



Potawatomi Resource Conservation & Development Council

Strategic Plan 2012



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Upon request, this document is available in alternative formats
by calling (269) 789-2354.



Introduction

Potawatomi Resource Conservation and Development Council and Staff undertook a thorough strategic planning process during October and November 2011. This report is the culmination of this extensive process.

This strategic plan will guide the Potawatomi Resource Conservation and Development Council over the next five years as we transform into a more regional, responsive, and collaborative organization. Our commitment to communities and our desire to serve all of our communities with the highest level of professionalism will be strengthened by the implementation of this far-reaching plan.

Our staff will use this strategic plan as a road map into the future, guiding our decision-making process. The Board will measure the organization's progress towards the established goals of this plan periodically in order to ensure our vision is kept on target.

The Board and Staff of the Potawatomi Resource Conservation and Development Council have a great deal of enthusiasm for this strategic plan. Its implementation will only ensure the successful future of Potawatomi Resource Conservation and Development Council for generations to come.

Edward G. Micklatcher
Executive Director

Orvin Moore
Chairman, Board of Directors



Guiding Principles

Mission

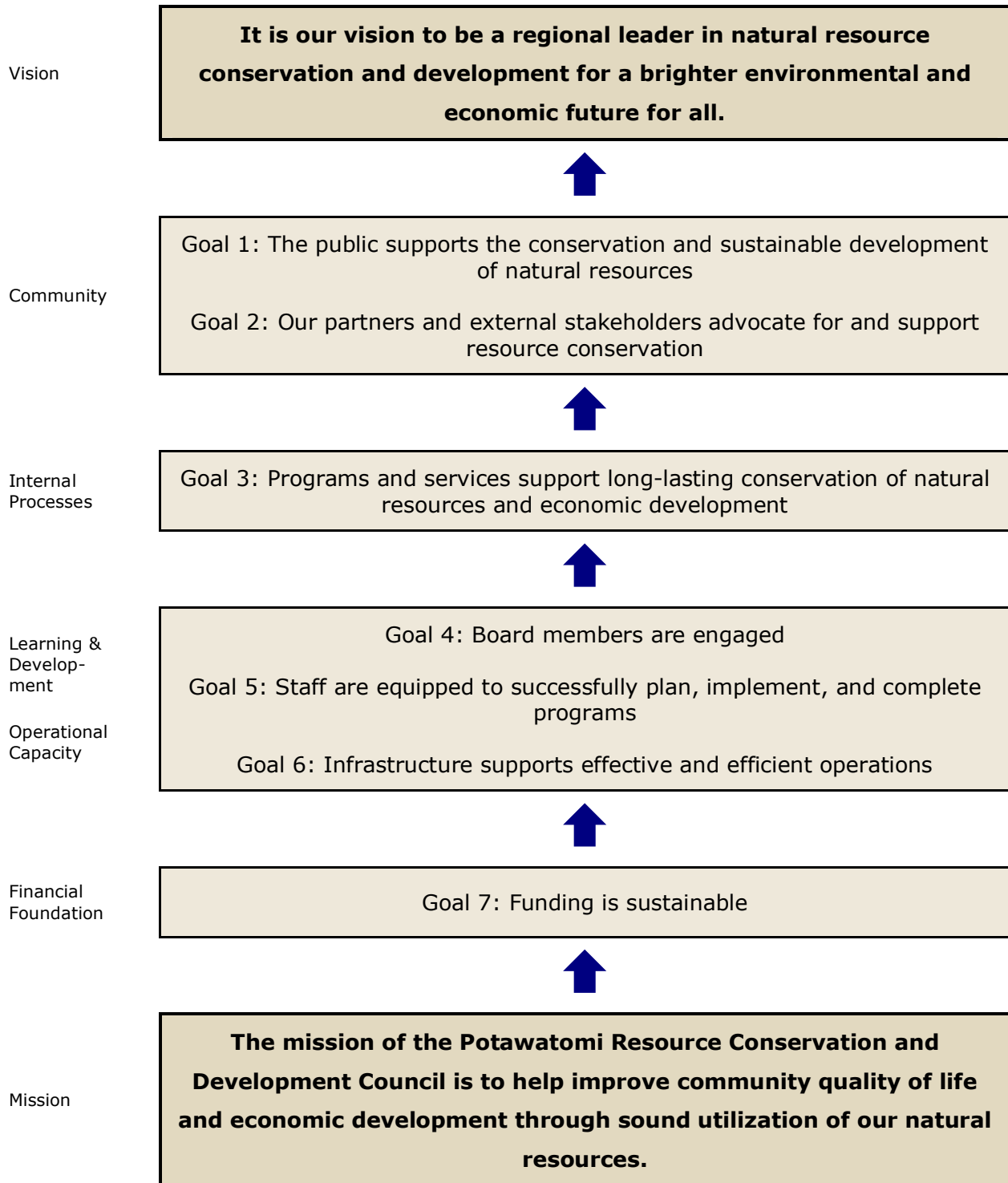
The mission of the Potawatomi Resource Conservation and Development Council is to help improve community quality of life and economic development through sound utilization of our natural resources.

Vision

It is our vision to be a regional leader in natural resource conservation and development for a brighter environmental and economic future for all.



Goal Summary





Goal 1: The public supports the conservation and sustainable development of natural resources

Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
1. Communicate effectively with all constituents	Ongoing			
a. Create a unified membership list				
b. Complete web site development	1/1/2012	E.D.		
c. Define constituents / target audiences	1/1/2012	E.D.		
d. Communicate electronically	1/1/2012			
i. Work with an email list company				
e. Communication topics may include:				
i. Updates and feedback from constituents on PRC&DC projects	Ongoing			
f. Means of communication may include newsletters, press releases, and face-to-face networking				
i. Identify and prioritize networking events, such as conservation districts, local governments, and an annual celebration events	12/1/2011	Staff Board members		



Goal 1: The public supports the conservation and sustainable development of natural resources

Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
2. Develop a marketing and PR plan a. Obtain grant for marketing consultant b. Engage a marketing consultant c. Fort Custer to provide outcomes of our work to the public d. Target users of natural resources to support the PRC&DC through advocacy, financial support, advertising, branding, and board positions e. Publish articles to trade magazines for conservation districts and other conservation organizations f. Address the use of social media	07/2012	E.D.	Grant	
3. Sponsor events a. Narrow scope of events to match mission and vision	Ongoing	E.D. Executive Committee		



Goal 2: Our partners and external stakeholders advocate for and support resource conservation

Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
4. Give out more effective grants a. Let people know we are a grantor b. Link grant awards to publicity c. Evaluate grant process and results annually or as needed i. Determine a sample of grants to be evaluated	02/2012 10/2012	E.D. Board Chair		
5. Make presentations to key partner and community organizations a. Service clubs b. Educational institutions c. Michigan Township Association (MTA) d. Michigan Municipal League (MML)	03/2012, then ongoing	E.D. Board		
6. Educate board members, staff, and volunteers on advocacy a. Provide the Michigan Nonprofit Association's <i>Advocacy Handbook</i>	03/2012	E.D. Board Chair	New board structure in place www.mnaonline.org/mnapublications.aspx	
7. Develop and distribute information material a. Brochures: Short, sweet, and to the point b. Create annual reports	10/2012	E.D. Staff	Completed marketing plan	
8. Communicate with and educate legislators and other policy makers	03/2012, then ongoing	Board	New board structure to be in place	



Goal 2: Our partners and external stakeholders advocate for and support resource conservation

Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
9. Share board meeting agendas and minutes with conservation districts and other partners a. Review distribution list quarterly	Ongoing	E.D. Exec Committee		
10. Build relationships and advocate for resource conservation a. Attend functions of other organizations, including board of commissioners, conservation districts, township meetings b. Encourage local governments to create policies that are in line with natural resource conservation c. Encourage farm bureaus and similar organizations to i. Advocate best management practices (BMPs) to their members ii. Involve PRC&DC in creating BMPs iii. Advocate for RC&Ds d. Obtain resources from government agencies, including engineering, studies, conferences, support of policy development, and contracts/outsourcing e. Provide educational institutions with education on natural resource conservation and management through presentation, grants, and scholarships	Ongoing	Ed Board		



Goal 3: Programs and services support long-lasting conservation of natural resources and economic development

Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
11. Define program focus based on the following four areas: (1) Education, (2) Agricultural business, (3) Water quality, (4) Natural resource utilization (e.g., alternative energy)	06/2012	Board sub-committee		
a. Conduct a program review and identify whether programs are mission-critical and mission-driven and vision-focused	06/2012			
b. Eliminate programs that do not support the mission and vision	Start 06/2012			
c. Collaborate with educational institutions, including scholarships				
12. Eliminate programs that are duplicative	06/2012	Board sub-committee		
a. Identify programmatic overlap with other organizations				
13. Increase probability of program success and receiving grants for programming	Ongoing	Board sub-committee		
a. Create partnerships that build upon the multi-county make-up of PRC&CD				
b. Collaborate on projects and program funding with conservation districts and other conservation organizations				



Goal 4: Board members are engaged

Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
14. Review and update bylaws a. Set up a board structure, including committees b. Decide whether to provide stipends for board member travel	02/2012	Executive Committee		
15. Review and update current board job descriptions	03/2012	Executive Committee		
16. Recruit board members according to membership needs a. Define membership needs & expectations b. Define board size c. Research board composition of other RC&Ds and nonprofits	04/2012 03/2012 03/2012 12/01/2012	Executive Committee E.D.		
17. Implement a board orientation process a. Complete draft of orientation process for board review	04/2012 03/2012	Executive Committee E.D.		
18. Provide ongoing board training. Topics may include natural resource conservation, advocacy, and governance a. Develop a quarterly board training calendar	Ongoing 03/2012	Executive Committee E.D.	National Association of Resource Conservation and Development Councils (NARC&DC)	
19. The executive director provides regular updates to the board a. Director's reports at each board meeting b. Updates between meetings as needed	Ongoing	E.D.		



Goal 4: Board members are engaged				
Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
20. Conduct regular annual board evaluations a. Identify an appropriate board evaluation tool b. Schedule every six months for the first two years, then annually	January 2013 July 2012	Executive Committee E.D.	Evaluation tools from Nonprofit Alliance or the Michigan Nonprofit Association	



Goal 5: Staff are equipped to successfully plan, implement, and complete programs

Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
21. Create staff job descriptions a. Create job description for ED b. Create job description for next staff position to be filled	02/2012	Executive Committee		
22. Create a professional development plan for each staff member that addresses strategic priorities and required competencies	04/2012	E.D.		
23. Hire staff and recruit interns and volunteers to meet personnel needs a. Define personnel needs b. Explore volunteers and internships with educational organizations c. Tap into retirees as volunteers	10/2012 07/2012	Executive Committee E.D.	Programs must be defined Budget in place	
24. Evaluate staff performance quarterly a. Develop a staff evaluation form	10/2012	Executive Committee		



Goal 6: Infrastructure supports effective and efficient operations				
Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
25. Develop and implement an equipment upgrade and replacement plan with budget	02/2013	E.D.		
26. Develop and implement a technology plan. The plan should address: a. Computers and software b. Website (use for marketing) i. Market new website with announcement and official unveiling c. Create diverse access options, such as: i. Website for mobile devices ii. Online cloud-based resource sharing d. Social media	02/2013	E.D.		
27. Develop and implement a performance measurement system to track and report organizational effectiveness a. System to include a dashboard with color indicators. Consider sharing with partners and grantors. b. Create a program review document for all partners	03/2013	Executive Committee E.D.	National RC&D	
28. Explore a different office location a. More central for board members b. More visible (branding, name recognition)	Ongoing	Executive Committee		



Goal 7: Funding is sustainable				
Metric		Target		
1. t.b.d.		1. t.d.b.		
1. Objective a. Action Item	Target Date	Responsible	Resources needed	Status
29. Develop a fund development plan. The plan should address: <ul style="list-style-type: none"> a. Capital campaign b. Evaluate current funding stream against current and future programmatic needs c. Develop annual budgets (programs, staff, operations) d. Develop sustainable funding e. Explore grant opportunities to match programming, such as cooperative grants f. Expand current revenue streams, such as expanding current contracts g. Seek support from <ul style="list-style-type: none"> i. local funding organizations and foundations ii. Government agencies h. Create new revenue streams, such as wetland banking mitigation i. Annual giving j. Do not compete with partners if possible k. Identify private sources of funds in partner or affiliated organizations, such as Trout Unlimited and Pheasants Unlimited 	02/2013	E.D. Board		



Key Performance Indicators

The following performance indicators should be considered for inclusion into the performance measurement system:

1. Successful projects
 - a. On time
 - b. On budget
 - c. Partner feedback
2. Board working very well
 - a. Board members are engaged (board evaluation)
3. Financial
 - a. Funding success
 - b. Positive fund balance
4. Strategy implementation: Target completion dates achieved
5. Economic impact



Implementation Schedule

Complete objective and action items before target completion dates so the board can review and adopt items by the target date.

This schedule may be adjusted based on emerging priorities and budget amendments, if required.

Objectives and Action Items with Target Dates (sorted by target completion date)	2012				2013	2014	
	Q1	Q2	Q3	Q4			
1.f.i. Identify and prioritize networking events, such as conservation districts and local governments	Dec 2011						
16.c. Research board composition of other RC&Ds and nonprofits	Dec 2011						
1. a. Create a unified membership list	Jan						
1.b. Complete web site development	Jan						
1.c. Define constituents / target audiences	Jan						
4. Give out more effective grants	Feb						
14. Review and update bylaws	Feb						
21. a. Create job description for ED	Feb						
5. Make presentations to key partner and community organizations	Mar	then ongoing					
6. Educate board members, staff, and volunteers on advocacy	Mar						
8. Communicate with and educate legislators and other policy makers	Mar	then ongoing					
15. Review and update current board job descriptions	Mar						
16.a. Define membership needs & expectations	Mar						
16.b. Define board size	Mar						
17.a. Complete draft of orientation process for board review	Mar						
18. a. Develop a quarterly board training calendar	Mar						
16. Recruit board members according to membership needs		Apr					
17. Implement a board orientation process		Apr					
22. Create a professional development plan for each staff member that addresses strategic priorities and required competencies		Apr					
11. Define program focus based on the following four areas: (1) Education, (2) Agricultural business, (3) Water quality, (4) Natural resource utilization (e.g., alternative energy)		Jun					



Objectives and Action Items with Target Dates (sorted by target completion date)	2012				2013	2014
	Q1	Q2	Q3	Q4		
11.a. Conduct a program review and identify whether programs are mission-critical and mission-driven and vision-focused		Jun				
11.b. Eliminate programs that do not support the mission and vision		Jun				
12. Eliminate programs that are duplicative		Jun				
2. Develop a marketing and PR plan			Jul			
20.a. Identify an appropriate board evaluation tool			Jul			
23.a. Define personnel needs			Jul			
4.c. Evaluate grant process and results annually or as needed				Oct	Oct	Oct
7. Develop and distribute information material				Oct		
23. Hire staff and recruit interns and volunteers to meet personnel needs				Oct		
24. Evaluate staff performance quarterly				Oct	Jan Apr Jul Oct	Jan Apr Jul Oct
20. Conduct regular annual board evaluations (semi-annual at first)					Jan Jul	Jan Jul
25. Develop and implement an equipment upgrade and replacement plan with budget					Feb	
26. Develop and implement a technology plan					Feb	
29. Develop a fund development plan					Feb	
27. Develop and implement a performance measurement system to track and report organizational effectiveness					Mar	
Ongoing Objectives and Action Items						
3. Sponsor events 9. Share board meeting agendas and minutes with conservation districts and other partners 10. Build relationships and advocate for resource conservation 13. Increase probability of program success and receiving grants for programming 18. Provide ongoing board training 19. The executive director provides regular updates to the board 28. Explore a different office location						



The Strategic Planning Process

The following section documents the strategic planning process and the results of the strategic planning activities.

This record may be used in the future for strategic plan reviews and updates as well as onboarding new board and staff members.



Strategic Planning Participants

Board of Directors

- Orvin Moore**, Chairman
- Jeff Van Nortwick**, Vice Chairman
- Greg Fountain**, Treasurer
- Cliff Herl**, Board Member
- John Greenslit**, Board Member
- Ginger Hentz**, Board Member
- Carol Higgins**, Board Member
- John Mitchell**, Board Member
- Rand Bowman**, Member at Large
- Jamie Stuck**, Member at Large
- Tracey Bronson**, Calhoun Conservation District

Staff

- Edward G. Micklatcher**, Executive Director



Mission and Vision = Foundations for the Future

Mission

Explains why an organization or group exists
Describes purpose
Practical
Describes benefits to customers
Describes benefits to stakeholders

Vision

Shows what organization wants to become
Describes potential
Inspires passion
Describes benefits to community
"Super Goal"

Mission Example

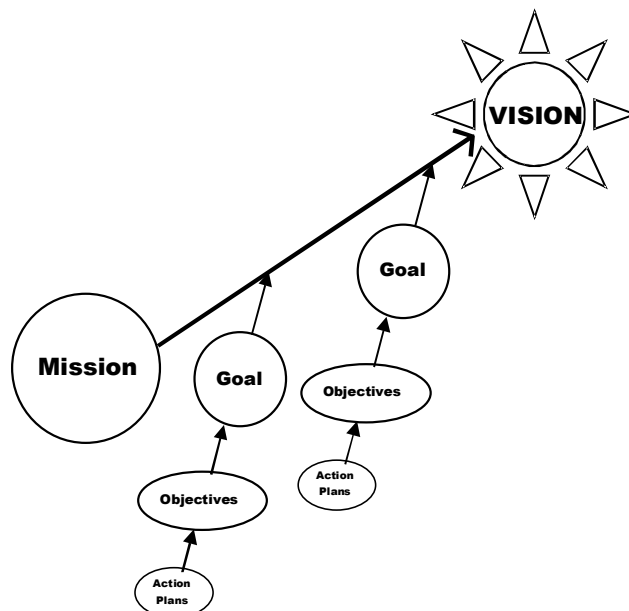
The mission of the Kalamazoo Airport is to provide facilities and services to support safe, efficient, and convenient air transportation enhancing economic growth and high quality of life in Southwest Michigan.

Vision Example

To be the airport of choice for all Southwest Michigan air travelers.

To have more non-stop airline service to more major cities than any other airport our size.

To be the most environmentally friendly airport in the nation.



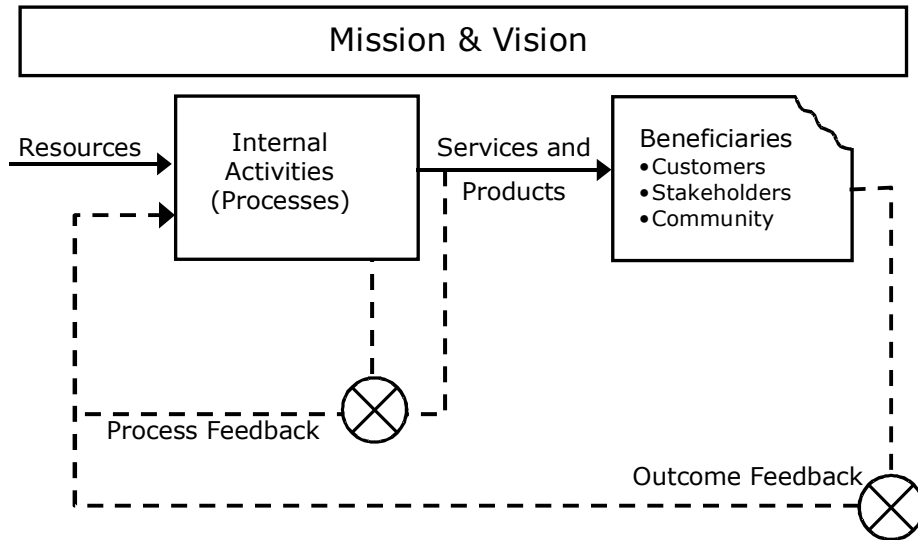
Once the vision is established, an organization can create the long-term goals needed to move toward the vision.

Objectives and action plans break the goals into smaller manageable implementation steps.



PRC&DC = An Organizational System

The purpose of this exercise was to develop a shared understanding of the Potawatomi RC&D as an organizational system. A summary of this activity's outcome can be used to educate future board members and staff on the organization's mission and strategies.



Mission & Vision	Mission: The reason for the existence of the organization. Vision: The potential of the organization.
Resources	Resources needed for conducting the organization's activities
Internal Activities	What the organization does to generate services and products
Services or Products	Services and products the organization provides
Beneficiaries	Anybody receiving or benefitting from a service or product - clients, customers, stakeholders, community
Process Feedback	Does the organization provide services and products at the right level, for the right people, with the lowest possible use of resources, and at the highest quality possible?
Outcome Feedback	Are the organization's services and products achieving the planned benefits for individuals and the community at large?

(based on Brethower 1972, 1982, 1995)



Major Organizational Elements

Internal Processes	Services & Products	Beneficiaries	Short-term Benefits	Long-term Benefits
Board meetings Administration Collaboration with <ul style="list-style-type: none"> communities, conservation districts, boards of commissioners Accounting Provide ideas Grant writing Give out grants Promote programs React to state and federal policies Advocacy	Fiduciary steward Advocacy Assist other groups to complete projects through physical assistance or grants Create citizen awareness Partnerships Public education Bring people, places, and funding together to facilitate and achieve community needs Minority agricultural education	Watershed organizations Conservation districts Local vendors and businesses County governments Ag community General public Minorities	Obtain grants Obtain volunteers Project support Partnerships Grant writing Promotions Work and jobs through grants and projects Expand county services Matching funds Information Funding Ideas <i>See community benefits</i> Funding Sponsorships Target assistance	Clean river Clean water Baseline survey Improved natural resources Keeps them in business Stay in community Attract business and industry Quality of life Improve operations Be in compliance Jobs and incomes Health Keep smaller farms in business



Community Benefits

- Conservation of resources
- Improved quality of life
- Economic engine: Recreation / Fisheries / Jobs maintained or created
- Improved infrastructure
- Less pollution
- Less erosion
- Expanded recreation
- People can use rivers with less pollution



Mission Drafts

Based on the system elements exercise, we created and reviewed the following draft mission statements. **Bolded phrases** were considered to convey key phrases.

Draft 1	Facilitate and achieve the protection of Michigan’s valuable natural resources through sound management and fiduciary practices.
Draft 2	Helping to improve community quality of life through sustainable/ ongoing conservation and resource management.
Draft 3	Serve the residents of the eight counties to preserve, protect, and access natural resources of this region in perpetuity.
Draft 4	Improve the quality of life in southwest Michigan by providing natural resource information and educational opportunities and technical and financial assistance.
Current Mission	With public input from local citizens, interested organizations, and government, assist local communities and the public to improve their standard of living and achieve sustainable economic development through the sound utilization, conservation, and/or protection of our area’s natural resources.
Other terms	<ul style="list-style-type: none"> Economic impact



Vision Work Sheet #1

Imagine five years from now . . .

<p>How will the PRC&DC serve its constituents or customers differently than today? How will your constituents or customers be better off because of the products and services you will provide five years from now?</p>	<p>How will your constituents and customers describe your function, products, and services differently five years from now? What would you like them to say? What do you need them to say?</p>	<p>How must the PRC&DC operate differently five years from now to achieve #1 and #2?</p>
<p>Regional services and products</p> <p>Proactive: Identify and anticipate local needs and meet those needs <u>before</u> they become glaring issues</p> <p>More integration of PRC&DC into other organizations</p> <p>Broader system of projects</p> <p>Be more selective: Narrow areas of involvement; narrowed scope</p> <p>Identify themes, be flexible</p> <p>More electronic interactions and use of social media</p> <p>Utilize current technology</p> <p>Constituents</p> <ul style="list-style-type: none"> • Lead healthier lives in a healthier environment • More integrated and shared resources <p>Less duplication with both the PRC&DC and other organizations</p>	<p>Better public awareness</p> <p>We could not have done this without the RC&D.</p> <p>Demand our services</p> <p>Go-to organization</p> <p>Customer-oriented and responsive</p> <p>Quality services</p> <p>Relevant</p> <p>Cutting edge</p> <p>The RC&D makes a difference</p> <p>Provides leadership in natural resource conservation and utilization</p>	<p>Prioritize projects</p> <p>Obtain or secure resources to support our mission and personnel</p> <p>Connected to global community (natural resource conservation and preservation)</p> <p>Focus on bioenergy</p> <p>Educate on resource conservation and recycling</p> <p>Board: More diverse, more ownership</p> <p>Become fiscally sound</p> <p>Market who we are and our services</p> <p>Be more efficient</p>



Vision Drafts

Based on the answers to the visioning questions, we drafted the following vision statements and key phrases. **Bolded phrases** were considered to convey key phrases.

Five years from now, ASK will . . .

Draft 1	The go-to-resource for natural resource-related issues.
Draft 2	Be a respected regional leader (as in 'premier organization') in resource conservation and development upon whom resource conservation agencies depend for collaboration in resource conservation.
Draft 3	Lead major public policy decisions for the future of natural resource management [through proactive sustainable programs, technology, and leadership support].
Draft 4	Southwest Michigan communities sustain strong economies and value and conserve their natural resource assets.
Current Vision	Natural resource conservation and sustainable economic development which brings nature and people into harmony.



Stakeholder Assessment

Stakeholders are individuals, groups, or organizations who can exert substantial influence over your operations and outcomes. To be optimally effective in working with your stakeholders, identify the desired level of involvement.

Strategic goals and objectives must help you attain this desired level of stakeholder involvement and make it an integral part of your operations.

Our Stakeholders	Desired Level of Involvement
Fort Custer Training Center	<ul style="list-style-type: none"> • Provide outcomes of our work to the public • Facilitate additional partnerships and contracts
Elected officials representing city dwellers, people who live in the country, large full-time farms	<ul style="list-style-type: none"> • Create policies that are in line with natural resource conservation • Present to Michigan Township Association (MTA), Michigan Municipal League (MML), educate policy makers
Farmers, farm bureaus, farm coops, agra businesses, Future Farmers of America, community-based agriculture	<ul style="list-style-type: none"> • Advocate best management practices (BMPs) to their members • Involve PRC&DC in creating BMPs • Advocate for RC&Ds
Users of natural resources, such as water and oil companies, utility companies, recreational users, recreation businesses, donors	<ul style="list-style-type: none"> • Support PRC&DC through: <ul style="list-style-type: none"> ○ Advocacy ○ Financial support ○ Advertising ○ Branding ○ Board positions
Conservation districts and other conservation organizations, such as Ducks Unlimited, Trout Unlimited, Pheasant Unlimited, Michigan United Conservation Clubs, nature centers, utility companies	<ul style="list-style-type: none"> • Collaborate on projects • Share resources (funds, grant writing, in-kind office support) • PRC&DC publishes articles to their trade magazines



Our Stakeholders	Desired Level of Involvement
Local funding organizations and foundations	<ul style="list-style-type: none">• Provide additional financial support
Government agencies, such as USDA, NRCS, Great Lakes Initiative, Department of Defense, AMERICORPS	<ul style="list-style-type: none">• Financial supports (grants)• Resources, such as engineering, studies, conferences• Support policy development• Contracts/outsourcing
Educational institutions	<ul style="list-style-type: none">• Collaborate on projects• Provide education on natural resource conservation and management through presentation, grants, and scholarships



Current Strengths and Weaknesses

Strengths	Weaknesses
Dedicated director Partnerships Institutional knowledge and longevity Common demographics of council: rural counties Reputation Resources	Brand recognition Apathy People don't know us Education and training for staff and board Uncertain financial future Grant writing Vague or non-existing job descriptions and expectations for the board and executive committee Lack of focus



Trends Identified as *Opportunities*

Social Trends	Impact on PRC&DC
1. Interest in local economies	Opportunity for education and projects
2. Aging population and migration from rural areas to cities	Provide services for those who are left behind
3. Everyone wants to go green	More funding for alternative energy and resource conservation
Economic Trends	
1. Misperception of what farming is; what makes up a small, medium, large farm	Educate public
2. Global economic crisis	More interest in a sustainable life style
	More interest in simple living
Political Trends	
1. Fear and uncertainty: Uncertain future affected by population and by government rules	Help people get their voices heard (advocacy)
Technology Trends	
1. More access to communication devices	Advertise
	Share ideas faster
	Provide/receive information quicker and therefore able to be more proactive
	Connect council members
2. Format	Website to fit mobile devices
3. Social media	Spread our word
	Watch trends
	Reach new audiences
4. Delivery through Internet	Reach and engage larger audiences



Trends Identified as *Threats*

Social Trends	Impact on PRC&DC
1. General pessimism	Difficult to raise funds
2. Entitlement philosophy	Difficult to get consensus RC&Ds may be doomed
3. Aging population and migration from rural areas to cities	Talent drain
	Rural areas become of less priority to decision-makers
Economic Trends	
1. Unemployment: Less discretionary spending	Less funding
2. Diminishing federal, state, and local funding	
3. Companies invest less, provide less training, are less involved in their communities, and reduce community investments	
Political Trends	
1. Government may replace RC&Ds	Eliminate RC&Ds
2. Anti-earmarking and no-new-taxes philosophy	Less funding
3. Government rules change	Uncertainty



Identify Gaps and Barriers

The road to your vision is marked by gaps and barriers. This gap analysis identified gaps and barriers you are aware of today.

The gaps and barriers provided the starting point for developing strategic goals and objectives.



- **What are the gaps?**
- **What are the barriers?**
- **What is missing today that you need to know or obtain to fulfill your mission and vision?**
- **What do you not know today that you should know for planning our future direction?**



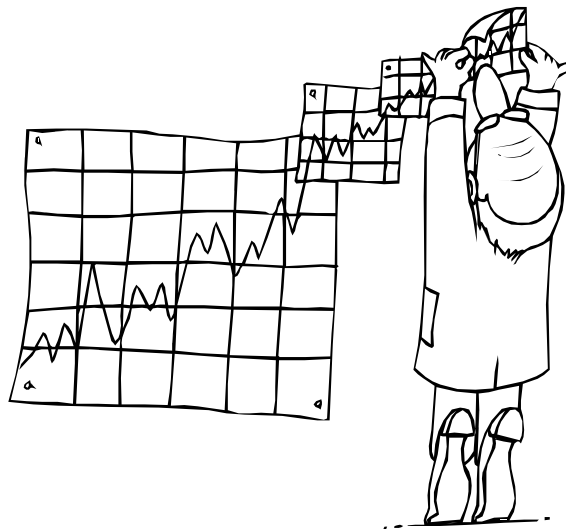
Gap Analysis Results

Board development	Public relations & marketing	Staffing	Funding	External communication
Bylaws Board involvement/ ownership Develop better board communication Board involvement and ownership Board training/ limited knowledge No direction Transition plan Vision Willingness Lack of time of board Self interest Need to forget our origin – we are no longer government supported Need a risk taker Board make-up	Marketing Public awareness Marketing / promo plan Public awareness Visibility Support Insufficient marketing	Need more employees Training staff Staff #s Know how Need more than one-person office	Sustainable income Create new funding streams Consistent funding stream \$ Future stability Money	Communication Communications plan Build bridges to conservation districts and local government bodies
		Infrastructure Technology Obsolete equipment Office location	Program focus Defined programs	Government policy State and federal policies Advocacy role



Next Steps & Implementation

- Communicate plan to key stakeholders
- Develop detailed action plans as needed
- Implement action plans
- Track progress and identify data trends
- Focus on strategy throughout the year through strategy-based executive committee and board meeting agendas
- Report results regularly to the board and key stakeholders
- Use outcome measures for continuous improvement toward service excellence
- Regularly review, validate, and update the strategic plan





Contact Information



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