

**LIBERIAN COMMUNITY ASSOCIATION OF RHODE ISLAND, INC.
807 BROAD STREET, SUITE 123
PROVIDENCE, RHODE ISLAND 02907**



**TWO –YEAR STRATEGIC BUSINESS PLAN
AUGUST 1, 2004 – JULY 31, 2006**

JULY 31, 2004

Acknowledgement

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Executive Summary

This strategic plan, the first of its kind in the Liberian Community Association of Rhode Island history, is developed to guide the Association's operations for the next two years, August 1, 2004 through July 31, 2006. The strategic plan lays out the operating framework of the Association that includes the identification of five important strategic goals. The achievement of those goals provides for clear objectives, strategies and plans of actions for the successful implementation of the goals. Also included in the strategic plan, are performance measures to monitor our targeted goals.

The LCARI operational sources of funding include membership dues, fundraisers, mini-grants from community partnership organizations, and the State of Rhode Island. These funds are used to provide services to the membership. The program services offered by the LCARI include: the elderly health and nutrition workshops, and transportation; after-school tutorial for school aged children and youths; and immigration advocacy in collaboration other partnership and Liberian-based organizations at the national level.

Three strategic issues were identified after the LCARI's Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

- ◆ Professional management of the organization where basic management tools of planning, organizing, staffing, directing, controlling, reporting and budgeting are applied.
- ◆ Lower rate of participation of eligible members in the affairs of the Association.
- ◆ Other Liberian individuals or groups whose missions or purposes appear similar to the Community Association.

As the result of the formulation of the above three strategic issues, the LCARI vision and mission statements were revised to reflect the current change and trends in the Associations' direction. The LCARI should become an Association that welcomes the participation of all Liberians residing in the State of Rhode Island, and encourage its members to take advantage of the opportunities in the State of Rhode and throughout the United States of America.

Vision

We envision a State of Rhode Island-based Liberian Community Association where all Liberians residing in the State of Rhode are included and participate in the affairs of the Association to enhance their social, economic and cultural needs while at the same time promoting, protecting and observing the cultures of both the Republic of Liberia and the United States of America consistent with the Association's constitution, article of organization and corporate by-laws.

Mission

To provide for the health, education, safety, economic well-being and general welfare of all Liberians residing in the State of Rhode Island through advocacy and partnerships at the local, state and federal levels so that members can lead enriching, fulfilling lives.

The followings are the five goals that have been identified to further the mission of the LCARI over the next two years.

I. Operating Structure Reorganization

To re-organize the existing structure of operations for a more effective, efficient, results-driven Liberian Community Association of Rhode Island.

II. Current Programs and Members Welfare

To maintain and expand current service programs for the maximum benefit of members and their families.

III. One Stop Service Resource Center

To establish a one-stop resource center or expand existing resource capacities for a one-stop information search experience.

IV. Active Membership

To increase active membership by one thousand.

V. Capital Asset Acquisition and Investment

To begin the process for acquiring and investing in capital assets for the Association to sustain and expand program services.

To institute performance measures that would ensure that each and every goal of the LCARI over the next two years are achieved, benchmarks were identified and established for each of the three strategic issues:

Strategic Issue 1: Professional management of organization, applying basic management tools of planning, organizing, staffing, directing, controlling, reporting and budgeting.

Benchmark 1: a) Redesigned organizational chart with clearly defined levels of responsibilities, duties, and functions.

b) The design and operating effectiveness of internal controls as they relate to the resources of the organization including members, staff, funds, equipment, and other resources. This design would include policy and procedural guidelines for the effective, efficient use of the organization's resources.

Strategic Issue 2: Lower rate of participation of eligible members in the affairs of the Association.

Benchmark 2: a) An active membership roster of one thousand by July 31, 2006. The involvement of greater number of participants is warranted, given the increasing demands for social services, economic and advocacy needs of our members.
b) The increase membership revenue will support the Association operating budget over the next two year period.

Strategic Issue 3: Other Liberian individuals or groups whose missions or purposes appear similar to the Community Association and whose leaders or members posture as the leadership of the Community Association.

Benchmark 3: Forming collaborative relationship and providing support to each other's mission that is clearly defined or in the event of a conflict of purpose, a cease and desist order agreed to.

I. Introduction

The Liberian Community Association of Rhode Island has evolved over time, beginning with the Liberian Students Association of Rhode Island (LSARI) in 1974 when a small number of Liberian students conceived of the need to unite and support each other in adjusting to the American culture and way of life. From a student-based organization, LSARI changed its name to the Liberian Community Association of Rhode Island to include non-students and other Liberians residing permanently in the State of Rhode Island. The Association later became incorporated on April 12, 1982, and known as the Liberian Community Association of Rhode Island, Inc. (LCARI).

The Association is governed by a constitution that provides for elected executive officers: President, Vice President, Secretary, and Treasurer. In addition, a Community Assembly (Board of Directors) has nine elected members that represent the different geography areas of Liberians in Rhode Island.

To date, there are at least twelve thousand Liberians residing in Rhode Island due to the Liberian civil war that started in 1989. Because of the large influx of Liberians in Rhode Island, the needs of our membership and focus of the Association have changed to reflect the current socio-economic, and advocacy needs of our membership.

Current program services offered to the membership include, but are not limited to, health and nutritional information, and counseling for the elderly; after-school tutorial assistance to school-aged children and youths; immigration advocacy at the federal level in collaboration with the Association's partnership and other Liberian-based organizations. The LCARI operational sources of funding include membership dues, fundraisers, mini-grants from community partnership organizations, and the State of Rhode Island. These funds are used to provide services to the membership.

While significant progress has been realized over the years, this strategic plan focuses on five goals to ensure a more targeted, professionally-managed, and results-driven Liberian Community Association. As a voluntary non-profit Association, the Association intent is to attract and retain both human and financial resources for the effective and efficient management of the various programs for the betterment of the Association's membership. This strategic plan begins the process of reviewing current operations with the view toward eliminating those operating aspects with no substantial benefits and adopting or adding those that enhance operating efficiency and effectiveness. Hence, the Association becomes more responsive to the needs of its membership concurrently balancing those demands with available human and financial resources.

II. Vision Statement

We envision a State of Rhode Island-based Liberian Community Association where all Liberians residing in the State of Rhode are included and participate in the affairs of the Association to enhance their social, economic and cultural needs while at the same time promoting, protecting and observing the cultures of both the Republic of Liberia and the United States of America consistent with the Association's constitution, article of organization and corporate by-laws.

III. Mission Statement

To provide for the health, education, safety, economic well-being and general welfare of all Liberians residing in the State of Rhode Island through advocacy and partnerships at the local, state and federal levels so that members can lead enriching, fulfilling lives.

III. Core Values

Credo

The Liberian Community Association of Rhode Island believes that every Rhode Island Liberian resident deserves to benefit from the programs and services offered without regard to the person's original county of origin, academic institution affiliations, socio-economic status, tribal affiliation, religion, political views and philosophy, and to administer such programs and services without fear or favor.

- ✓ **Respect.** The Liberian Community Association of Rhode Island believes that each member should be treated with respect, valuing each person's views, opinions, role and participation in the affairs of the Association. Each member has a sacred right to belong as a valued member, perform valued roles, and participate fully in the affairs of the Association.
- ✓ **Service.** The Liberian Community Association of Rhode Island values the services and financial contributions of each member in fulfilling the mission and attaining the goals and objectives of the Association. The Liberian Community Association of Rhode Island will respect and seek the collaboration of other organizations and persons sharing the vision and mission of the Association. The Liberian Community Association will acknowledge and celebrate its accomplishments. The Liberian Community Association pledges to assist when asked to do so, and when its members or partners need or request its services.
- ✓ **Inclusiveness.** The Liberian Community Association of Rhode Island values the various backgrounds of its members and welcomes the variety as strength for the realization of the Association's mission.

- ✓ **Openness.** The Liberian Community Association of Rhode Island believes that each member has the right to inquire into the affairs of the Association and the Association pledges to make available for inspection records and information pertinent to the affairs of the Association.
- ✓ **Accountability.** The Liberian Community Association of Rhode Island believes that the leadership should be accountable and take responsibility for its actions in the conduct of the Association's business.
- ✓ **Empowerment.** The Liberian Community Association of Rhode Island believes that each member is and should act as the Association's ambassador not only in the conduct of the Association's business but also at other non-Association's functions and events.
- ✓ **Cultural Integrity.** The Liberian Community Association of Rhode Island believes that each member holds sacred and will observe and promote the cultural values of both the Republic of Liberia and the United States of America.
- ✓ **Citizenship.** The Liberian Community Association of Rhode Island believes that each member has a duty to observe, promote and defend the laws of the State of Rhode Island where the Association has been incorporated and those of the United States as a whole.
- ✓ **Excellence.** The Liberian Community Association of Rhode Island will encourage its members to reach for their dreams and maximum potential. The Liberian Community Association of Rhode Island pledges to strive for excellence but not perfection in its personal and collective journey to improve, enhance and enrich the lives of its membership. The destiny of the Liberian Community Association of Rhode Island is to grow, evolve, learn and improve the livelihood of its members.
- ✓ **Outlook.** The Liberian Community Association of Rhode Island will commit its human, financial and organizational resources to the mission of the organization. The Liberian Community Association of Rhode Island pledges to commit its energy, creativity, potential, skills and itself to its internal stakeholders---the membership---that it serves.

IV. Operational Framework

The Liberian Community Association of Rhode Island, Inc. seeks to provide and enhance the welfare of its membership through cooperation, collaboration and partnerships with the local, state and federal agencies, and other non-profit private and governmental entities. The Association also advocates at the local, state and federal levels for the benefit of its membership.

Specifically, the Liberian Community Association does so by:

- ◆ Partnering with the nation-wide umbrella Liberian-based organization---the Union of Liberian Associations in the Americas (ULAAs) ---to advocate at the federal level, particularly on immigration issues affecting Liberians residing in the United States of America. Such partnering is extended to Liberians living in Liberia when it is absolutely warranted.
- ◆ Advocating for members through collaboration with the Rhode Island Congressional Delegations---four in all---for the introduction and subsequent passage of bills in congress that benefit Rhode Island Liberian residents and their families.
- ◆ Seeking funding and program assistance from the Rhode Island Departments of Labor and Training, Elderly Affairs, Health, Human Services, Elementary and Secondary Education to provide for and sustain members and their families. Funding is also sought from community partnership organizations.
- ◆ Encouraging members to learn, work, and solve problems together through seminars and workshops that relate to culture, immigration laws, health, employment, education and training, entrepreneurial ventures, and personal and business finance.
- ◆ Collaborating with other local non-profits such as the International Institute of Rhode Island, OASIS International, churches, and other community-based organizations to share information and obtain program technical assistance and support.
- ◆ Creating opportunities for members to reach their full potential through the dissemination of valued, timely information for health, employment, education and training, and entrepreneurial ventures.
- ◆ Serving as a clearinghouse for information and gateway for members to connect with the programs and services of the State and local governments, as well as, other community partnership organizations and private companies.
- ◆ Cooperating with other local and regional Liberian-based organizations to support causes that are mutually beneficial.
- ◆ Observing and upholding the cultural values of Liberia through the Liberian Community Association of Rhode Island Learning Center.

V. Strategic Issues

As the result of conducting a SWOT Analysis of the LCARI, three strategic issues were identified:

Issue 1: Professional management of organization---applying the basic management tools of planning, organizing, staffing, directing, controlling, reporting and budgeting.

Issue 2: Lower rate of participation of eligible members in the affairs of the Association.

Issue 3: Other Liberian individuals or groups whose missions or purposes appear similar to the Community Association.

VI. Goals

The below listed goals of the Liberian Community Association of Rhode Island will ensure the Association's missions are enhanced for the betterment of its membership. The five goals are as follows:

VI. Operating Structure Reorganization

To re-organize the existing structure of operations for a more effective, efficient, results-driven Liberian Community Association of Rhode Island.

VII. Current Programs and Members Welfare

To maintain and expand current service programs for the maximum benefit of members and their families.

VIII. One Stop Service Resource Center

To establish a one-stop resource center or expand existing resource capacities for a one-stop information search experience.

IX. Active Membership

To increase active membership to as much as one thousand.

X. Capital Asset Acquisition and Investment

To begin the process for acquiring and investing in capital assets for the Association to sustain and expand program services.

VII. Objectives, Strategies and Plan of Actions

Goal 1: To reorganize the existing structure of the Association to make it more effective and efficient.

Objective 1-1: To reorganize the current operating structure of the Association for an effective, efficient Association.

Strategy 1-1-1: Enabling documents review

The Association will undertake a comprehensive review of the constitution, article of incorporation and corporate by-laws for the purpose of proposing and implementing result-driven changes for a more effective, efficient Liberian Community Association.

Responsibility 1-1-1

The Executive Committee headed by the President will form an ad hoc committee to review and make recommendations regarding the existing LCARI enabling documents relevance to the Association current operations.

Timeline 1-1-1

The ad hoc committee will have six months beginning August 22, 2004 – February 22, 2005, to complete its work.

Strategy 1-1-2: Standing Committees

The Association will review current standing committees and their terms of references, if any, with the view toward consolidation, elimination or addition of new ones that would facilitate the accomplishment and realization of the Association's mission, goals and objectives. Conceived standing committees include: 1) Strategic Planning Steering, 2) Executive, 3) Health and Social Welfare, 4) Education, 5) Sports and Recreation, 6) Budget and Finance, 7) Capital Investment, and 8) Membership, Information and Communication.

Responsibility 1-1-2

The President with the assistance of other executive committee members will recruit members for each standing committee. The President will have the overall responsibility of committee assignment. Members of the executive committee will serve as ex-officio on assigned committees.

Timeline 1-1-2

The President will complete the recruitment and assignment of members and volunteers to the various standing committees within three months (August 22 – November 22, 2004).

Strategy 1-1-3: Internal Control Structure

The Association will undertake a comprehensive review of the Association's internal control structure with the view toward developing, recommending and implementing policy and procedural changes for a more accountable, responsible, and results-driven Association. It will include the traditional managerial functions of planning, organizing, staffing, directing, controlling, reporting and budgeting.

Responsibility 1-1-3

The Treasurer will head a financial management review committee with the Financial Secretary, and others, to develop an internal control structure to ensure proper accounting, authorization and safeguard of LCARI's assets.

Timeline 1-1-3

The financial management review committee will have two months (August 22- October 22, 2004) to complete its work and make recommendations to the executive committee.

Goal 2: To maintain current programs while adding new ones to enhance members and their families' welfare.

Objective 2-1: To maintain and expand the existing programs for the Association's elders.

Strategy 2-1-1: Elderly

The Association will continue its working relationship with Rhode Island Department of Elderly Affairs to continue to take advantage of the following programs: 1) pharmaceutical assistance to eligible elderly; 2) home heating assistance; 3) home and community care; 4) health information and counseling; 5) nutrition; 6) transportation; 7) subsidized housing; 8) job training and placement services; 9) volunteer services for seniors. A workshop will be conducted to assess the needs of the Association's elderly in conjunction with these itemized programs.

Responsibility 2-1-1

The Health & Social Welfare Committee will have the overall responsibility to provide oversight. However, the Subcommittee on Elderly Affairs will coordinate and manage the elderly programs.

Timeline 2-1-1

The Subcommittee on the Elderly Affairs will conduct monthly, elderly workshops that would provide health, nutrition, counseling, and other social services help to the elders.

Strategy 2-2-2: The Association will provide health seminars and workshops, and recreation.

The Association will organize various seminars and workshops to explain program requirements and criteria for full participation in the various elderly programs offered by the Rhode Island Department of Elderly Affairs. As often as possible, the Association will arrange tours to historic and other places of strategic relevance both within and outside the State of Rhode Island during the summer months to enable the Association's seniors to socialize.

Responsibility 2-2-2

The Subcommittee on Elderly Affairs will coordinate and manage the programs and other activities of the elders. The Health and Social Welfare Committee will provide oversight for the subcommittee work.

Timeline 2-2-2

The health seminar and workshops will occur on an ongoing basis, with an annual health fair and recreational trip

Objective 2-2: To continue to advocate for the membership

Strategy 2-2-1: Establishing contacts with local, state and federal officials and agencies, and non-governmental and community partnership organizations.

The new leadership will immediately begin to establish contacts the various local, stat, and federal officials and agencies, as well as, with other non-governmental and community partners to ensure the continuous and harmonious working relationship. A mutually beneficial working relationship will be established and the future actions required of the congressional delegation will be communicated.

Responsibility 2-2-1

The President with the assistance of the executive members and the Community Assembly (Board of Directors) will initiate contacts with the various officials and agencies, and partnership organizations, to get acquainted and explain the goals of the organization for the next two years.

Timeline 2-2-1

The establishment of contacts is expected to last for six months beginning, (September 1, 2004 – February 28, 2005).

Objective 2-3: Maintain and expand existing adult programs

Strategy 2-3-1: Job Information and Referral, Preparation and Interpersonal Skills, and Training and Retraining

The Association will partner and work with the Rhode Department of Labor and Training Workforce Development Services to participate in the State's

employment and training programs for our members; additionally, sign-up or request to be a recipient of job vacancy notices at the local, state and non-governmental level; provide technical assistance with resume writing and interviewing skills to assist members in obtaining jobs; collaborate with other community partnership organizations to garner information about training opportunities and employment.

Responsibility 2-3-1

The Membership, Information and Communication, and Education Committees will jointly work to coordinate the job referral, preparation and interpersonal skills, and training and retraining programs with our community partners and local, state, and federal agencies.

Timeline 2-3-1

The Membership, Information and Communication, and Education Committees will begin reaching establishing contact with community partnership organizations, and local, state, and federal agencies, beginning January 2005 through July, 2006.

Strategy 2-3-2: Database of Different Professions

The Association will create a database or information bank for employment opportunities to assist members in their search for possible employment.

Responsibility 2-3-2

The Membership, Information, and Communication Committee will facilitate the creation of the employment database.

Timeline 2-3-2

Beginning, January 2005, work will commence on the development of the different professions database. The entire process should last through August, 2005.

Strategy 2-3-3: Members' Health

The Association will continue or establish a working relationship with the Rhode Island Department of Health Office of Minority Health to promote and safeguard the health of adult members by making the association one of its minority health promotion centers. The Association also will inquire into the make-up and eligibility for a seat on the minority health advisory council. The Association will seek to obtain information from the Rhode Island Department of Human Services for eligibility and participation in subsidized health insurance programs for eligible members.

Responsibility 2-3-3

The Health, and Social Welfare (HSW) Committee will ensure that the membership benefit from the programs that are offered by the Rhode Department of Health's Office of Minority Health. Through the assistance of the Membership, Information, and Communication Committee,

minority health literatures and pertinent information will be forwarded to the membership.

Timeline 2-3-3

The Health and Social Welfare Committee will begin its work as of November 1, 2004. The partnership is expected to continue with monthly contacts.

Strategy 2-3-4: General Membership Seminars and Workshops

The Association will organize various seminars and workshops throughout the year and as warranted for issues concerning the immigration laws of the United States, culture of America, America's work ethics, adult continuing education, personal and business financial planning, America's legal system overview, and other areas of interest to the membership.

Responsibility 2-3-4

The Membership, Information, and Communication Committee will work with the other standing committees to ensure that the general membership has pertinent information related to their socio-economic, health, and advocacy needs.

Timeline 2-3-4

Information will be provided to the general membership on an ongoing basis and through the publication of our quarterly newsletters. The First newsletter is expected in November, 2004, and thereafter, every three months.

Strategy 2-3-5: Adult Education

The Association will enlist the support of the private, public, and local and state educational authorities, that have programs that would be beneficial to adult members. A special focus will be put on adult literacy programs, post-secondary education, and higher education.

Responsibility 2-3-5

The Education Committee will have the overall responsibility to ensure the membership is fully aware of educational opportunities that exist with our partnership organizations, and with private and public higher education institutions.

Timeline 2-3-5

As of January 2005, the Education Committee will begin its work of contacting the various educational institutions that have adult literacy programs, post-secondary and higher education opportunities.

Strategy 2-3-6: Sports and Recreation

Sports have the desire effect of attracting children, youths, and young adults to the Association. As a result, the Association will organize various sporting tournaments that would not be limited to: soccer, basketball, volleyball, kickball and football. The Association will also encourage those athletes that have interest in track and field and other sports.

Responsibility 2-3-8

The Liberian Community Sports Council (LCSC) will have the overall responsibility to develop and coordinate our sporting programs. The LCSC will assist the Education Committee with the design and implementation of enrichment activities for our young people to keep healthy and strong.

Timeline 2-3-8

The LCSC will begin work as of December 2004 and continue on an ongoing basis and as needed by the Association.

Objective 2-4: To maintain and expand existing programs for the Association's children and youths.

Strategy 2-4-1: Children Day Care

The Association will inquire from the Rhode Island Department of Human Services, Division of Individual and Family Support for eligibility and participation in the local providers of childcare for subsidized tuition, including guidelines for eligibility for members' families to participate.

Responsibility 2-4-1

The Health and Social Welfare Committee will have the overall responsibility.

Timeline 2-4-1

The Health and Social Welfare Committee will provide updates to the membership on an ongoing basis, beginning December 2004.

Strategy 2-4-2: Children and Youth Education

The Liberian Community Learning Center will obtain and make available to members' families general information, including requirements for entry into local area public and non-public elementary, middle and high schools, continue and expand the after-school programs. The Learning Center will also provide other enrichment activities and sponsored an annual essay contest for Liberian Children and Youth.

Once every semester, the Learning Center will offer transitional programs to new immigrant and refugees families about Rhode Island public, private, parochial K-16 institutions.

Responsibility 2-4-2

The Education Committee will have the overall responsibility to coordinate and facilitate the Learning Center programs.

Timeline 2-4-2

The Education Committee will plan and execute programs on an ongoing basis, as of October, 2004.

Objective 2-5: To maintain and expand existing programs for families.

Strategy 2-5-1: Uniting and Supporting Families

The Association will do all it can within the constraint of its available resources to have families stay and remain united even if such efforts require seeking help from professional family and marriage therapists, ministers of the gospels, and other elders in keeping with modern or traditional practices to maintain the integrity of families. Our religious leadership and social workers will combine efforts to work with at-risk youths and the Rhode Island Department of Corrections.

Responsibility 2-5-1

The Crises and Intervention Committee will have the overall responsibility for reaching out to the membership to counsel and provide assistance in times of crises.

Timeline 2-5-1

The Crises and Intervention Committee work will be on an ongoing basis as of August, 2004.

Goal 3: To establish a one-stop service and resource center for members.

Objective 3-1: To establish a one-stop service and resource center or expand existing resource capacities for members.

Strategy 3-1-1: Community Directory

The Association will obtain, store and update information on requirements, eligibility, hours of operations, major contacts, and other pertinent information where necessary for the following programs or business operating units: 1) subsidized housing, 2) community health centers, 3) battered women and homeless shelters, 4) soup kitchens, 5) area community food banks, 6) places of worship, 7) area community parks, 8) area libraries, 9) area child and adult day care centers, 10) area public and private elementary, middle, and high schools, 11) Liberian-owned or operated businesses, 12) area elected local, state and

federal officials, 13) sub-organizations of the Association that may be based on academic institutions attended, the Republic of Liberia political sub-division, social clubs, fraternities, sororities, and neighborhoods, 14) other external stakeholders not previously listed including Rhode Island department programs and contacts (elderly affairs, health, labor and training and human services) and 15) other professional service providers including legal, accounting, health and management consulting.

Responsibility 3-1-1

The Membership, Information and Communication Committee will develop a community directory that will organize and provide pertinent information to the membership.

Timeline 3-1-1

The Membership, Information and Communication Committee will begin work on the preparation of the Community Directory beginning, March, 2005.

Strategy 3-1-2: Cultural Integrity

The Liberian Community Learning Center will serve as a conduit for research on the culture and history of the Republic of Liberia. Documentary literary work on Liberia will also be made available through the Center for reading and purchasing. The Center will periodically arrange and/or organize events to promote the culture of Liberia. Forums to promote good governance, rule of law, and democracy will be held annually.

Responsibility 3-1-2

The Executive and Education Committees will jointly have the responsibility to plan, organize and promote events that will highlight the Association.

Timeline 3-1-2

The joint committees should begin their work as of January, 2005.

Strategy 3-1-3: Nurturing Liberian-owned, managed and operated businesses

The Association will facilitate the organization of the Liberian Businesses under a chamber of commerce. The chamber of commerce will become a resource center for other start-up businesses. A mutually beneficial working relationship will be encouraged and extended to other area chambers of commerce such as the Greater Providence Chamber of Commerce.

Responsibility 3-1-3

The Executive Committee will have the overall responsibility to facilitate the organization of the Liberian Businesses as a viable entity in Rhode Island.

Timeline 3-1-3

The Executive Committee will begin its work as of February, 2005.

Goal 4: To increase active membership of the organization.

Objective 4-1: To continue the active membership to as much as 1,000 over two years.

Strategy 4-1-1: New Members and Voters' Registration

Current active members will continue to represent themselves as ambassadors of the Association and recruit new members. In addition, the Association will educate its members on the importance of the democratic process through voters' registration.

Responsibility 4-1-1

The Membership, Information and Communications Committee will oversee the recruitment and ensure that membership information is available.

Timeline 4-1-1

The Membership, Information and Communications Committee will begin its work as of August, 2004.

Strategy 4-1-2: Publication and Website

The Association will publish a quarterly newsletter covering activities and events affecting the Association. A website will be maintained to provide information about the Association to community partnership organizations, as well as, different local, state, and federal agencies, including private, family, and public foundations. These mediums will serve as the Association's window to the community at large.

Responsibility 4-1-2

The Membership, Information, and Communications Committee will publish quarterly newsletters about the Association's affairs and maintained the Association's website.

Timeline 4-1-2

The Membership, Information, and Communications Committee will publish its first newsletter in December, 2004, and has online its newly created website by the end of October, 2004.

Strategy 4-1-3: Membership Database

The Association will expand or create a database of the membership for dissemination of information on the community development and welfare, voters' registration, and opportunities for members and their families.

Responsibility 4-1-3

The Membership, Information, and Communications Committee will facilitate the creation of the membership directory.

Timeline 4-1-3

The Membership, Information, and Communications Committee will begin working on the creation of the database as of August, 2004.

Goal 5: To develop a plan for capital asset investment and acquisition

Objective 5-1: To develop a plan for capital asset investment and acquisition

Strategy 5-1-1: Capital Investment Committee

The Association will consider the establishment of a capital investment committee to determine the nature, timing, type and financing of capital investments and projects. The committee also will draw up a plan for the acquisition of capital and capital investments.

Responsibility 5-1-1

The Capital Investment Committee will have the overall responsibility for the development of a strategic marketing plan that will facilitate the procurement of a permanent office building.

Timeline 5-1-1

The Capital Investment Committee will begin its work as of March, 2005.

Strategy 5-1-2: Capital Investment Fund

The Association will establish a capital investment fund to be used solely for capital investment projects. The sources of financing will be determined by the Executive Committee. The Capital Investment Committee could initiate the request for the transfer of a part of the operating surplus to the capital investment fund to finance capital projects approved by the Executive Committee and agreed to by the Board of Directors.

Responsibility 5-1-2

The Capital Investment Committee will have the overall responsibility to develop a strategic marketing plan for capital investment projects.

Timeline 5-1-2

The Capital Investment Committee will begin its work as of March, 2005.

VIII. Performance Measures

The benchmarks for gauging progress and evaluating accomplishment include the following as they relate to the strategic issues that were identified from the organizational analysis of strengths, weaknesses, opportunities and threats.

Strategic Issue 1: Professional management of organization, applying basic management tools of planning, organizing, staffing, directing, controlling, reporting and budgeting.

- Benchmarks:**
1. Redesigned organizational chart with clearly defined levels of responsibilities, duties, and functions.
 2. The design and operating effectiveness of internal controls as they relate to the resources of the organization including members, staff, funds, equipment, and other resources. This design would include policy and procedural guidelines for the effective, efficient use of the organization's resources.

Strategic Issue 2: Lower rate of participation of eligible members in the affairs of the Association.

- Benchmarks:**
- a) An active membership roster of one thousand by July 31, 2006. The involvement of greater number of participants is warranted, given the increasing demands for social services, economic and advocacy needs of our members.
 - b) The increase membership revenue will support the Association operating budget over the next two year period.

Strategic Issue 3: Other Liberian individuals or groups whose missions or purposes appear similar to the Community Association.

- Benchmark:** Forming collaborative relationship and providing support to each other's mission that is clearly defined or in the event of a conflict of purpose, a cease and desist order agreed to.