



Combined
Community
Services

Website: www.ccservices.com
Address: 1195 Mariners Drive
Warsaw, IN 46582
Phone: 574-269-6019

Strategic Plan 2023 Priorities

Following the growth, change, and challenges of recent years, Combined Community Services embarked on our first strategic planning effort in more than a decade. Our 2023-2027 Strategic Plan is driven by months of conversations with more than 35 partners, Guests, and community leaders, alongside a survey of 140 Kosciusko County residents. In collaboration with our community, we developed five areas of focus, or Pillars, that will guide our strategic plan: Accessible Services for All Neighbors, Measured Impact, Strategic Collaborations, Community Connection & Awareness, and Organizational Durability. Through these organizational priorities, we will continue to build on our strong foundation and successfully deliver our mission as we encourage healthy and whole families by providing comfort, hope, and resources for neighbors in need in Kosciusko County.



Accessible Services for All Neighbors

When residents of Kosciusko County look for help, we are their first stop. We connect with Guests across geographic and linguistic boundaries, ensuring that everyone feels welcome at Combined Community Services.

Year One Priority

- Ensure that during hours of operation, CCS has at least one Spanish-speaking volunteer or employee available for Guests.

Year One Priority

- Utilizing discretion and best practices, determine and collect client (e.g. serviced demographics) and operational data (e.g. program costs) to inform the continual evaluation and measurement of program impact and organizational goals.
- Develop and implement a regular schedule for data-based progress reviews with the board and staff. (Oversight Process)

Measured Impact



We utilize measured outcomes from all programs to continually assess and improve our services. Rooted in data and Guest stories, we grow our impact internally and externally, from who we serve to the grants we receive.



Strategic Collaborations

When other organizations have a question or need, they turn to CCS to utilize our network. We are actively connected with other nonprofits and community organizations, collaborating and supporting each other to holistically serve our neighbors in need.

Year One Priority

- Take a leadership role with community organizations and critical partners as a convener and advocate, fostering regular communication, good stewardship of resources, and direct connections with the community and its needs.

Year One Priority

- Develop/refine CCS' messaging, brand guidelines, and marketing and social media plans to consistently communicate CCS' needs and impact to the public.

Community Connection & Awareness



Combined Community Services is known throughout the community for who we are, what we do, and how we do it. Community members connect with us when they're looking to support their neighbors through donations and volunteerism.



Organizational Durability

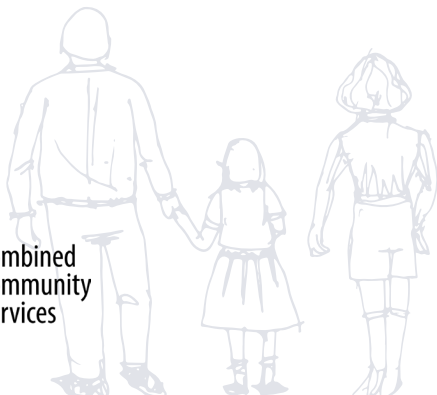
Internally, our policies and responsibilities help us navigate our day-to-day, plan for the future, and ensure confidence in our ability to manage challenges. Our thorough budgeting and funding diversification allows us to achieve financial stability, overcome costs, and use unique funding for specific needs.

Year One Priority

- Update all CCS policies and procedures to clarify responsibilities and processes for all stakeholders.
- Develop a comprehensive fundraising strategy including a plan for donor stewardship and annual giving as well as an annual fund and event/campaign plan responsive to cash flow.
- Develop board bylaws, formalize board expectations, and standardize onboarding in order to develop a deeper, shared understanding of responsibilities.



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