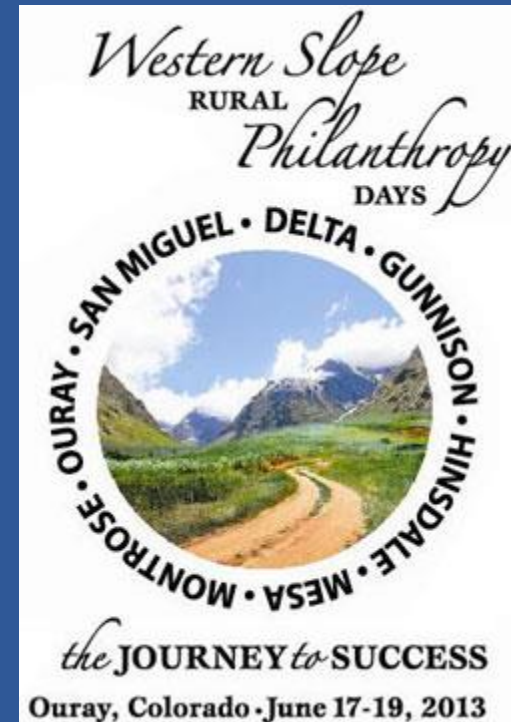


GREAT STRATEGIC PLANNING FOR MISSION IMPACT

Kelleen Zubick, Presenter



About the Presenter

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Kelleen Zubick, State Director, Share Our Strength

- Over 20 years in nonprofit sector; after supporting the development of over 200 strategic plans, it's still my favorite activity.
- Former Principal Consultant, Mission Spark (Government, Foundation, and Nonprofit management consulting)
- Former Director of Consulting, Community Resource Center
- Former Steering Committee Member for 5 Rural Philanthropy Days
- Am grateful for the learning opportunities afforded by the Western Slope Rural Philanthropy Days Committee!



Great Strategic Planning for Mission Impact

April 27-28, 2015

Introductions

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- Name
- Organization
- Role
- Comfort and experience with strategic planning
 - 1 – New to strategic planning
 - 2 – Have participated in strategic planning process before
 - 3 – I could lead this workshop!
- One specific thing you would like to get out of workshop



Learning Outcomes

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1. Purpose and Benefits of Strategic Planning
2. Essential Pre-Planning Strategies and Tips
3. Strategic Planning Process Overview, Timeline and Steps
4. Tools for Designing and Monitoring an Adaptable Roadmap for Implementation



Learning Outcomes (continued)

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5. Deepen Understanding of *Principles and Practices for Nonprofit Excellence “Planning”* section:

- *Values, Vision, Mission*
- *Stakeholder Input & Responsiveness*
- *Strategic Plan*
- *Operational Plan*
- *Monitoring and Implementation*



6 Strategic Planning Overview

Definitions

Purpose

Benefits



Proactive Orientation to Planning:

7

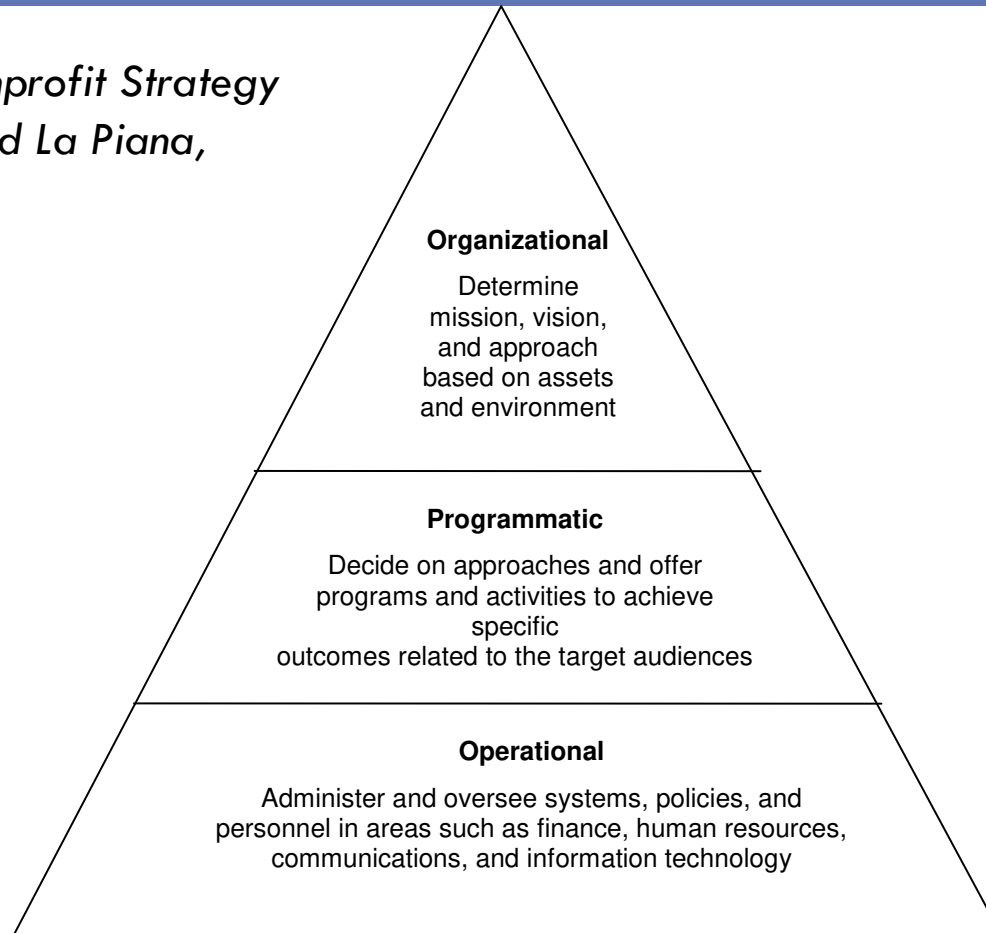
- Organizational financial and programmatic strategies must be integrated principles;
- Programs need to be relevant to constituents to have an impact, and financial revenues need to be in place to pursue current and future activities;
- Impactful organizations have accountable leadership that communicates effectively with the broad public;
- Create succession opportunities by developing opportunities for staff to lead and grow;
- Sustainability is an orientation and not a destination. Focus on outcomes, process improvements, and continuous learning.



Levels of Strategy in Planning

11

Adapted from 'Nonprofit Strategy Revolution' by David La Piana, 2008



Defining Strategic Planning:

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Strategic Planning is a process through which an organization agrees and builds commitment to a set of priorities and strategies essential to fulfilling its mission; these priorities then guide actions that will make progress on the mission over a defined period of time.

- ☐ *External Input*
- ☐ *Internal Analysis*
- ☐ *Communication & Monitoring*



Purpose of Strategic Planning:

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- ❑ Serves as a road-map: guides, focuses and aligns
- ❑ Guides decision-making
- ❑ Guides allocation of resources
- ❑ Identifies specific goals, activities, and benchmarks for success
- ❑ Helps keep your organization's staff and board accountable and focused on established priorities
- ❑ Can promote organizational transformation



Benefits of a Strategic Plan:

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- ❑ Guide board discussions and focus board meetings
- ❑ Make budget decisions and help in allocating resources
- ❑ Tool to assist in hiring and recruitment decisions for staff; guides staff work plans and assessment
- ❑ Tool to target recruitment activities for the board
- ❑ Tool to engage broader community
- ❑ Determine ongoing organizational priorities
- ❑ Help in making strategic and day-to-day decisions



Strategic Principles

Values

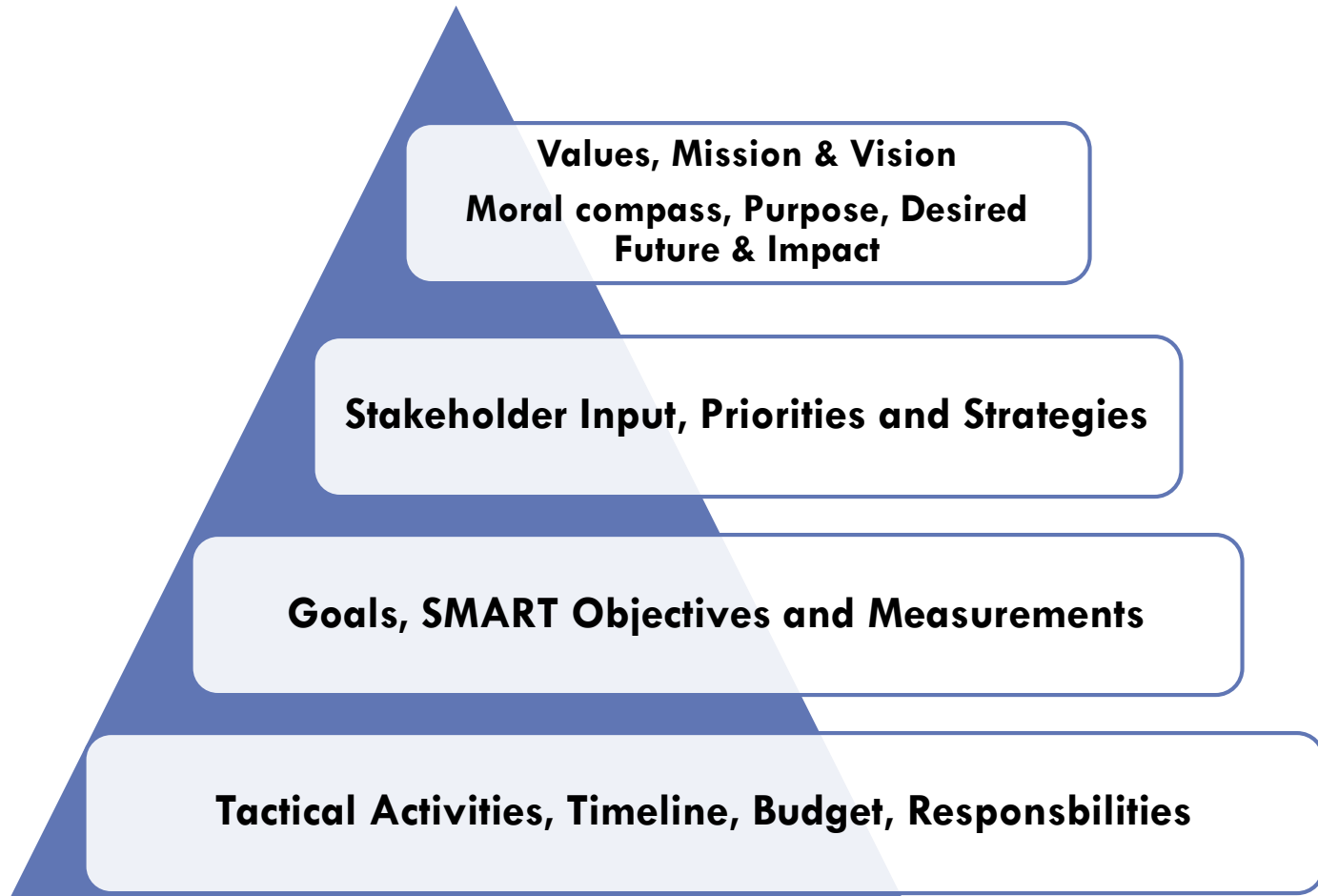
Mission

Vision



Strategic Principles in Context

17



Values Statements:

19

Clarifying Organizational Identity--Values can be understood as operating philosophies or principles that guide an organization and its relationships with team members and the external world.

Getting Started: *To have a deep and sustainable impact on (purpose), (organization) believes in:*



Sample Values Statement :

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The Colorado Coalition for Girls values...

- ❑ Girls having **equitable access** to a full range of life opportunities and the right to choose them.
- ❑ Addressing root causes and encouraging **systemic change** to establish equity for girls.
- ❑ **Girls having a voice** in policies and laws which affect them.
- ❑ Girls having **access to spiritual, physical, emotional and sexual health specific to their needs.**



Mission Statements:

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*A succinct statement of your organization's reason for being that communicates who you are, what you hope to achieve for whom, and through what means.
Answers “what good for whom.”*

- Guides organizational goals and objectives
- Indicates your values and makes your identity known
- Creates a visceral connection between organization and stakeholders
- Is for public consumption and should be clear and concise



Sample Mission Statements:

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- ❑ The Sierra Club inspires people to join in protecting the earth's natural treasures and vitality. Through the club, individuals magnify their power to restore the places where they live and preserve the places they love.
- ❑ Share Our Strength's Cooking Matters Colorado empowers families at risk of hunger with the skills to stretch their food budgets and to prepare balanced meals to increase children's access to healthy food.



Effective Vision Statements :

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Vision: A picture of the organization's desired future in terms of lives or communities changed—your end results.

Why vision statements are so important...



Effective Vision Statements :

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- They excite and inspire, and are presented with credible commitment.
- They are within grasp—can be perceived as attainable—while challenging people to work hard.
- Can be expressed succinctly and are memorable.

Children's Garden envisions generations of responsive, aware individuals prepared and empowered to nurture and shape our world.



Your Turn! (15 Minutes):

25

1. Select one of the strategic principles on which you'd like to work.
2. Find a partner and introduce yourself
3. Take 5 minutes to sketch out individual rough drafts or discuss how principle is used in your org.
4. Take turns sharing and providing helpful feedback—5 minutes
5. A little group sharing....



Stakeholder Input

Rationale

Strategy

Activities



Stakeholder Input Rationale

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“An ounce of trust is worth a pound of ownership.”



Stakeholder Input Rationale

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- Where do those you serve fit in your organizational chart?
- Is there a volunteer who will draw for us?

Stakeholder Input Strategy

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- ❑ Relationships build a community
- ❑ Leaders involve members of the community
- ❑ Identify what people care enough about to act on
- ❑ Build 'inside-out' or 'with' and not 'for'
- ❑ Leverage community strengths

When People Care Enough to Act: ABCD in Action by
Mike Green. Inclusion Press. 2006



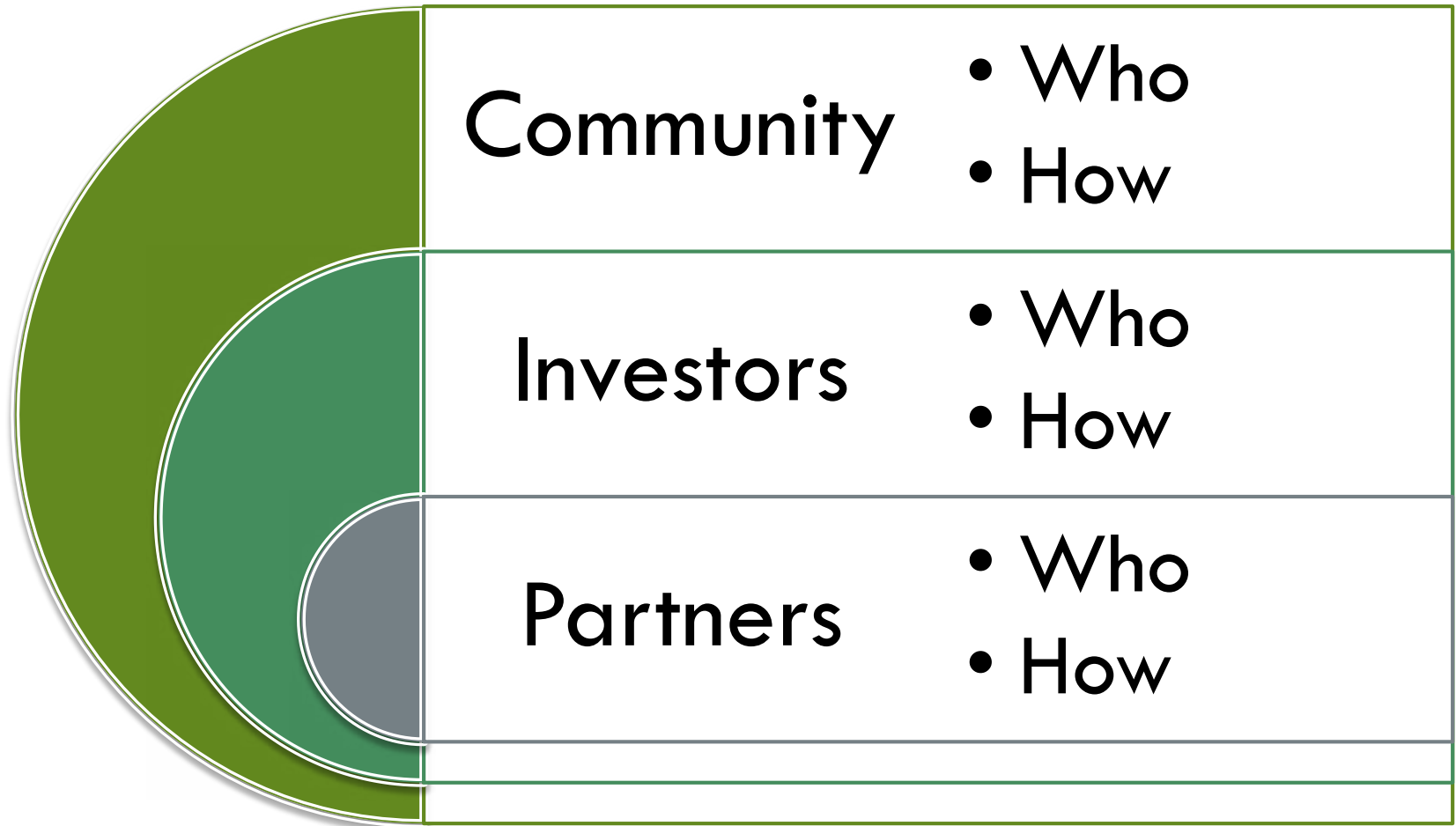
Stakeholder Input Strategy

30

- ❑ What do your stakeholders want and need from you?
- ❑ Want a diverse range of opinions and a diverse group of listeners (best with existing structure)
- ❑ Techniques for gathering information
 - ▣ Stakeholder meetings
 - ▣ Interviews
 - ▣ Focus groups
 - ▣ Surveys
- ❑ Plans for Feedback/Communication Loop

Stakeholder Input Strategy

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Stakeholder Input Tools

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Standard Tools

- ▣ Stakeholder meetings
- ▣ Interviews
- ▣ Focus groups
- ▣ Surveys

Additional Tools/Techniques:

- ▣ SWOT
- ▣ World Café
- ▣ Community Asset Maps
- ▣ “Founder” exercise
- ▣ Other?

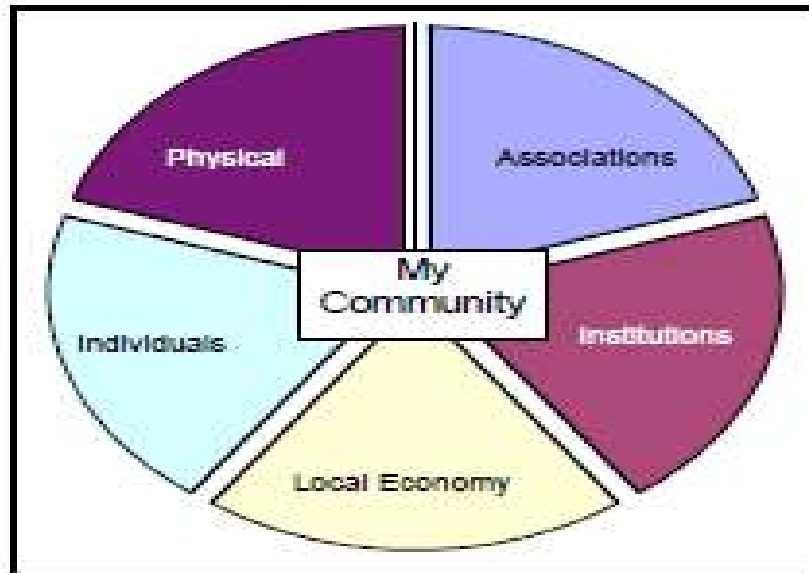


Stakeholder Input Tools

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Community Asset Map

- Identify community assets to attain vision



- Broaden the conversation and define strategy

	Helpful to Achieving Purpose/Goals	Barrier to Achieving Purpose/Goals
Internal Organization	<i>Strengths</i>	<i>Weaknesses</i>
External Environment	<i>Opportunities</i>	<i>Threats</i>

Strategic Plan

Process

Timeline

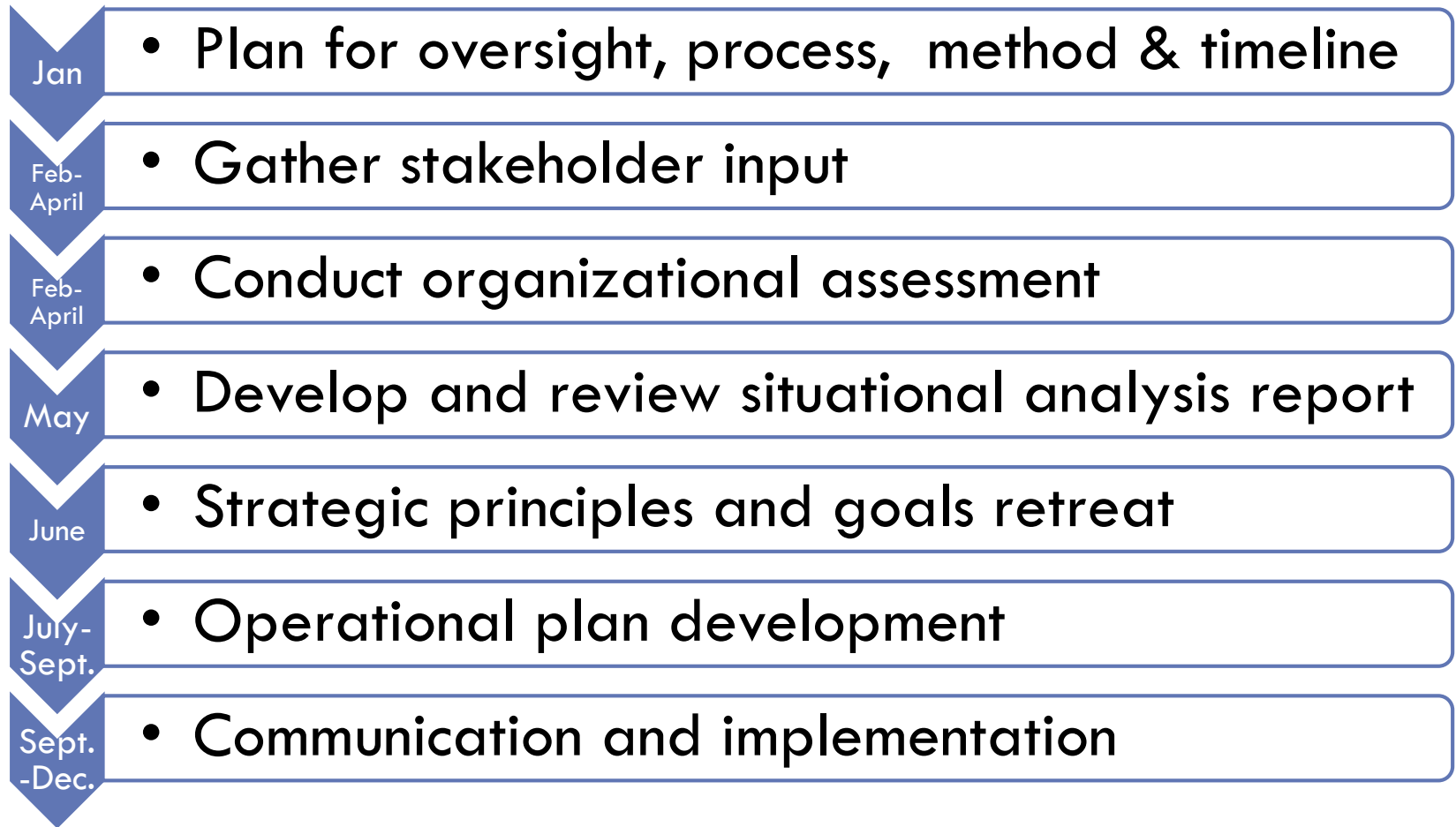
Steps

Tools



Elements of the Process: Steps

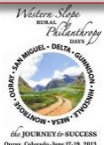
39



Elements of the Process: Roles

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Activity	Third Party	Gov. Com.	ED	Board	Staff
Stakeholder Input	A,R	C	R contacts	I	I
Org. Assessment	A, R	C	R requests	I	R,I
Sit. Analysis Report	A,R	C	—	I	I
Vision & Goal Retreat	A, R	C	C, R	R	R
Plan Drafting	A,R	R	R	I	R, C
Final Plan	A, R	C	C	I	I
Monitoring & Communication	C	A, R	C	C	C
Implementation	C, I	R	R	A	R



Elements of the Process: Steps

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□ External

- ▣ Surveys, focus groups, advisory committee input
- ▣ Community conditions, policy, trends

□ Internal

- ▣ Organizational Assessment
- ▣ Financial performance, program evaluation data
- ▣ Core activity competitive analysis

Organizational Assessment: Steps

- Full Organizational Assessment
 - ▣ Looks at all aspects of an organization's activities
 - ▣ Leverage strengths and minimize weaknesses
- Timing...
 - ▣ At least once every two years
 - ▣ Ideal: once a year
 - ▣ As part of any major planning process
 - ▣ If anything major changes internally or externally

Organizational Assessment: Tools

- Examples of some tools:
 - ▣ *Principles and Practices for Nonprofit Excellence*
 - ▣ Financial Leadership Assessment
 - *Financial Leadership: Guiding your Organization to Long-Term Success* by Jeanne Bell
 - ▣ *Nonprofit Lifecycles: Stage-Based Wisdom for Nonprofit Capacity*
 - ▣ McKinsey Capacity Assessment Grid
 - ▣ Others?

Your Program Business Model: Tools

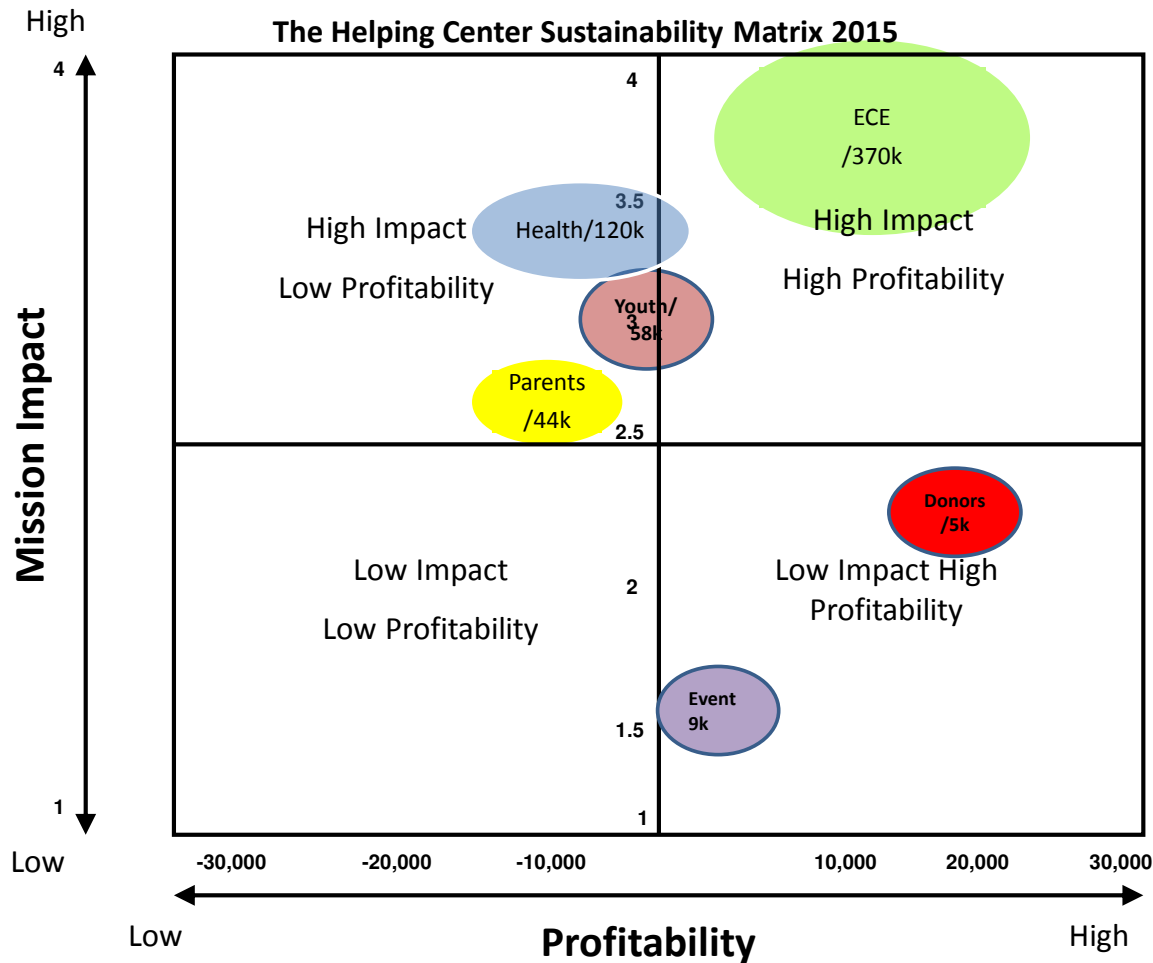
- Core Competency/Activity
- Relative Impact
- Profit/Loss
- Expense Total/True Cost

Matrix Map Analysis is a great starting place for effective decision making

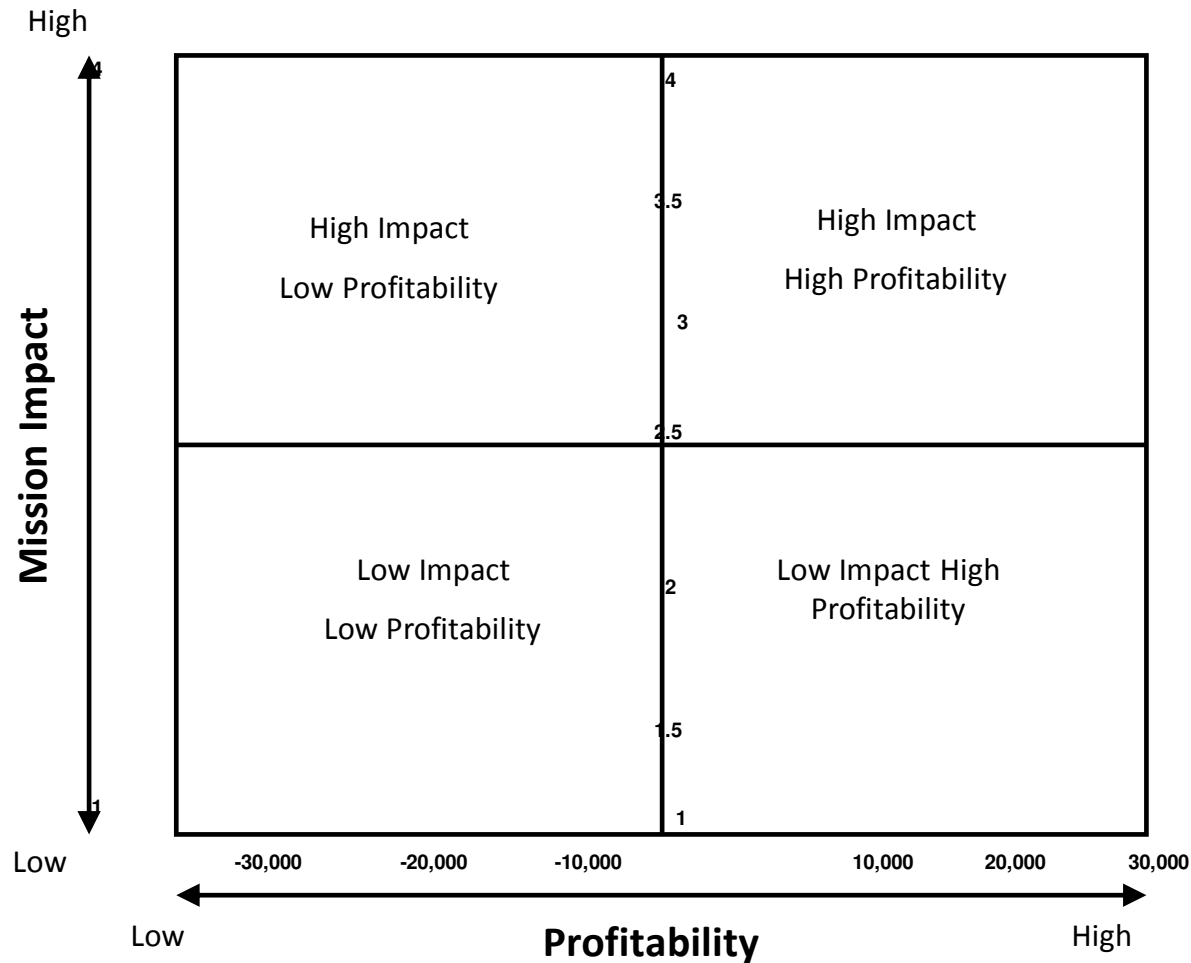
**Tool adapted from Nonprofit Sustainability: Making Financial Decisions for Financial Viability (Bell, Masaoka, & Zimmerman)*



Matrix Map Analysis



Matrix Map Analysis: Your Turn



Operational Plan

Strategic Plan

Operational Plan and Applications



Written Components

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- Introduction
- Executive Summary (often used publicly)
- Values Statement, Mission and Vision
- Critical Issues and metrics of success
- Plan (narrative and tables)
- Operational Plan (18mo.) and Budget
- Implementation and monitoring
 - ▣ Roles and Communication strategies
- Appendices



Setting Goals

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- **Goal:** Broad statement that describes the intended result or direction for specific organizational activities. Words like *Increase, Establish, Create, Build, and Improve* typically precede the result desired. Goals typically are about impact, although there may be 1-2 inwardly facing goals about capacity to make an impact as well. The result should encompass the length of the plan.



Developing Objectives

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- **Objective:** A measurable step toward achieving a goal (2-5 per goal), and since these are also statements of measurable change, they often begin with words like *expand, capture, create, establish, develop, etc.*) Objectives should be 'SMART.' (Specific, Measurable (consider outcomes and outputs), Achievable, Relevant and Time bound).



Strategic Plan Detail

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- **Goal:** Expand access to quality arts education for young people in our district's elementary and middle schools.
- **Objective:** increase arts learning for youth, including formal training in the arts as well as arts infused into other disciplines or fields in 60% of schools by 2017.
- **Action:** Provide grants for in-school and after-school model projects
- **Action:** Research and disseminate best practices in arts education
- **Action:** Promote alliances between arts learning and K-1 educators
- **Measurements:** # of grant projects completed by schools; % of schools participating; number of participating educators and cultural organizations and artists; number of schools offering arts learning for 2 years or more.



Goal 4: Organization will achieve organizational growth and sustainability (defined) through diversified fundraising activities (defined) and effective, mission-based revenue generating programs (defined)

Objectives	Action Steps	Timeline	Budget	Responsible Party	Measurement
Develop a solid business and fundraising plan for the organization with the goal of bringing in 50% of the organization's revenue through earned income streams by the end of 2017 and growing fundraising revenues by 30% overall.	<ul style="list-style-type: none"> Develop a board/staff Fundraising Committee to oversee the creation and implementation of a fundraising plan Develop sustainable funding model to support organizational growth, including revenue scenarios for next three years. 	Plan finalized by end of 3rd quarter 2015, implementation during 2015 - 2017	<ul style="list-style-type: none"> \$20k gala expenses in June \$3k donor software \$1k earned income collateral 	Executive Director and board (with specific responsibilities spelled out in fundraising plan)	By the end of 2017, budget is 50% earned revenue and overall fundraising revenues have increased by 30% above 2014 levels.

Operational Applications

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- ❑ Guide board discussions and focus board meetings
- ❑ Tool to target recruitment activities for the board
- ❑ Inform/Make budget decisions and help in allocating resources
- ❑ Tool to assist in hiring and recruitment decisions for staff; guides staff work plans and assessment
- ❑ Tool to engage broader community
- ❑ Determine ongoing organizational priorities
- ❑ Help in decision making (strategy screen)



Monitoring and Communication

Monitoring Tools

Communications

Planning Ahead



Monitor Tool

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Plan Dashboard 2014

This work plan is the outline of activities and responsibilities that coordinate with the successful implementation of the 2014-2017 strategic plan. The calendar can be modified as deadlines and special events change. It can be reviewed and updated monthly/quarterly.

January

Goal, Objective and Action	Start Date	Oversight	Progress to Date	Date Completed
Goal 1: Increase community awareness and understanding of mission, value and approach of SVP Boulder County.				
▪				
▪				
Goal 2: Increase outcome evaluation to better assess impact and to improve programs.				
▪				
▪				
▪				
Goal 3: Establish SVP Boulder County's leadership role, etc.				
▪				
▪				
▪				
Goal 4: Develop and leverage expertise to build the capacity of Boulder County nonprofits.				
▪				
▪				
▪				
Goal 5: Improve internal infrastructure and capacity , etc.				
▪				
▪				

Goal Area Progress by Quarter

57

Objectives	Actions	Oversight	Q1	Q2	Q3	Q4	2015	2016	Progress/ Notes
Establish SVP Boulder County as a Community Engagement Leader in the Social Sector to increase SVP's Effectiveness, Impact and Sustainability.									
Collaborative Partnerships	1.1.A Develop collaboration policy/guidelines and outcomes	Governance Committee		✓					
Collaborative Partnerships	1.1.B ID Community challenges for x-sector collaboration	Collaboration Task Force			✓				
Collaborative Partnerships	1.1.C Research and identify potential collaborators	Collaboration Task Force				✓			
Collaborative Partnerships	1.1.D Develop and implement review of collaborations	Collaboration Task Force					✓		
Community Presence	1.2.A Empower Partners to serve as ambassadors	Marketing Committee			✓				
Community Presence	1.2.Ab Build ambassador team within SVP`	Marketing Committee			✓				
Community Presence	1.2.B Cultivate SVP presence at community events	Marketing Committee				✓			
Community Presence	1.2.Bb Increase ED and Board's visibility in the community	ED & Board				✓			
Community Presence	1.2.Bc Identify opportunities for investees to assist other nonprofits with capacity building/coaching	Marketing Committee					✓		

Dashboard Framework

- **Identify Activity**
- **Green – no intervention required. Continue on agreed upon course**
- **Yellow – Caution. Further information and monitoring is necessary. A course correction may be in order.**
- **Red – immediate intervention is required. A course correction is in order.**



Implementing and Monitoring

- Utilize a dashboard to monitor activities
 - ▣ Helps leadership know when to intervene
 - ▣ Supports quick action and adaptability

**Fundraising
Mailings
4 per year
\$5,000 per
mailing**

**Each mailing
brings in at
least 90% of
goal**

**One mailing
brings in only
60% to 90% of
goal**

**Two
consecutive
mailings bring
in less than
75% of goal or
single mailing
brings in less
than 60% of
goal**

Strategy Screen

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Assessment	Rating	Weight	Score	Written Observations		
Criteria						
Mission / Vision / Values/Strategy						
Will this opportunity/strategy help us to meet our mission?		2.6	0			
Does it align with our principles and core values?		2.8	0			
Does the opportunity help to build nonprofit capacity?		1.6	0			
Does this opportunity advance our Plan Goals?		3				
Sustainability						
Can we afford this opportunity today either by ourselves or with outside funding?		3	0			
Is the opportunity/strategy financially sustainable?		2.6	0			
Can this opportunity/strategy attract additional partners or funding?		2.2	0			
Does the opportunity come with funds and infrastructure to support additional staff, if needed?		2.2	0			



Continuous Communication

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- Test plan ideas with stakeholders and broader community; revisit
- Create talking points and shared collateral from written plan
 - ▣ Is shared will palpable?
 - ▣ Is shared ownership evident?
- Determine internal/external communication efforts
- Plan to monitor (dashboards) and adapt
- Plan to broaden participation/bring up leaders
- Plan to celebrate!



Planning to Plan: Starter Questions

1. How well do we understand the community in which we operate and our niche therein?
2. What are the needs of our constituents; how will environmental changes affect these needs? And what is the intersection with our core purpose and expertise?
3. Have we reviewed our mission vision and values in light of societal and environmental changes?
4. Based on our situational analysis (organizational, environment, and constituent assessment) what should our goals be for the next 3-5 years?



Wrap-Up and Thank You!

- Brief Questions?
- Follow up: Kelleen@zubick.us; 720-253-3337

