

**COMMUNITY STOREHOUSE  
STRATEGIC PLAN  
AGENCY OPERATIONS**

*Develop an infrastructure that ensures the proper management of financial matters,  
Human Resources and other organizational needs of the Agency.  
Establish an employee base that is competent, compensated fairly, and contented.  
Increase Awareness of Community Storehouse to targeted stockholders.*

<b>Objective</b>	<b>Action Step</b>	<b>Responsibility</b>	<b>Challenges</b>	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
Tighten up contracts to ensure that the Agency is paid for all of its services, and that payment is received as soon as possible	Add staff as possible to include an A/R person	Finance Committee	Hiring and retaining qualified staff	1/1/2008	Ongoing	Current System in Place  <b>complete</b>
Increase Staff's ability to do their job to the best of their ability	Update Computer system	Facility/ Finance Committees	Funding	1/1/2008	Apr 2008	\$34M Grant From Fidelity  <b>complete</b>
Increase Staff's ability to do their job to the best of their ability	Better lighting and work conditions	Facility Committee	Funding	1/1/2008	Apr 2008	<b>Retreat Agenda Item</b> <b>Better Facilities</b>
Improve Staff effectiveness by clarifying job expectations	Job descriptions for all positions	Executive/Personnel Committees	Time	July 2007	July 2007	<b>complete</b> To be updated as needed
Strengthen Employee Morale through a recognition program	Recognize staff's hard work with lunches and dinners away from the Agency's facilities	Executive Committee and all Board Members	Board Participation And Follow-through	Jan. 2008	Ongoing	<b>Have</b> two functions a year; probably in October and April. <b>Place on Calendar</b>
Strengthen Employee Morale through a recognition program	Hold annual Staff appreciation dinner that all Board members are required to attend	Executive Committee and all Board Members	Board Participation And Follow-through	Jan. 2008	Ongoing	<b>Retreat Agenda Item</b> <b>Continue to Hold Dinner before YE</b>
Improve Staff effectiveness through regular training	Offer continuing education on a regular basis as part of their compensation/job description	Executive Director and Executive Committee	Funding	Aug. 2008	Ongoing	<b>Continue to update as needed</b>
Improve organizational accountabilities through formal polices and procedures	Prepare Agency Policy and Procedures	Executive Director and Executive Committee	Keeping these updated & monitoring compliance	Aug. 2007	Ongoing	<b>completed in 2008</b> Continue to update as needed

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Provide relevant information via a website	Update website on current basis	Marketing Committee	Funding, staffing or volunteers with proper skills	Aug. 2008	Ongoing	New website in Aug. 2008 <b>completed in 2008</b>
Ensure competent ongoing leadership for the organization	Maintain adequate salary structure for Executive Director and top staff	Executive and Personnel Committees	Funding	Jan. 2008	Ongoing	<b>completed in 2008</b> continue to monitor
Improve communication with: Volunteers Board Staff Program Partners Government Contracts School Districts Local Businesses Individual Donors Potential "Legacy" Donors Foundations Other Stakeholders	Develop Communication Strategy to update all interested parties	Development Committee and Marketing Staff	Funding	Nov. 2007	Ongoing	<b>completed in 2008</b> Constant Contacts Weekly Newsletters Direct Mail New Website TV and Radio Ads Awareness Campaign  Retreat Agenda Item Marketing Committee
Approve Annual Operating Calendar	Board Approval	Board and Executive Director	None	May 2009	Ongoing	Retreat Agenda Item

**COMMUNITY STOREHOUSE  
STRATEGIC PLAN  
BOARD AND VOLUNTEERS**  
*Strengthen the Agency's Capacity Through and Effective Board and Volunteer Base*

Objective	Action Step	Responsibility	Challenges	Start Date	End Date	Status
Strengthen the Board	Clearly communicate the goals, objectives, and direction the organization is headed through the creation, adoption, and implementation of strategic plan.	Strategic Planning Group	Board Support	7/10/2007	Ongoing	Strategic Plan Adopted and Approved by Board August 2007 <b>continuous updates</b>
Strengthen the Board	Prepare Board Policies & Procedures Manual	Strategic Planning Group	Clear communication & definitions; Board Support & Approval; Implementation	7/20/2007	7/27/2007	Strategic Plan Adopted and Approved by Board August 2007 <b>updates as needed</b>
Strengthen the Board	Prepare Standard Documents related to Board Service: 1. Role of the Board 2. Officers' Responsibilities 3. Code of Ethics 4. Accountability 5. Board Commitment Letter	Strategic Planning Group	Board Support for the changes	7/20/2007	8/14/2007	Standard Documents Adopted and Approved by Board August 2007 <b>complete</b>
Strengthen the Board	Improve the makeup and diversity on the Board	Nominations Comm. & Board Members	Finding Good Candidates	8/15/2007	<b>Incomplete</b>	Continue to monitor diversity of the Board
Strengthen the Board	Define, expand, and strengthen Board Committees	Nominations Comm. & Board Members	Finding Good Candidates	8/15/2007	<b>Incomplete</b>	Continue to populate committees
Strengthen the Board and it knowledge of the organization	Schedule mandatory Board Retreat (pursuant to Board Policy) for training purposes to be facilitated by a professional	Strategic Planning Group/ Board Development Comm.	Location, time, attendance	October 2007	Ongoing	<b>Planned 2009 Retreat</b>
Strengthen the Board and it knowledge of the organization	Mandatory Volunteer Orientation	Nominations Committee	Improve volunteer Orientation	Sept. 2007	Ongoing	<b>Agenda item for 4/09 Board Retreat - Policy Compliance</b>
Strengthen the Board and it knowledge of the organization	Schedule regular training and orientation for new members throughout calendar year (at least semi annually; quarterly if possible)	Board Development Committee	Development and Fine Tuning of Training	Jan. 2008	<b>Incomplete</b>	<b>Agenda item for 4/09 Board Retreat - Training Policy</b>

**COMMUNITY STOREHOUSE  
STRATEGIC PLAN  
BOARD AND VOLUNTEERS**

Objective	Action Step	Responsibility	Challenges	Start Date	End Date	Status
Strengthen Board/ Staff Relationships	Lessen Board's dependence on Executive Director through orientation, education, and training of the Board Members re: their duties	Board Development Committee	Changing the Agency's way of doing things & Board Education	Oct. 2007	Incomplete	Retreat Agenda Item Define needed training and orientation - 1/2009 ongoing/evolving
Strengthen Board/ Staff Relationships	Schedule regular staff appreciation outings, dinners, lunches, etc. Try to stay away from staff presentations at Board meetings, but should be done occasionally to alert Board to status of programs.	Executive Committee	Board Participation	Oct. 2007	Ongoing	Board should vote on having at least two functions a year; probably in October and April. Vote on at Board Retreat
Build Capacity through strong volunteer base	Develop and Implement a volunteer plan by creating study group to define effective activities for regular volunteers & ad hoc volunteers (may or may not be Board Members)	Volunteer Committee (sub-committee of Development Committee)	Find example of a plan to implement	Nov. 2007	Ongoing	Volunteer Coordinator in Place
Build Capacity through strong volunteer base	Include non-Board Members as part of Board Committees to introduce them to the Agency and its mission	All Board Committees	Finding good volunteers who will serve on committees	Nov. 2007	Ongoing	Retreat Agenda Item
Strengthen the Board	Schedule more meetings during the year and change time of Board meetings- <i>may require change in by-laws</i>	Strategic Planning Group	Must emphasis to Board the crisis the Agency is facing	8/14/2007	Ongoing	By-laws changed to reflect time of monthly meetings complete
Build Advisory Board	Create Advisory Council from former Board members, community leaders, interested persons; i.e. school counselors, area ministers, former clients, etc.	Executive Committee	Need to get active board in place before tackling this	8/14/2007	Ongoing	Advisory Council in place/ Continue to populate complete

**COMMUNITY STOREHOUSE  
STRATEGIC PLAN  
COMMUNITY IMPACT**

*Achieve the Agency's mission through targeted, effective programs.  
Improve the Agency's visibility in the community and in targeted governmental arenas.*

Objective	Action Step	Responsibility	Challenges	Start Date	End Date	Status
Improve the awareness of Community Storehouse at city, state, & federal levels	Attract Board Members who are politically connected	Nominating Committee	Board Participation	Sept. 2007	Incomplete	ongoing Retreat Agenda Item
Improve the awareness of Community Storehouse at city, state, & federal levels	Identify lobbying arms and determine how the Agency will use each appropriate lobbying arm (TX Dept of Educ/DSHS/TX Workforce Commission, etc.)	Board of Directors	Board Participation	May 2008	Ongoing	staff has been handling this.
Improve the awareness of Community Storehouse at city, state, & federal levels	Develop political contact list and contact appropriate individuals and offices	Executive Director	Time	May 2008	Ongoing	Completed Update Regularly
Improve the awareness of Community Storehouse at city, state, & federal levels	Establish subcommittee for advocacy, public relations, and marketing	Executive Director & Fundraiser	Board Participation	Oct. 2007	Oct. 2007	Continue to populate Retreat Agenda Item
Expand awareness about the Agency in our community	Establish minimum of monthly events where small groups are brought in for tours of the Agency's current facilities and operations	Executive Director & Fundraiser	Improve facilities	Sept. 2008	Ongoing	Monthly Open Houses Quarterly small group meetings Completed/Ongoing
Expand awareness about the Agency in our community, including businesses and their leaders	Identify sources for business program funds, with a plan for matching funds from businesses being served	Executive Director & Fundraiser	Board Participation	Nov. 2007	Ongoing	Ongoing
Expand awareness about the Agency in our community leaders	Place Agency brochures and other materials in local stores, doctor's offices, public places, etc.	Executive Director & Fundraiser	Finding People and volunteers to deliver	Aug. 2007	Ongoing	Completed/Ongoing Awareness Campaign Volunteer support

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COMMUNITY IMPACT**

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Expand awareness about the Agency in our community, including businesses and their leaders, individuals, and parents	Contact friends and acquaintances in press, local churches, restaurants, and businesses	All Staff and Board Members	Board Participation	Aug. 2007	Ongoing	Public Relations for Roanoke Awareness Campaign Run Materials Completed/Ongoing Needs Improvement
Expand awareness about the Agency in our community, including businesses and their leaders	Schedule speaking engagements at local clubs, schools, business groups	Executive Director & Fundraiser	Invigorate the Ambassador Program which is currently inactive	Oct. 2007	Ongoing	Ambassador Program - now Advisory Council - is active. Various speaking engagements held
Broaden programs serving schools	Solicit Private Schools to publicize Agency's need for volunteers to satisfy the student's community service requirements	Executive Director, Fundraiser, & Staff	Current Program needs to be reviewed to see if it is actively seeking student volunteers	Aug. 2007	Ongoing	Current Program in place

**COMMUNITY STOREHOUSE  
STRATEGIC PLAN  
FACILITIES**

*To provide the necessary buildings and equipment to properly service the mission of the Agency*

Objective	Action Step	Responsibility	Challenges	Start Date	End Date	Status
Upgrade the facility to improve our image and productivity	Find temporary building to place on back lot of Keller-Hicks location	Facility Committee & Board Members	Funding	7/1/2007	Ongoing	Don't Need Now
Improve curb appeal of current facilities	Better signage	Facility Committee	Funding	Jan. 2008	Mar. 2008	Hold off on new signage
Build or purchase our own facility	Long range goal - Capital Campaign may be necessary	Finance and Facility Committees	Finding Funds; Possible Capital Campaign	Jan. 2009	Jan. 2011	Cover Rent for Roanoke Re-consider Capital Campaign 01-09 For move-in August 2010*

[Retreat Agenda Item](#)

\* Executive Director is working with major corporation in our area to secure approximately 3 acres that would house a proposed 15,000 s.f. building that could house all of the Agency's operations. Projected move-in would be August 2010.

**COMMUNITY STOREHOUSE  
STRATEGIC PLAN  
FINANCIAL STABILITY**

*Ensuring stable funding through a comprehensive, integrated funding base*

Objective	Action Step	Responsibility	Challenges	Start Date	End Date	Status
Increase the number of individual donors	Educate Board on financial responsibility including having Board members solicit donors	Board Development Committee	Board Acceptance	8/14/2007	Incomplete	Improve/Ongoing
Increase the number of individual donors	Develop and implement a new plan for individual donors	Executive Director/ Fundraising Committee	Board Acceptance and Assistance	10/1/2007	Incomplete	Retreat Agenda Item
Increase the number of individual donors	Create a "Membership" level with appropriate rewards for membership	Membership Committee	Board Participation	10/1/2007	Incomplete	Retreat Agenda Item
Expand Federal Funding Base	Hire Fundraising/ Development Person	Executive Director	Finding Right Person	8/1/2007	Completed	Person Hired 8/07
					Incomplete	Retreat Agenda Item
Strengthen Current Special Event Planning	Continue to strengthen current fundraising events	Executive Director/ Marketing Director/ Fundraising Committee	Developing New & inviting events; community awareness	10/1/2007	Ongoing	Maintain dinner and run events and improve profitability
Strengthen Current Special Event Planning	More participation by the Board in promoting fundraising activities	Executive Director/ Marketing Director/ Fundraising Committee	Board Participation and community Awareness	10/1/2007	Ongoing	Continue to implement Awareness Campaign Retreat Agenda Item
Strengthen the Agency Marketing	More Board participation in marketing efforts	Executive Committee	Getting Board Committees in Place and Active	10/1/2007	Ongoing	Retreat Agenda Item
Increase the number of "legacy" givers	Develop an effective planned giving program	Membership Committee	Board Participation/ Community Awareness	8/1/2008	Ongoing	Continue to research Retreat Agenda Item
Increase long-term funding relationship with 2-3 corporations	Develop presentation materials for solicitation of local foundations and donors (e.g. Radio Shack, Carter, Fidelity, etc.)	Executive Director/ SHM/ Marketing Director	Projecting Ongoing Revenues & Expenses	10/1/2007	Done	Continue implementation of marketing awareness campaign