person-centered
- Demystify developmental disabilities (DD)
- Enriched Training
 - Individual participation in classroom training
 - Role play crisis prevention
 - Make people current
- “Do With”, not “Do For” approach
- New safety manual
- Celebrating those who no longer “need” us!!
 - Make it ok
- More communications



Magic City Enterprises Strategic Planning 2023

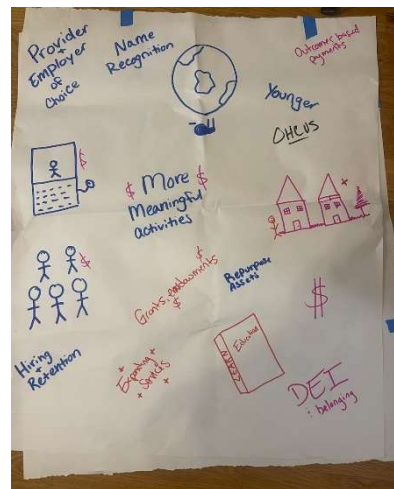
Vision 2:

- New work
- Higher standards of support
- No money worries to do activities
- Extra money or incentive to support individuals who have struggles
- Get more input from clients on where and who they live with
- Show it's good to work at MCE and stay
- More upkeep of the homes
- More training supports for homes
- No burnout
- More in-home training to make sure things are done
- More people moving out on their own with the confidence of themselves and providers – make moving out ok
- Open communication



Vision 3:

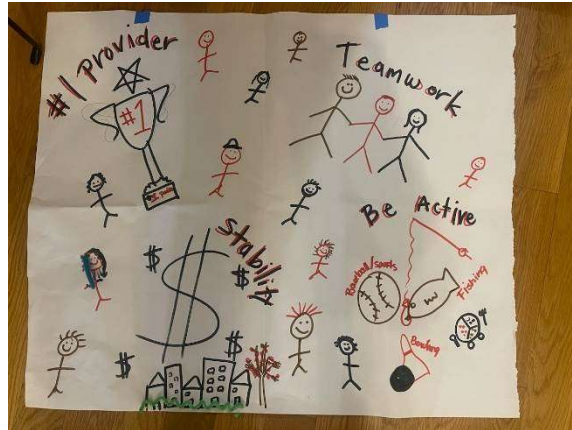
- Provider and employer of choice
- Name recognition
- Outcomes-based payments
- Younger population served
- OHCDS
- More meaningful activities
- Hiring and retention
- Grants
- Repurpose Assets
- Education
- DEI and belonging
- Expanding services
- Keep up with technology



Magic City Enterprises Strategic Planning 2023

Vision 4

- #1 Provider
- Teamwork
- Stability
- Be active
 - Baseball/sports
 - Fishing
 - Bowling



Magic City Enterprises Strategic Planning 2023

Where We Are Now

Once the group had articulated who they were and where they wanted to be, they articulated MCE's current state.

Survey Feedback:

Themes from both the staff survey and the client/family survey:

- Need more staff
- Need retention of staff
- Need reduction of silos
- Need for increased teamwork
- Increased community recognition
- Senior management in homes
- Accountability and follow-through
- Communication is critical and needs to increase

Where Are We Now:

Challenges

- Staff
 - Hiring
 - Retention
 - Willingness to participate
 - Motivation
 - Value staff – supporting
 - Funding
- Matching interests
- Staff 'Buy-in'
- Adapting to client needs
- Inadequate Medicaid funding
- Organization pride
- Board/Staff involvement in fundraising/events
- \$ for job exploration
- In-home mentorship
- No solid advancement path
- Reorganization
- Work/life balance
- Burnout of key staff at all levels
- Social stigmas
- Adapting to new things
- Keeping up with competitors

Magic City Enterprises Strategic Planning 2023

- Finding opportunities in the community
 - Meaningful to individuals and staff
- Silos
- Staff can't use tech
- HUD compliance standards
- Communications
 - Holistically
- Keeping up with DD field changes
- Compassion and empathy
- Joint activities with other agencies
- Vehicles
 - Maintenance/Upkeep
- Teambuilding – not just for management
- Documentation
- Operations
- Cash flow

Successes:

- More/better use of tech and availability of tech
- Return to pre-COVID normalcy/How we handled COVID
- Enhance training and rec resources
- Better relationship building
- Grants
- Fundraisers
- Vehicle – no bus!!
- More social media
- More board members active in fundraisers
- Caring staff
- Discord
- More open DVR support for school or interest
- Fully staffed at one point was great!
- Action Club came back
- Buying and selling property
- Having more people wanting to problem solve
- 3 Coordinators
- 3 Assistants!!

Magic City Enterprises Strategic Planning 2023

Threats:

- State/Waiver funding
- Competitive Wages
- Critical staffing levels
 - Neglect
 - Danger
- Operations
 - Documentation
- Other providers taking clients/staff
- Losing staff to burnout – staff relationships
- Discharging clients due to staffing
- Unable to secure outside funding
- Community perception
 - MCE is NOT charity – token diversity
- Contracts lost
- Staffing for staffing sake
 - Lack of culture
 - Low availability
- Another pandemic
- Aging population
- Inconsistent legislation/standards
- Data security
- Contingency plans for tech breakdown
- Not meeting requirements or no funds for smaller living
- Adapting to clients
- Growing number of providers
- Negative perception of those we support by community and limitation of opportunities as a result
 - Funding, employment, friendship, activities
- Complacency
- Historical relationships – people holding grudges
- Potential recession
 - Tax/funding cuts
- Staff animosity/”punishing” good staff

Magic City Enterprises Strategic Planning 2023

What's Working Well

- Staff and people being supported relationships?
- Travel!
- Family and MCE relationships?
- Marketing! People are hearing about us!
- Increase positive perception of MCE
Long-term stability – 50+ years!!
- Knowledgeable staff – depends on staff
- CEO relationships
- Maintenance/Property management
- People believe in mission and core values
 - Staff longevity
- Tech
- Staff development
- New hire training
- Increase grant funding
- Those employable who want to work are working
- Transportation to appointments
- Knowledgeable and supportive management
- Willingness to adapt to new tech

Magic City Enterprises Strategic Planning 2023

Key Focus Areas

The group then utilized the Mission, Vision, and current state of the organization to look at how to get from where they are to where they want to be. They were able to set four key strategies for moving forward and begin to develop each.



Magic City Enterprises Strategic Planning 2023

Organizational Culture Improvement

Magic City has gone through ongoing change and has significant turnover over the last few years. The goal is to look at ways to build and improve culture to help recruit new people, to keep the people we have and make it the best possible workplace.

Objective	Establish a DEI committee	
Description		Timeframes
This will be interdepartmental, and we will ask for volunteers from across the organization.		Year 1
People Responsible		Shea Sparks and Jess Jones
Objective	Check-in – spread the hype	
Description		Timeframes
Headed by the DEI committee but with all staff working to increase the hype and excitement for being at work		Year 1
People Responsible		DEI Committee
Objective	Fun surveys	
Description		Timeframes
These are surveys that encourage people to engage and share interesting information. They would be handed out by coordinators and management but filled out by all staff		Year 1

Magic City Enterprises Strategic Planning 2023

Objective	Create “House Books” and increase house pride	
Description		Timeframes
	Set up a system whereby each house has a book that introduces the staff and clients at the house and gives fun information about these people and the general culture of the house.	Year 1
People Responsible		Community Services Department

Objective	Establish and enhance a mentoring program	
Description		Timeframes
	Create a system whereby new staff are assigned to a longer-serving staff member to help mentor and build their knowledge and skills and to create connections within the organization.	Years 3-5
People Responsible		Jeff, Kim Shaw, Tara, Mandy, Shea

Objective	Leadership Facilitation	
Description		Timeframes
	Develop a leadership development program that focuses on growing leaders in-house to enhance the organization’s overall culture.	Years 3-5
People Responsible		Jeff, Tara, Mandy, Kim Shaw, Shea

Magic City Enterprises Strategic Planning 2023

Community Relationship Development	
To be the #1 choice of provider and employer, it will be crucial to continue to build our outreach and relationships with our community. We will work on a variety of pathways for helping build relationships and for helping enhance knowledge of Magic City in the community.	
Objective	Build Relationships with Schools and Colleges
Description	Timeframes
It has been a while since we have spent time reaching out to the high schools and colleges to help them better understand what we do, how their DD work may feed into our work and to help recruit employees.	Year 1
People Responsible	Jeff, Tara
Objective	Improve relationships with other providers
Descriptions	Timeframes
It can be challenging when a client changes providers, or there is a shared client to ensure our service continues to be at a high level. We must continue reaching out to providers to help build relationships and streamline services.	Year 1
People Responsible	Jeff and Tara
Objective	Involve families more
Descriptions	Timeframes
The better we can involve families, the better the connection and understanding we have with our clients. This can also help build the culture within the organization	Year 1
People Responsible	Jeff and Tara

Magic City Enterprises Strategic Planning 2023

Objective	Develop Program Ambassadors	
Description		Timeframes
Create a program where specific employees are designated as Ambassadors for each program at Magic City, and then create a plan for getting ambassadors out into the community.		Year 3
People Responsible		Jeff, Tara, Shea, Mandy, program coordinators, Dawn
Objective	DSP participation in job fairs	
Descriptions		Timeframes
		Year 3
People Responsible		Jeff, Tara, Shea, Mandy, program coordinators, Dawn
Objective	Develop volunteer opportunities	
Descriptions		Timeframes
Create a volunteer program that allows others to come in and share their skills and knowledge with clients or for employees to share non-job related skills and knowledge with clients.		Year 3
People Responsible		Jeff, Tara, Shea, Mandy, program coordinators, Dawn
Objective	Ongoing Development	
Description		Timeframes
<ol style="list-style-type: none"> 1. Increase community interactions 2. Maintain Chamber membership 3. Maintain Kiwanis relationship 4. Continue advertising investment 5. Develop a sensory lab 6. Develop community events 7. Program outreach 		Ongoing
People Responsible		Jeff, Tara, Shea, Mandy, program controllers

Magic City Enterprises Strategic Planning 2023

Staff Development, Training and Performance Enhancement

By focusing on staff development and performance we hope to reduce turnover to 40% by the end of year 1 and to 35% by the end of Year 2. In addition there is a goal of increasing the performance levels of staff in order to improve outcomes. Performance includes increased adherence to documentation.

Objective	Conduct two staff satisfaction surveys per year.	
Description	Timeframes	
Use rated questions to develop and send out two staff satisfaction surveys per year that can measure satisfaction year to year.	Year 1	
People Responsible	Shea, Mandy, Tara, Jeff	
Objective	Develop retention strategies based on survey responses.	
Description	Timeframes	
Using the survey results, develop priority actions to help improve satisfaction and retention. Possible actions include: <ul style="list-style-type: none"> • Develop and send out satisfaction surveys • Eliminate silos between departments • Cross organization education • Two all-staff meetings a year • Job shadowing • Staff superlatives • Staff wellness program • Team building with DSP's • Debriefing teams' wellness • Staff/Employee excitement • Hiring and retention of staff • Incentive bonuses 	Years 2-5	
People Responsible	Coordinators and Tara, Jeff, Mandy, Shea	

Magic City Enterprises Strategic Planning 2023

Objective	Increase Staff Development	
Description		Timeframes
Change/enhance the AMCV ? training to include people supported (maybe a video)		Year 1
People Responsible		
Objective	Day Program Enhancement	
Description		Timeframes
Day site to allow people supported and DSPS to be involved in on-boarding pre-service.		Year 1
People Responsible		

Magic City Enterprises Strategic Planning 2023

Revenue Enhancement	
<p>Currently, Magic City depends heavily on state and federal DD dollars for operations. They have added some fundraising events and outreach, but there is room for expanding the use of grants and other fundraising activities to help support the long-term sustainability of the organization.</p>	
Objective	Improve Grant Funding
Description:	Timeframes
<p>Diversifying and managing new grants will be crucial for long-term growth and sustainability.</p> <ul style="list-style-type: none"> • Identify new potential grants • Write and submit grant applications • Manage grants as necessary 	Year 1
People Responsible:	Jeff, Mandy, Shea
Objective	Market Staff Development Program
Descriptions	Timeframes
<p>By developing the programs we have and adding programs such as MANDT Academy, we can market the training to other providers and sell training certifications for additional revenue.</p>	
People Responsible:	Kim Shaw

Magic City Enterprises Strategic Planning 2023

Objective	Increase External Marketing	
Description	Timeframes	
Develop a more comprehensive marketing campaign that talks about Magic City’s impact. Thus, increasing the flow of sponsors and event tickets and other fundraising efforts.		
People Responsible:		
Objective	Develop monthly and annual giving programs	
Description	Timeframes	
A monthly and annual giving program will allow for the development of ongoing donors and sponsors that can be a consistent source of funding. <ul style="list-style-type: none"> • Ensure a proper Donor Management System is in place • Design giving programs with appropriate incentives • Begin developing donors 		
People Responsible:		