



Strategic Planning

HHHS Capacity Building Project

April 20, 2010

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Welcome!

- Welcome/housekeeping
- Introductions
- Workshop overview
 - Lecture: Steps in planning process
 - Discussion of sample plans
 - Q & A

What is strategic planning?

A process where an organization's leadership:

- Defines mission and goals
- Chooses a desired future
- Agrees on strategy

What is Strategic Planning?

A thoughtful Process

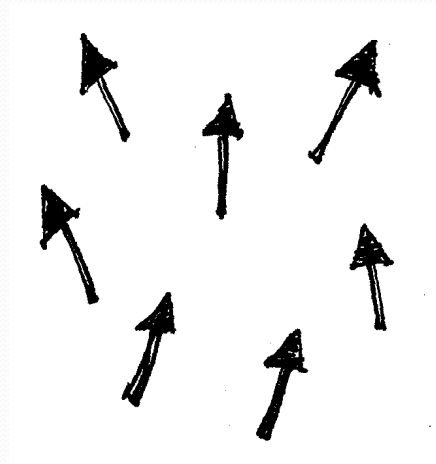
- Ask a series of questions
- Test assumptions
- Gather current data
- Anticipate future environment
- Make decisions/choices re: What is most important for success?

Why is strategic planning important?

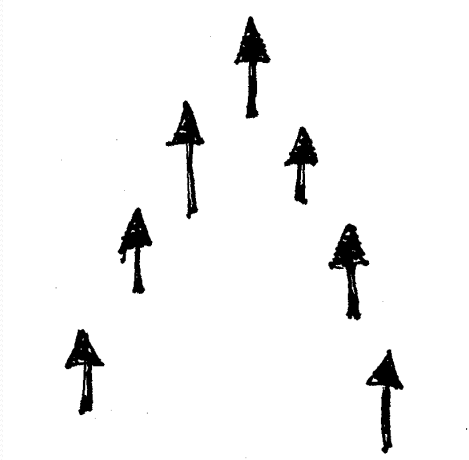
Strategic planning gives you the opportunity to:

- Reconnect with vision and mission of the organization
- Increase ownership of organization
- Meet changing needs
- Define success together
- Ensure that you are all going in the same direction
- Increase accountability
- Impress funders

Alignment: Getting further faster



Alignment: Getting further faster



Challenges

- Many organizations don't maintain disciplined focus, making plan irrelevant
- Type of plan not a match with the organization's culture and life stage
- Plan is static, environment is rapidly changing

Steps in a typical planning cycle

1. Get ready to plan
2. Gather relevant data and stakeholder input
3. Review/update mission, vision, values
4. Set goals/develop plan framework
5. Write the strategic plan
6. Review and approve plan
7. Implement the plan
8. Evaluate your work and incorporate what you learned into the next plan

1. Get ready to plan

- Evaluate readiness
- Get organizational commitment
- Identify leaders for planning process
- Identify information needed
- Budget resources
- Prepare timeline/workplan

Questions to ask before starting strategic planning

1. Are there any crises facing the organization right now that will prevent your staff and board from being fully engaged in the planning process? If so, can you resolve these first?
2. Have you done strategic planning before?
3. Why are you beginning strategic planning now?
4. Has the board discussed what they want to get out of planning? Made a commitment?
5. How much time are your board members willing to put in?
6. Who are your stakeholders, and how do you plan to involve them?

Role of Consultant

- Process guide
- Neutral facilitator
- Community engagement and/or group process expertise
- Support and assistance to do this “extra” work

2. Gather relevant information

- SWOT analysis (assess where you are before deciding where to go)
- Needs Assessment
- Stakeholder/community involvement (focus groups, community meetings)
- Include “outside” perspectives
- Utilize outside sources of data i.e. United Way, national data, research, etc.
- Outcome: begin to identify “critical issues/critical success areas”

SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

Easy approach: Label a page of flipchart paper with each topic. Ask board members to rotate among sheets and add their ideas in each area. Debrief and discuss your current situation.

Sample Outreach Plan

Stakeholder Type	Name	Organization	Type of Contact	Assigned to contact	Notes
Clients	Youth		Focus group during after school program	Kathy	Kathy will organize, consultant will facilitate
Volunteers			online survey	Sharon	phone calls to encourage participation
Donors			"focus group" event	Joe	donor reception at board chair's home, 60 minute facilitated discussion to solicit input
Funders	Joe Smith	Tucker Foundation	telephone interviews	Carolyn	Brief interviews with 5-6 key questions
	Sandra Jones	Our Town Community Foundation			
	Karen Archer	United Way of Our Town			
Partners	Richard Levy, principal	Our Town High School	telephone interviews	Elizabeth	
	Connie Stickey	Parks & Recreation Dept.			

Stakeholder outreach questions

- What do you see as our strengths? What do you value most about us?
- What are our weaknesses? What would you change about our organization?
- If you could make a wish list for our organization, what would you like to see us do?
- How has our organization made a difference in your life?

3. Review/update mission, vision, values

- Is your mission statement still relevant and reflective of what you do?
- It's worth reviewing the mission every 3 years or whenever there is significant board turnover
- Engage board, staff and key volunteers in collectively visioning for the organization

What is a mission statement?

- Mission: clear, concise, easy to remember statement of purpose
- Answers basic questions about the organization: who, what, why, for whom, where?
- Focus on purpose/outcomes, not methods (to improve quality of life, not to provide counseling)

Elements of a mission statement

- Purpose (to....)
- Business statement (by...)
- Values

Reference: "What should a Mission Statement Say? By Ron Meshanko,
www.nonprofits.org/npofaq/03/21.html

Sample Mission Statements

- To build a literate community [purpose] by providing learner-centered instruction to adults in English literacy and basic life skills [business]. (Literacy Source)
- Increasing societal understanding of the Earth system [purpose] through scientific research and public education [business]. (Earth & Space Research)
- Because Bridge Ministries honors the God-given dignity and giftedness of persons with disabilities [values], we build relationships [business] that alleviate isolation and enrich churches and communities [purpose]. (Bridge Ministries)

What is a vision statement?

- A statement of what the world will be like when you have achieved your mission

Our vision is a vibrant and healthy community with strong, well-nourished families as the foundation. (FamilyWorks)

Optional: Vision for plan time horizon

- **If you are highly successful, what will your organization and/or community look like in three years?**

Southwest Youth and Family Services is a well-respected, highly-visible resource with solid programs throughout the neighborhoods we serve. The organization is financially stable, with competitive employee compensation, adequate space and appropriate technology to support quality programs.

Values

- Optional
- Clarify how the organization wants to operate ethically
- Provide additional guidance for decision-making

Accountability, Integrity, Empowerment, Respect, Sustainability, Celebration, Excellence, Justice, Collaboration

Pause & Discuss

- Review examples at tables
- What elements are most relevant for your organization?
- What model might you wish to emulate?
- What questions do you have so far?

4. Determine best strategies to reach your mission

- Establish strategic priorities, goals and objectives
- Articulate outcomes
- Plans must match organizational capacity

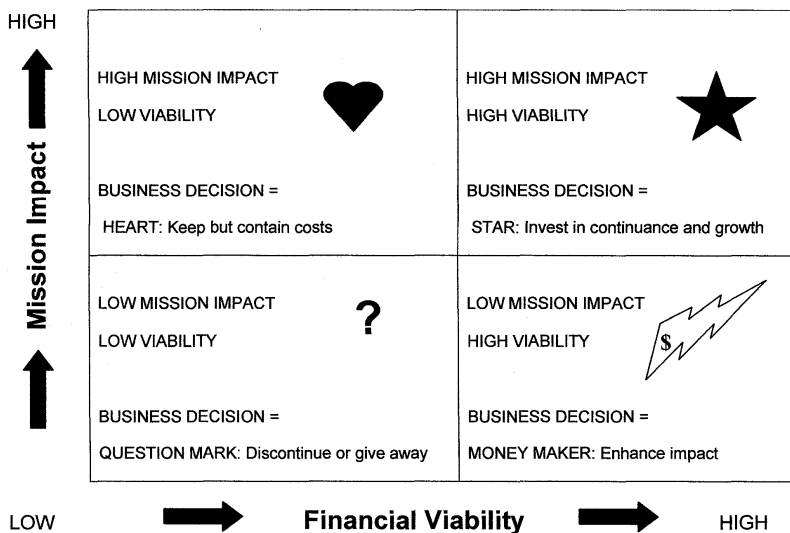
Example: Strategic Priorities

- **Education programs**—Evaluate and improve programs, expand and diversify program offerings and ensure access for disadvantaged students
- **Sustainable funding**—Develop a sustainable funding base, ensuring that the organization has diverse and reliable revenues as well as adequate cash flow and operating reserves
- **Internal capacity**—Build and organization with strong leadership, appropriate staffing and infrastructure to support our growing programs.

Process to determine priorities

- Evaluation of current activities to determine which have greatest impact and viability
- Discussion of core competencies: What are you really best at?
- Discussion of community needs, other organizations providing similar services, and how your organization fits into the mix
- Facilitated discussion during planning retreat
- Use of brainstorming, small group discussions, voting with dots

Compasspoint Dual Bottom Line Matrix



5. Write the plan

- Develop measurable objectives in support of each strategic priority (What will you actually do to move this area forward?)
- Consider resources
- Consider your readers (Will this plan remain an internal document or be used to communicate with partners and supporters?)

Keep your objectives “SMART”

- Specific
- Measurable
- Attainable
- Results-oriented
- Time-determined

Examples:

The Education department will develop a new half-hour outreach presentation on drunk driving, including a written teacher's guide, by August 2010.

The volunteer coordinator will recruit and train 20 new volunteer mentors by conducting outreach at a minimum of five community events and offering two mentor trainings in April and September of 2010.

Resource Considerations

- How will you reallocate money and staff time to accomplish your new goals?
- What investments are needed to get you there?
- Do you have a fundraising plan to secure the needed resources?
- Does the plan seem realistic?
- Do you need to adjust timelines or prioritize further to avoid a “laundry list” plan that is overwhelming?

Typical Components of Strategic Plan

- Organizational background/history
- Description of strategic planning process
- Mission
- Core Values
- Vision statement and/or three-year vision
- Strategic priorities (goals, areas of emphasis)
- Goals and objectives to fulfill strategic priorities
- Outcomes

Pause & Discuss

- Review samples at your table
- What format appeals to you? Why?
- What questions do you have?

6. Review and approve plan

- Board approval is important
- Make sure you have the final, adopted plan clearly marked as such.

7. Implement the plan

Implementation Goals

- People take responsibility
- Resources are available and distributed properly
- Results are achieved in a timely manner

Tools to support implementation

- Clear job descriptions
- Organizational Structure/org chart
- Committees & work teams
- Performance Assessment
- Recognition
- Operational plan with clear timelines, roles
- Evaluation/measurement
- Periodic reporting requirements (dashboards)



8. Evaluate your work & incorporate what you learned into the next plan

- Board should monitor progress
- Celebrate accomplishments
- Learn from mistakes
- Make sure you are getting desired results



Reflection and Wrap-up

- Remaining questions?
- Takeaways from our workshop

Resources

Books:

- Strategic Planning for Nonprofit Organizations, by Michael Allison and Judith Kaye
- The Nonprofit Strategy Revolution, by David La Piana

Websites:

- Nonprofit Genie,
<http://www.compasspoint.org/askgenie/index.php>
- Idealist: What should our mission statement say?,
<http://www.idealists.org/if/idealists/en/FAQ/QuestionViewer/default?section=03&item=21>
- La Piana Convergence report on nonprofit trends,
http://www.lapiana.org/downloads/Convergence_Report_2009.pdf

In conclusion

“If you fail to plan, you plan to fail.”

-Unknown

“If you don’t know where you are going, it doesn’t matter which way you go”

-Lewis Carroll, Alice in Wonderland