

FLAWLESS STRATEGIC PLANNING

BEFORE, DURING, AFTER



**Ensuring
High Outcomes
for your Organization**



*“An organization needs a **road map** to reach its destinations. A strategic plan guides volunteer leaders, committees and staff to fulfill the mission, vision and goals.”*

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Strategic Planning

Description

Successful organizations plan strategically for the future. By following a few basic principles, your organization can develop a strategic plan to give direction to your operations.

- Processes for strategic planning.
- Strategic planning tools and techniques.
- Ways to translate the plan into action.

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Document	Linkage	Hierarchy of Governing Documents
1. Mission Statement	Federal Government	A brief statement of the purpose of an organization. The mission statement guides the actions of the organization, spells out its overall purpose, provides a sense of direction and guides decision making. Mission statements often answer three questions. (1) Who are we, (2) whom do we serve, (3) what do we offer? The IRS requires submission of the statement of purpose for all exempt organizations on Form 1023 or 1024 . Thereafter, it is submitted annually on IRS Form 990 . If the mission is vague or lost, review Form 990 to determine what was submitted or find the original application for exemption. The preamble to the bylaws and articles of incorporation may identify the mission. Enhancements to the mission may occur at the strategic planning retreat. [Activities outside the mission statement may cause unrelated business income tax (UBIT).]
2. Articles of Incorp.	State Government	A legal document filed with state government setting forth the purposes and regulations of the organization. At the time of founding, most exempt organizations register as a not-for-profit corporation . States have varied regulations. Many states post the articles or supporting information on their official government website. Annual filing is usually required.
3. Bylaws	Board and Members	The rules adopted to govern and regulate internal affairs. Bylaws generally include, for instance, procedures for meetings, committees, elections, amendments, board duties and member categories. Most organizations require amendments to be ratified by the membership. The bylaws should remain broad in scope with more detailed information adopted as policies .
4. Policies	Board and Staff	Policies express the wisdom of the board of directors for current and future leaders to follow the preferred methods for achieving the mission and decision making. They must be consistent with the bylaws and articles. All policies are adopted or amended as motions and recorded in board minutes. At least annually, policies should be transcribed from the board minutes into a policy manual. Policies should distinct from the staff 's day-to-day operating procedures .

Document	Linkage	Hierarchy of Governing Documents
5. Strategic Plan	Board, Committees, Staff and Members	A document developed to identify long-term (often 3 to 5 years) goals, strategies and tactics. The plan should align objectives with resources and organizational capacity. A strategic plan generally includes an affirmation of the mission (and supporting statements such as vision and values), a description of long-term goals, fresh strategies or means to achieve the goals, and may include tactics and performance indicators. It is the guide for successive leaders. It should be reviewed for progress at least annually.
6. Annual Budget	Board, Committees and Staff	The statement of estimated income and expenses for the year. It is drafted annual by a budget committee, elected treasurer and staff; and approved and monitored by the board of directors. A chart of accounts is a supporting document explaining the purpose and source of budget line items.
7. Business or Action Plan	Board, Committees and Staff	The break down of the strategic plan to identify current year tactics , assignments, deadlines and interim performance measures . Often aligned with the organization's committees and staff members or departments. Development of a business or action plan is a staff responsibility, often taking the form of a template or spreadsheet to monitor progress.
<i>Staff should be conversant with all terms in bold. bob@rchcae.com 850/570-6000 www.nonprofitcenter.com [© 2009 Bob Harris, CAE - OK to save, copy, share and post.]</i>		

Purposes of Strategic Planning

1. Create a framework, identify priorities, and recognize philosophies.
2. Review the achievements and direction of the organization.
3. Consistent transition from board chair to board chair. (*Succession and sustainability.*)
4. Discussion and buy-in by volunteers, leaders and staff.
5. Goal development to set the course for several years.
6. Allocation and best-use of resources.
7. Consideration of members, constituents, stakeholder needs.
8. Development of momentum.
9. Translation into a business or action plan.
10. Public relations initiative resulting from the plan.
11. Integration and alignment with the committees and annual budget.



Board Responsibilities

1. Determine the organization's **mission and vision**.
2. Select the **chief paid executive** (*not the staff.*)
3. **Support the chief executive and assess performance**
periodically – usually measured against the strategic plan.
4. Ensure **effective organizational planning**.
5. Ensure **adequate resources** (funds, time, volunteers, staff, technology, etc.)
6. **Manage resources** effectively.
7. Determine, monitor, and strengthen the organization's **programs and services**.
8. Promote the organization's **image**.
9. Ensure **legal and ethical integrity and maintain accountability**.
10. **Recruit and orient new board members and assess board performance**.

(Adapted from Ten Basic Responsibilities of Nonprofit Boards

www.BoardSource.org.)

Strategic Thinking



- The planning *process* can be as important as the resulting plan; it is an opportunity for generating input by and momentum among the leadership and staff.
- Keep it practical --- too much brainstorming and too many goals lead to resource depletion and frustration.
- The plan is dynamic, not static --- undergoing continuous review and change as issues and opportunities arise.
- Quality, not quantity or length, should guide the plan.
- Everyone should commit to advancing the mission, vision, values, goals and strategies on behalf of stakeholders and members.

Ground Rules for Planning

Reduce volunteer anxiety and improve results by setting ground rules at the planning retreat. Discuss this with your planning committee so that everyone comes prepared and understands the process and protocols.

- **Digital Distractions** - Limit text messaging, return calls and Googling.
- **Respect People and Ideas** - Encourage new ideas and diverse opinions.
- **Go for Altitude** - Strategic thinking improves at 50,000-feet. Soar like an eagle, avoiding the tree branches and getting in the weeds.
- **Sacred Cows Make the Best Hamburgers** - There is little benefit to protecting an organization's sacred cows. Discussions should be open and honest. A sacred cow is a committee or person immune from criticism for some reason.
- **The Elephant in the Room** - To encourage frank discussions it may be necessary to include topics often ignored because of embarrassment or culture. Nobody should feel uncomfortable discussing the tougher subjects.
- **History Has a Time and Place** - Recalling the good-old-days wastes times and distracts from future oriented perspectives. History does not facilitate future thinking.
- **Games Belong on the Playground** - Retreats have a bad rap from games and group hugs. Avoid the games and base planning on reality, capacity and inspiration.
- **Smarter than a 5th Grader?** – Ask a 5th grader to read the mission statement to see if they know what it means.
- **Caffeine** – Provide chocolate and coffee for a more energetic afternoon.
- **Terminology** - Planning terms are unique; define and agree on terminology at the start.
- **Lock-Down** – Walk-ins and dropouts are distracting. Participants should be involved from start to finish. “Lock-down” ensures the team works until completion.
- **Annual Review** – Review the plan at least annually to gauge progress. Anticipate a full update every three years or so.



- **Alignment** - The plan impacts every aspect of the organization. Post-retreat, make time to adjust committees and budget.
- **Dust Collector** - The intent is creation of a dynamic strategic to serve as a roadmap for several years. Don't let it be shelved and forgotten.

#

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Well, that's a wrap on this years strategic planning.
Might as well put it with the other ones.

Reading the Organization – Capacity Analysis

1. Budget - Annual
 - Dues to Non-Dues Income Ratio
 - Largest Income Line Items – Can they be improved upon?
 - Reserve Balance, Goal or Policy
2. Organizational Structure
 - Subsidiaries
 - Complexity, Purposes
3. Committee Structure
 - Effectiveness, Standing, Task Forces (ad hoc)
 - Committee Goal Setting-Charges
4. Board of Directors
 - Board Size
 - Meeting Minutes, Agendas
 - Accountability, Governance Style
 - Leadership Development
5. Member to Prospect Ratio – Potential
 - Diversity - Inclusivity
6. Technology, Website Usage and Communications
7. Benefits and Services Portfolio
 - ROI – Perceive Value of Benefits
 - Members' Top 3 Challenges – Solved by Assoc?
 - Tangible vs. Intangibles
 - Golden Handcuff Benefit
 - Competitive Position – Different from other Organizations
8. Member Input, Survey Frequency
9. Risk Management
 - Insurance
 - Expulsion, Due Diligence, Endorsements, Finance Audit, Antitrust, Apparent Authority, Restraint of Trade
10. Workforce, Respect, Micromanagement, Professional Development \$, Relationships

Analyzing the Organization



SWOT

Strengths
Weaknesses
Opportunities
Threats

Organizations have found that the SWOT method encourages input and facilitates early discussions vital for planning. It is separated into two sections:

The Organization

The strengths and weaknesses of the organization *internally*. For example, there may be a shortage of staff or computers. A strength may be a good leadership team or established communications' system.

The Environment

The opportunities and threats focus on *external* factors. For example an opportunity may be a new law or new technology for the industry. A threat may be a proposed regulation or intense new competition.

Often the best use of the SWOT method is to distribute the brief survey to shareholders of the organization and especially those who will be participating in the strategic planning process. This gives everyone time to independently consider the organization and its external influences. Then, at the meeting the participants can discuss their findings and a group consensus of the primary SWOT factors can be identified.

By waiting until the planning meeting to undertake the SWOT process, you may have good discussions, but little time for *individual* thought. The advance notice of SWOT gets leaders and shareholders interested in the planning process.

Strengths, Weaknesses, Opportunities & Threats

Please give careful consideration to the influences and priorities of the organization.

- Strengths & Weaknesses refer to internal operations of association.
- Opportunities & Threats refer to external factors of association.

Your Name _____ Assoc. Position _____

List your concerns and issues relating to association.

Strengths (internal) (**example:** stable membership base, good leaders, solid and dues income).

1. _____

2. _____

Weaknesses (internal) (**example:** lack of tangible member benefits, committees, misunderstood mission).

1. _____

2. _____

List your concerns and issues outside of the association

Opportunities (external) (**example:** demographics, partnerships, privatization).

1. _____

2. _____

Threats (external) (**example:** gov't deregulation, salaries, privatization).

1. _____

2. _____

Priority - Please identify what you feel should be the association's highest priority in the next 12 – 24 months.

Please return to association staff by _____. *Thank you.*

Questions of the Leadership – Sample

We are preparing for our strategic planning. The facilitator has asked members of the leadership team (*and senior staff*) to answer three questions prior to the planning session.

Reply directly to bob@rchcae.com or by fax at 850/297-2800. Input will be reported anonymously. *Indicate our organization name or acronym in the e-mail subject line or on the return fax.*

1. [Please complete this sentence:] This meeting will be a success if we.....(*what outcomes do you desire for the meeting?*):

2. What should be the top three goals for organization?

3. What topic/challenge/issue is most important to discuss at the meeting?
Why?

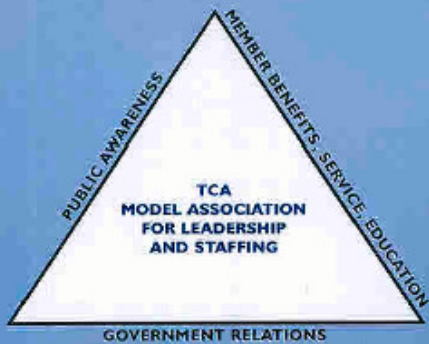
Indicate your name/position (optional.)

Anatomy of a Mission Statement

Strategic Plan – Member Brochure

MISSION The Tennessee Chiropractic Association promotes and protects the art, science, philosophy and practice of chiropractic. VISION The TCA recognizes the chiropractic profession as the first choice in wellness-based health care and will work to promote access for all Tennesseans. VALUES • Patient Care • Diversity • Trust and Integrity • Leadership • Collaboration GOALS • Membership Growth, Service, Benefits and Education – Serve the needs of members by providing meaningful benefits, services and education programs which support retention and recruitment. • Public Awareness of the Chiropractic Health Paradigm – Promote public awareness of the chiropractic profession by creating a positive image and presence for chiropractic professionals by improving both the internal and external marketing and communication efforts. • Be A Model Association – Maintain a highly effective governing board and organizational infrastructure that serves the needs of the members and is recognized as a national model of excellence.	STRATEGIC DIRECTIONS I. Membership • Maintain an annual retention rate of 90% • Grow the membership at a minimum of 6% per year with the goal of 80% market penetration • Examine the feasibility of developing a TCA independent physician association (IPA) to serve TCA members • Consider developing a TCA practice management service • Develop a member assistance/office audit service to help doctors practice more efficiently and effectively • Create a New Doctor Service Center • Take our Chiropractic Therapy Assistant (CTA) program to the national level II. Public Awareness • Internal - Improve internal communications among leaders, district members and staff by developing systems and technology to keep everyone informed. • Diversify technology to meet communication preferences of varied member segments. • Create a timeline of association highlights over the previous 75 years. • External - develop a package of essential marketing tools and tips for members to use in promotion of their practice to the local community • Develop and invest in a long-term strategy for communicating TNCHIRO and other messages to the public • Identify the resources, talent and costs associated with a long-term public awareness plan including ways in which it would be funded. III. Government Relations • Maintain a strong lobbying presence on Capitol Hill • Monitor and protect changes to the Chiropractic Practice Act and related rules and regulations • Anticipate and act on all chiropractic legislative opportunities • Increase doctor involvement and participation in political action funding with the goal to make TCA PAC an annual leader in political fundraising in Tennessee. IV. Be A Model Association • Maintain an infrastructure that serves the needs of members and is recognized as a national model of excellence. • Maintain financial stability and seek new revenue sources • Create a Policies/Procedures Manual which serves as a organizational guideline for volunteers and staff • Set a reserve policy for the long term financial stability of the TCA and consistently pursue its maintenance. • Budget annually for technology enhancements • Develop and consistently support staff development. • Develop a succession plan for senior staff
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TNCHIRO.com



TENNESSEE CHIROPRACTIC ASSOCIATION

Strategic Plan to 2012

Mission Statement

An organization's **MISSION STATEMENT** communicates its reason for existence. It should complement the IRS submitted "statement of purpose," communicating a concise, compelling image.

It is a board responsibility to determine and advance the organization's mission. The strategic planning retreat is when a board reviews, affirms or updates the statement. Leaders and staff should be able to easily articulate the mission.

Most statements answer three questions: Who we are, whom we serve, and what we offer.

An organization that cannot find its mission statement should reference the IRS Form 990 to reference the "statement of purpose," as well as the preamble to the bylaws and articles of incorporation.

Contemporary mission statements are 15 to 25 words — conveniently fitting on the back of a business card and the bottom of a meeting agenda. Let clarity determine length.

The primary audience — persons served by the organization — should be near the start of the statement. If a secondary audience is identified, (i.e. for the benefit of the public, enhancing the community, suppliers), identify it in the latter part.

Omit references to history or successes; those should be communicated in narratives about the organization.

Do not mistake mission with a vision statement (long-term desired outcome as a result of accomplishing the mission) nor a values statement (principles for governing and managing the organization.)

Promote the mission statement often: on the front page of a website, in the conference room, on coffee mugs and on the back of name tentcards, for instance.

Be cautious not to broaden the mission statement reviewed by the IRS; potentially endangering tax-exempt status

"The Society serves as a leading component, committed to the diverse needs of members by providing and pursuing excellence in advocacy, community service and education"

"The Association is the unrelenting advocate for physicians, ensuring health for all citizens."

"The Chamber helps its members grow and prosper by building relationships, developing their employees, promoting best practices, and by effective political involvement."

Anatomy of a Mission Statement
R. Harris Spring 2006
www.nonprofitcenter.com



NORTHEAST FLORIDA
ASSOCIATION OF REALTORS

Strategic Plan

Date Developed 1/9/2009



MISSION

“To Serve as Your Advocate and Resource for Real Estate in Northeast Florida ”

VISION

“To be the Association of Choice for the Real Estate Professional ”

Strategic Goal #1

The Voice and Advocate of Realtors®

Government Relations and Public Awareness

Strategies

1. Government Affairs
 - Collaboration with Northeast Florida Regional Chambers and Associations
 - Create Member/Public Awareness of Economic Impact of Politics to Promote RPAC
 - Local, State, National Monitoring and Influence
 - Affordable Housing Priorities and Initiatives
 - Create Relationships with Smaller Boards
 - Home Retention Legislation
 - Monitor & Support National Health Insurance Benefit in Congress.
2. Communications/Public Relations
 - Primary Voice for Homeownership
 - Create a Long Range Marketing/Communications/Public Relations Plan on the Role and Value of a Realtor® and NEFAR.

Strategic Goal #2

The Realtor® Knowledge Center

Education, Professional Development, Resources and Knowledge in Real Estate

Strategies

1. Annual Future Forecast Report
2. Repurpose & Repackage Existing Content
3. Deliver Education Services to other Boards
4. Protect Intellectual Rights
5. Communication Technology
6. Develop the NEFAR Housing Institute as a Consumer/Public Service

BHAG – Project 2009-2014

NEFAR to take a leadership role in the community by offering assistance to homeowners and members of the public who are experiencing foreclosure, short sales, bankruptcy or other real estate concerns due to their economic situations. NEFAR shall create a “Housing Institute” as a public service to provide consumer education and assistance.

Strategic Goal #3

Successful Realtor® Operations

Member Growth, Benefits and Services

Strategies

1. Increase Member Involvement
2. Leadership Development Academy- Develop Future Leaders Desiring to Move Up

Strategic Goal #4

The Model Association

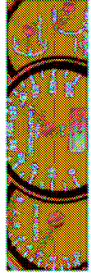
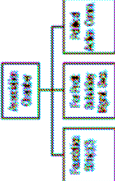
Leadership, Staff, Resources and Structure

Strategies

1. Review of Area Council Structure, Funding and Operations
2. Leadership Succession and Training with Intent to Govern & Advance Up
3. Staff Professional Succession Plan
4. Headquarters Office & Location
5. Maximize Use of Past Presidents

VALUES

- Future Focused
- Instill Excellence
- Consumer Focused
- Promote Diversity
- Encourage Ethics/Integrity

	The Voice of Independent Insurance	The Agency Essential Resource	The Respected Expert	Organizational Performance (Viability)
Goal 	Advocacy and Government Affairs	Membership Growth, Benefits and Services	Professional and Workforce Development	Governance and Management
Strategies	- Government Affairs - Consumer Awareness	- Benefits and Services - Recruitment and Retention - Member Awareness and Involvement	- Education and Information - Recruitment and Retention	- Personnel - Finance and Resources
Income Alignment (\$800,000 +/-) 	–	35% Dues 30% Programs - NASC	12% Conference 25% Education	–
Committees 	Trusted Choice Legislative PAC Public Relations	Membership Dev. Young Agents	Technology Agency/Profession Development Annual Convention Farm/Rural Agents	Technology Executive Nominating Finances/Audit Board Dev. Strategic Planning
Staff/Departments 	Government Affair Contracted Lobbyist	Membership Staff	Education Staff	Executive Director Bookkeeping Office Manager
Dashboard – Metrics 	- Successfully passing law. - Members visiting the Hill. - Growth of PAC by % annually. - Member involvement in Gov't Affairs Committee.	- Retention rate at 90%. - Market share/potential members. - Addition of relevant benefits. - Profitability of Svc Corp.	- Member attendance at events; % growth. - Profitability. - Satisfaction surveys.	- Staff longevity. - Adequate training of future leaders - Budget goals and audit. - Savings reserve.
Subsidiaries 	Political Action Committee	NASC Service Corp.	Foundation	Foundation

Alignment in the Organization

Principles of Strategic Board Governance

What form of governance does the board utilize? What elements of Strategic Governance can be applied to our leadership processes?

- ❑ Clear *mission*¹, *vision* and *values* statements guide leaders and staff.
- ❑ The *strategic plan is the driving force* for agendas, board discussions and the focus of *successive leaders*.
- ❑ The goals and strategies are translated into a more precise (tactical) *business* or *action plan* by staff.
- ❑ *Performance measures* are the basis for gauging progress.
- ❑ The *chief elected officer charges committees* with work from the plan. Committees have access to the board through a director or staff liaison if they are chaired by other than board members. *The board of directors does not do committee work at the board table.*
- ❑ *When non-strategic discussions arise*, a member of the board or staff is empowered to query the relevance of the discussion.
- ❑ *Board members are responsible to each other* – taking pride in their follow-through and achievements while serving in the leadership role.
- ❑ The *strategic plan is revisited annually*, and updated every three to five years.

We Are A Strategic Board!

- The Board of Directors will act in a strategic manner, focusing agenda items, discussion, and all efforts on the future vision and not the past.
- The strategic plan, goals, mission, vision and values will drive the Board.
- When non-strategic issues arise, they will be delegated to staff or appropriate committees – not be undertaken by the Board. Issues that arise outside of the strategic plan are not appropriate for Board work.
- The governing style of the Board of Directors will optimize diversity, teamwork, pro-activity, self-discipline, the long view, customer focus, win-win deliberation, full participation, and maximum empowerment of subordinate groups of the organization.



Implementing the Plan

Sometimes the plan collects dust on a shelf. Here are ways to use and maintain the vitality of the work you have completed.

- Mark the plan “**draft**” and circulate one last time for further input, understanding and correction (within 30 days after the planning retreat.
- Officially adopt the plan at the next meeting of the board (preferably within 30 days of the final report.)
- **Announce and promote the plan’s** goals by posting on website, press release, newsletter articles and presentation to constituents at an annual meeting (consider PowerPoint format.)
- Translate the strategic plan into a **business plan** for management staff to follow.
- Adapt or revise the **budget** to reflect the new strategic plan.
- Sunset unnecessary **committees**, align committees with the major goals and charge them with the strategies within the goals.
- **Outsource work** that needs to be delegated beyond the staff and or volunteer capabilities.
- Appoint a **plan champion** from leadership or staff to monitor and report progress on the plan periodically or at each board meeting. (Consider having a strategic plan-report on every board agenda.)
- Review the **progress** on the plan at an annual retreat of the leadership and staff. Update entire plan at least every 3 years.



Strategic Planning Template

1) Mission Statement - A required statement that should align with the statement of purpose in IRS Form 990 and the bylaws; also give consideration to national, state, regional affiliate missions. It should answer express who we are, who we serve and what we offer; be easily articulated and motivating. Usually one sentence. Compare and contrast the mission with related and respected organizations.
2) Vision Statement - An optional ² statement but an important element in communicating strategic direction. An inspiring statement describing where the organization desires to be. The mission, vision and values help distinguish an organization from others with similar purposes.
3) Values Statement – Another optional statement but a part of the internal and external images. Values are the guiding principles of the board of directors and staff. Often expressed as bulleted key words or brief statements. Typically 3 to 8 values.
4) Goals – The goals are broad priorities for the organization, for example “Growth and Expansion,” or “Economic and Workforce Development.” Most strategic plans include 3 to 7 carefully selected goals relevant to stakeholder needs and available resources. ³ <i>Goals should be SMART: Specific, Measurable, Attainable, Realistic, and Timely.</i> Goals are <u>not</u> likely to change from year to year if they are correctly identified in the strategic plan (the <i>strategies</i> will change with fresh ideas and new initiatives.)
1)
2)
3)

² Together, the mission, vision and values statements make up the organization’s brand platform.

³ The mission, vision, values inform stakeholders/members of the relevance of the organization.

4)
5)
6)
7)
5) Strategies - Within each goal are strategies, initiatives, projects and priorities that will advance the goal. For example, the “Growth and Expansion” goal may include strategies that suggest creating of 3 new chapters in 24 months, hiring a staff person to focus on expansion, and maintaining chapter stability through leadership training ⁴ . (Report this format to create strategies for each goal.)
a
b
c
d
6) Tactics and Performance Indicators - To accomplish the goals and strategies, the plan should include accountability and performance measures. Identify who (i.e. committee, volunteers, and staff) will be in charge of the tasks, how success will be measured and the interim dates and deadlines. Be as precise as possible to ensure that progress is monitored and work is accomplished. (<i>a.k.a. KPIs – Key Performance Indicators.</i>) Many organizations leave the tactics up to committees and the staff action plan, rather than undertaking it at the strategic planning retreat. (Report this format to create tactics for each goal.)
i
ii
iii

⁴ The most common association/chamber goals include: membership, advocacy, education, public relations, economic/workforce development, tourism, organizational efficiency.

iv
v
7) Duration – Determine the duration of the plan; are you planning for two, three, four or five years? <i>Be realistic; national organizations usually plan 4 to 5 years; smaller organizations are more flexible, and may plan for 2 or 3 years.</i>
Years _____
8) Plan Champion – Will a member of the board be appointed to monitor and report on the plan's progress?
Name of Plan Champion _____
✓ Stay on Track – To stay on course, review the plan annually and undergo/repeat a full planning session every 3 years.

Notes:



I went to strategic planning,
and all I got was this lousy T shirt !

STRATEGIC GOVERNANCE

Commitment to the Strategic Plan

After developing the strategic plan, there is a need to commit to its purpose and success.

Immediate steps after the planning retreat:

- Circulation of the final *draft* for review.
- At an upcoming board meeting, adoption of strategic plan as the official mission, goals and strategies, by a motion of the board.
- Promotion of the plan to members, prospects and stakeholders.
- Monitoring and reporting on the plan by appointing a “Strategic Plan Champion” or several “Goals Champions.”
- Review and alignment of committees, with clear and specific charges assigned to committee chairs; each year.
- Annual evaluation of strategic plan’s progress at the board’s retreat.
- An update of the plan every three to five year.

With these steps in place, the board agrees to govern itself in a strategic manner:

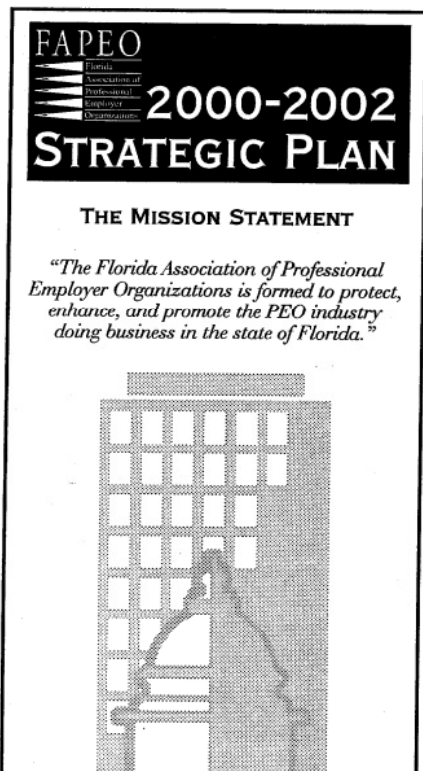
1. Respect for the mission statement and set goals --- avoiding “mission drift” where discussions and proposals simply don’t fit in the strategic plan (lack of resources, trying to be all things to all people, etc.)
2. Reliance on the strategic plan’s goals and strategies to drive the board agendas, discussions, delegation and the work of the board and committees.
3. Linkage between board and committees working to advance the plan; committees having been assigned precise performance measures, targets and goals by the board.
4. Empowerment by board members and staff that if non-strategic issues arise at the board table, it is OK to query how that is relevant to the mission and strategic direction.
5. Accountability for the commitments made by leadership and staff to complete efforts in a timely and high quality manner.

Signature_____ Date_____

Strategic Plan Commitment Form 10-09

Why Plans Fail

- Lack of member input, representation.
- Out of synch with trends and external influences.
- Lack of buy-in.
- Lack of resources. (\$, volunteers, staff, committees, time.)
- Too many goals.
- No measurable goals, deadlines, accountability.
- Little delegation.
- No action steps – breakdown.
- Sits on a shelf to collect dust – exercise in futility (all about the retreat instead of the results.)
-
- Crisis management takes over.
- Incoming president sets new goals – ignoring existing plan developed by the board.



Strategic Planning

THE SIX GOALS FOR 2000-2002	
Build membership to represent an overwhelming majority of the industry. • Create a mentor program for members and new members, so that as a new member joins the association they have a contact person to guide them not only through the meetings, but to also help with on going questions. • Add introductory membership category to remove the financial burden of the first year's membership dues. • Develop office protocol for handling membership recruitment so the process runs smoothly for inquiries and for new licensee solicitations. • Develop a plan to aggressively expand membership by targeting nonmembers who are headquartered within the state. • Develop effective committee structure to bring members into the decision making process; educating them on the status of the industry and developing leaders for the future of the association.	• Educate regulators throughout Florida on the laws regarding PEO services to reduce confusion for our members and their clients.
Maintain a positive state legislative environment for the industry. • Work with the Florida Legislature to maintain the viability and wellbeing of the industry. • Work with The Florida Department of Insurance regarding their concerns that PEO sales persons are engaged in the unlicensed sale of insurance.	To provide effective, ongoing education for members of FAPEO and to support the NAPEO University programs. • Expand Workers' Compensation Council to include other PEO topics such as human resources and health insurance • Encourage PEO University courses within the state. Create a communication system to inform FAPEO members about important state information and to educate the public about the industry. • Develop continuing education course on PEO basics to be marketed to government regulators, attorneys, CPAs, and insurance agents to educate them on the PEO industry laws and practices (not to compete with, but complementary to, NAPEO). • Continue FAPEO Flash notices and study the financial impact of publishing a quarterly newsletter. • Create an Internet website to provide our members with a reference of current industry information and to educate the public on industry topics. • Write and place articles in business journals and daily

Sustaining the **STRATEGIC PLAN**

By Bob Harris, CAE

A strategic plan is an essential element for successful associations. The plan is like a roadmap — positioning the organization, guiding successive volunteer leaders, advising committees, influencing membership and impacting budgets.

The process of planning is invigorating. What happens *after* the planning retreat ends will influence your success or failure.

Many plans collect dust on a bookshelf. Some plans lose traction as the incoming president replaces long-term goals with his or her to-do list. Still other plans become 50-page essays, too long for busy volunteers to read or follow.

Use these seven ideas to ensure your strategic plan's success:

❶ Circulate a *draft* of the strategic plan to participants within 14 days of the retreat. Too often the plan remains on the flipchart pages, taking months to transcribe, while volunteers lose interest. To maintain momentum, get the plan on paper, mark it draft, and ask the leadership to review it one last time before it becomes official.

❷ Adopt the plan as the *official* strategic plan. This avoids an incoming president from negating its value and creating a plan or his or her own. The elected president should work the plan, not create a personal agenda.

❸ Give credit where credit is due. Promote the volunteers and planning retreat with an article and photo of the meeting.

❹ Create a brochure to inform members and stakeholders about the organization's strategic direction and exciting projects. The act of telling members about the plan further commits the leadership to its advancement.

❺ Appoint a "plan champion," a volunteer who monitors the plan's progress. Ideally this will be the incoming president. Or appoint "goal champions" — directors to oversee and report on the strategic goals.

❻ Breakdown the strategic plan into a business or action plan. Schedule a staff retreat to discuss the board's goals. Use a table or matrix format to set performance indicators, timeframes and accountability for working the plan in the short term.

❼ Don't let the adage, "out of sight, out of mind," doom the plan. Include a strategic report on meeting agendas (similar to having a brief financial update at every meeting.) Also, on a yearly basis review the plan and make course corrections. Finally, budget the time and money to completely update the plan every three to five years.

These seven ideas are proven tips for increasing the success and sustainability of your strategic plan.

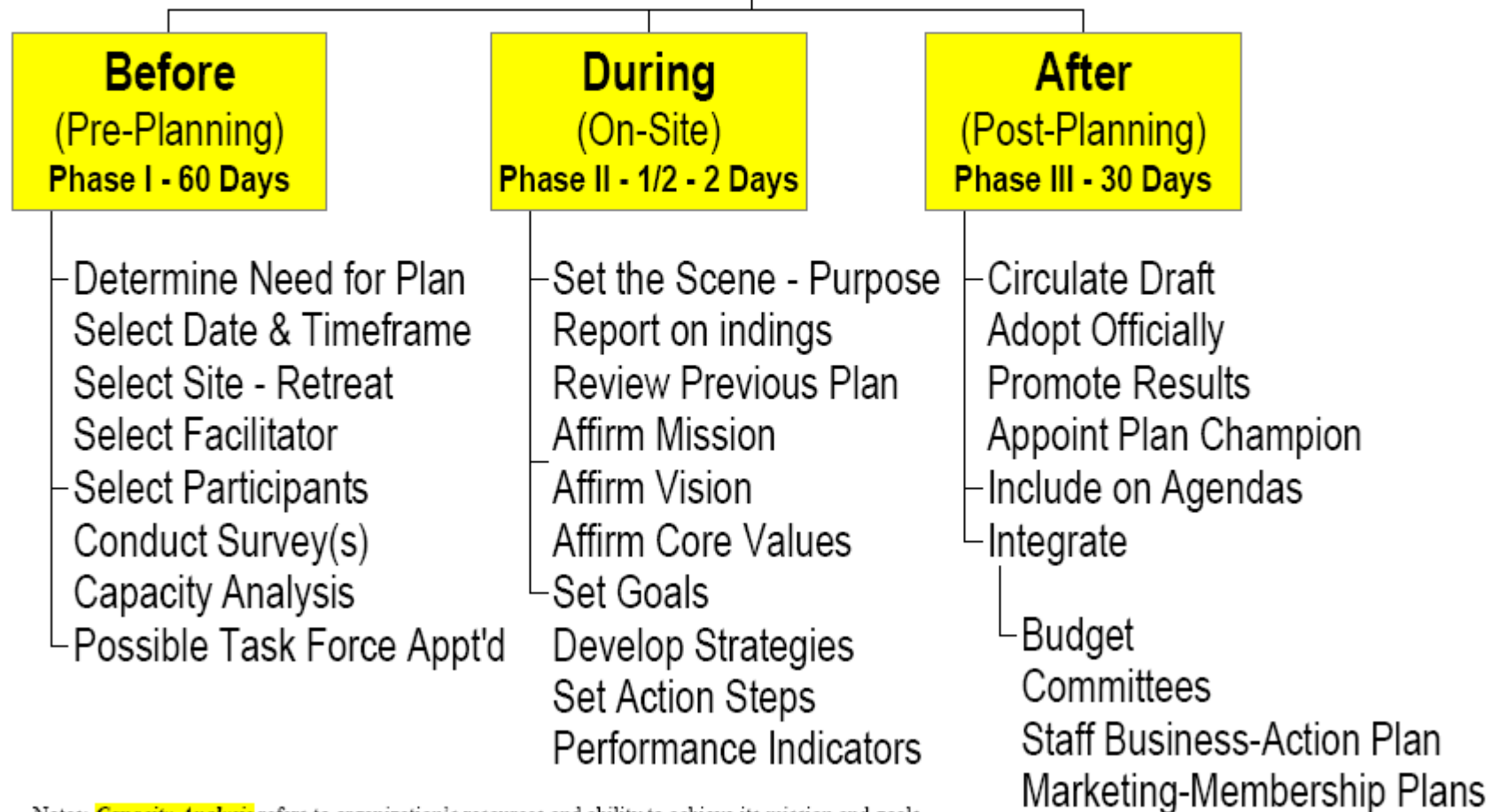
Note: Bob Harris, CAE, offers free association/chamber management tips and tools at his website, www.nonprofitcenter.com. Contact him at bob@nchcas.com.

Sustaining the Strategic Plan

Planning Process

Strategic Planning Process

(90 Days Start to Finish)



Notes: **Capacity Analysis** refers to organization's resources and ability to achieve its mission and goals.

Goals and strategies *must* be realistic, achievable, and measurable. **Integration** with budget and committees is critical. Additional resources available free at www.nonprofitcenter.com. For strategic planning, board orientation and seminars contact Bob Harris, CAE, at 850/570-6000 or bob@rchcae.com

Strategic Plan Scorecard

Use the scorecard to evaluate the strategic plan and its value in guiding the organization over several years. Apply a grading scale of A to F, including +/- (i.e. C-). Note: Planning processes and strategic plan formats vary. Not every aspect herein will apply to every organization.

Alignment The plan should align with key elements in the organization – budget, committee work, board agendas, staff departments, chapters, etc. Some plans are developed at a retreat but never integrated — leaving the plan as a stand-alone document. <i>Rate how well the plan is integrated and aligned within the organization.</i>	GRADE 	Action/Deployment (Short Term) To delegate and trace the work, many organizations transform the strategic plan into a 12-month action or business plan for staff and committees. It may take the form of a matrix or table setting assignments, accountability and deadlines. <i>Rate how well the strategic plan has been transformed into an action plan to guide current year efforts.</i>	GRADE
Elements A plan has key elements: (1) mission, (2) vision, and/or (3) values statements, (4) goals, (5) strategies and (6) actions and/or performance indicators. <i>Rate the existence of these elements and their perceived quality.</i>		Goals Strategic plans frequently set just 3 to 7 goals (sometimes considered “core competencies.”) Each goal should be supported by several strategies to achieve the goal. <i>Rate the number of goals and whether or not they are supported by clear strategies. Are any major programs missing from the plan?</i>	
Clarity The plan should be easy to understand, apply and monitor. Some of the best plans are communicated in just a few pages. <i>Rate the ease in reading and using the plan as a guide.</i>		Awareness Appropriate stakeholders should be aware of the strategic plan. Has the plan been converted into a promotional brochure, on-line document and/or used in the newsletter? <i>Rate how well the plan has been communicated to stakeholders (i.e. members, allied organizations, government, chapters, suppliers, etc.)</i>	
Span A plan generally covers 3 to 5 years. Annually it should be reviewed for progress. <i>Rate if the plan’s usefulness has lapsed or it is still an effective roadmap with annual reviews.</i>		Social Responsibility Most nonprofits are organized to advance a cause or support a community. This should be evidenced in the mission, stated values (i.e. ethics, standards, and stewardship) and through effective programs of work. <i>Rate whether or not the organization maintains a recognized role in community enhancement and societal benefit.</i>	
Prioritization (long-term) Everything cannot be achieved in the first year of the plan. If the plan covers three years, for instance, then priorities should be determined. <i>Rate the effectiveness of prioritizing goals and strategies over the span of the plan.</i>		Extra Credit! What elements make your organization’s plan exceptional?	

Implementing the Strategic Plan

Goals and Strategies	Incoming President (Yr. 1)	Next President (Yr. 2)	Next President (Yr. 3)	Notes and Accountability Committee Assignments Desired Outcomes Key Performance Indications
EXAMPLE OF GOALS AND STRATEGIES				
1) Government Affairs and Advocacy				Ongoing priority for the organization.
a) Build the PAC to reach \$150,000 annually in contributions.		<i>Note: interim goal of \$125K by July.</i>		Start mid-year (after legislative session) and build from current \$80,000 a year until \$150,000 is the average.
b) Hire an in-house lobbyist within 2 years.			<i>Budget in 3rd yr.</i>	Work with retained outside lobbyist until budget allows supplementing outside lobbyist with in-house staff.
c) Create a customized Grassroots Political Action manual for chapters and local member.	<i>Start this spring, complete by next session.</i>			Start writing this winter and have completed by mid-year and before the next legislative session; allow time for printing and distributing to members. Hire outside writer in necessary.
d) Monitor and protect the regulations and practice act for the industry.	<i>Ongoing priority every year.</i>			Next legislative session and each year; appoint highly effective Government Affairs Committee and write clear charges for the committee.
e) Pass beneficial tax regulation after building coalition of supportive organizations.		<i>2nd and 3rd year priority.</i>		Explore coalition building to enlist support in 1 st year. Seek legislative introduction in following year; pass by the third year as a new law.
f) Pass license tag legislation.				Pet project of 3 rd year pres.. appoint committee prior to taking office.

Implementing the Strategic Plan.doc

Planning Template

Major Goals Core Competencies	Strategies to Advance Goals	Action Steps KPI	Accountability Deadlines, Who?
1.	1.1		
	1.2		
	1.3		
	1.4		
2.	2.1		
	2.2		
	2.3		
3.	3.1		
	3.2		

About Bob Harris

There are more than a million nonprofit organizations in the USA. Bob has worked with thousands of associations and chambers of commerce to focus on operations and board governance.

His career started in Washington, DC with Presidential Classroom. Later he built an association management company in Tallahassee.

He is on the faculty for the US Chamber of Commerce. He works with the US State Dept. of develop associations in Amman, Jordan.

He has authored books on association management. To improve organizations he created the Association Self-Auditing Process, which has been used by 20,000 organizations.

He has received awards and recognition for promoted association excellence and professional development. He has worked for Hyatt Hotels of Florida since 1984.

For sharing tips and templates, he's been labeled the Martha Stewart of association management.

His website has hundreds of pages of FREE management tips and templates at www.nonprofitcenter.com.

Bob's career passions are demonstrated in two principles:

- Promoting the impact of nonprofit organizations.
- Sharing the tools to make associations successful.