



Strategic Plan-“Light”



***A Different Approach to the Traditional
Strategic Planning Process***

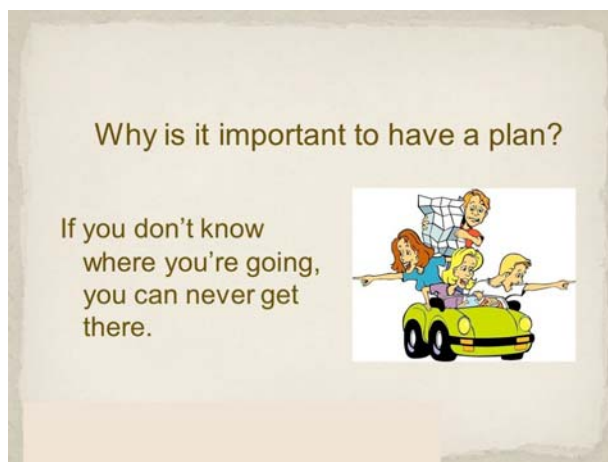
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and
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What we will cover...

- ❖ Nuts and Bolts—a typical strategic planning process
- ❖ Why a shortened process
- ❖ Critical to do and not critical to do
- ❖ Role of Board and Role of Staff
- ❖ SWOT versus SOAR
- ❖ The Read Center’s experience

The importance of a plan...



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Definition of a strategic plan

- ❖ The process of defining a strategy for an organization with the greatest possible knowledge of its environment and context.
- ❖ A written list of the actions needed to carry out the plan.
- ❖ A method for monitoring the results achieved through the plan.
- ❖ Not a one size fits all

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Strategic Planning Cycle



Basic Terminology

- ❖ Mission
- ❖ Vision
- ❖ Values
- ❖ Customers
- ❖ Services
- ❖ Elevator Speech

Mission

Mission answers the question of why the organization exists, and describes the needs the organization was created for. It drives the organization's day to day !

Examples:

- ❖ To provide affordable housing for elderly, low income persons
- ❖ To bring happiness to millions
- ❖ We put out fires, we save lives, we stay safe

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Vision

Vision describes the ideal future for the organization; creates a vision of what is yet to be accomplished.

Examples:

- A community without HIV/AIDS
- To be the premier provider of services to persons who have experienced domestic violence
- To have a computer on every desk and in every home
- To become the Harvard of the West

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Values

How we will treat each other and our constituents.

Examples:

- ❖ Accountability
- ❖ Customer Service
- ❖ Excellence
- ❖ Innovation
- ❖ Teamwork

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Customers

Any person, group or organization receiving your products and/or services.

Examples:

- ❖ Low income families
- ❖ Men over the age of 18 with a substance abuse diagnosis

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Services

Deliverables that the customer receives

Examples:

- ❖ Case Management
- ❖ Housing
- ❖ Counseling

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Elevator Speech – Putting it all together

Nonprofit organization provides **(products and services)** to **(customers)**. Our fundamental purpose is to **(mission)**. Our long term goal is to **(vision)** and the outcomes we are working towards are **(goals)**.

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Six areas critical to nonprofit success

- **Governance** - Board
- **Management** - Executive Leadership/Staff
- **Programs** — Services Provided to Accomplish Goals
- **Marketing** - External image
- **Financial Resources** - Fundraising and Financial Management
- **Administrative Systems** - Day to Day Operations

**** these typically dovetail with the goals in a strategic plan**

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Additional Terminology

- ❖ **Goals or Outcomes**
- ❖ **Objectives**
- ❖ **Tactics or Initiatives**
- ❖ **Measurement**
- ❖ **Implementation/Assign Responsibility**

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Goals or Outcomes

Goals or Outcomes:

- ❖ Broad statements of measurable outcomes to be achieved on behalf of customers
- ❖ Determined based on a response to critical issues or fundamental challenges.

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Goals or Outcomes

Should be 3-6 per plan...

SMART

Specific

Measurable

Achievable

Results-oriented

Timed

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Objectives

- ❖ **The set of steps under each goal or outcome that enable the organization to achieve the goal or outcome.**
- ❖ **Should be 2-5 per goal or outcome.**
- ❖ **Include what the organization is striving for and are link between goals and performances.**

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Tactics or Initiatives

- ❖ **Specific programs and activities that will help the organization meet its strategies or objectives and performance targets.**
- ❖ **Sometimes called “means to an end” that the organization will pursue to achieve its goals.**
- ❖ **Indicates how organization will spend its time and allocate resources.**
- ❖ **2-4 per strategy**

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Goals vs. Objectives vs. Initiatives

Outcome or Goals: Broad statements of measurable outcomes to be achieved on behalf of customers

Strategies or Objectives: Statements of what you must do well or barriers that you must overcome to achieve a specific goal

If _____, then _____

Tactics or Initiatives: Specific programs and activities that will help you meet your strategies or objectives and performance targets

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Measurements

Actions or Measurements-associated with each objective and defines methods needed to accomplish objectives and measures to evaluate performance.

- ❖ Answers questions—"So What"
- ❖ Reflects benefits or changes in behavior, skills, knowledge, attitudes, values, community conditions
- ❖ Did the program really make a difference?
- ❖ Helps organization target strategies, funding and training resources to achieve short and long term goals

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Measurements

- ❖ Align measurement with each goal to gauge progress
- ❖ Look at measurability, verification, accessible to analyze and track
- ❖ Is there a line of reasoning from inputs to outputs to impact
- ❖ Consider long-term performance outcomes for each strategy/objective
- ❖ Consider short-term outcomes for each action step/initiative

Example-

Overall performance measurement for goal-

- ❖ Increase % of private support in funding from 15% of budget to 30% by 2018

Objective—Ensure increased board participation in fund development activities

- ❖ Track board participation and see a 10% increase in the first year. Participation will continue to increase year over year.

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Assign Responsibility/ Implementation

Who is responsible for implementation-

Typically a staff person is held accountable. Some organizations assign committees also.

Years of implementation—

Assign a year (1-3) that implementation will begin.
Could be on-going (occurs every year)

******Implementation often aligns with staff work plans and committee work plans (work plans should be updated on a regular basis)***

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Basic Approach

- ❖ Clarifies mission, vision, values, customers, and services
- ❖ Provides insight on impact programs and services have in community
- ❖ Clarifies perceptions held by field or sector
- ❖ Unifies approach to accomplishing goals
- ❖ Creates a plan for implementation of strategies

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Basic Approach

Typical Process

- ❖ Establish parameters for planning
- ❖ Assess external environment
- ❖ Identify internal strengths and weaknesses
- ❖ Clarify vision, mission, values, customers, and services

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Basic Approach

Typical Process (cont.)

- ❖ Identify critical issues
- ❖ Analyze strengths, weaknesses, opportunities, and threats or challenge (SWOT or SWOC)
- ❖ Formulate strategies to address issues
- ❖ Create operational plan
- ❖ Create implementation plan

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A shortened process?

- ❖ Assess the following items in the next slides to determine if you need a shortened process?
- ❖ Assess critical items that need to be done so no outcomes will be compromised...

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Critical or Not Critical

Critical

- ❖ Assessment internal/external analysis
- ❖ Board involvement—at least at the start (especially to set goals)
- ❖ Revisit Vision; Mission; Values
- ❖ Formulate goals/strategies
- ❖ Develop Plan
- ❖ Implement & Operationalize
- ❖ Monitor Progress

Not Critical

- ❖ Going to outside stakeholders for input
- ❖ Using a committee to flush out the strategies
- ❖ Putting together a “full-blown” three-year plan (maybe one year to start)

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The Read Center Experience



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Why does a strategic plan fail?

- ❖ Episodic planning
- ❖ Internal and External factors get organization off track
- ❖ Inadequate resources allocated once plan is created--\$\$ and/or staff capacity
- ❖ Mission drift

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Strategic Planning: The Basics

Is There Time To Plan?

Average Time Frame for Planning

- ❖ Six to nine months to complete planning and have a document approved by board

Time Is Needed For

- ❖ Gathering data
- ❖ Research and analysis
- ❖ Attending meetings

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Strategic Planning: The Basics

Is Funding Available?

Funding Is Needed To

- ❖ Support information gathering, analysis, and research
- ❖ Contract for consulting and facilitating services
- ❖ Cover logistical expenses

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Strategic Planning: The Basics

Are Board and Staff Committed?

The Board--

Commitment absolutely essential !!

Should have willingness to:

- ❖ spend time planning
- ❖ support expenses of planning process
- ❖ monitor implementation of plan's strategies and goals

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Strategic Planning: The Basics

Are Board and Staff Committed? (cont.)

The Staff

Commitment essential !!

Should have willingness to:

- ❖ spend time planning
- ❖ earmark funds for planning process
- ❖ monitor implementation of strategies and goals of plan
- ❖ commit to new and diverse roles and responsibilities

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Strategic Planning: The Basics

Are Board and Staff Committed? (cont.)

Board/Staff Partnership

- ❖ Determine how to access needed information
- ❖ Share research and interview assignments
- ❖ Discuss issues that arise in planning
- ❖ Communicate disagreements and differences of opinion

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Strategic Planning: The Basics

Who Should Be Involved in the Planning Process?

- ❖ Full board
- ❖ Chief executive
- ❖ Key staff members
- ❖ External stakeholders
- ❖ Consultant--*depends*
- ❖ *Steering committee--depends*

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Strategic Planning: The Basics

Board's Role

- ❖ Commits to planning
- ❖ Ensures adequate resources
- ❖ Decides on approach
- ❖ Coordinates steering committee
- ❖ Helps prepare and approves “plan to plan”
- ❖ Ensures full board participation

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Strategic Planning: The Basics

Board' s Role (cont.)

- ❖ Conducts board self-assessment
- ❖ Reviews and approves vision, mission, critical issues, and strategies
- ❖ Ensures strategies become operational
- ❖ Is familiar with plan and has final approval
- ❖ Ensures plan is fully implemented
- ❖ Oversees accomplishment of goals

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Strategic Planning: The Basics

Chief Executive' s Role

- ❖ Seeks board' s buy-in for planning
- ❖ With the board, ensures adequate resources
- ❖ With the board, decides on planning approach
- ❖ With the board, coordinates steering committee
- ❖ Participates in “plan to plan”

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Strategic Planning: The Basics

Chief Executive's Role (cont.)

- ❖ Ensures participation of staff
- ❖ Informs staff; encourages feedback and input
- ❖ Prepares operational plan with staff
- ❖ Evaluates accomplishment of strategies, goals, and objectives
- ❖ Regularly reports status to board

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Strategic Planning: The Basics

Staff's Role (cont.)

- ❖ Analyzes internal capacity
- ❖ Formulates and distributes surveys
- ❖ Organizes data collection
- ❖ With chief executive, identifies critical issues (vision, mission, strategies)
- ❖ With chief executive, prepares operational plan
- ❖ Implements plan

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Roles of Amy & Karen to drive process



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SWOT versus SOAR

SWOT OR SWOC

STRENGTH; WEAKNESS; OPPORTUNITIES; THREAT

STRENGTH; WEAKNESS, OPPORTUNITIES; CHALLENGE

- *TOP DOWN APPROACH—CONCENTRATES ON PERCEIVED THREATS/WEAKNESSES*

SOAR

STRENGTH; OPPORTUNITIES; ASPIRATIONS; RESULTS

- *FOCUS ON THE ORGANIZATION AND ENHANCING WHAT IS CURRENTLY DONE WELL*

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SWOT

Assess external environment

- ❖ Conduct in-depth study
- ❖ Determine opportunities and threats or obstacles
 - *Name trends/forces*
 - *Research needs of clients/beneficiaries*
 - *Analyze impact of collaborators/competitors*

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SWOT

Identify Internal Strengths and Weaknesses

- ❖ Inventory strengths and weaknesses
- ❖ Evaluate effectiveness of resources
- ❖ Assess present strategies
- ❖ Survey human and physical resources
- ❖ Determine satisfaction of members and other stakeholders
- ❖ Research needs and expectations of clients

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SOAR

Definitions of **SOAR**

S= Strengths: what an organization is doing really well, including its assets, capabilities, and greatest accomplishments

O=Opportunities: External circumstances that could improve profits, unmet customer needs, threats or weakness reframed into possibilities

A=Aspirations: What the organization can be; what the organization desires to be known for

R=Results: The tangible, measurable items that will indicate when the goals and aspirations have been achieved

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SOAR

❖ Concentrates on

- Greatest strengths
- Best opportunities
- Preferred future
- Measurable results that will tell when we've achieved that vision of the future

❖ Benefits

- Engages representatives from every level of organization to have shared conversations
- Resistance to change is minimized and employees are more likely to commit to goals and objectives they help create
- Process is flexible and scalable—decision making can be adjusted to it organization's needs and culture
- Greater results are produced

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Other components of strategic plan

Budget -financial projects needed to implement plan.

Organizational Chart —lays out staff and structure to support plan.

Implementation -meant to be a changing, on-going process.

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Budget--A strategic financial plan

What are the expected financial needs

- **Mapping current resources that support the initiative**
- **Identifying funding gaps**
- **Analyzing a range of funding sources and financing strategies to meet the fiscal needs of the initiative.**

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The Read Center Experience



GOALS

- **Create a sustainable model to help READ stay fiscally sound and increase awareness and understanding of READ's services and values.** * *Covers financial*
- **To have a consistently effective board of directors.** ***Covers board*
- **Ensure READ's programs fulfill ongoing and future student needs within mission.**
***Covers Programs*
- **Ensure effective operations and systems in support of READ.** ***Covers staff and administration*

Questions and items not covered.....



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