

# Thoughts on Planning

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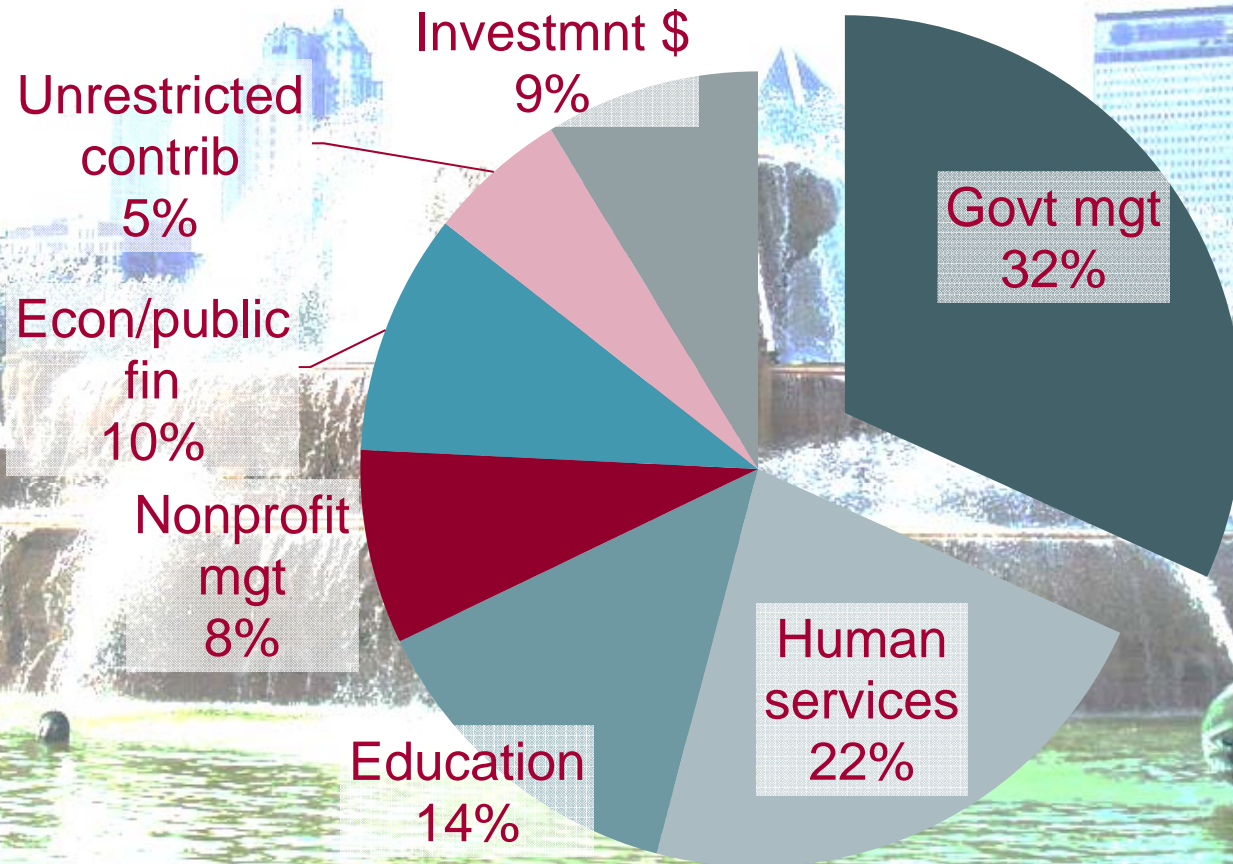


# Center for Governmental Research

- **Founded in 1915 by Kodak's George Eastman**
- **15 staff members**
- **Policy analysis & public sector management consulting**
- **Education, government management, economics & public finance, human services, health care**

The logo for the Center for Governmental Research (GRA). It features the letters "GRA" in a bold, blue, serif font, enclosed within a white rectangular box with a thin blue border. The box is set against a background of horizontal lines.The logo for the Center for Governmental Research (CGR). It features the letters "CGR" in a bold, red, serif font, set against a white background.

# My planning problem: We follow the money



# Diversified Sources

- **Consulting: Client-initiated**
  - Local governments (cities, towns, villages, school districts)
  - Nonprofits (various United Ways, Community Foundations, private foundations)
  - State agencies
- **Some access to corporate/individual/foundation support**
- **Geographically diverse: NY, NJ, MA, PA, OH, ME—and AZ**

# Strategic Planning Process

- Board became VERY involved
- Emphasis (reflecting board's business concentration) on new ventures to earn unrestricted revenue
- Outcome: Govistics, web-based community profiles, web-based economic impact models

# “Product” initiative

- Govistics
- Community Profiles
- Economic Impact Models

# Challenges of Consulting Approach

- Problems are identified by others—can be good and bad
- Obligations to paying clients take precedence over self-initiated endeavors
- Contract focus changes nature of accountability: We track & report hours billed to activities and associated costs
- Contract marketing becomes path of least resistance—displaces time & effort that could be devoted to seeking support for more strategic ventures

# Strategic Direction

- Re-thinking general fundraising
- Re-starting strategic planning process
  - Without direct board involvement
  - With external consulting support
  - Looking for “capacity building” financial support
  - Want to empower staff to “pursue issues about which they are passionate”





**We'll let you know how it works out. . .**