

Case Study

Eureka Development Corporation

Strategic Planning “Work Papers”



Ohio CDC Association Training
December 2008

Trainer
Laura Junglas

Creating Mission & Vision Statements

Mission Statement defines our business....

Think about...

What is our business? What do we seek to accomplish?

What are the needs we seek to address?

Who do we do this for? What is the benefit?

How do we do this?

How do we measure our success?

What change is achieved because we exist?

WHO are we?

WHAT are we doing?

WHY are we doing this?

HOW do we do this?



Vision Statement looks forward...

What are the results, ends or consequences of our activity/business?

What happens as a result of what we do?

Realistic and ambitious!

Mission Statement:	Vision Statement

MISSION STATEMENT "TEST"	YES	NO
Does it: State the organization's purpose?		
Fit the current environment?		
Is it: Based on our unique strengths/competencies?		
Motivating and inspiring?		
Realistic?		
Specific, short, focused?		
Clearly understood?		



**Eureka Development Corp.
External Environment Analysis
Fall 2008**

Market Influences

Trends in the affordable and mental health housing industry

Social & Demographic Influences

Political (P and p) Influences

Historical Issues affecting organization

Impressions of others on the “outside”



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Policies/Procedures/Administrative Systems

Programming & Staffing

Organizational "Culture"

Technology

Funding & Finances

Board development/recruiting

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

	Internal	External	
Strengths	<p>Capabilities Human, Organizational</p> <p>Resources Financial, Physical</p> <p>Processes Operational, Relationship</p> <p>Programming & Staffing New & Old, Competencies</p>	<p>Market/Trends Competition, Segmentation, Size, Funding</p> <p>Social/Demographic Target Client, Neighborhood Characteristics</p> <p>P(p)olitical Influences Who's in charge, power struggles</p>	Opportunities
Weaknesses	<p>Technology Management, Communication</p> <p>Funding/Finance Capacity, Availability, Security</p> <p>Clients Satisfaction level, loyalty</p>	<p>Historical Issues Historical patterns, concerns</p> <p>Impressions of Others Stakeholders, Client, Tenants</p>	Threats

SWOT Analysis

Internal

External

Strengths

Opportunities

Weaknesses

Threats

***Eureka Development Corp.
Strategic Action Plan – 2009 - 2011***

Goal	Objectives	Action Required	Who is Responsible?	Timeline