

# MCE **PLANNING CASE STUDY**

Missouri Coalition for the Environment (MCE) was between leaders and in the midst of the pandemic when they retained The Rome Group in the summer of 2020 to provide Interim Executive Director services. After several months of working together, MCE asked The Rome Group to assist with the development of a strategic plan that would build on the organization's 50-year history and operationalize its commitment to racial equity.

With no strategic plan to guide its growth, MCE was struggling to define its area of focus and this was an impediment to hiring the right leader to take the organization forward. In acknowledgement of the disproportionate impact of environmental threats on communities of color, MCE was in the process of growing and becoming more diverse at the board-level, and rebuilding a diverse staff team, and it wanted its new plan to include efforts to be a more inclusive and equitable partner.

The Rome Group conducted interviews, surveys (including members of the St. Louis Food Policy Coalition), and a landscape assessment of other environmental organizations nationally to gather input to inform the plan. By the time their new executive director was hired, MCE's board was ready for three virtual retreats to address strategic issues and define goals for the next 3 years. The Rome Group consultants also helped the board refine its vision, draft its values, and develop a strategy screen to guide future programmatic decisions. Now, MCE is a growing team with an expanded presence beyond St. Louis and a roadmap for the impact it seeks to have for all communities across the state.

“*Elizabeth and Dayna at The Rome Group did an impeccable job of guiding our organization to develop a new strategic plan. We required a resetting of roles and priorities at the board and staff level, and they provided expertise from their past work and case studies from other organizations that provided a clear road map of what our plan and organizational structure could look like.*

— **Jared Opsal**  
Executive Director



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