

BANDONCARES

Strategic Plan 2012-2015

NOTE: Items to be determined (TBD) are flagged with @2.

1. DESCRIPTION

BandonCares is a consortium of the nonprofit organizations serving Bandon, OR, a small town on southern Oregon coast of about 5,000 people. BandonCares was founded by graduates of the Ford Institute Leadership Program and volunteers from local Bandon nonprofit organizations as part of the Ford Family Foundation's community education and support program.

From Ford Family Foundation Website:

Community Collaborations is designed to enhance the capacity of rural community leaders and organizations to leverage the power of working together...to identify shared areas of interest, develop ongoing networks, coordinate projects and activities, share and leverage resources, and promote cooperation and collaboration.

As part of the Community Collaborations curriculum, participants held the first BandonCares event on November 17, 2008. In 2010 and 2011, events were held in both April and October. BandonCares is planning its sixth semi-annual event in April of 2012.

The organization is governed by a steering committee made up of volunteers drawn from the nonprofit organizations participating. The position of Chair is selected from among the members and serves one-year terms with reappointment. The Treasurer position works closely with CyberLynx to account for the funding and expenditures. A Secretary takes meeting notes and supports organizational correspondence.

2. MISSION STATEMENT

The purpose of the BandonCares organization is to facilitate communication, cooperation and collaboration among the nonprofit organizations serving the Bandon Community.

3. VISION

3.1. Bandon Cares believes that:

- 3.1.1. Nonprofits are vital to the economic health and viability of Bandon.
- 3.1.2. By working together, nonprofits can share knowledge, resources and tools to better serve their constituents and the community.
- 3.1.3. By working together, nonprofits can leverage resources and get more for their dollars and efforts.

- 3.2. Bandon Cares exists to provide opportunities for nonprofits to:
 - 3.2.1. Engage in communication and collaboration.
 - 3.2.2. Exchange information and ideas.
 - 3.2.3. Grow and promote the benefits of nonprofits working in the Bandon community.
 - 3.2.4. Organize venues to network.
 - 3.2.5. Offer training on subjects relevant to nonprofits.
 - 3.2.6. Encourage use of the community-wide events calendar maintained on www.bandon.com.

4. PLANNING PARTICIPANTS AND PROCESS

The Steering Committee is made of 15 volunteers who are active in a variety of Bandon nonprofit organizations. They are as follows:

Leslie Clarke, Chair (ASPIRE and Cranberry Growers' Association)
Christine Coles (RSVP)
Melody Gillard-Juarez (Southern Coos Health Foundation)
Maureen Haggerty (CyberLynx, Bandon Library Friends and Foundation, CASA)
John Hubbard (Good Neighbors, Lions)
Claudine Hundhausen (Bandon City Council)
Allison Hundley (EAT)
Ollie Jones (Bandon Youth Center)
Linda Maxon (Bandon Community Health Center)
Stephanie Polizzi (OSU Extension)
Bill Russell (CyberLynx, SEA)
Colleen Showalter (Bandon Chamber of Commerce)
Harve Schubothe (Greater Bandon Association)
Lyn Silverman (Coastal Harvest)
Roger Straus (Coquille Lighthouse Keepers Association, Lions)

In March, 2011, the 15-member BandonCares Steering Committee held its first strategic planning session. Mary Ward, a consultant from Human Systems, Inc. and associated with the Ford Institute Leadership Program, facilitated the day-long session. The Steering Committee had decided to formalize BandonCares' direction and priorities as a result of receiving a grant from the Sprague Family Foundation. Wishing to assure a responsible and planned management of the generous grant, the committee decided to meet and document a plan for the organization with the goal of assuring the funds would be spent most effectively and appropriately.

The March planning session was phase one of the process. The results of this planning were shared with the general membership at the April 2011 meeting. Completing the process – identifying specific actions and timelines - was planned for later in the year.

For the second strategic planning meeting held on January 13, 2012, the committee asked Ms. Arlene Soto, a Bandon resident and Director of the Southwestern Oregon Community College Small Business Development Center, to facilitate. The result of that meeting is this draft plan.

5. CURRENT ENVIRONMENT

- 5.1. *Volunteer Base:* The current volunteer base of BandonCares is the Steering Committee of 15 people who are, together, involved in over 20 different nonprofits. The BandonCares associate membership consists of about 40 501(c)3 organizations, and several of the nearly 20 religious organizations in Bandon.
- 5.2. *Current Activities:* The activities of BandonCares include:
- 5.2.1. Holding semiannual dinner meetings for nonprofit leadership that provide opportunities for workshop sessions, information sharing and networking.
 - 5.2.2. Providing an email distribution of nonprofit event announcements.
 - 5.2.3. Providing a website with links to each participating nonprofit
 - 5.2.4. Accepting (via CyberLynx, the fiscal agent) and managing grants from supporting foundations and donations from participating nonprofits.
 - 5.2.5. BandonCares's most critical issue is @2
- 5.3. *Revenue:* BandonCares is an informal association of nonprofits and has recruited CyberLynx, a local 501 (c) 3 organization, to be its fiscal agent. Funding and donations are provided to CyberLynx for the specific restricted use of supporting BandonCares' mission.
- 5.3.1. Funding for the initial meeting of the collaboration that became BandonCares was provided by the Ford Family Foundation as part of the Ford Institute Leadership Program. Once BandonCares was formed Ford's contractor (Human Systems) turned over to BandonCares the residual funding (\$105) provided for the collaboration exercise. To conform to foundation requirements, CyberLynx was chosen as the fiscal agent to receive and safeguard the funds.
 - 5.3.2. After the second event, the steering committee decided that to ensure sustainability, the nonprofits attending the events would be asked to donate to the collaboration based on their size and budget. In June through Sept, 2010, 5 organizations gave \$135. Then Ford gave another \$200, Umpqua Bank donated \$50 and 11 organizations and individuals gave \$685. At the end of 2010 the Norman F. Sprague Jr. Foundation made a grant to CyberLynx with \$5,000 designated for BandonCares.

During 2011 \$200 was donated by 4 organizations and another \$200 from Human Systems. At the end of 2011, Sprague Foundation granted another \$5,000 for BandonCares.

5.4. *Expenditures:* BandonCares is extremely conservative in its expenditures. It has no paid staff. Costs to maintain a web site and hold semi-annual meeting events are the primary ongoing expenses. Occasional training and meeting refreshment expenses are incurred. An obligation to pay the Small Business Development Center for their Executive Director's time facilitating the Strategic Plan development was incurred. In the future, expenditures to bring consultants and local training opportunities may be added.

6. GOALS and STRATEGIES

For each existing or proposed goal and the resulting strategy or project activity, a suggested timeline is provided. "Responsibility" indicates not who must actually perform the item but only who will recruit, follow up and report on its status.

7. Goal #1: Get buy-in for BandonCares

Strategies:

7.1. Create a menu of services to reflect the value of BandonCares to participants

7.1.1. Timeline: 2012

7.1.2. Responsibility: Steering Committee to develop jointly and secretary to document and maintain.

7.1.3. Measure of Success: @2

7.1.4. Goal for 2012: @2

7.2. Conduct a fundraising drive for donations from associated nonprofits.

7.2.1. Timeline: Ongoing

7.2.2. Responsibility: Treasurer

7.2.3. Measure of Success: Annual amount of donations.

7.2.4. Goal for 2012: \$500.

7.3. Develop marketing to address the question "Why participate in BandonCares?" and consider adding incentives to encourage membership.

7.3.1. Timeline: 2012 through 2014

7.3.2. Responsibility: Public Relations Task Force

7.3.3. Measure of Success: @2

7.3.4. Goal for 2012: @2

7.4. Become recognized as the clearinghouse of information about Bandon's nonprofits.

7.4.1. Timeline: @2

7.4.2. Responsibility: @2

7.4.3. Measure of Success: @2

7.4.4. Goal for 2012: @2

8. Goal #2: Sponsor events that encourage networking and promote the agenda of BandonCares.

Strategies:

8.1. Continue to hold semi-annual networking events

8.1.1. Timeline: Events in April and October each year. Planning to start in February and August, respectively, for the events.

8.1.2. Responsibility: Chair of the Steering Committee

8.1.3. Measure of Success: Number of attendees

8.1.4. Goal for 2012: At least 40, representing at least 50% of the nonprofits serving Bandon.

8.2. Identify a community collaboration project and facilitate a new collaboration of selected nonprofits.

The steering committee would first determine what role they and BandonCares might play in facilitating this collaboration. Potentially, steering committee members could volunteer to help in whatever project is proposed. Further, some limited financial support might be considered.

8.2.1. Timeline: @2

8.2.2. Responsibility: @2

8.2.3. Measure of Success: @2

8.2.4. Goal for 2012: @2

9. Goal #3: Provide opportunities for nonprofits to improve effectiveness

Strategies:

9.1. Hold training and workshops locally.

Topics may include: strategic planning, "Marketing on a Shoestring," board training, fund accounting training, technology training, and using an automated accounting program like Quickbooks. Bring in and fund outside experts and presenters who are well-respected in the selected topic.

9.1.1. Timeline: @2

9.1.2. Responsibility: @2

9.1.3. Measure of Success: @2

9.1.4. Goal for 2012: @2

- 9.2. Provide mentoring to help another nonprofit directly.
 - 9.2.1. Timeline: @2
 - 9.2.2. Responsibility: @2
 - 9.2.3. Measure of Success: @2
 - 9.2.4. Goal for 2012: @2

- 9.3. Continue to promote the use of the Bandon Chamber of Commerce Community Calendar, leveraging this resource to provide the community with one source to find out about all nonprofit events.
 - 9.3.1. Timeline: @2
 - 9.3.2. Responsibility: Public Relations Task Force
 - 9.3.3. Measure of Success: @2
 - 9.3.4. Goal for 2012: @2

- 9.4. Organize peer-to-peer educational opportunities. Use local talent like CyberLynx for technology or RSVP for volunteer recruiting.
 - 9.4.1. Timeline: @2
 - 9.4.2. Responsibility: @2
 - 9.4.3. Measure of Success: @2
 - 9.4.4. Goal for 2012: @2

- 9.5. Facilitate joint purchases for economies of scale.
 - 9.5.1. Timeline: @2
 - 9.5.2. Responsibility: @2
 - 9.5.3. Measure of Success: @2
 - 9.5.4. Goal for 2012: @2

- 9.6. Provide the facility to do volunteer/officer background checks.
 - 9.6.1. Timeline: @2
 - 9.6.2. Responsibility: @2
 - 9.6.3. Measure of Success: @2
 - 9.6.4. Goal for 2012: @2

- 9.7. Facilitate nonprofits being able to take credit cards.

This would involve creating the process and documentation for adding a donation-accepting feature to existing organizational websites. Then we would assist the organization in establishing the capability and train them in using and maintaining it. CyberLynx, a local nonprofit providing technology training and support, has volunteered to provide staffing for this effort.

 - 9.7.1. Timeline: 2012
 - 9.7.2. Responsibility: Technology Task Force, a recommended new subcommittee of BandonCares
 - 9.7.3. Measure of Success: Number of online donation capabilities.

9.7.4. Goal for 2012 on the websites of three organizations.

10. Goal #4: Improve BandonCares communications, including existing electronic communications.

Strategies:

- 10.1. Develop and publish a quarterly or monthly electronic newsletter, featuring at least one local nonprofit in each issue.
 - 10.1.1. Timeline: Ongoing
 - 10.1.2. Responsibility: Public Relations Task Force (and Steering Committee)
 - 10.1.3. Measure of Success: @2
 - 10.1.4. Goal for 2012: @2

- 10.2. Continue to perform and improve publicity and community information activities using the email distribution list and website.
 - 10.2.1.1. Timeline: Ongoing.
 - 10.2.1.2. Responsibility: Technology Task Force
 - 10.2.1.3. Measure of Success: @2
 - 10.2.1.4. Goal for 2012: @2

- 10.3. Continue to maintain the BandonCares website, including the list of nonprofits (with links to their respective sites) serving Bandon.
 - 10.3.1.1. Timeline: Ongoing.
 - 10.3.1.2. Responsibility: Technology Task Force
 - 10.3.1.3. Measure of Success: @2
 - 10.3.1.4. Goal for 2012: @2

- 10.4. Create multiple task force groups or subcommittees to assume the responsibility for some of the BandonCares activities.
 - 10.4.1. Technology Task Force @2
 - 10.4.2. Public Relations Task Force @2

January 26, 2012

[Don't know where these two items might fit within our goals above but were among action ideas we generated in our brainstorming session]

Do we need another goal? Recruit volunteers to help work on projects/activities?

Facilitating internships, especially for youth
Using an Americorps volunteer

DRAFT

January 26, 2012

APPENDIX A

SWOT Analysis Performed 1/13/2012

@2

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