



## Metropolitan Action Commission

# STRATEGIC FRAMEWORK FOR CRISIS RESPONSE, RECOVERY, AND RESILIENCE 2021–2025

Version 1.0

*Metropolitan  
Government of  
Nashville and  
Davidson County,  
Tennessee*



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## PLANNING PROCESS

On February 25th and 26th 2020 Metropolitan Action Commission (MAC) staff and board members convened to review the most recent community needs assessment for Nashville and Davidson County and began to consider the organization's direction and priorities for the next five years. Within days events began to reshape the landscape and overtake not only Nashville, with the arrival of a tornado in the early morning hours of March 3, but the entire globe, with a novel coronavirus. Just as MAC was stepping up and adapting services to meet the changing conditions and the emergent needs of Nashvillians, the murder of George Floyd at the hands of police in Minneapolis ignited protests around the country, including Nashville. Ongoing protests and demonstrations have revealed the deep pain and hurt people are feeling about the systemic dehumanization

and criminalization of Black lives. In the last days of 2020, early on Christmas morning, Nashville was dealt another crushing blow: A bomb was detonated downtown, injuring three people and damaging dozens of buildings.

Every crisis has an end, and the light at the end of the tunnel will eventually appear—sooner for some than others. The ultimate duration of the pandemic, the depth of the resultant financial crisis, the potential for truly addressing structural racism and discrimination, and how long it will take to rebuild downtown Nashville are not yet known. Everyone is trying to peer through a fog. This lack of clarity about the future presents real challenges in designing a five-year strategic plan. What things will look like on the other side of these crises depends on countless decisions that may move the community either



## PLANNING PROCESS *(continued)*

closer toward greater appreciation for our interconnectedness, a more fair, generative, and resilient economy, and a healthier environment or back to a place that perpetuates the problems of the past. It is impossible to know what will happen, but MAC intends to continue to take time to assess the emerging landscape and think constructively about the future that people need and want. The new landscape will not, must not, look as it did before or perhaps even worse for the people and communities we serve. That would be a double tragedy.

During the course of developing this Strategic Framework 2021–2025 (Version 1.0) MAC engaged customers, partners, staff, and board members in conversations about the content of the Strategic Framework. MAC examined the input of the stakeholders and made many revisions that helped create a stronger, more responsive Strategic Framework for the future.

This Strategic Framework is intended to serve as a set of guiding principles for the upcoming work MAC will undertake as it helps children, adults, families, and the community respond to the pandemic, construct a new environment, and recover. MAC will prioritize responding to the immediate needs brought on by the health and economic challenges of the pandemic while concurrently adapting existing services and reassessing the landscape. MAC will use the results of the reassessment to continually revise and extend the Strategic Framework to respond to recovery needs and build family and community resilience in the forthcoming years. Annual operating plans and budgets will reflect the emerging needs and priorities that unfold on the other side of this unprecedented pandemic and consciousness shift toward justice.



Davidson County is a place where people reach their highest potential, creating a legacy of physical, emotional, social, and economic well-being from one generation to the next.



Metropolitan Action Commission embodies a spirit of hope, helps children and youth develop their potential, equips adults and families to achieve their goals, improves social and economic mobility, and advances well-being for people and communities.



*Values are the beliefs that shape organizational culture, support the vision and mission, and guide interactions with customers, MAC staff, board, and partners.*

**INCLUSION AND DIGNITY**

We believe there is only an inclusive “we.” By treating all people with dignity and respect we acknowledge our shared humanity and affirm that all people belong.

**EQUITY**

We believe all people have the right to fair treatment, justice, and opportunities to co-create in ways that will result in equitable outcomes for everyone.

**COMPASSION**

We believe in demonstrating compassion and empathy toward customers, each other, and partners.

**INTEGRITY**

We believe in honesty and following ethical principles at all times.

**TEAMWORK**

We believe in the power of collaboration—with our customers, each other, our partners, and cross-sector members of the community—to achieve greater impact.

**INNOVATION**

We encourage the development and use of research to inform our practice, along with continuous improvement that leads us to achieving higher impact.

**EXCELLENCE**

We deliver unmatched customer service. We provide the highest quality services.

**ACCOUNTABILITY  
AND IMPACT**

We are committed to achieving positive impact and holding each other accountable for results. Everyone is responsible for creating dependable data, turning that data into information, and transforming that information into knowledge and actions that drive higher impact.

*MAC's philosophy represents practices used to support and encourage people in their journey to achieve social and economic mobility. Embedded in the philosophy are beliefs about human capacity.*

**EMBODY HOPE**

We seek to build hope and inspire the families we serve. We recognize the importance of encouraging people to embrace the control they have over the trajectory of their lives.

**ASSUME POSITIVE INTENT**

We assume the best and give others the benefit of the doubt.

**BELIEVE IN HUMAN CAPACITY**

We believe all people have the capacity to grow and reach their full potential.

**WHOLE PERSON/FAMILY APPROACH**

We recognize the wholeness of people and families and understand economic mobility entails more than just income/work for a head of household. We are committed to working with our partners to provide opportunities and integrated services for each family member to advance their potential.

**PERSON-CENTERED PRACTICES**

We believe in meeting people where they are and working with them to achieve their own goals and desires.

**BE COMMUNITY BUILDERS AND CHANGE AGENTS**

We recognize the positive and negative influences community conditions can have on people's lives. We realize that legacies of trauma and exclusion are perpetuated by dysfunctional systems that can prevent people and places from thriving. In addition to providing direct services and opportunities to people who are striving to reach their potential, we are committed to addressing systemic solutions and maximizing the strengths of our community to build a more just and inclusive community for **all**.



If MAC provides comprehensive and customized economic, educational, and social opportunities to children, youth, adults, and families, then financial security will increase, generating social and economic mobility from one generation to the next.



To achieve the vision set out in the Strategic Framework, it is essential to focus on certain drivers or vital conditions for children, youth, adults, and families. The strategic imperatives will serve as focus areas to aid board and staff decision-making in the unpredictable years to come.

These strategic imperatives do not exist independently but are interconnected. The more decisions and actions connect to multiple imperatives, the greater the chance for maximum impact. Embedded in these strategic imperatives is the necessity to think about people and places rather than programs or funding streams.

## RESPONSE, RECOVERY, AND RESILIENCE

- Respond to and remediate individuals' immediate material hardships (e.g., housing, food, utilities) while also assessing and establishing what supports and opportunities can be helpful as they recover post crisis.
- Coordinate with partners and increase communication to expand awareness of available opportunities and programs in the community.
- Work with families and the community to build resilience so no one is left behind again.



## CHILD SUCCESS

Support children and their families (custodial and non-custodial; all families as they self-define) so children start on—and are more likely to stay on—a path toward healthy, productive lives.

Promote school readiness, including the social and emotional well-being and physical health of children.

Listen to and engage parents and encourage them in their role as advocates for their child's learning.



## YOUTH SUCCESS

Support and encourage the development of youth in and out of school and the successful transition from youth to adulthood.

Recognize and respond to the unique needs of youth disconnected from work, family, and communities, including young people who live in families with low income; who reside in high-poverty communities; who are involved in the child welfare or justice system; or who are parents.

Respond to the critical needs of youth during the pandemic and beyond by listening and creating solutions with them.



## ADULT SUCCESS

Deliver training in high demand fields and support individuals with comprehensive and customized supports so adults achieve financial security and their full potential.

Provide access to quality employment, educational and entrepreneurial opportunities, and job-skills services that lead to work in high-paying fields.

Support student-parents in achieving their economic security.

Connect adults to financial literacy services to increase their financial security.



## FAMILY SUCCESS

Partner with families to create nurturing, safe, and healthy environments for children and youth to thrive.

Provide opportunities to increase income and strengthen capacities for achieving well-being that help parents overcome economic hardships and other social challenges that create distress and impair family functioning.

Support and encourage families as they strengthen the social connections and networks they can call on and increase their engagement in the community.



### COMMUNITY SUCCESS

- | Improve the opportunity ecosystem for children, youth, adults, seniors, and families, creating a positive ripple effect for all people and places as a whole.
- | Coordinate with cross-sector partners to plan strategically for an economic recovery as additional resources come into the community as a result of the pandemic.

### ORGANIZATIONAL SUCCESS

- | Foster board governance to add a high level of value to the organization's impact.
- | Design an organizational structure and culture to maximize success for children, youth, adults, and families.
- | Pursue investments in all staff so they may generate maximum impact for children, youth, adults, and families.
- | Foster and develop leadership across the organization.
- | Embed continuous learning and improvement driven by data and the voices of customers and staff at all levels of the organization.
- | Strengthen community trust and build strategic partnerships that will foster better results for all people in the community.



This Strategic Framework serves as a set of guiding principles for the upcoming work MAC will undertake in 2021–2025. MAC staff will develop an action plan and measurement plan for the Strategic Framework 1.0. The organization fully expects it may be necessary to revise this Framework to respond to the pandemic and economic recovery needs and help build family and community resilience in the forthcoming years. Annual action plans and budgets will reflect the emerging needs and priorities that unfold. A dashboard to measure and track key indicators of child, youth, adult, family, community, and organizational success will be implemented, and a structure of accountability will help MAC drive continuous improvement and achieve even greater impact.



## GRATITUDE



Amid a tornado, a pandemic, protests and demonstrations calling for the end of police violence, and a domestic terrorist event, MAC staff, advisory board members, customers, and partners came together to consider the organization's future. Planning participants began their work at an in-person retreat and wrapped up their efforts in online meetings. Planning participants remained committed and engaged while juggling professional and personal changes and challenges.

We are immensely grateful to all who participated but especially want to recognize MAC staff, who have transformed service delivery in a multitude of ways, large and small, and tapped into wells of creativity and energy week after week for over a year. We appreciate everything you have done to deliver support and hope to your neighbors in Davidson County.

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