

STRATEGIC PLAN
(1 JULY 2009 – 30 JUNE 2012)

FINAL
APPROVED BY THE BOARD OF DIRECTORS

SEPTEMBER 8, 2009

COMMUNITY RESOURCE COUNCIL
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TABLE OF CONTENTS

- I. SWOT ANALYSIS
- II. MISSION
- III. PROGRAM AND SERVICE DEVELOPMENT GOAL AND KEY STRATEGIES
- IV. INCOME DEVELOPMENT GOAL AND KEY STRATEGIES
- V. MARKETING DEVELOPMENT GOAL AND KEY STRATEGIES
- VI. ORGANIZATIONAL DEVELOPMENT GOAL AND KEY STRATEGIES
- VII. PRIORITIES
- VIII. IMPLEMENTATION PLANNING

I. SWOT Analysis

A. Major Strengths

Priority #1 – Independent and flexible

Priority #2 – Strong board and staff team

Priority #3 – Well linked into the nonprofit, business and political communities

Priority #4 – 82 year old organization

B. Major Weaknesses

Priority #1 – Lack of core Funding

Priority #2 – Under staffed for desired growth

Priority #3 – Lack of community awareness of agency role function and benefits

C. Major Opportunities

Priority #1 – Development and funding of the SCPR on needs and issues

Priority #2 – Serving as the Shawnee County source for information and research

Priority #3 – Expand membership base including nonprofits, businesses and governmental entities

D. Major Threats

Priority #1 – Staff overload

Priority #2 – Public perception and understanding of the agency

Priority #3 – Relationship with key funding agencies

II. Mission

To connect the resources in our community through research, information, advocacy and collaboration.

III. Program and Service Development

A. Goal: Develop a clearly defined set of programs and services.

B. Key Objectives

1. Develop and implement enhanced policies, procedures and controls for MAACKLink by January 2010.
2. Implement an online version of SCPR with monthly updates by January 2010.
3. Develop and implement a nonprofit Education and Training program by January 2010.
4. Develop and implement a multiple tiered membership program with benefits for nonprofits, businesses and governmental entities by June 2010.
5. Develop and implement an online version of the Community Resource Directory by June 2010.
6. Offer the programs and services of CRC to one or more of the surrounding communities to Shawnee County by June 2012.

IV. Income Development

A. Goal: Develop and sustain income to support an annual budget for core operations of \$300,000.00

B. Key Objectives

1. Develop and implement the Membership Program with a financial goal of \$15,000.00 by October 2009.

2. Develop strategies to maintain the current \$150,000.00 funding from City, County, United Way, MAACLink and other contracts by January 2010.
3. Develop and implement four (4) new alternative funding sources by January 2011.
4. Develop and implement a program to contract administrative services for nonprofits by January 2011.

V. Marketing Development

A. Goal: Develop and implement a marketing plan to clearly define CRC's role, programs and services and capabilities.

B. Key Objectives

1. Complete the marketing plan by December 2009.
2. Revise the logo and format branding messages of all key materials and programs by December 2009.
3. Develop and implement an e-mail news flash on a monthly basis by December 2009.
4. Develop and implement a social media strategy like Facebook by June 2010

VI. Organizational Development

A. Goal: Continually strengthen the Board, staff and internal operations of CRC.

B. Objectives

1. Develop specific future needs of the Board and target individuals with skills, expertise, and/or access to meet those needs by December 2009.
2. Secure a new phone system by June 2010.
3. Develop and implement policy and procedure manuals for critical operations by June 2010.

4. Develop, implement and market a Community Resource Center for profits and nonprofits by June 2012.

VII. Priorities

A. Board Priorities: (August 2009 to January 2010)

1. Organize a Membership Development Task Group to design a program to submit to the Board for approval by January 2010

III.B4-Develop and implement a multiple tiered Membership program with benefits for nonprofits, businesses and governmental entities by June 2010.

IV.B.1-Develop and implement the Membership Program with a financial goal of \$15,000.00 by October 2009.

2. Organize a New Funding Source Task Group to identify at least two new funding sources to recommend to the Board for approval by January 2010

IV.B.3-Develop and implement four (4) new alternative funding sources by January 2011.

3. Organize a Marketing Task Group to develop a marketing plan to recommend to the Board for approval by January 2010

V.B.1-Complete the marketing plan by December 2009

V.B.2-Revise the logo and format branding messages of all key materials and programs by December 2009

V.B.4-Develop and implement a social media strategy like Facebook by June 2010

4. Organize a Board Development Task Group to recommend new Board members to the Board for approval by January 2010

VI.B.1-Develop specific future needs of the Board and target individuals with skills, expertise and/or access to meet those needs by December 2009

B. Staff Priorities (August 2009-January 2010)

1. Program and Service Development

III.B.1-Develop and implement enhanced policies, procedures and controls for MAACKLink by January 2010

III.B.2-Implement an online version of SCPR with monthly updates by January 2010

III.B.3-Develop and implement a nonprofit Education and Training program by January 2010

2. Income Development

IV.B.2-Develop strategies to maintain the current \$150,000.00 funding from City, County, United Way, MAACKLink and other contracts by January 2010

3. Marketing Development

V.B.3-Develop and implement an e-mail news flash on a monthly basis by December 2009

VIII. Implementation Planning

- A. Consultants will work with the Executive Director to draft tasking documents for the 4 Board task groups.
- B. Consultants will work with the Executive Director to identify action steps and timelines for priority objectives.