Mano en Mano Board Planning Retreat
April 11, 2009 9 am to Noon

Retreat Outcomes

- *A plan to clarify organizational direction and program offerings in support of our mission*
- *Realistic view of our capacity to raise funds*
- *Plan for board development and leadership transition (board and director)*

The mission of Mano en Mano: Building a strong and diverse community in Downeast Maine by working with diverse populations to provide affordable housing and educational opportunities, remove barriers to health, and social services and to advocate for social justice.

9:00 **Overview, outcomes, groundrules**

Introductions- *tell a short story from the last year when you observed Mano en Mano fulfilling its mission, a vignette that makes you really happy you are on the board/staff.*

9:30 **Survey results and discussion**

9:45 **Very quick review of mission and vision** as a jumping off point for what Mano en Mano needs to accomplish in the next 12-18 months

10:30 Quick Break

10:45 **Further work on program plan and fundraising for next 12-18 months**, timeline showing tasks and who or what committee will move this forward

11:15 **Planning for Leadership Transitions**—Director, Board

11:50 **Reflections on our work together**

12:00 **Adjourn for working lunch on annual meeting**

Summary of results-- Pre-Retreat Survey , April 2009

As you think about your mission, and what your vision of success looks like, please respond to the following:

1. What is working well, as an organization? What are you proudest about?

- We work effectively, efficiently as a board, achieving good work with limited resources
- Volunteers take on lots of responsibility
- We have gathered and targeted resources to make a difference
- The housing project is a new, bold approach responding to a real need
- Our targeted programs, scholarships and referrals help Latino youth and adults with aspirations and education
- Our work results in Latino people feeling more supported in community and they trust Mano en Mano as we open doors and lines of communication and promote respect
- We are a presence in the community around issues of immigration and diversity, providing hope and a “sense of the possible” to many in Downeast Maine

2. What sorts of things do we need to attend to help Mano en Mano fulfill its mission? What aspects (for example: program, outreach, board development, etc.) causes you to worry about the future of the organization?

- Staying connected to the Latino community (via active outreach and listening), so that their current needs are reflected in our work
- Board development (number of board members, their skills & diversity) Leadership transition planning (board and Executive Director)
- Funding for general operations and specific projects
- Staffing for programs
- Stalling in funding support at the very time when people need support

3. As a board, what do we need to do to feel more confident of leading the organization to further success?

- Clarity about where we are (current reality, strengths and limitations) and where we want to go (goals and opportunities)
- Increased capacity and comfort to ask people for donations and program support, cultivating relationships with donors