



# ICC Austin

## Proposal for Services: Strategic Business Planning

OCTOBER 4, 2017

### Our Understanding of ICC Austin

---

ICC Austin is a 501c-3 college housing cooperative based in Central Austin with a history dating back over 50 years. Their goal is to offer quality, affordable housing options to college students. ICC Austin's core purpose is to **create a mutually beneficial, diverse, and inclusive community** in efforts to **promote the transformation of society towards cooperation, justice and non-exploitation**. In order to realize this vision, ICC Austin **provides affordable housing to students on a cooperative basis in an environment that enhances member education, encourages the formation of long lasting communities, and foster responsible citizenship**.

Though ICC Austin has had a long and successful history of providing affordable housing to college students, the recently revised Ends Statement requires a shift in the organization's culture, thinking, and method of operations if it wants to fully realize the goal of **offering affordable college housing opportunities to student populations they have not historically courted**. While in college, low income students and those who cannot afford the typical housing options Austin offers are potentially missing out on even knowing the affordable housing options ICC Austin offers.

ICC Austin board and staff leadership are ready to launch a robust and thoughtful planning process to chart a course for taking the organization to the next level. **Key questions to address in the planning include:**

- Given ICC Austin's board and members turnover fairly frequently, **how can they set a strategic plan that is impactful, sustainable, realistic, long-lasting and measurable?**
- How could ICC Austin **improve its outreach strategy to students who are most in need** of affordable housing options?
- What **strategic partners should ICC Austin pursue on campuses and in the Austin community** to accomplish their mission?
- How can ICC Austin **address the maintenance demands of existing properties, while also keeping an eye on growing operations** in a way that is sustainable?
- With full appreciation for ICC Austin's past, **how does the organization pivot** from the long established organizational/residential culture to one that is better suited to meet their revised Ends Statement?

Mission Capital is excited to propose customized support for ICC Austin's strategic business planning process. Our proposal focuses on how we as facilitators can ensure momentum in moving the process forward, creatively engage



#### ICC's Strategic Interests

- Realistic and impactful strategic plan
- Outreach to students most in need of affordable housing
- Growing in scale while maintaining quality of existing housing stock
- Strategic campus and community partnership
- Board engagement and buy-in of strategic plan



multiple perspectives from within and outside of the organization, engage and inspire the board, staff, and potential future stakeholders to provide thoughtful insight to the future direction of ICC Austin and provide a clear-eyed assessment of how ICC Austin can achieve its mission.



## Overview of Proposed Services

---

<b>Service Overview</b>	Deliver a strategic planning process that helps ICC Austin take the organization to the next level
<b>Timeframe</b>	October 2017 – April 2018
<b>Investment</b>	\$19,900

## The Mission Capital Approach

---

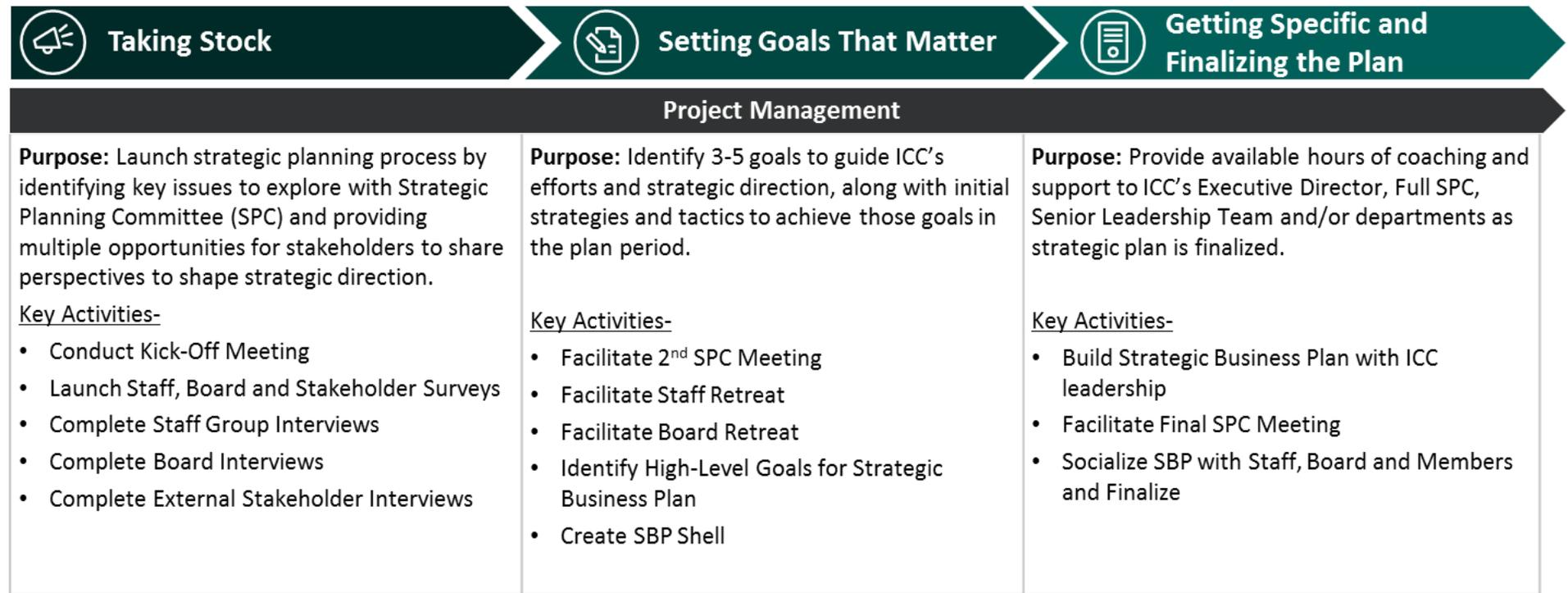
Since 2001, Mission Capital has provided consulting services to nonprofits throughout Central Texas. Easily our most in-demand consulting offering, Mission Capital's strategic planning approach is guided by nationally-recognized best practices and the most up-to-date research on what works. We use time-tested frameworks honed from 16 years of diverse strategic and business planning engagements to create a **fully customized approach** to meet each client's unique context and goals.

- **We are the go-to social sector resource and leader for Central Texas and beyond.** We're proud of our reputation for providing nonprofits, philanthropists, and social entrepreneurs with the tools and guidance they need to tackle complex community challenges. We serve as a catalyst for extraordinary nonprofit performance, helping organizations realize their missions through fostering leadership development, effective stakeholder engagement, guiding change initiatives, and more.
- We are a **professional, objective, and innovative partner** for nonprofits seeking to make strategic decisions. **We are an objective third party and, at the same time, we are a nonprofit ourselves.** We bring with us an understanding of your reality that saves time and gives us insights into your challenges and **we have worked with housing cooperative and memberships organizations** in the past including **Austin Clubhouse** and **College Houses**.
- We bring a **creative engagement approach** to this effort. Our proposed consultants have experience with Appreciative Inquiry, Technology of Participation, Liberating Structures, and other innovative facilitation techniques, and we have proven interview, focus group, and retreat facilitation experiences that will help ICC Austin accomplish its objectives.
- **We know business and strategic growth.** In our 16 years of existence, Mission Capital has guided nonprofits of all sizes and types through comprehensive, creative strategic planning processes. While we bring a proven methodology and approach to each project, we also customize each project to the specific needs of each nonprofit organization. Since acquiring the local affiliate of Social Venture Partners International and launching our innovative Mission Accelerator, we've equipped 14 Accelerator nonprofits with a business growth plan, a powerful case for funding, and access to additional forms of investment.



## Proposed Scope of Work

### ICC AUSTIN STRATEGIC BUSINESS PLANNING SCOPE OVERVIEW



The potential activities, roles, and responsibilities of Mission Capital and ICC Austin are outlined in the tables below.

#### PHASE I: TAKING STOCK

**Purpose:** Launch strategic planning process by identifying key issues to explore with Strategic Planning Committee (SPC) and providing multiple opportunities for stakeholders to share perspectives to shape strategic direction.



**Deliverables:**

- Theme summary of feedback shared through survey, interviews, document review, and focus groups with key questions identified
- Interim update to share with full board

Activity	Mission Capital	ICC Austin	Timeframe
<b>Kick-off Meeting + Strategic Planning Committee Meeting #1</b>	<ul style="list-style-type: none"> <li>• Review agreement, roles and responsibilities</li> <li>• Create timeline, discuss potential goals/ outcomes, finalize project work plan</li> <li>• Request documents for assessment</li> <li>• Conduct SPC meeting to formally launch planning process</li> <li>• Identify key elements for strategic business plan and discuss opportunities/ challenges to be addressed through the process</li> <li>• Finalize key questions to be asked</li> <li>• Help identify stakeholder/key informants to engage</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule meeting within available times provided by Mission Capital (MC)</li> <li>• Invite SPC members, arrange location and logistics including, if necessary, call-in capacity</li> </ul>	<ul style="list-style-type: none"> <li>• October 2017</li> </ul>
<b>Prepare Background Information</b>	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	<ul style="list-style-type: none"> <li>• Provide documents as requested</li> </ul>	<ul style="list-style-type: none"> <li>• October-November 2017</li> </ul>
<b>Stakeholder/ Key Informant Input</b>	<ul style="list-style-type: none"> <li>• Online survey of all board, staff, members, and external stakeholders</li> <li>• Conduct up to interviews, likely divided as follows:               <ul style="list-style-type: none"> <li>• 4 staff</li> <li>• 2 members-only focus groups</li> <li>• 4 board members</li> <li>• 4 key external stakeholders</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Provide suggestions, contact information, and initial reach-out to stakeholders/key informants</li> <li>• Schedule member, board and staff interviews within times provided by MC</li> <li>• Distribute request to participate in surveys and issue follow-up reminders to complete on request</li> </ul>	<ul style="list-style-type: none"> <li>• October-November 2017</li> </ul>



Activity	Mission Capital	ICC Austin	Timeframe
<b>Strategic Planning Committee Meeting #2</b>	<ul style="list-style-type: none"> <li>• Prepare agenda and summary information for presentation</li> <li>• Review summary of findings</li> <li>• Facilitate conversation related to mission, vision, and strategic direction and priorities considering data gathered</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule meeting within available times provided by MC</li> <li>• Invite SPC members, arrange location and logistics including, if necessary, call-in capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Early December 2017</li> </ul>

PHASE II: SETTING GOALS THAT MATTER

**Purpose:** Identify 3-5 goals to guide ICC Austin’s efforts and strategic direction, along with initial strategies and tactics to achieve those goals in the plan period.

**Deliverables:**

- Notes from board retreat and staff work session
- Draft shell strategic plan document

Activity	Mission Capital	ICC Austin	Timeframe
<b>Mission, Vision and Goal Setting (4-hour work session)</b>	<ul style="list-style-type: none"> <li>• Draft mission, vision and high-level goals based on work completed during Phase I</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director and leadership team provide input and feedback on strawman goals and impact statements</li> </ul>	<ul style="list-style-type: none"> <li>• January 2018</li> </ul>
<b>Strategic Planning Committee Meeting #3</b>	<ul style="list-style-type: none"> <li>• Prepare agenda and summary information for presentation</li> <li>• Review and provide input into the draft goals, impact and key strategies</li> <li>• Provide feedback into agenda for board retreat</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule meeting within available times provided by MC</li> <li>• Invite SPC members, arrange location and logistics including, if necessary, call-in capacity</li> </ul>	<ul style="list-style-type: none"> <li>• January/February 2018</li> </ul>



Activity	Mission Capital	ICC Austin	Timeframe
<b>Facilitate Board Retreat (4 hour session)</b>	<ul style="list-style-type: none"> <li>• Develop agenda and materials for retreat</li> <li>• Facilitate retreat to focus on setting 3-5 year strategic goals and prioritize programs/services for the future</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input into agenda and materials</li> <li>• Schedule meeting and ensure participation</li> <li>• Arrange for meeting space, refreshments, copies, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• January 27<sup>th</sup>, 2018</li> </ul>
<b>Facilitate Staff Work Session to Refine and Develop Goals (4 hour session)</b>	<ul style="list-style-type: none"> <li>• Develop agenda and materials for work session</li> <li>• Facilitate a half-day work session to ensure staff engagement in strategic direction and growth strategies</li> <li>• Working with leadership team SPC members, facilitate conversation to refine and finalize draft goals</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input into agenda and materials</li> <li>• Schedule meeting and ensure participation</li> <li>• Arrange for meeting space, refreshments, copies, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• February-March 2018</li> </ul>

PHASE III: SETTING GOALS THAT MATTER

**Purpose:** Provide available hours of coaching to ICC Austin’s Executive Director, Full SPC, Senior Leadership Team and/or departments as strategic plan is finalized.

**Deliverables:**

- Complete strategic business plan, developed by ICC Austin and edited by MC, ready for board approval



Activity	Mission Capital	ICC Austin	Timeframe
<b>Facilitate Members Listening Session (up to 3 hours)</b>	<ul style="list-style-type: none"> <li>Facilitate session and get feedback from members regarding the direction of the strategic plan</li> <li>Document and provide feedback</li> </ul>	<ul style="list-style-type: none"> <li>Schedule meeting within available times provided by MC.</li> <li>Invite SPC members, arrange location and logistics including, if necessary, call-in capacity</li> </ul>	<ul style="list-style-type: none"> <li>March 24<sup>th</sup>, 2018</li> </ul>
<b>Strategic Planning Committee Meeting #4</b>	<ul style="list-style-type: none"> <li>Prepare agenda and summary information for presentation</li> <li>Review draft strategic business plan.</li> </ul>	<ul style="list-style-type: none"> <li>Schedule meeting within available times provided by MC.</li> <li>Invite SPC members, arrange location and logistics including, if necessary, call-in capacity</li> </ul>	<ul style="list-style-type: none"> <li>March-April 2018</li> </ul>
<b>Finalize Strategic Business Plan</b>	<ul style="list-style-type: none"> <li>Provide up to 10 hours coaching and resources to help ICC Austin create a final version of the plan for board approval</li> <li>Provide sample templates, guidance, table of contents, etc. to guide plan development</li> <li>Provide writing and information aggregating assistance on the plan</li> </ul>	<ul style="list-style-type: none"> <li>Write most plan components</li> <li>Bring strategic business plan to board for approval</li> <li>Share full plan with members/residents</li> </ul>	<ul style="list-style-type: none"> <li>April-May 2018</li> </ul>



## Your Mission Capital Team

**Mission Capital will bring proven experience and a range of relevant expertise to this project. Our consultants are dedicated to exceptional client service, collaborating with our clients to promote excellence in nonprofit management.**

### LARRY ANAZIA, PROJECT LEAD

Larry brings deep consulting experience working to help clients solve some of their toughest and most pressing issues. Much of his work has focused on the economic landscape and lack of economic opportunity in Austin. He has worked and completed strategic business planning and strategic advisory work for local organizations like Lifeworks, Center for Public Policy Priorities, The Michael & Susan Dell Foundation, and Genesys Works. Over that time, he has fostered many connections and relationships with organizations that are working to serve many of the same young adults that ICC Austin aims to help through its housing.

Larry has a Master's in Public Affairs from The LBJ School at The University of Texas at Austin and a Bachelor's in Business Administration, with a focus in Consulting and Change Management from The McCombs School of Business at The University of Texas. Larry has been tied to the nonprofit community in Austin in a variety of ways including being a Mission Capital (then Greenlights) intern and leading an annual day of community service across Austin with multiple nonprofit organizations for four years.

### KATELYN LOWERY, PROJECT CONSULTANT

Katelyn is a Consultant specializing in strategic planning, board governance, collective impact, earned revenue and program management. Previous strategic planning projects include work with LifeWorks, Texas Civil Rights Project and Center for Public Policy Priorities. She also manages the Mission Accelerator, a five-month program designed to fast-track the growth and impact of nonprofits in Greater Austin.

Katelyn Lowrey brings a unique background of experiences in operations, education, youth development, and collective impact to Mission Capital. Prior to joining the Mission Capital team, Katelyn served as a Program Associate for Educate Texas and developed their Statewide Collective Impact Collaborative. Katelyn has extensive experience in the education and youth development fields. She was a high school English teacher in Charlotte, North Carolina through Teach For America. Katelyn also has experience providing direct care services to youth through Communities in Schools. Katelyn has a Master's in Social Work from The University of Texas at Austin and a Bachelor's in Science from Indiana University Bloomington in Human Development & Family Studies with minors in Psychology and Sociology.

### MINH HA, PROJECT SUPPORT

Minh is an Associate Consultant who brings for-profit business development, political campaign and advocacy, government and nonprofit experience to Mission Capital's team. Prior to Mission Capital, Minh was with Oracle's corporate citizenship team to help build engagements with nonprofits and social enterprises to improve organizations' financial stability. Minh's political work spans five states across the country. She was a fundraiser and grassroots organizer on candidate and ballot initiative campaigns, served on Governor Deval Patrick's communications team and managed leadership development and civic education programs at the Bus Project in Portland before heading south to Austin.



At Mission Capital, Minh manages business development initiatives in addition to serving clients as a member of the Consulting team. Minh has a Bachelor's in Political Science and International Relations from Tufts University.