

Clarkston Community Center  
STRATEGIC PLAN 2014-2017

November 2014



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## Executive Summary

The Clarkston Community Center believes in the power of community to support the individual, and in the power of the individual to support community. Our mission is to be a gathering place for art, education, recreation and community building activities in Clarkston, GA and greater DeKalb County.

Founded in 1994, the Clarkston Community Center serves over 40,000 individuals per year through unique programs designed to bring people together across traditional divides.

The development of this strategic plan was facilitated by consultants Jon Abercrombie and Martha Talbott and involved active participation from the Board of Directors and staff, led by Executive Director, McKenzie Wren. A meeting held on July 19, 2014 enabled the organization to gather feedback, insights and suggestions from numerous community stakeholders. Following this, a Strategic Planning Team consisting of the consultants, members of the Board of Directors and the management staff distilled all of the input into the full strategic plan.

The plan has four strategic directions that will guide the next three years of organizational development with actions beginning first quarter of 2015:

1. Create a connected community
2. Create and attract programs that work
3. Ensure our physical space reflects CCC values and goals
4. Ensure financial sustainability



## History of the Clarkston Community Center

In the late 1990's, a visionary and committed group of people worked together to save the old Clarkston High School building from demolition and turn it into a multicultural community center. The original building was constructed in 1924 and was the White-only high school until it was closed and a new building opened down the street in the mid-1960's. In 1994, the founders secured a long-term lease from the DeKalb County School Board and opened the Clarkston Community Center (CCC) with a vision of uniting diverse communities. Initially opened on a shoestring budget and sweat equity with only two functional rooms, the CCC has grown into a thriving, active, beautifully renovated center serving over 40,000 individuals with over 75,000 visitors per year.

The CCC is located in the town that the 2010 U.S. Census determined to be the most diverse 1-square mile in the United States. Clarkston is characterized by incredible diversity and an astounding wealth of cultural traditions. Since the early 1990's, approximately 1,000 refugees have been settled in or near Clarkston each year. Refugees speaking more than 57 languages from countries including Burma, Bhutan, Burundi, Bosnia, Afghanistan, Somalia, and Iraq call Clarkston home. However, with a median income of only \$29,000, 19% of native-born and 43% of the foreign-born population live in poverty. In this diverse and economically struggling community, the Clarkston Community Center provides support to, and encourages participation from people of all ages, gender, sexuality, race, immigration status and religion through our various services including the Student Success, Senior Refugee Programs, Art at the Center, and the Food Resource Program (formerly Food Security Initiative.)



## The Clarkston Community Center Today

The Clarkston Community Center (CCC) has two full-time and 10 part-time employees, two positions funded by AARP, two to four interns at a time and over 1,800 volunteers. The 2013 budget was \$440,000. The organization has no accumulated deficit, a reserve of \$75,000 and strong financials for the past two years. The CCC is continually improving its internal procedures due to its rapid growth.

Successfully weathering financial challenges, including the recession, the CCC is firmly on the path of growth. Having seen a 35% increase in the budget, 65% increase in staff and 22% increase in visitors since 2010, CCC is looking inward to identify the direction for the next three years.

CCC assets include a 10,000 square foot building with 15 years remaining of the long-term lease; large activity field with concession stand (under a year-to-year lease) and expansive grounds around the building. CCC also has an additional 8,000 square feet of un-renovated space attached to the main building. The CCC is in need of a new roof but the rest of the infrastructure is sound and well maintained. CCC holds the vision of renovating the remaining 8,000 feet to include dedicated classrooms, café area, studio space, and a business hub.

**The vision of the Clarkston Community Center is to have active and thriving programs in five key areas: Art and Culture, Life Skills Education, Recreation, and Healthy Living, with an overall wrap around emphasis on place-based community building.**

### Operating Values

- We believe collaboration strengthens the community
- We leverage strengths for increased impact and good partnerships
- Our approach emphasizes the relevance and the importance of place-based\* work in Clarkston
- We believe that the process of community building is extremely valuable
- We operate on the principles of inclusion and respect

### Operating Assumptions

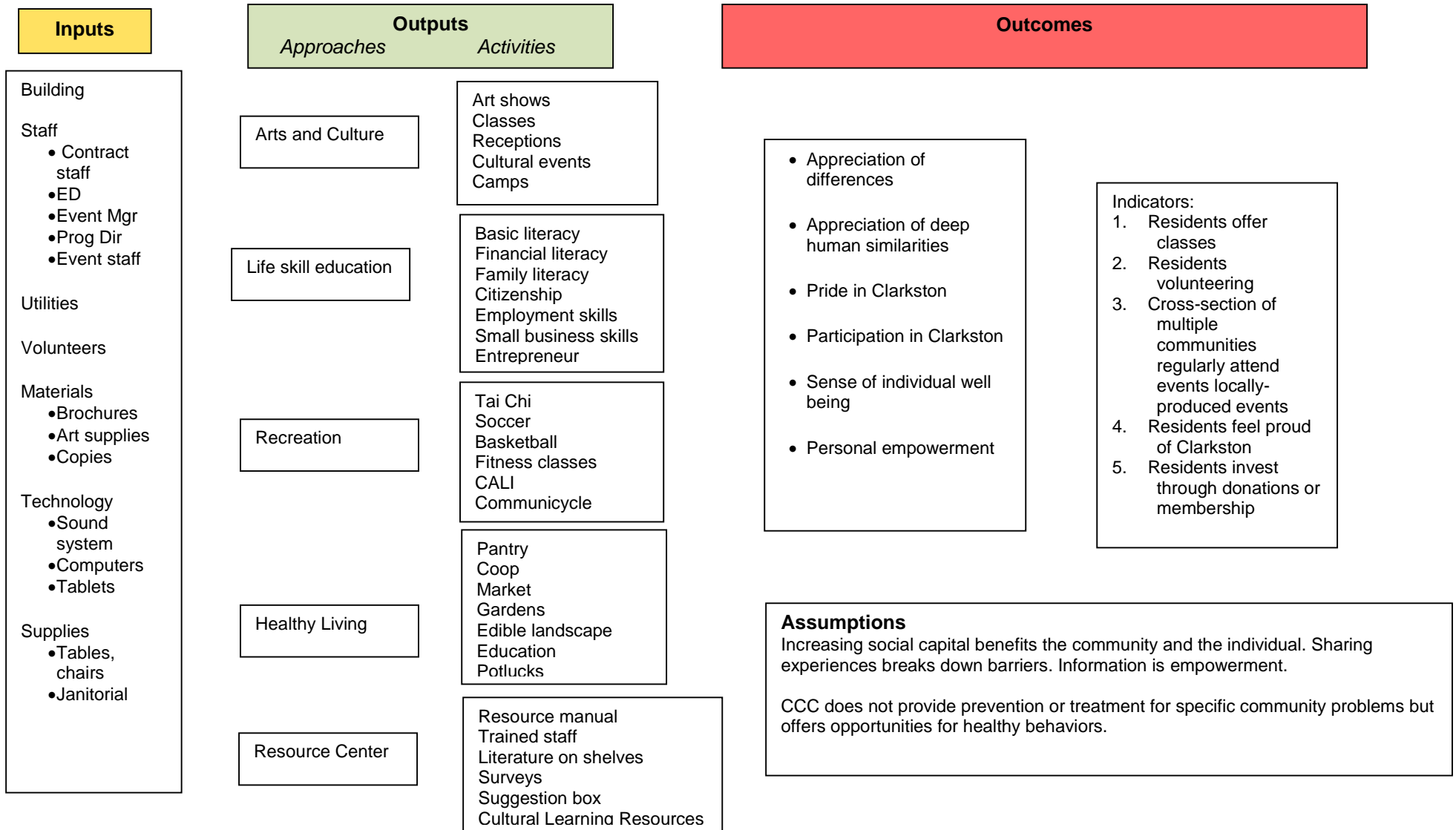
- Increasing social capital\* benefits both the individual and the community
- Sharing gifts, talents and skills strengthens individual efficacy and creates strong networks in the community
- Building relationships with your neighbors is valuable to a vital and thriving community
- Supporting the individual supports the community; supporting the community supports the individual
- Offering unique services prevents redundancy and conserves valuable resources

\*See glossary of terms



## Community Engagement Matrix

Providing opportunities for people to increase social capital, to share their gifts and talents, and to build relationships with their neighbors increases community and personal well-being. Providing community engagement programs at the CCC will position CCC as a resource, event and knowledge hub, which will lead to increased engagement through increased volunteering, donating, and service. Our approaches bridge the culture gaps by providing/participating in programs that bring people together. CCC is the place where Clarkston comes together.



## OVERVIEW: STRATEGIC DIRECTION AND GOALS

### **STRATEGIC DIRECTION 1: CREATE A CONNECTED COMMUNITY**

1. Engage the community at multiple levels: grassroots, agency, faith-based, business, government and others
2. Become resource center for education, social services, and advocacy information
3. Cultivate deep interpersonal connections among community members

### **STRATEGIC DIRECTION 2: CREATE AND ATTRACT PROGRAMS THAT WORK**

1. Ensure that programs connect people
2. Ensure that programs respond to community needs and initiatives
3. Develop program evaluation and documentation process
4. Explore options/opportunities to implement programs that advance CCCs five key approaches

### **STRATEGIC DIRECTION 3: ENSURE PHYSICAL SPACE REFLECTS CCC VALUES AND GOALS**

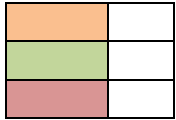
1. Obtain ownership/long term lease of building
2. Maintain and develop outdoor space that is people- and nature-centered
3. Update systems for good building stewardship
4. Explore Phase 2 renovation
5. Ensure appropriate technology and software

### **STRATEGIC DIRECTION 4: ENSURE FINANCIAL SUSTAINABILITY**

1. Ensure sound financial practices
2. Develop a high-performing board
3. Ensure mechanisms to recruit, reward and retain high performing staff
4. Diversify income sources to achieve financial goals
5. Develop robust marketing and development process

## Explanation of tables and abbreviations

Shaded table cells indicate duration of activities. Light orange indicates ongoing; green indicates beginning and red indicates targeted completion.



### Titles

<b>ED</b>	Executive Director
<b>DOP</b>	Director of Programs
<b>EM</b>	Event Manager
<b>CRM</b>	Community Resource Manager
<b>FM</b>	Facility Manager
<b>OM</b>	Office Manager
<b>AA</b>	Administrative Assistant
<b>ClaRC interns</b>	Clarkston Rollins Connection Public Health students
<b>BOD</b>	Board of directors
<b>DC</b>	Development Consultant
<b>ICT interns</b>	Externship students from Interactive College of Technology



## **STRATEGIC DIRECTION 1: Create a Connected Community**

Clarkston is one of the most diverse square miles in the US. A refugee resettlement site for over 20 years, there are over 57 languages spoken at the high school and the streets teem with people from Bhutan, Iraq, Somalia and Burma. Of the 7500 Clarkston city residents, 43% are foreign-born. Along with the diverse international population are the American-born population consisting primarily of African-Americans and White, with a majority of African Americans. There are also multiple faith institutions in Clarkston including various branches of Christianity, Hinduism, Islam and others. There is also a significant representation of sexuality and gender identity-based cultures. A primarily low-income community, Clarkston nonetheless has a large wealth disparity gap.

As a community center, a primary strategic direction is to create a place where all people can come together no matter their age, ethnicity, gender, religion, sexual orientation, economic circumstances etc. Our diverse programming - which includes student success program, food resource program, art at the center, recreation, and community events - engage and energize the diverse community with intentional and purposeful inclusion. We believe the CCC can bring local and international communities together to make Clarkston a model city for global unity.

In addition, CCC staff function as a micro-community working to create community. We believe that the internal functioning of the agency needs to mirror the external work of community building. The CCC uses community building strategies and intentional methods to ensure that the staff is mirroring and incorporating the principles of inclusion and respect. In addition, the staff, as members of the community, has opportunity to participate in or benefit from programs offered at CCC such as food bank or free services if they have a demonstrated need.

## STRATEGIC DIRECTION 1: CREATE A CONNECTED COMMUNITY

### SUMMARY OF GOALS AND OBJECTIVES

**Goal 1)** Engage the community at multiple levels: grassroots, agency, faith-based, business, government and others

#### Objectives

- A. Create an outreach ambassador program
  - 1. Create clear roles and results for ambassador program
  - 2. Develop relationships with key individuals
  - 3. Recruit ambassadors
- B. Create an advisory board
  - 1. Create clear roles and results for an advisory board
  - 2. Identify 7-12 individuals
  - 3. Hold monthly meetings
- C. Increase access and engagement of 30021 residents
  - 1. Ensure ongoing city of Clarkston financial support
  - 2. Maintain Clarkston resident and group fee structure for rentals
  - 3. Raise the visibility of CCC in 30021
- D. Represent CCC at local business, education, social, and ethnic events

**Goal 2)** Become resource center for educational, social services, and advocacy information

#### Objectives

- A. Develop and maintain comprehensive resource list
  - 1. Collect and assemble digital and hardcopy resources
  - 2. Develop systems and processes for cross training staff
  - 3. Establish delivery system for disseminating relevant local information

**Goal 3)** Cultivate deep interpersonal connections among community members

#### Objectives

- A. Create/participate in programming that uses sports, art, and food to create community and bridge culture gap.
  - 1. Identify new Clarkston Farmers Market Model
  - 2. Explore relationships and models to oversee and leverage the activity field

3. Expand Food Co-op, community garden and Food Bank
4. Expand and strengthen Art at the Center
5. Identify/participate other opportunities in community

B. Develop Cultural Learning Resources

1. Assemble cultural histories of communities
2. Collect stories

<b>Strategic Direction 1: Create a Connected Community</b>				2015				2016				2017				Potential Cost	
				1	2	3	4	1	2	3	4	1	2	3	4		
GOAL	Objectives	Strategies	Responsible Party/Parties														
1. Engage the community at multiple levels: grassroots, agency, faith-based, business, government and others	A. Create an outreach ambassador program	1. Create clear roles and results for ambassador program	EM														
		2. Develop relationships with key individuals	All staff														
		3. Recruit ambassadors	ED DOP CRM EM FM														
	B. Create an advisory board	1. Create clear roles and results for advisory board	ED BOD														
		2. Identify 7-12 individuals	BOD														
		3. Hold monthly meetings	BOD														
	C. Increase access and engagement of 30021 residents	1. Ensure ongoing city of Clarkston financial support	ED														

		<b>2. Maintain Clarkston resident and group fee structure</b>	EM																	
		<b>3. Raise the visibility of CCC in 30021</b>	EM																	
	D. Represent CCC at local business, education, social, and ethnic events		All staff																	
<b>2. Become resource center for education, social services, and advocacy information</b>	A. Develop and maintain comprehensive resource list	<b>1. Collect and assemble digital and hardcopy resources</b>	AA																	
		<b>2. Develop systems and processes for cross training staff</b>	OM AA																	
		<b>3. Establish delivery system for disseminating relevant local information</b>	AA																	

GOAL	Objectives	Strategies	Responsible Party/Parties	2015				2016				2017							
				1	2	3	4	1	2	3	4	1	2	3	4				
3. Cultivate deep interpersonal connections among community members	A. Create/participate in programming that uses sports, art, and food to create community and bridge culture gap	1. Identify new Clarkston Farmers Market Model	ED DOP CRM																
		2. Explore relationships and models to oversee and leverage the activity field	ED DOP CRM																
		3. Expand Food Co-op, community garden and Food Bank	CRM DOP ED																
		4. Expand and strengthen Art at the Center	DOP ED																
		5. Identify/participate other opportunities in community	All staff																
	B. Develop cultural learning resources	1. Assemble cultural histories of communities	DOP AA																
		2. Collect stories	All Staff																

## **Strategic Direction 2: Create and Attract Programs that Work**

As a multi-purpose space, the CCC has programs of its own such as Food Resources and Art at the Center that are grant-funded and/or generate income. CCC also partners with many other agencies and individuals for broad combinations of purpose. Sometimes programs are run at CCC through a simple rental agreement. For example, CCC partners with Atlanta Area Tech (AAT) to run the Senior Refugee Program. At no cost to the CCC, AAT provides ESL teachers, which benefits both AAT and CCC. CCC is a partner in the Start: ME Clarkston Accelerator and provides discounted space and additional resources to a five-partner collaboration. Other program partnerships include Friends of Refugees, which runs a summer camp on the CCC field.

Key to the future of the CCC is ensuring that programs fit the needs of the communities and serve multiple communities as well as ensuring sustainability of the CCC. Strategic Direction 2 ensures that programs at CCC are far-sighted and address long-term interests and needs, as well as short-term engagement. Programs need to include multiple diverse offerings and exchanges and express diverse arts and cultural heritages. Programs ideally will also contribute to overall community development in Clarkston.

As the Strategic Directions overlap, Strategic Direction 2 will also support Strategic Direction 1 to engage the community by encouraging residents to offer programs or classes.



## STRATEGIC DIRECTION 2: CREATE AND ATTRACT PROGRAMS THAT WORK

### SUMMARY OF GOALS AND OBJECTIVES

#### **Goal 1)** Ensure that the programs connect people

##### Objectives

- A.** Think outside of the walls of CCC by holding CCC branded events at multiple locations
  - 1. Playground in a Box
  - 2. Communicycle at apartment complexes
  - 3. Pop up Market
  - 4. Identify opportunities to partner with other entities for presenting CCC specialties such as teaching artists, or nutrition information
  
- B.** Develop opportunities for locals to share their unique skills, languages, and talents
  - 1. Assemble roster of local artists and teachers
  - 2. Conduct surveys for interest in local classes and events
  - 3. Hold open showcases featuring local talent
  
- C.** Encourage presentation of diverse class offerings
  - 1. Establish appropriate funding structure
  - 2. Establish communication and promotion process
  - 3. Utilize community survey data and input

#### **Goal 2)** Ensure that programs respond to community needs and initiatives

##### Objectives

- A.** Devise system for ongoing discernment of community need
  - 1. Utilize advisory board and ambassadors
  - 2. Allow for free or cheap meeting space for local community- focused groups
  - 3. Utilize diverse survey tools to collect data

#### **Goal 3)** Develop program evaluation and documentation process

##### Objectives

- A.** Implement program/class/ event evaluation process

1. Analyze the data
2. Utilize the data to tailor programming
3. Develop process and policy for information sharing, internally and externally

**Goal 4)** Explore options/opportunities to implement programs that advance CCCs five key approaches

- A. Explore partnerships
  1. Meet with stakeholders
  2. Meet with community groups and agencies
- B. Research feasibility of new program ideas
  1. Research best practices, other models
  2. Research budget and potential stream of support

Strategic Direction 2: Create and Attract Programs that Work				2015				2016				2017				Potential cost	
			quarters	1	2	3	4	1	2	3	4	1	2	3	4		
GOAL	Objectives	Strategies	Responsible Party/Parties														
1. Ensure that programs connect people and people connect programs	A. Think outside of the CCC walls by holding CCC branded events at multiple locations	1. Playground in a Box,	DOP														
		2. Communicycle at apt. complexes	ED Volunteers														\$15,000
		3. Pop up market	CRM DOP														
		4. Identify opportunities to partner with other entities presenting CCC specialties such as teaching artists or nutrition education	All staff														
	B. Develop opportunities for locals to share their unique skills, languages, and talents	1. Assemble roster of local artists and teachers	DOP CRM ClARC interns														

				2015				2106				2017			
				1	2	3	4	1	2	3	4	1	2	3	4
		2. Conduct surveys for interest in local classes and events	ED ClARC interns												
		3. Hold open showcases featuring local talent	DOP												
	C. Encourage presentation of diverse class offerings	1. Establish appropriate funding structure	EM												
		2. Establish communication and promotion process	EM DOP												
		3. Utilize community survey data and input	ED DOP												
2. Ensure that programs respond to community needs and initiatives	A. Devise system for ongoing discernment of community need	1. Utilize advisory board and ambassadors	ED DOP EM												
		2. Allow for free or cheap meeting space for local community-focused groups	EM												

		3. Use diverse survey tools to collect data	EM DOP CRM																	
3. Develop program evaluation and documentation process	A. Implement program/class/ event evaluation process	1. Analyze the data	EM ClaRC interns																	
		2. Utilize data to tailor programming	DOP																	
		3. Develop process and policy for information sharing, internally and externally	EM																	

4) Explore options/opportunities to implement programs that advance CCCs 5 key approaches	A. Explore partnerships	1. Meet with stakeholders	ED DOP																
		2. Meet with community groups and agencies	ED DOP																
	B. Research feasibility of new program ideas	1. Research best practices, other models	ED DOP																
		2. Research budget and potential streams of support	DC																

### **STRATEGIC DIRECTION 3: Ensure our physical space reflects CCC values and goals**

The form of the infrastructure supports and reflects its function. The beautiful grounds and building of the CCC are its greatest assets. Strategic Direction 3 ensures that the buildings and grounds are well-utilized, well-maintained, and appropriately reflect usage. Through extension of a long-term lease or through outright ownership, long term security of the building and field is ensured through the appropriate mechanism. Also addressed are the processes for ensuring that the maintenance plan is fully functional and is utilized for appropriate repair and replacement labor and budget concerns. Finally, exploration of renovation of Phase 2 – the remaining 8,000 square feet that is currently unusable - ensures sustainability by incorporating use plan and funding.



## STRATEGIC DIRECTION 3: ENSURE OUR PHYSICAL SPACE REFLECTS CCC VALUES AND GOALS

### SUMMARY OF GOALS AND OBJECTIVES

**Goal 1)** Obtain ownership/long term lease of building

- A. Ensure long-term security of CCC entity
  - 1. Continue discussion with DCSD
  - 2. Prepare lease draft to present to DCSD

**Goal 2)** Maintain and develop outdoor space that is people- and nature-centered

Objectives

- A. Maintain and expand gardens
  - 1. Ensure community garden structure
  - 2. Recruit and manage volunteers
  - 3. Link with other programs as appropriate
- B. Maintain and expand outdoor meeting and play environment
  - 1. Recruit and manage volunteers
  - 2. Link with other programs as appropriate
  - 3. Explore relationships with schools, sports and art entities

**Goal 3)** Update systems for good building stewardship

Objectives

- A. Address capital improvement
  - 1. Use maintenance manual for prioritizing building projects
- B. Ensure secure/safe/accessible environment through appropriate technology and personnel
  - 1. Perform security audit
  - 2. Create and fund facility management position
  - 3. Explore CCC as learning lab for training and development opportunities for residents and staff
- C. Ensure environmental sustainability
  - 1. Perform energy audit
  - 2. Assess greener options for lighting
  - 3. Reduce air leakages
  - 4. Manage energy usage

**Goal 4) Explore Phase 2 Renovation**

Objectives

- A. Conduct feasibility study
  - 1. Explore consultant options
  - 2. Conduct donor interviews
- B. Initiate rough design
  - 1. Use survey, feasibility and program data
- C. Create capital campaign
  - 1. Identify capital campaign partners
  - 2. Identify potential development partners
  - 3. Secure investment/grants
  - 4. Launch campaign
- D. Ensure local investment and support to hire and train locally
  - 1. Partner with local technical and community colleges for workforce training

**Goal 5) Ensure appropriate technology and software**

- A. Ensure technology is appropriate and specific for daily use and community building
  - 1. Improve and maintain computer lab
  - 2. Establish computer lab community use protocol
  - 3. Provide computer lab for community use

<b>Strategic Direction 3: Ensure our physical space reflects CCC values and goals</b>				2015				2016				2017			
GOAL	Objectives	Strategies	Responsible Party/Parties	1	2	3	4	1	2	3	4	1	2	3	4
1. Obtain ownership/long term lease of building and field	A. Ensure long-term security of CCC entity	1. Continue discussion with DCSD	ED												
		2. Prepare lease draft to present to DCSD													
2. Create outdoor space that is people and nature-centered	A. Maintain and expand gardens	1. Ensure community garden structure	CRM												
		2. Recruit and manage volunteers	CRM												
		3. Link with other programs as appropriate	CRM DOP												
	B. Maintain and expand outdoor meeting and play environment	1. Recruit and manage volunteers	CRM DOP												
		2. Link with other programs as appropriate	ED CRM DOP												
		3. Explore relationships with schools, sports and art entities	ED CRM DOP												

GOAL	Objectives	Strategies	Responsible Party/Parties	2015				2016				2017				Potential Cost	
				1	2	3	4	1	2	3	4	1	2	3	4		
3. Update systems for good building stewardship	A. Address capital improvements	1. Use maintenance manual for prioritizing building projects	FM														
	B. Ensure secure/safe environment through appropriate technology and personnel	1. Perform security audit	FM														
		2. Create and fund Facility Management position	ED														\$40,000
		3. Explore CCC as learning lab for training and development opportunities for residents and staff	ED DOP														
	C. Ensure environmental sustainability	1. Perform energy audit	FM														
		2. Assess greener options for lighting	FM														
		3. Reduce air leakages	FM														
		4. Manage energy usage	FM														

GOAL	Objectives	Strategies	Responsible Party/Parties	2015				2016				2017				Potential Cost	
				1	2	3	4	1	2	3	4	1	2	3	4		
4. Explore Phase 2 renovation	A. Conduct feasibility study	1. Explore consultant options	ED													\$10,000	
		2. Conduct donor interviews	ED BOD														
	B. Initiate rough design	1. Use survey, feasibility and program data	ED Pro bono architect														
	C. Create capital campaign	1. Identify capital campaign partners	ED BOD														\$25,000
		2. Identify potential development partners	ED BOD														
		3. Secure investment/grants	ED BOD														
		4. Launch campaign	ED BOD														
D. Ensure local investment and support to hire and train locally	1. Partner with local technical and community colleges for workforce training	ED DOP															
5. Ensure appropriate technology and software	A. Ensure technology is appropriate and specific for daily use and community building.	1. Improve and maintain computer lab	ED Interns from ICT														
		2. Establish computer lab community use protocol	DOP														
		3. Provide computer lab for community use	DOP FM														

**STRATEGIC DIRECTION 4:** Ensure financial sustainability

CCC has diverse financial portfolio that includes a reserve fund and diverse income streams. Primary sources of funding are individual giving, grants and event revenues. Our current income is comprised of 57% grants (restricted and unrestricted), 25% event rental (onetime events), 10% program rental (ongoing programs conducted at CCC by third party), 3% program income (non-grant funds earned through specific programs), 3% individual donations and 2% fundraising events (annual fundraiser)

Strategic Direction 4 ensures that the CCC employs sound financial practices, increases individual donations, reduces grant dependence and explores alternative funding such as income generated through social enterprise. It also ensures a robust board and provides direction on marketing our unique story.

## STRATEGIC DIRECTION 4: ENSURE FINANCIAL SUSTAINABILITY

### SUMMARY OF GOALS AND OBJECTIVES

#### **Goal 1)** Ensure sound financial practices

##### Objectives

- A. Update financial policy to safeguard resources and ensure accountability
  - 1. Evaluate and update financial controls policy
  - 2. Ensure staff is trained and are following protocol
- B. Ensure budgeting and reporting systems that provide appropriate information for decision making
  - 1. Evaluate systems
  - 2. Update protocols

#### **Goal 2)** Develop high-performing board

##### Objectives

- A. Ensure board members are invested in CCC
  - 1. Nurture relationships with current and potential members
  - 2. Create opportunities for BOD members to contribute time, talent or treasure
  - 3. Increase representation by board of CCC to wider community
- B. Establish recruitment timeline
  - 1. Identify current skillset of board members
  - 2. Identify desired skillset of BOD members
  - 3. Ongoing recruitment plan

#### **Goal 3)** Ensure mechanisms to recruit, reward and retain high performing staff

- A. Apply appropriate salary levels and benefits to staff positions
  - 1. Apply managed budget growth aspiration to yearly planning
- B. Update staff positions, job descriptions and titles
  - 1. Evaluate Event Manager and Event staff positions
  - 2. Establish communication procedures for cultivating partnership
- C. Create yearly review process
  - 1. Use review for goal setting and evaluations

#### **Goal 4)** Diversify income sources to achieve goals

##### Objectives

- A. Establish investment process for CCC reserve fund



1. Use sound budgeting strategies to identify amount to invest
2. Identify appropriate investment vehicle
- B. Increase corporate giving
  1. Explore relationships with local, national corporations for giving and days of service
  2. Identify opportunities to speak at civic events
- C. Increase individual giving
  1. Nurture relationships with donors and potential donors
  2. Identify opportunities to speak at multiple community, civic and faith events
- D. Increase foundation giving
  1. Continue to explore and build relationships with foundations
- E. Increase rental program income
  1. Create clear processes for using/ renting/ reserving space
  2. Explore reservation system software
  3. Assess hours of operation
  4. Apply consistent long- and short-term rental policy
  5. Ensure programs provide both partnership and monetary value
- F. Explore social enterprise opportunities
  1. Explore B corporation and other models for leveraging CCC assets and talents

**Goal 5) Develop robust marketing and development process**

Objectives

- A. Develop media plan
  1. Assemble print, social media and radio contacts
  2. Create yearly schedule of newsletters, press releases and event send outs on orchestrated fronts
- B. Develop marketing and development collateral
  1. Create unified look and feel of all CCC collateral
  2. Develop relationship with printer for free or reduced cost printing
  3. Collect stories from programs and visitors
- C. Promote story to wider Atlanta community
  1. Increase social media presence
  2. Identify speaking opportunities
  3. Recruit others to tell CCC story

Strategic Direction 4: Ensure financial sustainability				2015				2016				2017				Estimated cost
GOAL	Objectives	Strategies	Responsible Party/Parties	1	2	3	4	1	2	3	4	1	2	3	4	
1. Ensure sound financial practices	A. Update financial policy to safeguard resources and ensure accountability	1. Evaluate and update financial controls policy	BOD OM	█												
		2. Ensure staff is trained and following protocol	OM													
	B. Ensure budgeting and reporting systems provide appropriate information for decision making	1. Evaluate systems	BOD OM													
		2. Update protocols	OM													
2. Develop high-performing board board	A. Ensure board members are invested in CCC	1. Nurture relationships with current and potential board members	ED		█	█	█	█	█	█	█	█	█	█	█	
		2. Create opportunities for BOD members to contribute time, talent and treasure	ED EM		█	█	█	█	█	█	█	█	█	█	█	
		3. Increase representation by board of CCC to wider community	BOD		█	█	█	█	█	█	█	█	█	█	█	
	B. Establish recruitment timeline	1. Identify current skillset of BOD members	BOD	█												
		2. Identify desired skillset of BOD members	BOD	█												

		3. Ongoing recruitment plan	BOD ED																
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GOAL	Objectives	Strategies	Responsible Party/Parties	2015				2016				2017							
				1	2	3	4	1	2	3	4	1	2	3	4				
3. Ensure mechanisms to recruit, reward and retain high performing staff	A. Apply appropriate salary levels and benefits to staff positions	1. Apply managed growth budget aspirations to yearly planning	ED BOD																
	B. Update staff positions, job descriptions and titles	1. Evaluate Event Manager and Event staff positions	ED																
		2. Establish communication procedures for cultivating partnerships	ED																
	C. Create yearly review processes	1. Use review for goal setting and evaluations	ED																
4. Diversify income sources to achieve goals	A. Establish investment process for CCC reserve fund	1. Use sound budgeting strategies to identify amount to invest	BOD ED																
		2. Identify appropriate investment vehicle	ED BOD																
	B. Increase corporate giving	1. Explore relationships with local and national corporations for giving and days of service	ED DOP BOD																

	2. Identify opportunities to speak at civic events	ED DOP BOD																	
C. Increase individual giving	1. Nurture relationships with donors and potential donors	ED DOP CRM EM																	
	2. Identify opportunities to speak at multiple community, civic, faith events	ED DOP CRM EM																	
D. Increase foundation giving	1. Continue to explore and build relationships with foundations	DC ED DOP																	
E. Increase rental program income	1. Create clear processes for using/renting/reserving space	EM																	
	2. Explore reservation system software	EM ICT interns																	
	3. Asses hours of operation	EM FM																	
	4. Apply consistent long- and short-term rental policy	EM																	
	5. Ensure programs provide both partnership and monetary value	EM DOP																	

GOAL	Objectives	Strategies	Responsible Party/Parties	2015				2016				2017						
				1	2	3	4	1	2	3	4	1	2	3	4			
					F. Explore social enterprise opportunities	1. Explore B corp. and other models for leveraging CCC assets and talents	ED											
5. Develop robust marketing and development process	A. Develop media plan	1. Assemble print, social media and radio contacts	EM															
		2. Create yearly schedule of newsletters, press release and event send outs on orchestrated front	EM															
	B. Develop marketing and development collateral	1. Create unified look and feel of all CCC collateral	EM Interns volunteers															
		2. Develop relationship with printer for free or reduced cost printing	EM															
		3. Collect stories from programs and visitors	ED DOP CRM															
	C. Promote story to wider Atlanta community	1. Increase social media presence	EM															
		2. Identify speaking opportunities	ED DOP															

		3. Recruit others to tell CCC story	ED DOP CRM																	
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## **Glossary of Terms**

- Place-based work: Work is local, comprehensive and integrates multiple approaches and topics.
- Social capital: the networks of relationships among people who live and work in a particular society, enabling that society to function effectively
- Social enterprise: an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders