

ESTES PARK NONPROFIT RESOURCE CENTER
Strategic Plan

Vision Statement

The EPNRC strengthens nonprofit organizations so that our community and its people are better served.

Mission Statement

To enable nonprofit organizations in the Estes Valley to achieve their goals by:

- facilitating optimum use of resources;
- providing educational and collaborative opportunities; and
- encouraging innovation and creativity.

Values

- **Caring**
Provide quality programs and services needed by nonprofit organizations in a manner that reflects openness, respect for diversity and diverse missions, and trustworthiness.
- **Capacity-Building**
Inspire our clients and ourselves in the quest for improvement, self-sufficiency, effective stewardship of resources, and organizational sustainability.
- **Community**
Secure the overall health of the community by placing community interest over self-interest.

Strategic Issues

Results of the planning process are integrated into four strategic issues, which frame the most important directions for Estes Park Nonprofit Resource Center.

This Strategic Plan has been crafted to recognize and respond to the needs of our stakeholders. Not content to rest on the laurels of our past successes, we intend to achieve our vision and mission during the planning period by:

1. Strengthening the EPNRC so as to better serve nonprofit organizations.
2. Building greater awareness of the EPNRC to the community and our clients.
3. Making more effective connections between and among nonprofits to inspire continuous improvement.
4. Adjusting our programs and services in response to the most pressing needs of nonprofit organizations.

These four strategies, therefore, form the basis for the goals and objectives of the Strategic Plan.

GOAL #1: Strengthen the EPNRC so as to better serve nonprofit organizations

Objective 1: Secure additional grant support that will enable the hiring of staff, especially to provide grant-writing and fund-raising assistance to nonprofits.

Outcome: To have generate \$300,000 in additional external support in order to hire staff for a three-year period.

Step One: Focus efforts of the Board, with special assistance from Katie Speer, to plan and execute a resource development plan. Such a plan will explore governmental and non-governmental sources of revenue.

Step Two: Secure approval from the Estes Park Public Library to provide space for expansion of the Nonprofit Resource Center to include the new staff.

Step Three: Hire staff and develop the grant-writing and fund-raising assistance program that best meets the needs of nonprofit organizations.

Actors: Katie Speer and _____

Measure: Additional resources will be generated, staff will be hired, and the program will be initiated.

Judge: The EPNRC Board

Objective 2: Add Advisory Councils to supplement the Board.

Outcome: To have added four advisory councils, composed of experts residing in the community with relevant skills and talents and willing to serve.

Step One: Identify the four areas of expertise most needed by nonprofits: legal, accounting (especially internal audits), information technology, and marketing and public relations. Amend the by-laws to authorize these councils.

Step Two: Name a chairperson for each of the advisory councils, and assist that person in recruiting other members for each council.

Step Three: Provide support to each of the advisory councils, and regularly include them in EPNRC activities and operations.

Step Four: Assist the councils in developing programs and services in their respective areas that will meet the needs of nonprofit organizations.

Actors: _____

Measure: Four Advisory Councils are up and running and are developing their action plans.

Judge: The EPNRC Board

GOAL #2: Build greater awareness of the EPNRC to the community and our clients

Objective 3: Develop a marketing plan for the EPNRC.

Outcome: To have developed and approved a marketing.

Step One: Retain the services of a marketing consultant, through compensation or pro bono work.

Step Two: Work with the marketing consultant to outline the key components of a marketing strategy and tactics that would be undertaken over an 18-month period.

Step Three: Implement the recommendations of the marketing plan.

Actors: _____

Measure: Marketing Plan is in place and being implemented.

Judge: The EPNRC Board, using survey data generated to measure improvement in awareness.

Objective 4: Develop outreach efforts to nonprofit boards and CEOs

Outcome: To have undertaken and completed six outreach.

Step One: Initiate a board reciprocal meeting system, where EPNRC members visit nonprofit boards and nonprofit board members attend EPNRC Board meetings.

Step Two: Schedule an open house at the Library to showcase the resource materials and an updated Website.

Step Three: Promote the “Boardsmanship” program outlined in Objective 7 to nonprofit boards and CEOs.

Actors: _____

Measure: Six successful outreach efforts have taken place.

Judge: Survey of nonprofit boards and CEOs as to outreach effectiveness.

GOAL #3: Make more effective connections between and among nonprofits to inspire continuous improvement.

Objective 5: Develop a “Self-Sufficiency and Sustainability” instrument that permits nonprofits to self-assess their capabilities.

Outcome: To have developed and distributed the Self-Sufficiency and Sustainability instrument to all nonprofit organizations in the community.

Step One: Impanel three experts on organizational effectiveness to develop and field-test the instrument.

Step Two: Publish the instrument locally and nationally as a model for nonprofit organizational improvement.

Step Three: Distribute the instrument at a meeting of nonprofits, and offer training sessions on its use.

Step Four: Collect feedback on the effectiveness of the instrument.

Actors: _____

Measure: Instrument developed, field-tested, and published.

Secondary Measure: The degree to which the results of the self-assessment increase the requests for specialized training.

Judge: EPNRC Board

Objective 6: Assume leadership responsibilities to facilitate more efficient and effective communication among nonprofit organizations, thus leveraging their synergies.

Outcome: To have made serious efforts to improve communication, assure stability of ongoing efforts, and enhance networking among nonprofit organizations.

Step One: Initiate positive and diplomatic sessions with Coalition leaders to explore the possibility of closer working relationships, sharing of staff, and mutually beneficial agenda-setting.

Step Two: Convene community parties-in-interest to explore the possibility of a physical center for community and nonprofit uses.

Step Three: Engage in other convening and collaborating activities that embrace the untapped synergies among organizations and community coalitions.

Actors: _____

Time: Begin immediately, but develop an action timeline that may extend over a three-year period.

Measure: Successful synergies have resulted in improved communication, efficiencies, and effectiveness.

Judge: Self-judging.

GOAL #4: Adjust our programs and services in response to the most pressing needs of nonprofit organizations

Objective 7: Develop and implement a “Boardsmanship” program that serves the needs of new board members and uses the services of exemplary senior board members.

Outcome: A new Boardsmanship program will be up and running by.

Step One: Identify the three-to-five most effective nonprofit board members in the community, and enlist them to help develop a curriculum on boardsmanship, coupled with nationally proven and available materials on this subject.

Step Two: After the curriculum is complete, field-test it with existing boards, and make course corrections based on the field-test.

Step Three: Market and deliver the new boardsmanship program as a “must” for all new board members appointed to organizations in the community. Include board members who mirror “best practices” as team-teachers in the delivery of the program.

Actors: _____

Measures: The degree to which the boardsmanship program is accepted and evaluated by boards and board members after one year’s experience.

Judge: The EPNRC Board.

Objective 8: Develop and implement an evaluation system that regularly measures the effectiveness of EPNRC programs and resources.

Outcome: An evaluation system will be up and running.

Step One: Inventory all the programs and services offered by the EPNRC and set benchmarks for their success (i.e., number of attendees at training sessions, number of hits on the Website, number and amount of grants successfully secured, number of organizations served as fiscal agent, etc.)

Step Two: Identify a resource person within the organization who will monitor the evaluation system.

Step Three: Share the results of the evaluation at meetings of the EPNRC Board.

Step Four: Re-prioritize program and service offerings based on the evaluation results.

Actors: _____

Measures: The extent to which program and service offerings are adjusted in response to evaluation results.

Judge: The EPNRC Board

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