



FIVE-YEAR

Strategic Plan

2026-2030



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FROM OUR LEADERSHIP

I am honored to have served as the CEO of Community Resource Center for just over a year, though my commitment to the work of the organization and participation in programs runs deep.

Shortly after I took the helm, we began a thorough strategic planning process of which this five-year plan is the culmination. I am excited to share our strategic vision as we embark on a new chapter of collaboration and lasting impact throughout Colorado.

CRC has served the Colorado nonprofit community for more than 45 years, bringing programs, services, training, capacity building, convenings, and conversations to help strengthen communities. We see a future for Colorado where nonprofits, regardless of size or location, have the resources to enrich the communities they serve today and tomorrow.

We are committed to building a sustainable future, balancing immediate needs with long-term goals. While we focus on strengthening our internal infrastructure, we are working to expand our funding streams and enhance our ability to support our partners.

Thank you for your continued support as we strive to make a lasting impact on Colorado's nonprofit sector.



April-Dawn Knudsen
Chief Executive Officer



Leslie Baldwin
President
CRC Board of Directors

In my position as the President of the Board of Directors for CRC, we have seen a lot of changes, have addressed significant challenges, and opened new opportunities for the organization and those we serve and support. While providing exceptional programs, trainings, and services throughout the state, we have been looking ahead through research, conversations, staff input, focus groups, stakeholder engagement, and board discussion and direction to create a strategic plan that will guide our efforts and resource investments over the next five years.

As a board, we set the direction for the plan, grounding in our history, recognizing the current state of the nonprofit ecosystem in Colorado, and looking to the next fifty years. Our strategic priorities are centered around three key areas:

1. Modeling Support for Colorado Nonprofits and Communities
2. Stewardship and Stakeholder Engagement
3. Program and Funding Sustainability and Stability

Thank you for your partnership as we build toward a sustainable future.

INTRODUCTION

Since its founding in 1981, Community Resource Center (CRC) has evolved and developed as an organization to respond to needs in the nonprofit sector throughout Colorado. CRC has provided programs, training, convenings, connections, support, resources, and more for more than 45 years with an impact on individuals, organizations, and communities that reverberates through its history and into today.

This strategic planning process has brought to light the durable impact CRC has had on individuals, organizations and communities, as well as identifying areas in which CRC needs to reconnect and re-engage those who have been powered by and have helped power the work of CRC. As the organization had grown in response to temporary funding opportunities, meeting needs and filling gaps in the short-term, a long-term vision with an eye toward a sustainable and viable future was needed.

In November 2024, the Board set upon defining the new Mission, Vision, and Values rooted in history, recognizing the realities of today, and building a solid foundation for future, planned, strategic growth.

Vision

Colorado is a place where nonprofits, no matter their size or location, have the resources to enrich the communities they serve today and tomorrow.

Mission

Community Resource Center empowers non-profits across Colorado to identify and address community needs through connections, convenings, and capacity building.

Values

- *Belonging*
 - We believe strong, stable communities center inclusion and belonging.
- *Collaboration*
 - We practice collaboration and cooperation.
- *Community*
 - We strive to provide opportunities for participants and partners to engage where they are, not where we are.
- *Excellence*
 - We accept as true that we are all better when we are all better.
- *Transparency*
 - We work to build a culture of trust and authenticity throughout our work.
- *Stewardship*
 - We model our values internally and externally to support one another and build strong communities.

EXECUTIVE SUMMARY

Overview

Over a nine-month process this strategic plan was developed. It is a living, breathing guide for CRC over the next five years and laying the foundation for strategic planning going into the next 50 years. The plan creation has been driven by the board of directors setting the organization mission, vision, and values; visualization exercises of past, current, and future states of CRC and its impact; examination of the role and value of CRC in the non-profit ecosystem of CO; deep conversations around viability, including short and long-term financial resources and expansion of sustainable funding streams; and prioritization of goals and strategies.

The plan was cultivated with input from the Strategic Action Committee, Rural Philanthropy Days[®] ad hoc committee, regional convening attendees, historic and current hard and soft data, other stakeholders and staff. Throughout the process, immediate needs that could not wait until the end of planning were met and organizational changes were implemented in real-time throughout 2025.

In conjunction with this high-level guiding document the organization will write annual *Action Plans* that will drive yearly program plans which outline budgeting and staffing priorities, reporting strategies, goals and measurements.

Direction and Implementation

Throughout 2025 CRC needed to balance multiple priorities, address the immediate need to stabilize organization, meet on-going commitments to serve Colorado nonprofits, and build infrastructure for long-term viability.

Implementation of the plan will include quarterly evaluations in 2026, April and August evaluations in 2027, and mid-year check ins in 2028, 2029, and 2030. There will also be an annual report on the progress toward the 2030 vision that will provide input for the creation of each year's *Action Plan*. It is recommended to engage a consultant in 2029 to begin a three- or five-year strategic planning process in 2030.

Framing

Mission

Community Resource Center empowers nonprofits across Colorado to identify and address community needs through connections, convenings, and capacity building.

Vision

Colorado is a place where nonprofits, no matter their size or location, have the resources to enrich the communities they serve today and tomorrow.

Impact Framework:

CRCs work in capacity building, connecting and convening is defined through a unique focus on rural communities, intentional cross-sector outreach, community building, and creating spaces to deepen local impact and opportunities.

PHASE I

By December 31, 2027, CRC

- has systems in place to track data, train new employees and board members
- is fostering an internal culture that allows for flexibility within a strength of shared purpose – responsive but calm, thoughtful, and deliberate
- is operating within the strategic plan and priorities, examining progress and purpose quarterly
- has clarity of alignment and role within Colorado nonprofit ecosystem
- has a strong framework for measuring qualitative and quantitative data that is consistent and clear

PHASE II

By December 31, 2030, CRC

- has a sustainable budget anchored in earned revenue & includes a healthy & diverse donor base
- has seen a steady, measurable increase in the number of nonprofits served through CRC programs and services (baseline set in 2025)
- has well established relationships with other state-wide entities and are tracking our cross-sectional differentiator
- is sought after to be at the table in state-wide problem-solving discussions, including those on community resiliency, economic expansion, health and well-being
- is deeply anchored in all regions (staff, volunteers, programs, services, leadership pipeline {not just nonprofit leaders})
- has a strong framework for measuring qualitative and quantitative data and longitudinal data that is consistent, clear, and captures historic and current impact that drives programming

Impact Framework:

As part of strategic planning, CRC analyzed its *Framework for Capacity Building* and the program model through which CRC has organized and managed its work and against which we measured our success.

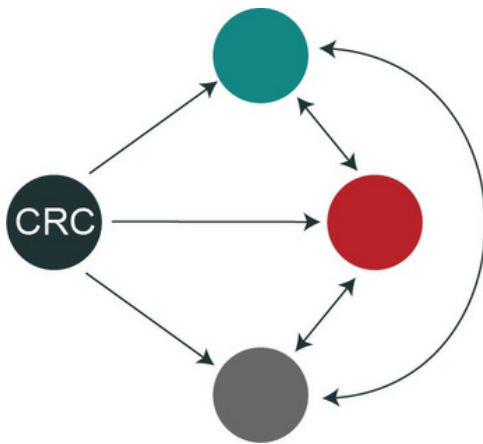
The Strategic Action Committee, staff and board of directors analyzed three lenses: program model, regional model, and an impact model. After multiple discussions, analysis and visioning, the board directed the CEO to define a new model through which CRC will organize its work. The board also defined the key elements of CRCs mission. This shift in framework has a ripple effect across the organization, including planning, budgeting, prioritization, funding asks, messaging, outreach, fundraising, reporting, and staffing and is a key component to strategic priorities, goals and action items.

Framing (continued)

Defining key components of CRCs mission establish distinctions that will help drive decision making for resource allocation and prioritization.

Capacity Building

CRC helps organizations and individuals expand their knowledge, skills, expertise, and resources so that they are positioned to accomplish their mission.



Connecting

CRC creates spaces where people who have shared interest and mutual benefit from working together can build relationships and trust, share knowledge, opinions, challenges, and resources.

Convening

CRC brings together individuals and organizations who share similar interests, concerns, and are experiencing similar challenges within a structured environment that creates the space for connections and capacity building.



Framing (continued)

What makes CRC unique?

To ensure CRC is meeting the needs of Colorado, fulfilling our mission, and meeting the priorities of the board, there has been a focus on clearly identifying and articulating what differentiates CRC from other state-wide nonprofits; what makes CRC unique.

A strong piece of this work has been the initiation of a re-engagement plan with Philanthropy Colorado and Colorado Nonprofit Association that began in Q4 of 2024. This has included on-going monthly meetings to ensure the organizations are not competing nor overlapping in service offerings and partnering where possible to the benefit of Colorado nonprofits.

The three organizations created a joint document with the following commitment to deeper collaboration to collectively to build a more connected and impactful ecosystem that drives positive change across the state. Together, they will:

Strengthen Sector Leadership
Expand Resource Access
Enhance Advocacy Efforts

Key differentiators :

- Rural focus with state-wide presence
- Direct connector - connecting funders and rural nonprofits
- Cross-sector convenor
- Facilitator of hard but necessary discussions
- Trainer - conduct accessible trainings in community in rural CO
- Deep understanding of nonprofit partners and the communities they serve across all programs
- Focus on reaching underserved communities and organizations
- Work with emerging small and mid-size nonprofits [CC4]
- Rural Action Network,[®] particularly Rural Philanthropy Days,[®] format of structured convening and connecting across regions
- More than 45 years of impact across the entire state of Colorado

CONTEXT

Current State Assessment

Throughout 2025 CRC has undergone a period of significant transition and intentional course corrections. The new CEO, hired in July 2024 put a focus on stabilization, financial transparency, internal systems change, and long-term organizational strength, flexibility, and resilience. The “current state” assessment of the organization was a moving target, with immediate needs being met, challenges addressed, and looking forward often taking a back seat.

Prior to 2024, CRCs financial operations were behind schedule, impacting all aspects of the organization. The organization was in need of some internal focus on systems and structures. In July 2024, CRC hired a new CEO and in August, CRC paused Rural Philanthropy Days® for 2025 to conduct a series of listening sessions in each of the eight regions. These will drive the creation of a sustainable Rural Philanthropy Days® program as part of the Rural Action Network.® In 2026, suggested changes in program and structure will be piloted in the Northeast and Heart of Colorado with full implementation in 2027. (See appendix for schedule)

In November 2024, the board of directors conducted a full day retreat to reset and look forward with a revamped Mission, Vision, and Values, setting the strategic planning process in motion. This was followed by convening the Strategic Action Committee (SAC) in the first quarter of 2025, completion of the official 2023 and 2024 financial audits, and a financial audit conducted to inform this plan and provide guidance and recommendations to the board of directors. These impacted the organization in significant and meaningful ways in both structure and function.

Upon review by the board and SAC, both bodies recommended that CRC get the house in order first - focus internally to make changes to financial systems and structure to establish and codify process and procedures. The responsiveness of the organization addressed many things throughout 2025 and on-going issues have demanded flexibility and responsiveness amidst changes in the staff and board.

Infrastructure changes did not impede the execution of programming, reflecting a commitment to the duality of the realities of 2025. A parallel external focus ensured immediate needs were met while building toward a sustainable future, moving strategic planning forward.

It is also important to understand external factors that impact and influence the current and future state of CRC and the entire Colorado nonprofit sector, including federal government executive orders and funding changes that impact availability and increased competition for financial resources. Another is CRCs historic relationships with Philanthropy Colorado and Colorado Nonprofit Association and recent history with the Anschutz Family Foundation and the bridge building that has been taking place in 2025.

2025 Assessment of Immediate Needs and Actions Taken

Finance, HR, and Operations audit recommendation actions taken:

- Align resources and technology to the reality of the current financial situation
 - Transition away from NFP
 - Streamline repetitive processes
 - Launch board led Finance Committee
 - Fully utilize Bill.com and PayCom
 - Transition to QuickBooks online
 - Educate staff on cash vs. accrual and train staff on software
 - Provide regular, consistent cash flow updates to board (board packet)
 - Restructure organization to align staffing with budget
 - Internal and external de-duplication of efforts
 - Sunset salesforce and Blackthorn and move to Bloomerang for donor, partner, stakeholder and event management
- Fully comprehend current funding streams and identify new financial opportunities
 - Launch Power Possibility individual fundraising campaign
 - Identify cost savings to pay down legacy debt and explore creative, but sustainable approaches
 - Develop new sponsorship approach that is not siloed by program

Communications audit actions taken:

- Build communications infrastructure to support consistent data collection and dissemination
 - Update website to reflect current structure and offerings
 - Create SharePoint portal for Board of Directors
 - Launch ability to donate directly to CRC on the website (Bloomerang / QGiv)
 - Create Editorial calendar
 - Move data and processes to Bloomerang for event and customer relationship management
 - Develop standard operating procedures for communications processes
- Deepen relationships with historic and new partners
 - Reconnect with Philanthropy Colorado and Colorado Nonprofit Association
 - Conduct focus groups with consultant partners
 - Mend fences with Anschutz Family Foundation (Coors and AV Hunter Trust)
- Begin implementation of longer-term communications and data tools implementation
 - Move from Google Drive to fully utilize SharePoint
 - Purchase new domain name (crccolo.org and crcco.org) and prepare move to new domain
 - Develop consistent language across organization for data collection, reporting, and marketing

Programs audit actions taken:

- Utilize RPD[®] pause to build a sustainable model for RAN[®] and RPD[®] that is responsive to regional needs
 - Conduct 8 regional convenings / listening sessions
 - Pilot and activate RPD[®] ad hoc committees in Northeast and Heart of Colorado
 - Obtain strong understanding of historic economics of program - budget and community impact
- Conduct ROI assessment across all current programs
- De-silo work and build collaborative staffing structure to support and strengthen CRC

STRATEGIC PRIORITIES

Organizational Strategic Priorities (2026)

CRC serves as a model of how to support Colorado nonprofits

- Align CRC Infrastructure and Resources to execute upon impact framework
- Define framework around impact – *capacity building, convening and connecting* and build plans to support and report
- Ensure long-term sustainability and viability
- Build systems that withstand staffing changes
- Build structure, systems, and policies for board to work in meaningful and constructive partnership with the CEO

CRC has a strong and robust stewardship and stakeholder engagement program

- Develop organization-wide philosophy for philanthropy
- Develop a communications strategy that defines and supports the organization in the short- and long-term
- Create and implement a stewardship platform that enables long-term commitment and involvement with CRC
- Build infrastructure to support robust stakeholder engagement
- Conduct deep research and develop outreach plan to ensure CRC organizationally and programmatically reflects the diversity of Colorado, the non-profit sector, and the communities served.
- Expand individual giving

CRCs programs and funding streams support long-term stability and viability

- Ensure (current, committed, and planned) CRC programs align with mission
- Ensure infrastructure supports regular review of programmatic effectiveness and sustainability
- Create clear definitions of programmatic goals and funding streams to easily evaluate potential new programs
- Develop communications strategies for program promotion and evaluation that align with stewardship and engagement goals
- Build a strong base that enables CRC to diversify organizational and programmatic funding asks
- Explore re-imagining current former programming and training for potential to use with existing human and technological resources (i.e. expansion of Funded Futures model and reinstating leadership program)

Organizational Strategic Priorities (2026- 2030)

CRC serves as a model of how to support Colorado nonprofits

- CRC fosters cross-sector engagement and impact throughout Colorado
- CRC is flexible and responsive
- CRC is consistently tracking and reporting on financial and programmatic data
- CRCs annual communications plans define and support the organization in the short- and long-term

CRC has a strong and robust stewardship and stakeholder engagement program

- CRC sees a steady, measurable increase in the number of nonprofits served through CRC programs and services (baseline set in 2025)
- CRC is deeply anchored in all regions (staff, volunteers, programs, services, leadership pipeline {not just nonprofit leaders})
- CRC is measuring its positive economic impact in regions, for organizations and individuals
- CRC has an annual increase in the scope of nonprofits served, including the number of self-reported organizations led by individuals from marginalized communities and those organizations that serve underrepresented communities and individuals
- CRC is seeing annual expansion of its individual donor base

CRCs programs and funding streams support long-term stability and viability

- CRC has a sustainable budget anchored in earned revenue and includes a healthy and diverse donor and funder base
- CRC has a strong framework for measuring qualitative and quantitative data, including longitudinal data that is consistent, clear, and captures historic and current impact that drives programming decisions
- CRC programs build cross-organization strength and impact

PLAN DETAIL

1.

CRC serves as a model of how to build and support Colorado nonprofits and the state's nonprofit ecosystem

<p>Strategic Goal</p>	<p>CRC fosters cross-sector engagement and impact throughout Colorado</p>
<p>Objective One</p>	<p>CRC has deep relationships with other state-wide entities and are tracking our cross-sector reach and impact</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Continue to cultivate and expand collaborations with Philanthropy Colorado and Colorado Nonprofit Association through regular, on-going meetings and partnerships • Create contact lists and outreach plans for community foundations, Small Business Development Centers, and higher education institutions • Invite key players to join RPD[®]s in Heart Of Colorado and Northeast in 2026 and subsequently throughout four-year cycle • Research former participants in CRC programs to track current employment and / or connections in targeted sectors • Establish relationships across all regions to explore responsive programs and potential partnerships in workforce development in collaboration with SBDCs and nonprofits • Identify additional cross-sector relationships of interest in each region; develop outreach, connection, and convenings to support this as appropriate • Identify opportunities for co-location of RAN[®] regional staff at higher education institutions or community foundations
<p>Objective Two</p>	<p>CRC is at the table in state-wide problem-solving discussions, including those on resiliency, economic expansion, health and well-being</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Create opportunities for CRC to be at the table • Pull together, connect and convene diverse groups to identify, discuss and address challenging issues and hard conversations in all regions <i>and</i> at existing programs and events of partner organizations • Create list of opportunities for CRC leadership to attend existing roundtable discussions and state-wide group discussions • Develop list of expertise of CRC team members • Create outreach plan to position CRC team members as experts that bring value to events, programs, trainings and other activities • Conduct targeted outreach to offer expertise and insight • Identify historic cross-sector relationships and monitor lapsed relationships to re-ignite or strengthen these, assigning appropriate staff to do so

PLAN DETAIL

1.

CRC serves as a model of how to build and support Colorado nonprofits and the state's nonprofit ecosystem

Strategic Goal	CRC is flexible and responsive
Objective One	CRC evaluates resources and builds infrastructure for long-term sustainability and growth
Action Items	<ul style="list-style-type: none"> • Conduct quarterly analysis of infrastructure investments and effectiveness; build training program and SOPs to support any necessary updates • Fully integrate Bloomering as customer relationship management program, including donor management, email system, and event management
Objective Two	Engages stakeholders meaningfully and regularly
Action Items	<ul style="list-style-type: none"> • Develop full understanding of constituents and nonprofits CRC serves • Develop full understanding of historic and current funders, grantors, and sponsors • Create two-year outreach plan and utilize Bloomerang to prod regular, meaningful outreach to all constituents from appropriate relationship manager at CRC • Deepen existing relationships and conduct on-going feedback loops
Objective Three	Has a flexible and scalable staffing model
Action Items	<ul style="list-style-type: none"> • Take 2026 to understand current organizational structure, staff roles and responsibilities and evaluate potential changes for 2027 in Q3/4; pay particular attention to RAN[®] coordinator positions in pilot program • Create robust staff recruitment and retention systems and policies (2026/7) • Strategically use consultants to build CRC capacity, amplify impact and mobilize partners across the entire state in each region • Understand opportunities to utilize interns to support all programs and services, while deepening relationships with higher education institutions
Objective Three	Has board recruitment and development process that grows leaders internally and state-wide
Action Items	<ul style="list-style-type: none"> • Create strong finance and other committees that serve as a funnel to board • Create robust board recruitment and retention systems and policies (2026) • Look into current and historic recurring constituents (leadership program and RLCs) to create targeted recruitment list that is diverse, state-wide and cross-sector • Strengthen and regularly evaluate board communications

PLAN DETAIL

1.

CRC serves as a model of how to build and support Colorado nonprofits and the state's nonprofit ecosystem

Strategic Goal	CRC is consistently tracking and reporting data
Objective One	Financial systems and structure support long-term financial stability
Action Items	<ul style="list-style-type: none">• Integrate and operationalize financial systems and resources• Hire bookkeeping consultant a with long-term contract by Q2 2026)• Conduct 4 quarterly finance trainings for BOD• Recruit and on-board 2 new finance committee members by Q2 2026• Conduct give/get training for BOD by Q2 2027• Conduct quarterly financial oversight and exploration of investment opportunities (Finance Committee) starting in 2027• Finance committee serves as an investment advisory committee by Q4 2029
Objective Two	Annual resource development plan reinforces and supplements budget
Action Items	<ul style="list-style-type: none">• Create and pilot resource development plan tied to budget process (2026)• Build diverse cross-organization income streams into development plan• Establish quarterly goals with fundraising metrics and targets annually• Finalize well-established resource development mechanisms (Q4 2026)• Annually evaluate need to bring development professional in house as staff starting in 2028• Conduct quarterly evaluation of development plan through 2030
Objective Three	Infrastructure supports strong relationships with funders and partners
Action Items	<ul style="list-style-type: none">• Implement all available tools in Bloomerang in 2026• Evaluate Bloomerang add-ons including peer-to-peer fundraising and volunteer engagement in 2026 for 2027 implementation then annually evaluate technology and new modules• Clean data following salesforce conversion to ensure accuracy, consistency, and usability• Evaluate utilization of CGG subscriptions with Bloomerang in 2028 for potential implementation in 2030• Create plan for 18-month transition from Google to Sharepoint by 2027• Annually evaluate need to bring development professional in house as staff starting in 2028• Conduct quarterly evaluation of sponsorship and funding outreach plans through 2030

PLAN DETAIL

1.

CRC serves as a model of how to build and support Colorado nonprofits and the state's nonprofit ecosystem

<p>Strategic Goal</p>	<p>CRC has a strong long-term communications plan that defines and supports the organization in the short- and long- term</p>
<p>Objective One</p>	<p>CRCs on-line presence is a strong component of marketing, raising awareness, and engagement</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Create consistent, brand aligned, integrated marketing campaigns for all programs, training, events, and resources • Update website to support organization and mission <ul style="list-style-type: none"> ◦ Transition to crccolo.org from crcamerica.org domain name ◦ Create comprehensive marketing campaign for launch of new domain name rooted in mission and vision ◦ Invest in new website based upon data in 2027 or 2028 based upon budget projections • Ensure social media drives engagement not just registrations <ul style="list-style-type: none"> ◦ Create a balance of education, entertainment and engagement per industry recommendations in editorial calendar ◦ Track number of followers, engagement, and all available data • Utilize social media to position CRC as a leading voice in topical issues to support being at the table when and where state-wide issues identification and solution discussions occur <ul style="list-style-type: none"> ◦ Activate LinkedIn, Blog, and any new online tools by 2028 ◦ Create insightful, engaging and responsive content
<p>Objective Two</p>	<p>Partners have a clear understanding of CRC offerings, purpose, and impact</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Survey targeted list of partners to understand their CRC entry point, engagement over time, and level of interest for future participation and collaboration • Set a baseline in Bloomerang for individuals and organizations (constituents) who have engaged in multiple levels engagement with CRC in 2026 • Analyze data and build and outreach plan to inform communications strategy (2027) • Ensure survey questions are consistent across all programs and services annually • Create internal understanding of offerings, purpose, and impact (historical, current, and future) throughout 2026 and re-examine annually • Standardize data collection and reporting in 2026 • Analyze survey data quarterly to inform strategic plan evaluation and recommended updates to offerings

PLAN DETAIL

2.

CRC has a strong and robust stewardship and stakeholder engagement program

<p>Strategic Goal</p>	<p>CRC has seen a steady, measurable increase in the number of nonprofits served through CRC programs and services</p>
<p>Objective One</p>	<p>CRC utilizes long-standing relationships and a thorough understanding stakeholder and partner perceptions to deepen relationships and reach</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Create baseline of historical interactions through Bloomerang to map relationships and track impact (Q1/2 2026) • Conduct one-on-one calls and focus groups with key identified individuals and organizations with long-term investment, partnership and collaboration with CRC • Understand perception of CRC through the eyes of a diverse representation of constituents, particularly long-term partners • Create baseline understanding of all nonprofits who have been a part of CRC over time
<p>Objective Two</p>	<p>CRC has an annual increase in the scope of nonprofits served, including the number of self-reported organizations that are led by or serve marginalized and underrepresented communities and individuals</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Create baseline understanding of diversity of constituents (2026) • Identify, conduct outreach to, and pursue opportunities to expand the table to include organizations led by and served by marginalized communities • Invite identified individuals and organizations to RAN[®] programming through personal, direct outreach
<p>Objective Three</p>	<p>CRC has a measurable positive economic impact in regions, for organizations, and individuals</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Research historic data on economic impact in regions served by RAN[®] • Create database of data that integrates with Bloomerang for data tracking • Develop key targets to measure economic impact consistently - financial investment during RPD[®]s, new funders for nonprofit participants and their direct investments resulting from these, etc. • Create list of local, regional organizations with an interest in local economies (rotary clubs, community foundations, service organizations)

PLAN DETAIL

2.

CRC has a strong and robust stewardship and stakeholder engagement program

Strategic Goal	CRC is deeply anchored in all regions (staff, volunteers, programs, services, leadership pipeline {not just nonprofit leaders})
Objective One	RAN programming is in community across all regions with programming that is responsive to community needs and substantively moves the needle on rural funding and community impact
Action Items	<ul style="list-style-type: none">• Conduct RAN[®] programming in community across all regions on a four-year cycle of engagement• Hire part-time RAN[®] coordinators in all eight regions by 2029• Recognize and incorporate the ninth (non-RAN[®]) region to collect and track data• Put in place mechanisms to measure economic impact in regions for organizations, individuals, and communities<ul style="list-style-type: none">◦ Identify partners to do this work◦ Conduct outreach to explore collaboration• Incorporate data into programming decisions
Objective Two	CRC is serving all nine regions with programming and services
Action Items	<ul style="list-style-type: none">• Pilot in region staffing model (2026)• Launch four-year cycle for in region programming across all eight regions• Conduct surveys and other feedback channels to gather data• Research and create outreach plan to engage untapped resources and potential partners in each region• Incorporate data into programming decisions• Map historic program involvement (CGG, RAN , Grant Services, Civic Engagement and Advocacy, Leadership Program, trainings, etc.) across regions and create a model to map current and future location of partners, funders, participants, etc. to identify gaps and make future programming and investment decisions

PLAN DETAIL

2.

CRC has a strong and robust stewardship and stakeholder engagement program

Strategic Goal	CRC provides long-term trajectories for cross-sector participant engagement across CRC programs, trainings, convenings, and connections
Objective One	Create paths for partners, sponsors and participants to engage with CRC at various levels
Action Items	<ul style="list-style-type: none">• Conduct focus groups of CRC partners and participants starting in 2026 and create annual plan for focus group outreach and engagement• Utilize feedback and data to expand opportunities for creative and flexible partnership with CRC• Provide partner-driven entry points at various cost points, content, and accessibility across offerings• Cultivate stakeholder touchpoint specific to their needs and CRC potential to deepen relationships
Objective Two	Establish (and strengthen) a robust volunteer and internship program grounded in deep connections across the state with higher education institutions and programs that reflect and support the needs of the nonprofit community
Action Items	<ul style="list-style-type: none">• Create program plan that reflects current volunteer and internships at CRC• Analyze current use of interns and impact across the organization and make recommendations for long-term engagement• Conduct analysis of historic engagement of interns (including VISTAs) across all CRC programs that includes institutions and educational paths for interns and supervisors, as well as project input and output• Create plan to conduct outreach to former interns and VISTAs to develop an understanding of impact of their work with CRC and interest in further engagement with or support for CRC.• Research higher education institutions across the state and map regional opportunities for partnerships; develop outreach plan reflecting mission alignment

PLAN DETAIL

3.

CRCs programs and funding streams support long-term stability and viability

Strategic Goal	CRC has a sustainable budget anchored in earned revenue and includes a healthy and diverse donor base
Objective One	All CRC programs are self-sustaining
Action Items	<ul style="list-style-type: none">• Gain a full understanding of hard costs and income for all programs• Conduct hard ROI analysis for all programs annually• Research and compile list and outreach plan for potential funders and sponsors who align with program goals and mission• Conduct direct outreach and develop relationships with core potential partners
Objective Two	Establish strong framework for measuring qualitative and quantitative data, including longitudinal data that is consistent, clear, and captures historic and current impact
Action Items	<ul style="list-style-type: none">• Create tools to evaluate potential funding for all programs (look at values alignment and historic giving / contributions)• Create clear definitions of what is being tracked and measured through the lens of direct funders and their stated goals and mission• Use impact framework to create sponsorship packages that reflect mission alignment
Objective Two	Technology and resources are utilized to identify and evaluate potential funding sources
Action Items	<ul style="list-style-type: none">• Create concept plans annually for all programs, training and resources tied to current and future resource needs - human, technological, and financial• Conduct quarterly evaluations of programs for hard and soft ROI including cash flow analysis, surveys, one-on-one outreach, and focus group input• Input all data into Bloomerang to ensure hard data can be analyzed.• Conduct monthly analysis of data in Bloomerang and adjust as needed to ensure consistency, accuracy and usability

PLAN DETAIL

3.

CRCs programs and funding streams support long-term stability and viability

<p>Strategic Goal</p>	<p>CRC programs build cross-organization strength and impact</p>
<p>Objective One</p>	<p>Establish programmatic funding through new and expanded earned income streams</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Build upon Funded Futures model to flush out skill track offerings behind paywalls • Create new offerings in 2026 that align with mission • Analyze technology for service delivery throughout 2026 to make potential new technology investments • Build out robust and diverse training options in skill tracks that meet nonprofits where they are in need
<p>Objective Two</p>	<p>Ensure RAN® programming is scalable and sustainable with program costs fully offset by sponsorships and four-year investments</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Identify potential funding partners (private, public, and nonprofit), including their giving preferences • Develop outreach plan for each region • Build four-year sponsorship funding cycle that is flexible and scalable • Conduct solid HOC and NE RPD programs to pilot new structure • Pilot new committee structure in 2026
<p>Objective Three</p>	<p>Capitalize upon Colorado Grants Guide model for sustainability to ensure it is self-sustaining and top of mind across Colorado</p>
<p>Action Items</p>	<ul style="list-style-type: none"> • Increase awareness and knowledge of program • Ensure CGG is available in 80% of all Colorado public libraries by 2029 • Ensure CGG has enhanced offerings coordinated with other fee for service programs • Engage subscribers as key stakeholders

PLAN DETAIL

3.

CRCs programs and funding streams support long-term stability and viability

Objective Four	Evolve Root Causes Network into a self-sustaining program that contributes to nonprofit capacity building and organizational strength
Action Items	<ul style="list-style-type: none">• Create new payment structure with clear deliverables• Build upon existing partnerships to strengthen CRC and partners' capacity• Establish sustainable and scalable subscription program in which partners understand and have access to the full range of CRC programs, events, and resources• Engage partners regularly as key stakeholders

APPENDIX - YEAR-BY-YEAR MILESTONES

2025 - RESEARCH, STABLIZE, PLAN

FOCUS:

Get the internal house in order (stabilize) through deep introspection, intentional outreach, increased transparency, and infrastructure investments

In 2025:

- Right size the organization - staff and budget
- Conduct robust strategic planning process
- Audit all aspects of CRC
- Revamp finance structures and systems
- Explore new funding models
- Pause RPD® - visit each region to listen, learn, connect and reimagine for a sustainable future
- Implement two RPD® information sessions / recruitment meetings for Northeast and Heart of Colorado RPD®s
- Engage stakeholders through Strategic Action Committee and RPD® ad hoc committees, focus groups, and listening tour
- Build pipeline for board development and recruitment
- Create Power Possibility campaign to start a path to individual donor recruitment and retention
- Announce and share strategic plan

2026 - BUILD, STRENGTHEN, CONNECT

FOCUS:

Set baseline of all data utilizing technology, systems and outreach to track and report consistently and clearly on CRCs impact across all programs, services, training, and resources

In 2026:

- Build baseline data through shared definitions, organization-wide tracking and reporting structures, and understanding of longitudinal participant engagement
- Set definitions, systems, and standard operating procedures in Bloomerang CRM
- Utilize Strategic Action Committee, RPD® ad hoc committee, and focus groups to incorporate stakeholder input
- Transition to new website domain and update content that reflects organizational changes, strategic direction and builds user-centric design
- Establish two-year feedback cycle to include funder, consultant participant, and partner surveys and focus groups
- Conduct quarterly review of strategic plan and strategic fundraising plan
- Understand individual donor pool and cross-sector reach
- Develop resource development plan to implement in 2027
- Explore opportunities to build CRC capacity through internships and consultants
- Continue monthly meetings and collaboration with Philanthropy Colorado and Colorado Nonprofit association
- Pilot RAN® programming changes and regional staffing model

APPENDIX - YEAR-BY-YEAR MILESTONES

2027 - IMPLEMENT, CONVENE, REINFORCE

FOCUS:

Program and structural changes toward sustainability, flexibility, and transparency

In 2027:

- Institute new staffing model
- Conduct robust stakeholder engagement
- Conduct quarterly review of strategic plan and strategic fundraising and resource development plans
- Institute new / revamped Leadership Program
- Implement evolved consultant programming
- Evaluate evolving state nonprofit landscape (in continued collaboration with Philanthropy Colorado and Colorado Nonprofit Association)
- Evaluate sponsorship and other funding streams with input from targeted outreach and focus groups with funders
- Use data to make informed decisions on a quarterly basis
- Explore co-location of regional staff at higher education institutions
- Ensure expansion of reach into marginalized communities and organizations which serve marginalized communities
- Conduct mid-year program review and evaluation for hard and soft ROI
- Launch full new RPD[®] model
- Move CGG to new domain (crccolo.org)
- Complete migration from Google Drive to Sharepoint

2028 - EXECUTE, EVALUATE, DEEPEN

FOCUS:

Execution and evaluation

In 2028:

- Collect insight into new challenges and opportunities presented through new staffing, programs, and impact model.
- Establish updated understanding of stakeholder and partner perceptions of CRC through direct outreach, surveys and data analysis (from 2026 baseline)
- Conduct expanded stakeholder engagement and set pattern for engagement moving forward
- Analyze infrastructure for stability and sustainability in response to new data
- Analyze efficacy of sponsorship and individual donor programs and resource development plan
- Conduct regular outreach and reporting with funders, stakeholder, and partners
- Lay foundation for 2031 50-year celebration ad hoc committee, celebration components, engagement opportunities and budget
- Conduct quarterly review of strategic fundraising efforts
- Conduct half year evaluation of strategic plan
- Explore programmatic expansion based upon data

APPENDIX - YEAR-BY-YEAR MILESTONES

2029 - STABLIZE, REFINE, ENGAGE

FOCUS:

Tweaks and stabilization with potential program expansion

In 2029:

- Expand stakeholder engagement program with additional ad hoc committees
- Build board development program and recruitment structure in coordination with stakeholder engagement and committee plan
- Conduct quarterly review of strategic fundraising efforts and resource development plan
- Conduct mid-year program review and evaluation of strategic plan
- Evaluate staffing model, staff recruitment and retention programs
- Utilize 50-year celebration ad hoc committee to draft fund-raising plan for 50-year celebration in 2031
- Continue utilizing ad hoc committees and focus groups to build and sustain a board member recruitment pipeline
- Evaluate sponsorship packages and new sponsor recruitment and retention
- Garner sponsors and partners specific

2030 - REFLECT, IMAGINE, COLLABORATE

FOCUS:

Evaluation and Stabilization / Lay Foundation for 50-year anniversary celebration in 2031

In 2030:

- Develop new five-year strategic plan (2031 – 2035)
- Conduct quarterly review of strategic fundraising efforts
- Conduct half year evaluation of strategic plan and programs
- Create year-long 2031 campaign to honor CRC history and initial long-term development program (legacy funds)
- Announce 50-year celebration fundraising campaign (Q2/3)

APPENDIX - ANNUAL CYCLE

QUARTER ONE - JANUARY, FEBRUARY, MARCH

- Build survey instruments for all programs tied to annual Action Plan and Program Plans)
- Annual financial audit - January - March / presentation to board in April
- Conduct strategic plan quarterly review and update
- Sponsor outreach to align with their budget cycles
 - Asks to Foundations - March / April
- Distribute organization annual report
- Quarterly finance and fundraising plan review
- Monthly - tracking expenses and income and board finance review

QUARTER TWO - APRIL, MAY, JUNE

- Annual financial audit presentation to board in (Apri)
- Analyze Q1 data, including survey and focus group input
- Conduct strategic plan quarterly review and update
- Sponsor outreach to align with their budget cycles
 - Asks to private corporations - May / June]
 - Asks to Foundations - March / April
- Quarterly finance and fundraising plan review
- Monthly - tracking expenses and income and board finance review

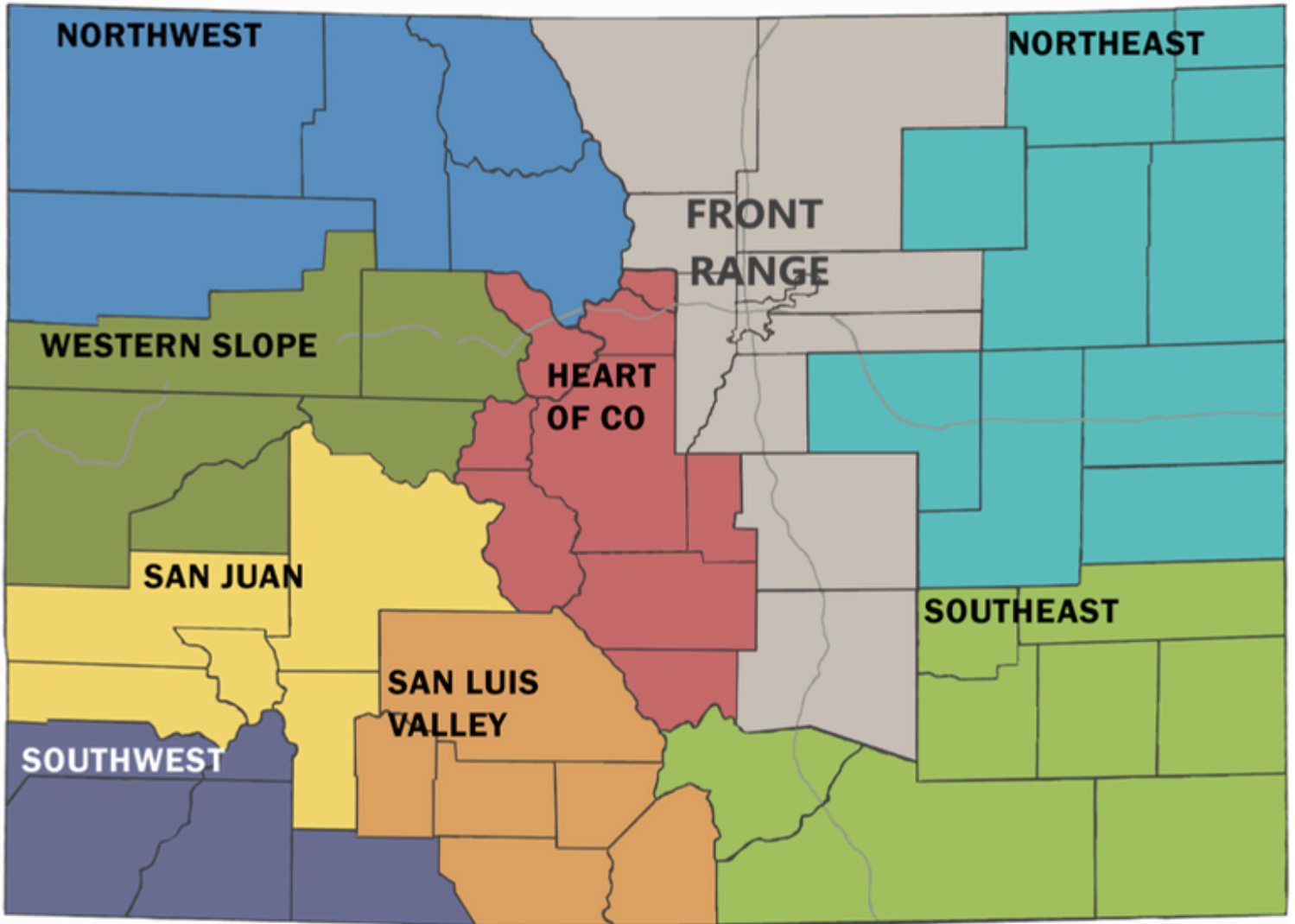
QUARTER THREE- JULY, AUGUST, SEPTEMBER

- Budget process - August - November
- Create program plans and organizational yearly goals with measurements (September / October)
- Create annual action plan - August, September, October
- Conduct strategic plan quarterly review and update
- Sponsor outreach to align with their budget cycles
 - Sponsorship asks to recurring funders - July / August
- Quarterly finance and fundraising plan review
- Monthly - tracking expenses and income and board finance review

QUARTER FOUR- OCTOBER, NOVEMBER, DECEMBER

- Board annual business meeting to elect officers, set following year agenda and quarterly focus areas (November)
- Create program plans and organizational yearly goals with measurements (September / October)
- Draft annual communications / marketing plans - organization, programs, appeals and campaigns
- Analyze data and create impact reports to inform program reports to funders and organizational annual report (November / December)
- Staff goal development aligned with program plans and budget - October - November
- Quarterly finance and fundraising plan review
- Monthly - tracking expenses and income and board finance review

APPENDIX - RAN PROGRAM CYCLE



2026

RPD	Northeast Heart of Colorado
VFRT	Western Slope, San Luis Valley, Southeast, Southwest
In Person	Northwest, San Juan

2027

RPD	Northwest San Juan
VFRT	Northeast, Heart of Colorado, Western Slope, San Luis Valley
In Person	Southeast, Southwest

2028

RPD	Southeast Southwest
VFRT	Heart of Colorado, Northeast, San Juan, Northwest
In Person	Western Slope, San Luis Valley

2029

RPD	Western Slope San Luis Valley
VFRT	Southeast, Southwest, San Juan, Northwest
In Person	Heart of Colorado, Northeast