



# STRATEGIC PLAN

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2026 - 2028

# EXECUTIVE SUMMARY



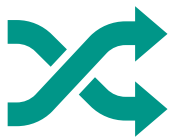
MRC Industries' 2026–2029 Strategic Plan was developed as a roadmap to support continued growth, sustainability, and impact. Stakeholder input was leveraged throughout the process that affirmed the vital role MRC plays in empowering people with disabilities and mental illness. This feedback shaped important updates to our mission and vision, ensuring they reflect both who we are today and where we're headed. Grounded in these refreshed statements of purpose, the plan is organized around four strategic goals with associated strategic objectives that will drive our long-term sustainability and impact.

## VISION

An inclusive community where individuals with disabilities and mental illness are empowered to thrive.

## MISSION

MRC Industries champions the potential of individuals with disabilities & mental illness by promoting equity, inspiring independence, and creating inclusive pathways to thrive within the community.



**Diversify  
Funding**



**Quality  
Of Service**



**Branding &  
Awareness**



**Staff  
Retention**

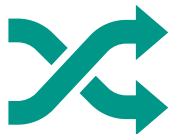
Over the next three years, MRC Industries will bring its updated mission and vision to life through a focused strategic plan. The organization is energized by the opportunities ahead, to expand its reach, strengthen community partnerships and deepen its positive impact across the greater Kalamazoo area. Most importantly, MRC remains steadfast in its commitment to serving individuals who are empowered by the essential work of the MRC team and community partners.

# INTRODUCTION



This document outlines strategic goals and objectives to provide focus and clarity for the next 3 years of work within MRC Industries. The plan is both ambitious and calculated, designed to build on what's working, address emerging needs, and respond to the evolving landscape of services for individuals with disabilities and mental illness. It represents not just a roadmap, but a continued commitment to the people and communities MRC serves focused on four key strategic goals:

## Diversify Funding



Expand grants, donors, events, and earned income to build a resilient, diversified revenue base.

## Quality of Service



Advance program evaluation and improvement processes to enhance client outcomes.

## Branding & Awareness



Strengthen MRC's brand and community engagement through targeted marketing, digital outreach, and public partnerships.

## Staff Retention



Develop robust staff recruitment, training, and retention strategies to address sector-wide workforce challenges.

Using a phased approach over the next 3 years, MRC will deliver on its steadfast and refreshed vision and mission.

# STAKEHOLDER INSIGHTS

Engagement with staff, clients, community partners, and board members revealed strong alignment with MRC's purpose. Surveys and workshops showed that stakeholders are proud of MRC's mission and values while underscoring the plan's essence: sustaining the mission, growing resources, and investing in people.

## EXTERNAL STAKEHOLDERS

### Hearing the Voices of Families

- Families value MRC's respectful approach and wide range of services but want more access, variety, and community-based options.
- Clearer communication and more consistency with staff are key areas for improvement.
- Future opportunities include stronger life skills training, youth transitions, and partnerships. Stable funding and staffing presented as critical needs.

### What our Funding Partners Said

- Funders see MRC's reputation, case management services, and passion for serving people with disabilities and mental illness as key strengths.
- Continued growth could come from expanding service offerings, strengthening staffing capacity, and refining referral processes to support clarity and alignment.
- Overall fund availability and staff retention remain top concerns. Other areas of importance included expanded case management, reaching underserved areas, and offering more inclusive job training.

## INTERNAL STAKEHOLDERS

### Key themes from the Voice of Staff

- Staff communicate deep pride in the work of MRC and the supportive, mission-driven culture.
- Significant value is placed on the positive impact on clients and a team-oriented environment.
- The team desires a consolidated main office, clearer career pathways, upgraded technology, and more coordinated internal communication.

### From the Voice of Board and Leadership

- An emphasis on financial sustainability stresses the need to stabilize and diversify revenue streams to meet growing service demands.
- There is overwhelming support for boosting MRC's visibility highlighting stronger branding, marketing, and partnerships as vital to attracting support, engagement, and funding.
- Commitment to quality and outcomes remains resolute as leadership expects data-driven planning, clear metrics, and continuous program improvement.



# REVISED VISION & MISSION

As part of the strategic planning process, MRC took the opportunity to revisit and refine its foundational statements. Through thoughtful engagement with board members, staff, families, and partners, it became clear that while the heart of MRC's work remains unchanged, the language of our mission and vision needed to better reflect who we are today and who we aspire to be in the future. These updated statements honor our long-standing commitment to empowering individuals with disabilities and mental illness, while embracing a broader, more inclusive vision for impact, independence, and community connection.

## VISION

To be the provider of choice for individuals and employers through continuous improvement, innovation, and leadership.

2025

**2026-2029**

An inclusive community where individuals with disabilities and mental illness are empowered to thrive.

## MISSION

MRC's mission is to encourage and support individuals living with a disability to achieve their fullest potential through employment, workforce development, and active community involvement.

2025

**2026-2029**

MRC Industries champions the potential of individuals with disabilities & mental illness by promoting equity, inspiring independence, and creating inclusive pathways to thrive within the community.

# STRATEGIC GOALS & OBJECTIVES

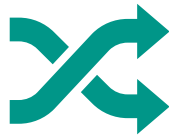
## GOAL 1: DIVERSIFY FUNDING

Ensuring financial resilience is critical. The more diversified an organization's funding streams, the more "resilient and future-ready" it will be. To broaden MRC's revenue base, we will expand grants, individual and corporate giving, special events, and earned-income opportunities. A diversified portfolio reduces risk and strengthens stability.

### STRATEGIC OBJECTIVES BY YEAR

## 2026

- Expand services into other counties
- Offer staffing services
- Stand up minor home repair business line
- Engage manufacturing enclaves
- Establish a product developed and sold by MRC
- Establish donor development foundation



## 2027

- Expand donor development efforts
- Establish greenhouse production business line
- Increase number of fundraising events
- Secure more Ability One contracts



## 2028

- Create a credentialing program to certify talent in house
- Develop a call center business line
- Develop an IT contact center business line
- Create a co-op housing business line

# STRATEGIC GOALS & OBJECTIVES

## GOAL 2: QUALITY OF SERVICE

MRC's credibility depends on high-quality services and positive outcomes. We will formalize quality assurance and continuous improvement processes. This means establishing clear performance metrics (e.g., client placement rates, pace of program development, client satisfaction) and regularly reviewing them. By investing in staff training, updating program curricula, and engaging clients for feedback, we can enhance consistency and effectiveness across all services.

### STRATEGIC OBJECTIVES BY YEAR

## 2026

- Improve client onboarding process
- Expand technology to leverage AI documentation and outcomes
- Shorten pace of program development
- Implement training and development program for CLS/Skill Building staff
- Establish continuous improvement process



## 2027

- Create interdisciplinary team structure
- Improve assessment and evaluation of client progress
- Implement a system to collect and analyze stakeholder feedback on a routine basis

## 2028

- Develop training plans to strengthen clinical excellence and evidence-based practices
- Create plan to train and expose families to all service offerings of MRC
- Increase diversity in services to meet more client needs

# STRATEGIC GOALS & OBJECTIVES

## GOAL 3: **BRANDING & AWARENESS**

In a crowded nonprofit sector, effective branding helps an organization stand out and build meaningful connections. Our goal is to elevate MRC's visibility and reputation in the community. This includes refreshing our brand identity, improving communications, and actively engaging with businesses and community partners. By telling compelling stories of our impact and leveraging our values, we will strengthen public awareness and vital stakeholder support.

### STRATEGIC OBJECTIVES BY YEAR

## 2026

- Enhance dual marketing strategy, partnering with established brands
- Right-size marketing team
- Stakeholder Story Campaign (businesses, community partners, families, clients)
- Develop plan to present at more local organizations
- Create value proposition for the community impact of MRC leveraging data



## 2027

- Secure new location
- Engage and grow supporter base

## 2028

- Bring forth a new and complete brand identity for MRC

# STRATEGIC GOALS & OBJECTIVES

## GOAL 4: **STAFF RETENTION**

The nonprofit workforce is in crisis combating against persistent vacancies and severe staff shortages. To fulfill our mission, MRC must be a leading employer in the community. We will invest to attract, develop, and retain our talented staff. This includes improving perks & benefits, strengthening career pathways, and fostering a cohesive workplace culture that reflects our core values (Compassionate Collaboration, Advocacy, Community, Empowerment).

### STRATEGIC OBJECTIVES BY YEAR

## 2026

- Bring additional support services to staff (ERN)
- Create guiding culture principles
- Implement recognition program
- Create structured team building and engagement strategy
- Equip staff with foundational & functional IT hardware



## 2027

- Right-size L&D team
- Develop and roll out career pathing plans
- Implement leadership development program
- Evaluate and implement total human health program with wellness options and perks

## 2028

- Implement formalized DEI training with inclusive communication strategy
- Develop a plan for engagement and communication considering the growth of the organization both in size and complexity
- Launch mentorship program

# NEXT STEPS

With the strategic plan in place, MRC Industries will move into a focused implementation phase. Strategic goals will be integrated into department work plans with clear ownership, timelines, and measurable actions. Regular progress reviews, transparent communication, and a culture of learning will ensure the plan remains a living guide that drives meaningful impact and advances MRC's mission.

## 1

### ALIGNED WORK PLANS

Each department will translate the strategic goals into actionable annual work plans. Leaders will align team priorities and individual responsibilities with the larger organizational direction, ensuring daily work drives long-term impact.

## 2

### MEASURABLE MILESTONES

Strategic objectives have been plotted across a three-year timeline with clear milestones and performance indicators. These will guide execution, track progress, and allow for proactive adjustments to stay on course.

## 3

### ONGOING MONITORING

MRC leadership will regularly review progress through internal check-ins, board reporting, and stakeholder feedback. This structured accountability will help maintain momentum, address barriers early, and reinforce commitment at every level.

## 4

### CONTINUOUS LEARNING

Strategic execution will be supported by transparent communication, cross-functional collaboration, and a culture of learning. MRC will stay responsive to emerging needs and insights, ensuring the plan remains a dynamic and relevant guide.



As MRC Industries embarks on this next chapter, we do so with confidence in our collective vision and clarity of purpose. Guided by these strategic priorities and strengthened by the dedication of our staff, board, families, funders, and community partners, we stand ready to meet challenges, seize opportunities, and amplify our impact. Together, we will uphold our promise to empower individuals with disabilities and mental illness, fostering a more inclusive and thriving Kalamazoo community for years to come.