



Goals, Strategies, & Tactics – Oh My! Strategic Planning from Vision to Implementation & Evaluation



WELCOME TO THE WEBINAR

Strategic Planning from Vision →
Implementation → Evaluation

While you wait ...

Is everyone is using computer speakers for audio?

Please use the chat box for questions.

Please fill out the post-webinar survey so we can do better!





Diana Toledo

Leadership Development Director

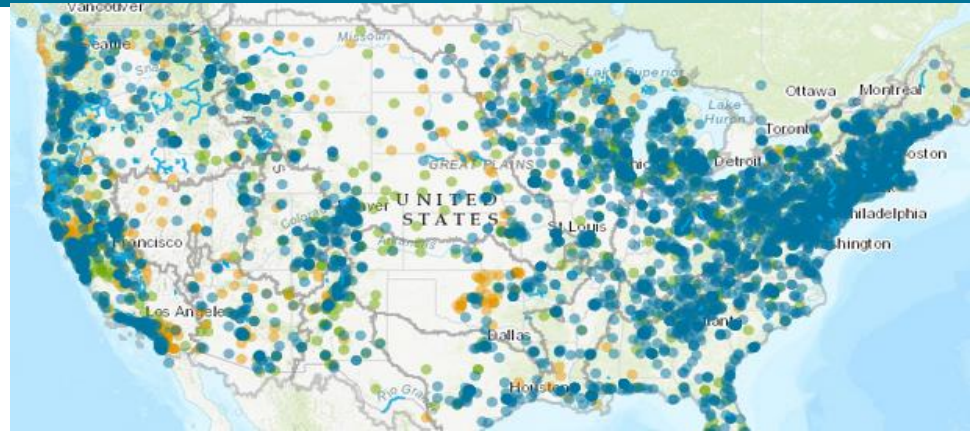
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ABOUT RIVER NETWORK

River Network connects and empowers over 6,000 local water-focused nonprofits working for clean water and healthier rivers across the U.S.

We envision a future of clean and ample water for people and nature, where local caretakers are well-equipped, effective, and courageous champions for our rivers.

Meet our network and search the Water Protectors Map on our website **rivernetwork.org**.



YOUR PAID MEMBERSHIP BENEFITS

Take advantage of your paid membership.

- ✓ Find **funding** for water projects
- ✓ Receive **25% off** registration for our annual River Rally conference
- ✓ Receive **discounts** on equipment and consultations
- ✓ And more!



*Questions about your paid membership benefits? Please contact
Carly Schmidt, Membership Associate, at cschmidt@rivernetwork.org*

TODAY'S AGENDA

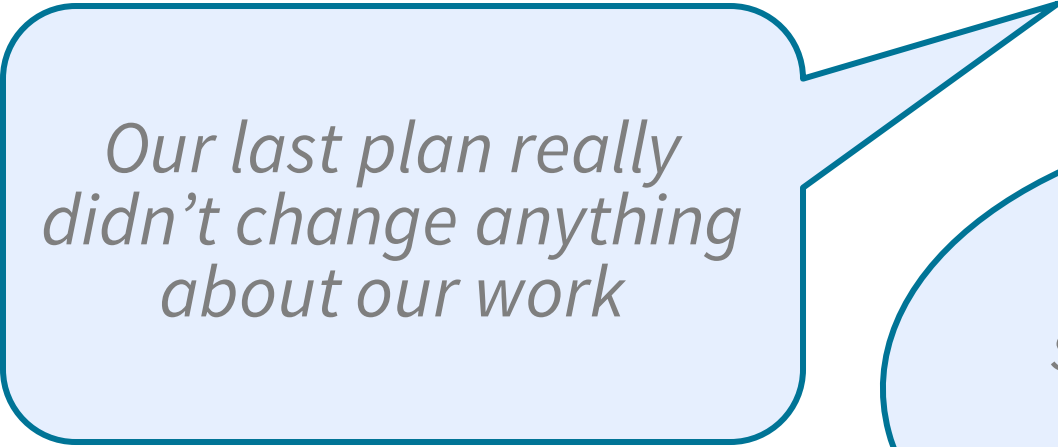
- Mission, Vision, Values
- Strategic Planning (What and Why)
- Planning Process (Who and How)
- Implementation & Evaluation




Resistance to Planning is Common




Resistance is Common



*Our last plan really
didn't change anything
about our work*



*Our Board did a
strategic plan a few
years ago... but we
never finished it*



*Our Board doesn't
have time for
a two-day retreat*

Organizational Framework

Mission: why you exist

Vision: desired end state

Values: guiding principals



Mission vs Vision

Mission

- Present tense
- Focus on WHY not what
- Avoid jargon and the use of “through” or “by”
- Revisit every few years

Vision

- Forward thinking
- Your impact on society
- Avoid jargon
- Rarely needs to be revised

Mission & Vision

The Nature Conservancy

- To conserve the lands and waters on which all life depends
- *Our vision is to leave a sustainable world for future generations*

Oxfam

- To create lasting solutions to poverty, hunger, and social injustice
- *A just world without poverty*

River Network

- To empower and unite people and communities to protect and restore rivers and other waters that sustain all life
- *A future with clean and ample water for people and nature, where local caretakers are well-equipped, effective and courageous champions for our rivers*

Values

- Deeply held beliefs that guide your organization
- As many words as needed
- Define core principals, tenets, standards, guiding lights
- Embedded in the mission and vision
- Unchanging and constant

River Network's Core Values

Strength. *We unite and empower a broad range of people, organizations, businesses, and government—to reach common goals and build strength for clean water and healthy rivers. As a network, we recognize strength in connectivity and seek alignment for collective action.*

Respect. *We solicit, listen to, and respect the contributions of all people with whom we work, and we communicate with others honestly, respectfully, openly, and directly. We approach our work and partnerships with a sense of joy and appreciation.*

Integrity. *We commit to high ethical and professional integrity in our work, holding ourselves accountable to each other and to the public. Doing so gives us clarity of approach and pride.*

Balance. *We value human and ecological needs and advocate conservation goals within the context of human health, economic and other community needs, and their connection to healthy rivers and clean water.*

Growth. *We commit to remaining curious and seek opportunities to grow our knowledge. As a learning organization, we continually reflect on what we have learned, and we revise our approaches accordingly.*

Strategic Direction

Mission Statement

Why we exist
What we
VALUE

Vision Statement

What we want
to become

Strategy

How we
achieve our
vision

Goals / Outcomes, Strategies & Tactics

Measures of
success

Strategic Planning Defined

(v). An organizational management activity that is used to *set* priorities, *focus* energy and resources, *strengthen* operations, *ensure* that staff and stakeholders are working toward common goals, *establish* agreement around intended outcomes/results, and *assess* and adjust the organization's direction in response to a changing environment.



Strategic Planning ISN'T

- An operational or annual plan
- A business or fundraising plan
- A rigid, static roadmap
- A wish list, insulated from current context

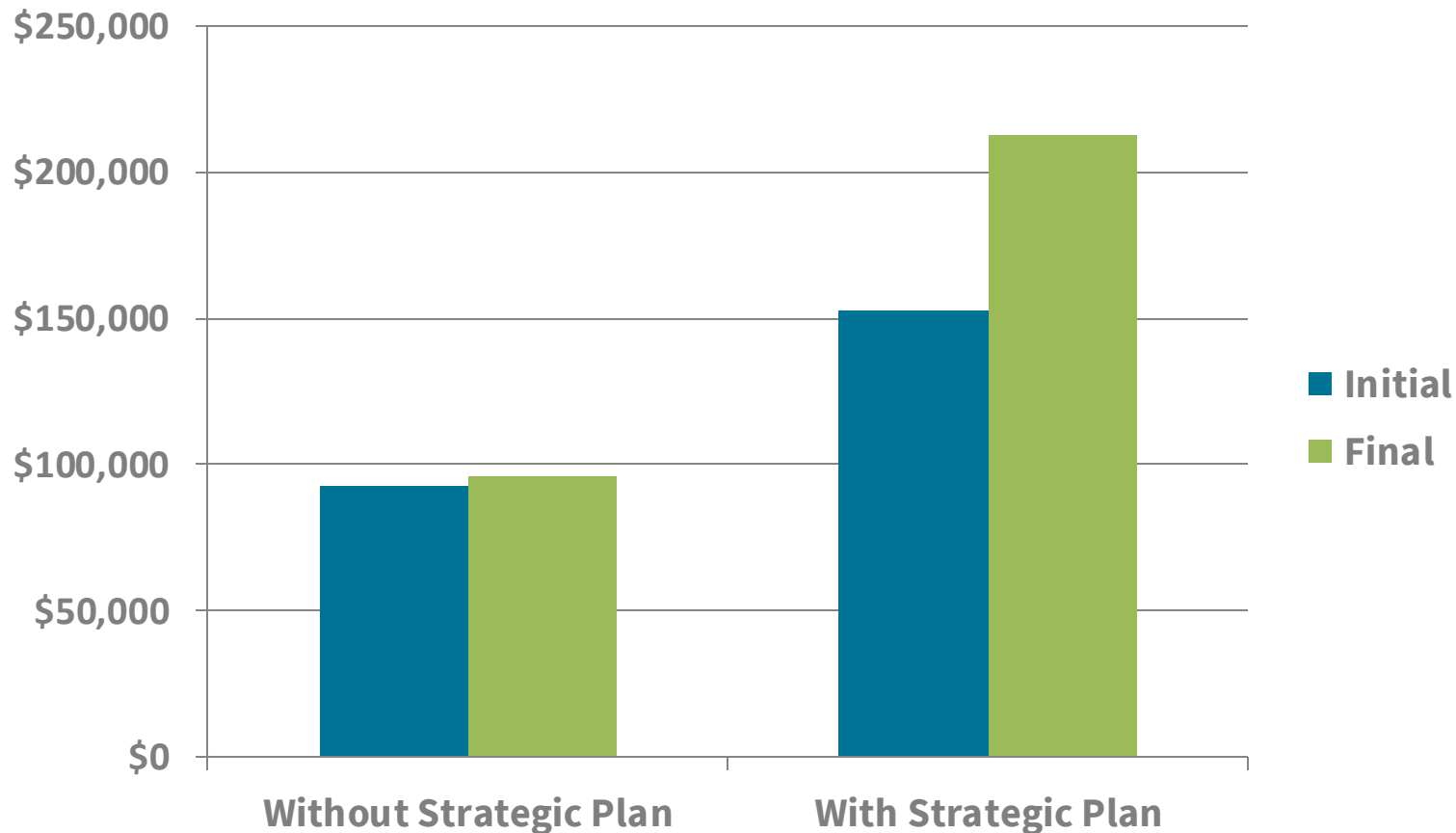


Why Strategic Planning is Important

- Clarifies your mission, vision and strategic direction internally and among your stakeholders
- Reflects on trends in the external environment that could impact your organization now and in the future
- Assesses, reassesses, and adjusts programs to create a coherent, overall strategy
- Develops framework to guide difficult programmatic and financial decisions
- Garner financial support
- Builds teamwork, communication, and expertise among board and staff
- Guides how to measure organizational effectiveness

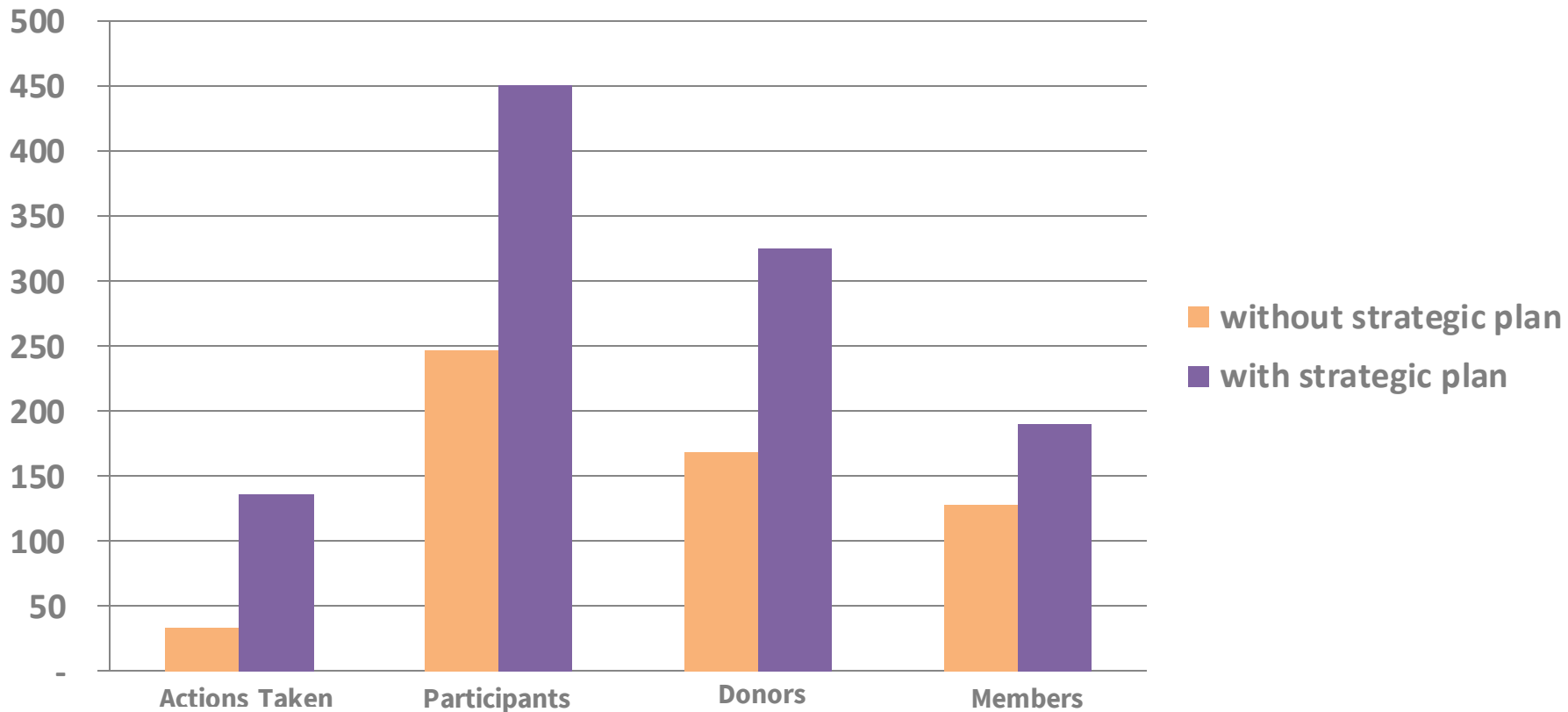
Strategic Plans Matter... for fundraising

Budget growth comparison of groups over a 3 year period...



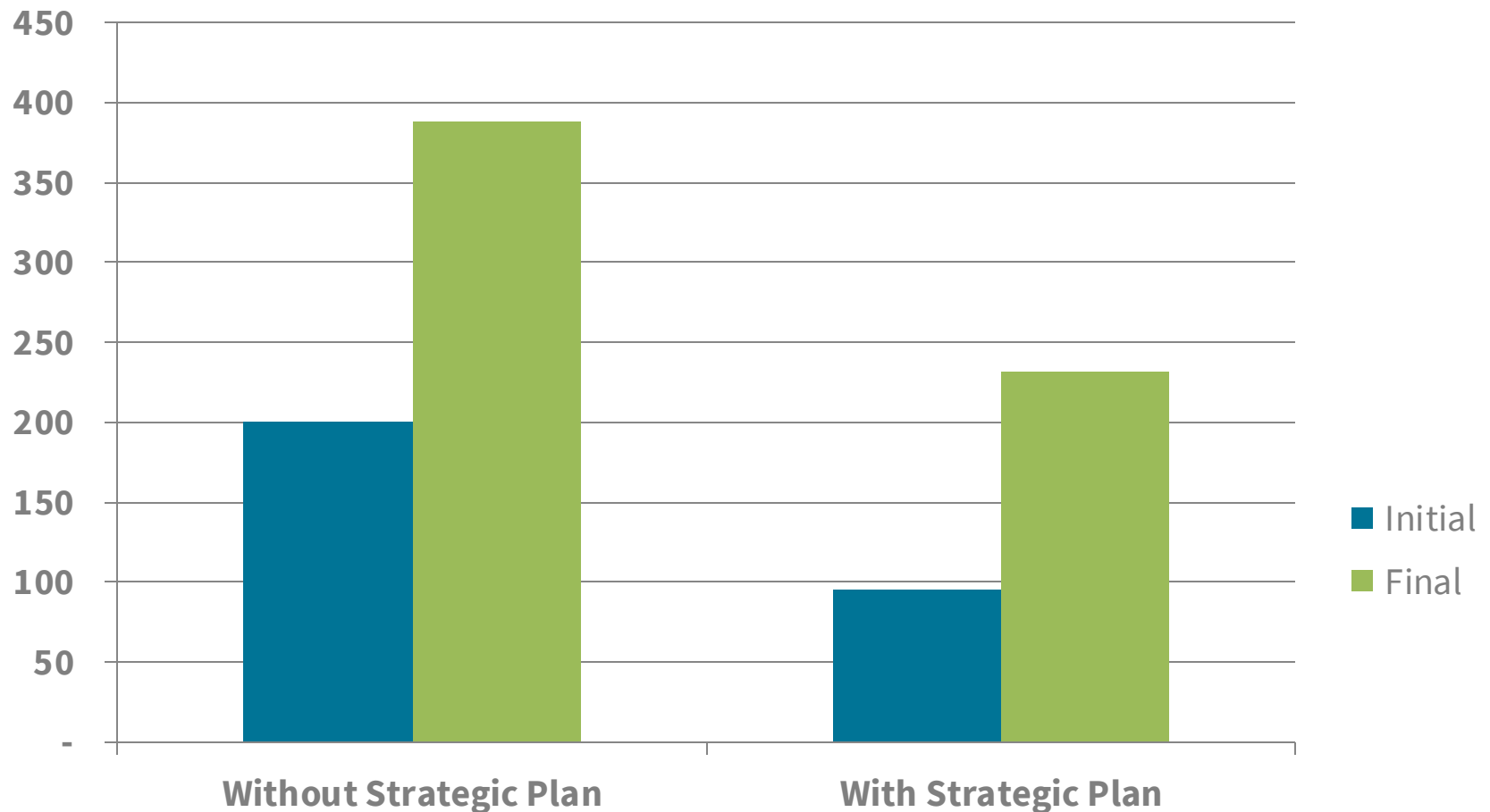
Strategic Plans Matter... for reach

Participation comparison of groups over a 3 year period...



Strategic Plans Matter... for volunteer recruitment

Volunteerism comparison of groups over a 3 year period...



You Might Need a Strategic Plan If...

- You're feeling overwhelmed by too many disparate projects
- Feeling stale
- You're facing chronic financial problems
- Funders are dictating your work
- Your board of directors is not engaged
- Your organization just underwent significant leadership changes
- You can't say "No"
- Your organization is just getting started



Strategic Planning Process



Plan to Plan - Organizational Readiness

- **Time** - plans don't happen overnight or in a single retreat
- **Leadership** - board & staff engagement are critical
- **Broad Input** – from leaders & stakeholders
- **Resources** – planning requires human & financial resources
- **Open Mind** - embrace the possibility of change

Plan to Plan - Key Roles & Responsibilities



- Board
- Exec. Dir.
- CFO/Finance Dir.
- Other Staff
- Ad-hoc Strat. Planning Team
- Professional Facilitator

Pre-Plan - Gather Information

Internal & External

- Organizational documents
- Financial information
- Program information
- People (board, staff, stakeholders)
- Events & trends

The Importance of Stakeholders

- *Illuminate issues and opportunities*
- *Share perceptions and misconceptions*
- *Provide an external perspective*

Budget - Master

			Projects				Functions		
			Program 1	Program 2	Program 3	Program 4	Total Program & Unrestricted Income	Fund Raising	Admin (Mgt & Gen)
		Proposed Budget							
Foundation Grants		275,000	145,000	15,000	35,000	80,000	275,000	-	-
Individual Contributions		245,000	75,000	25,000	-	-	100,000	145,000	-
Other Income		20,000	20,000	-	-	-	20,000	-	-
Interest		-	-	-	-	-	-	-	-
Total Income		540,000	240,000	40,000	35,000	80,000	395,000	145,000	-
Expense									
Personnel Expenses									
Payroll		360,380	168,850	19,330	26,310	62,810	277,300	75,040	8,040
Payroll tax & work comp		31,025	14,537	1,664	2,265	5,407	23,873	6,460	692
Benefits		60,335	28,269	3,236	4,405	10,516	46,426	12,563	1,346
Personnel Expenses		451,740	211,656	24,230	32,980	78,733	347,599	94,063	10,078
Project-specific Expenses									
Conferences		2,500	1,500	1,000	-	-	2,500	-	-
Travel		6,450	4,000	750	1,150	-	5,900	550	-
Contract Help		3,500	1,000	-	2,500	-	3,500	-	-
Communications		2,000	-	1,000	1,000	-	2,000	-	-
Project-specific Expenses		14,450	6,500	2,750	4,650	-	13,900	550	-
Shared Operating Expenses									
Rent		17,676	8,820	864	1,116	2,988	13,788	3,528	360
Utilities		1,817	907	89	115	307	1,417	363	37
Supplies		1,473	735	72	93	249	1,149	294	30
Bookkeeping		2,946	1,470	144	186	498	2,298	588	60
Shared Operating Expenses		23,912	11,932	1,169	1,510	4,042	18,652	4,773	487
Total Expenses by Function		490,102	230,088	28,149	39,140	82,775	380,151	99,386	10,565
Net Income		\$ 49,898	\$ 9,913	\$ 11,851	\$ (4,140)	(2,775)	\$ 14,849	\$ 45,614	\$ (10,565)

Pre-Plan - Analyze Findings

Confirm

- Mission & Vision

Identify

- SOWT & SOAR

Prioritize

- Critical Issues
- Opportunities

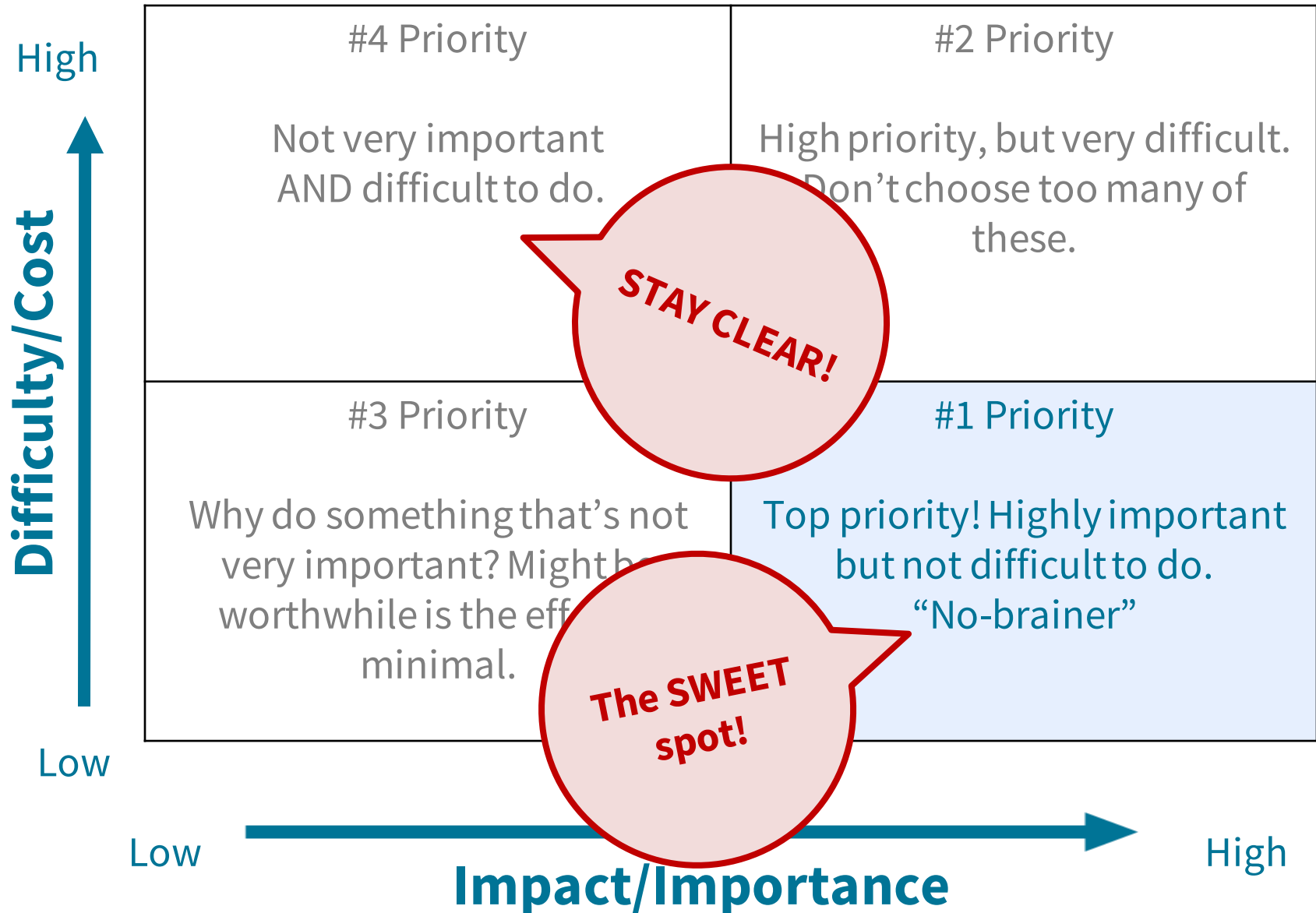
Develop

- Goals
- Strategies

Retreat Tips

- *Location*
- *Outside facilitator*
- *Icebreaker/Fun*
- *Mission & vision*
- *Programmatic & organizational goals*

Planning Sessions - Priority Setting Framework



Planning Sessions - Strategic Brainstorming

Opportunities: *What is your niche? What are you doing that you want to grow?*

Challenges: *What's currently holding you back from achieving your mission? These can be internal or external factors.*

Resources: *What resource do you have that you can use? Human, facilities, financial, service, reputation, network, etc.*

Road Blocks: *What external road blocks are you currently facing or do you see ahead?*

Impact: *What change do you want to affect in your community?*



Develop Plan

Goals (or Desired Outcomes): Broad statements of what the your organization hopes to achieve in the next 3 or more years, focus on outcomes, qualitative in nature

Strategies: Approach or method for attaining goals, every goal should have 4-6 strategies, strategies require multiple steps to complete and generally take a year or more to accomplish

Tactics: Action steps to achieve strategies, tactics are your annual goals and are updated yearly



SMART Goal-Strategy-Tactic Development

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Example:

Goal 1: Board and Staff Development – Strengthen the Alliance and ensure efficiency and accountability by focusing on organizational best management practices.				
Strategy 1: Ensure a high performing board through regular self-assessment and ongoing board development.		Responsible	Timeline/Due Date	Measure of Success
Tactics	The Board will adopt a work plan outlining annual goals and responsibilities for board members and committees based on strategic priorities.	Executive Committee	Plan year coincides with fiscal year	Work plan adopted and implemented
	The Board will conduct a self-evaluation every two years.	Governance Committee	Beginning in 2019	Self-evaluation completed
Strategy 2: Create performance measures for staff that evaluate success based on annual work plans, budget, and personal goals.				
Tactics	The Executive Director will develop an annual work plan for approval by the Board and the Board will evaluate the Executive Director on an annual basis, using a 360-degree performance assessment.	Executive Director, Board Chair	Beginning in 2019	
	Staff will develop annual work plans for approval by the Executive Director and the Executive Director will evaluate all staff members on an annual basis using a 360-degree performance assessment.	Executive Director, Staff	Beginning in 2019	
Strategy 3: Review annually, and update when necessary, organizational policies and procedures.				

Every goal, strategy, and tactic should support the mission, vision, and values of your organization!

Budget - Master

	Proposed Budget	Projects				Functions		
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Multiple-Year Expense Forecasting

MULTIPLE-YEAR EXPENSE FORECAST				
Program #2	Current year	Year 1	Year 2	Year 3
EXPENSES				
1. Existing work continues	\$ 28,000	30800	33880	37268
2. Add part-time program assistant	\$ -		12000	12000
3. Expand monitoring into headwaters	\$ -		4000	4000
4. Assign portion of operating costs (FR + Admin)	\$ 8,000	8800	9680	10648
5. Total costs	\$ 36,000	39600	59560	63916
*assumes 10% increases per year for inflation adjustment, salary and other increases				

Multiple-Year Revenue Forecasting

MULTIPLE-YEAR REVENUE FORECAST BY CORE PROGRAM STRATEGY				
Program #2	Current year	Year 1	Year 2	Year 3
Total projected costs	\$ 36,000	\$ 39,600	\$ 59,600	\$ 64,000
Projected foundation revenues	\$ 15,000	\$ 15,000	\$ 40,000	\$ 40,000
Projected individual revenues	\$ 25,000	\$ 25,000	\$ 15,000	\$ 10,000
Projected fees, interests, other	\$ -			
Total project revenue	\$ 40,000	\$ 40,000	\$ 55,000	\$ 50,000
Gap in projected funding	\$ 4,000	\$ 400	\$ (4,600)	\$ (14,000)



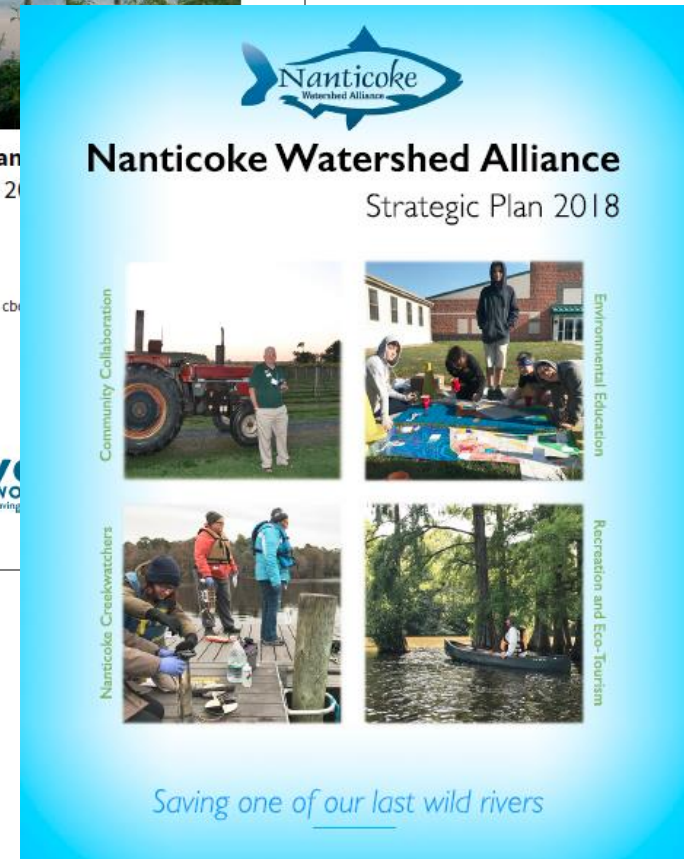
Finalize & Adopt Plan

- Seek reactions & suggestions for improving the draft
- Board approval & staff endorsement
- Celebrate and share
- Turn your plan into action!



Nanticoke Watershed Alliance
Strategic Planning Report • 2018

Consultant:
Caroline Bott | River Network | 720-930-447 | cbott@rivernetwork.org



Implement Plan

Integrate

- Annual work plans
- Financial plans
- Meeting agendas
- Reports

Evaluate regularly

- Board meetings, staff meetings, retreats

Track your progress

Stick to Your Priorities

1. *Is it critically important to achieve of our mission or long-range goals?*
2. *Is there is a unique role we can play, that others can't?*
3. ***Do we have the resources to add it? If not, can we raise them? Or... if the need is so urgent... can something else drop off?***

Evaluate Plan

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"So, as you can see, customer satisfaction is up considerably since phasing out the complaint forms."

Evaluate Plan



Evaluate Plan - Collect Data

- Tools to collect data (e.g. pre- & post-surveys, monitoring reports, interviews, polls, event sign-ins, Google analytics, etc.)
- Who is responsible?
- When will the data be collected?
How frequently?
- Where will data be stored?
(spreadsheets, databases, etc.)
- Who will evaluate the data?
When? How frequently?

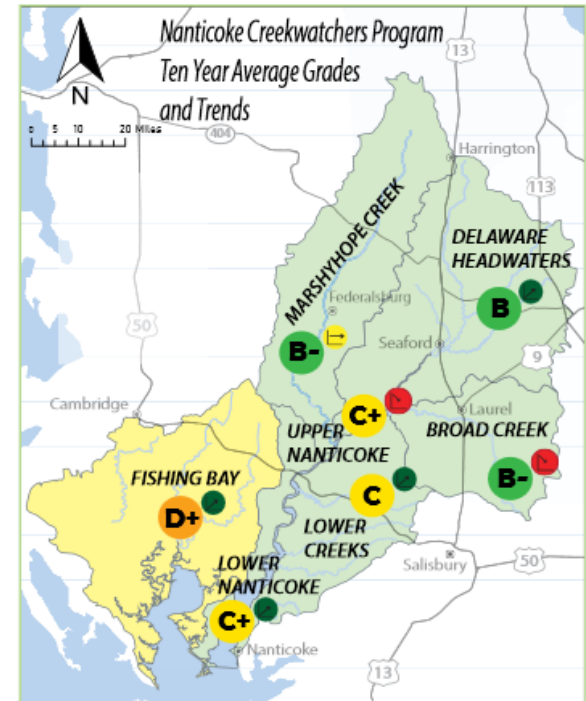
Indicators

- *Activity – what you're doing & how much*
- *Capacity – your internal capacity*
- *Impact – the difference you are making*

Impact can be hard to track – find a proxy.

Evaluate Plan - Communicate w. Dashboards

- Define what really matters
- Internal & external audiences
- Define your target and your ranges
- Determine time period – 1st of the month, last day of the quarter, after an event



Goal 1: Board and Staff Development – Strengthen the Alliance and ensure efficiency and accountability by focusing on organizational best management practices.				
	Status	Tactic and Metric	Lead	Next Steps
Strategy 1: Ensure a high performing board through regular self-assessment and ongoing board development.	On Track	The board will adopt a work plan by January 1, 2018 outlining annual goals and responsibilities for board members and committee based on strategic priorities.	Executive Committee	None/Completed
	Needs Attention	The board will conduct a self-evaluation every two years.	Executive Committee	Need to determine evaluation tool and schedule deployment.
	Off Track			

Why Plans Fail

- Not informed by those implementing it
- Unrealistic in scope
- Lack of buy-in and commitment
- Not responsive to a rapidly changing external environment
- Plan was never completed!



Final Takeaways

Mission + Vision + Values

Your strategic plan should answer three questions:

1. Where are you going?
2. How will you get there?
3. How will you know when you have arrived?



*The **magic** of strategic planning is the process of building consensus incrementally and incorporating feedback from leadership, staff, and stakeholders. Approval is gained along the way in order to create a smooth process.*



BEFORE YOU GO...

Our next Effective Organizations webinar
Thursday, Dec. 13th:

- ***Fundraising Best Practices for River and Watershed Organizations***

Other upcoming River Network webinars:

- Wed. 11/14 - ***Complex Problems, Collaborative Solutions – Playing Games for Better Water Mgmt. Outcomes***
- Thurs. 11/29 – ***Business for Water Stewardship Project Bank***



Thanks in advance for completing our evaluation survey!

Thank you

Diana Toledo

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