

Iowa Policy Research Institute

Strategic Plan and Forecast

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MGT578

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Mission Statement



“The mission of the IPRI is to promote healthy public policy by educating and informing the community about policy proposals and to raise awareness of potential effects. IPRI will be a referral source and promote collaboration efforts throughout the community to help people effectively understand what policies are being considered.”

SWOT



| | |
|---|---|
| Strength: Objectivity Accurate and resourceful Non-profit Desires for "no-spin" reporting Government funding availability Tax exempt/deductible | Opportunities: Build distribution channels Broadcasting and telecommunications Access to specific resources Build collaborations and networking with respectable organizations Grant programs |
| Weaknesses: Startup company and unknown brand Require volunteer contribution and commitments Contributions levels follow discretionary income trends Non-partisan Low initial cash position | Threats: Education institutions competition for grants Academic resistance Rising non-profit funding needs Many politically skewed think tanks Resistance to objective studies and viewpoints |

Environmental Analysis



- Business strategy
 - Nonprofits are businesses (ISLLC)
- Impacts
 - Funding
 - economics
 - Service expansion
 - Effective research
 - Community outreach
- Funding
 - Donations
 - Private foundations
 - Government grants
- Service
 - 501(c)3 limitations
 - Collaborations
 - Greedy
 - Skewed viewpoints

Market Summary



- Market research: past, present, & future:

- Education institutions
- Community college
- Think tanks
- Government entities
- Political parties and PACs
- Media & Newspaper
- legislative
- Internet

- Donations Market: past, present, & future:

- Education institutions
- Community college
- Think tanks
- Other nonprofit orgs
- Political parties
- PACs
- Volunteer Firefighters

Market Differentiation

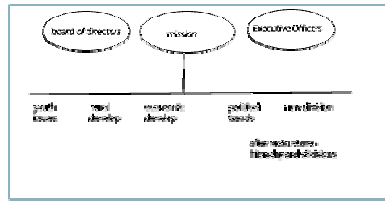


- Independent objectivity. This might include an analysis of other opinions or a general scan of news media covering similar issues.
- Grassroots versus elitist. Thus the research and recommended solutions are from within the community rather than
- Offer actual and positive solutions to issue findings. This will be especially useful for economic development research.
- Community feedback based programming. This also suggests the ability to respond to community feedback quicker to build programming.

Organizational Development



- Start up - relatively few contributors
 - Mission centered
 - Cost restraints
- expertise divisions
 - Mission drives the organization
 - Work specialization



Critical Success Factors



- Sustained funding for projects
- Volunteer retention
- Collaboration agreements
- Organization image and projection (value perception)
- Divisional task development and delegation – Strategic Business Unit Structure

Long Term Objectives



- Five-year goals
 - Achieve preeminence in media references
 - build a respectable program for educating and engaging the public about viewpoints of issues
 - Network a coalition across the state and nation
 - Build divisional responsibility task forces to more efficiently handle issues and research to respective expertise (i.e. rural, crime, science).
 - Build specialization into specific areas as the research group builds
 - Provide regularly funded scholarship opportunities for local students
 - Offer continuing education opportunities with the community
 - Provide publishing service for independent and methodical content for the community including fictional work
 - Have media distribution channels
 - Establish bureau centers in cities like Washington, D.C.

Phase Objectives



| | |
|--|--|
| <p>Phase 1: Organize structure and complete filings Establish research methodologies Open and establish collaboration efforts Write grants Consider partnership with United Way</p> | <p>Phase 2: Regularly scheduled forums and seminar programming Scholarship trust establishment Youth Services development Operational media room and library</p> |
| <p>Phase 3: Divisional restructuring based upon processes in place Legislative liaison for legislative policy watch Rural Development research Creative and informative print publishing</p> | <p>Phase 4: Research and investigate new locations Vertical integration of media outlets Community continuing education developments</p> |

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Financial Plan



Conservative – baseline growth estimate
5%-6% growth of expenses and revenue
scholarship offerings in year 2
revenue from fees

| | year1 | year 2 | year3 | year4 | year5 | total |
|----------------|-------------|-------------|-------------|-------------|-------------|--------------|
| income | \$57,000.00 | \$59,850.00 | \$64,039.50 | \$68,522.27 | \$73,318.82 | \$322,730.59 |
| expenses | \$54,850.00 | \$58,141.00 | \$61,629.46 | \$65,327.23 | \$69,246.86 | \$309,194.55 |
| investments | \$2,150.00 | \$709.00 | \$1,410.04 | \$2,195.04 | \$3,071.96 | \$9,536.04 |
| Invested total | \$2,150.00 | \$3,001.95 | \$4,632.59 | \$7,169.01 | \$10,753.02 | |

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Financial Plan



More aggressive –growth estimate
5%-7% growth of expenses and revenue
scholarship offerings in year 2008
successful grants solicitations
resource additions
Tuition and fees revenues

| | year1 | year 2 | year3 | year4 | year5 | total |
|----------------|----------|--------------|-------------|-----------|-----------|-------------|
| income | \$57,000 | \$159,850.00 | \$271,039 | \$290,012 | \$310,313 | \$1,088,214 |
| expenses | \$54,850 | \$121,141.00 | \$178,409 | \$189,114 | \$200,460 | \$743,975 |
| investments | \$2,150 | \$37,709.00 | \$91,630.04 | \$99,898 | \$108,852 | \$340,239 |
| Invested total | \$2,150 | \$41,851 | \$140,156 | \$252,057 | \$378,954 | |

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Risks & Rewards



- Risks
 - Time, money and reputations
- Addressing risk
 - Proper planning, org structure and strategy
- Rewards
 - Vibrant community
 - Positive endorsement of values and education
 - Positive change in people

Conclusion



- Nonprofits face many of the same business needs as for-profit
- Key elements to success
 - Focus upon positive volunteer retention
 - Funding and sustained programming
 - Positive collaborations
 - Effective community outreach
 - Channel integration

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