

STRATEGIC PLANNING MANUAL

Developed by:

**Frank Martinelli
The Center for Public Skills Training
2936 N. Hackett Avenue
Milwaukee, WI 53211
414-961-2536
frankwill@aol.com**

Strategic Planning in Nonprofit and Public Sector Organizations

Description of Planning Model

STEPS OF THE STRATEGIC PLANNING PROCESS

STEP 1: INFORMATION GATHERING AND ANALYSIS

***1a -EXTERNAL
ASSESSMENT***

***1b - INTERNAL
ASSESSMENT***

***1c - MARKET
ASSESSMENT***

STEP 2: IDENTIFICATION OF CRITICAL ISSUES FACING THE ORGANIZATION

STEP 3: DEVELOPMENT OF A STRATEGIC VISION STATEMENT THAT SETS FUTURE DIRECTION FOR THE AGENCY

STEP 4: MISSION STATEMENT REVIEW/REVISION

STEP 5: DEVELOPMENT OF STRATEGIC GOALS

STEP 6: FORMULATION OF STRATEGIES FOR EACH GOAL

STEP 7: PREPARATION FOR OPERATIONAL PLANNING BASED ON THE STRATEGIC PLAN (DEVELOPING ANNUAL OBJECTIVES)

STEP 1A EXTERNAL ASSESSMENT

Purpose of step: To identify and assess changes and trends in the world around the organization likely to have a significant impact on it over the next 5-10 years. We look at political, economic, technological, social, lifestyle, demographic, competitive, and philanthropic trends. We then determine which changes are opportunities for us (for example, opportunities to grow) and which could be threats to us in some way (trends that can keep us from being successful). Finally we identify implications for selected changes and trends -- ways the organization might respond to the opportunities and threats we identify. (Saying that something is an implication does not require the organization to adopt that course of action.)

STEP 1B MARKET ASSESSMENT

Purpose of step: To identify and assess changes in the needs and perceptions of the organization's markets and constituencies. For most nonprofits, these include clients or consumers of services, funders, donors, volunteers, paid staff, board members, collaborators, and competitors.

The market assessment attempts to answer the following questions:

1. Who are the organization's key markets and constituents?
2. What are the needs, perceptions, and service expectations of each market?
3. What are the emerging market trends?
4. What are the implications for the organization -- how should the organization respond to these changes and trends in its markets?

STEP 1C INTERNAL ASSESSMENT

Purpose of step: To assess internal structure, process and operations of the organization and based on this assessment, to pinpoint strengths and weaknesses. Areas examined include organizational personnel (paid and volunteer), fundraising, physical facilities, equipment, use of technology, location, financial condition, management, board governance, special programs/products and services, markets, market position, etc.

STEP 2 CRITICAL STRATEGIC ISSUES AND CHOICES FACING THE ORGANIZATION

Purpose of step: To identify critical strategic issues facing the organization. Critical issues are fundamental policy or program concerns that define the most important situations and choices an organization faces now and in the future. Critical issues can reflect long-standing problems in the organization, the community served or recent events that are anticipated to have a significant impact on the organization and/or community served. Critical issues can also reflect major shifts in thinking that challenge "business as usual". The selection of issues is important because it determines range of decisions the organization's leaders will consider in the future.

In some instances, an organization is already aware of the critical issues that the strategic planning process must help it address. In most situations, the planning process participants discern critical strategic issues as they work on the external, market and internal assessments.

In developing the actual wording of the critical issue statements, it's helpful to reflect on the following:

The external changes and trends having the greatest positive and/or negative impact on the organization . . . Major changes and trends in the needs, perceptions and service expectations of our markets and constituencies . . . Internal strengths and weaknesses of the organization that will seem to have an impact on our future success . . .

STEP 3 STRATEGIC VISION

Purpose of step: To develop a strategic vision statement. The vision statement describes what we want the organization to look like in ideal terms in the future - the results we will be achieving and characteristics the organization will need to possess in order to achieve those results. The strategic vision statement provides direction and inspiration for organizational goal setting.

Through the vision statement, the organization attempts to respond to the challenges and issues expressed in the form of critical issues.

(PLEASE NOTE: Although the words "mission" and "vision" are used interchangeably, they are distinct in an important way: Mission describes "general purpose"; Vision describes "future direction".

STEP 4 MISSION

Purpose of step: To develop an organizational mission statement. The mission statement is a broad description of what we do, with/for whom we do it, our distinctive competence, and WHY we do it (our ultimate end).

If a mission statement already exists, the focus of this step is on reviewing it in light of the emerging vision statement and if necessary revising the language. Here are some questions that can aid in the review of an already-existing mission statement:

Questions for a Critical Review of an Existing Mission

1. Is the mission statement clear and on target in today's operating environment?
2. Do you have any specific questions or concerns with respect to the mission statement?
3. Does the mission statement duplicate the mission of any other organization? If so, what should we do about it?
4. Considering the answers to these questions, how, if at all, should the mission statement be changed?

STEP 5 GOALS

Purpose of step: To develop strategic goal statements consistent with the vision statement. Strategic goals are broad statements of what the organization hopes to achieve in the next 3 years. Goals focus on outcomes or results and are qualitative in nature.

STEP 6 STRATEGIES

Purpose of step: To develop strategies for each goal. Strategies are statements of major approach or method for attaining goals and resolving specific issues. Ideas for strategy emerge from the earlier internal, external and market assessments, -- especially the strengths and weaknesses identified in the internal assessment as well as the implications statements developed as part of the market and external assessments. A strategy is judged potentially effective if it does one or more of the following:

1. Exploits environmental opportunities
2. Defends against environmental threats
3. Leverages organizational competencies

All material c. 1999 The Center for Public Skills Training, Frank Martinelli. All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

4. Corrects organizational shortcomings
5. Offers some basis for future competitive advantage
6. Counteracts forces eroding current competitive position

STEP 7 ANNUAL OBJECTIVES

Purpose of step: To develop annual objectives consistent with the goals and strategies of the strategic plan. Objectives are specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame. Objectives include what will be accomplished, by when and by whom. Strictly speaking annual objectives are not part of the Strategic Plan of an agency. Objectives are the core of the agency's Annual Operational Plan that is based on the strategic plan itself.

PLANNING TERMINOLOGY

MISSION----->
"Forever"

STRATEGIC VISION ----->
5 years out

GOALS ----->
3-5 years

STRATEGIES ----->
1-5 years

OBJECTIVES ----->
1 year

MISSION: *Broad description of what we do, with/for whom we do it, our distinctive competence, and WHY we do it.*

STRATEGIC VISION: *Describes what we want the organization to look like in ideal terms in the future - the results we will be achieving and characteristics the organization will need to possess in order to achieve those results. The strategic vision statement provides direction and inspiration for organizational goal setting.*

GOALS: *Broad statements of what the organization hopes to achieve in the next 3-5 years. Goals focus on outcomes or results and are qualitative in nature.*

STRATEGIES: *Statements of major approach or method (the means) for attaining broad goals and resolving specific issues.*

OBJECTIVES: *Specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame.*

This chart illustrates the flow from "Critical Issues" to "Vision" to "Goals" to "Strategies" as a logical progression of thought in the strategic planning process.

PLANNING LEVELS:

EXAMPLES OF EACH LEVEL:

CRITICAL ISSUE:

Fundamental policy or program concerns that define the most important situations and choices an organization faces now and in the future. Critical issues can reflect long-standing problems in the organization, the community served or recent events that are anticipated to have a significant impact on the organization and/or community served.

How do we expand our funding base to keep up with present and future needs?

STRATEGIC VISION: 5-10 years out

Describes what we want the organization to look like in ideal terms in the future - the results we will be achieving and characteristics the organization will need to possess in order to achieve those results.

We will have an expanded funding base that sustains current operations and supports anticipated program growth.

GOALS: 3-5 years out

Broad statements of what the organization hopes to achieve in the next 3 years. Goals focus on outcomes or results and are qualitative in nature.

To expand the agency funding base to support anticipated growth in our programs and services.

STRATEGIES: 1-5 years out

Statements of major approach or method for attaining goals and resolving specific issues.

- *Generate more revenue from programs.*
- *Expand individual annual campaign giving.*
- *Increase corporate giving.*

OBJECTIVES: 1 year out

Specific, concrete, measurable statements of what will be done to achieve a goal generally within a one year time-frame.

The Program Services Department will generate at least \$285,000 in revenue from program service fees by December 31, 2000.

All material c. 1999 The Center for Public Skills Training, Frank Martinelli. All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

Planning To Plan

1. *How will the board and key staff be oriented to the process?*
2. *Is there organizational readiness for strategic planning?*
3. *How much commitment is there to the process?*
4. *What do you expect to accomplish?*
5. *How long will it take?*
6. *Who, beyond board and staff, should be involved?*
7. *What do you do with managers and other key individuals who are not part of the formal strategic planning committee?*
8. *How will we encourage boldness, risk-taking and creativity on the part of planning participants?*
9. *Where should the planning be done?*
10. *Should a consultant be used for all or part of the process?*

All material c. 1999 The Center for Public Skills Training, Frank Martinelli. All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

(Adapted from an article by Tim Nolan, University Associates)

Sample Proposal for Strategic Planning Assistance to: ABC, Inc.

PROPOSED PLANNING OUTCOMES

- Board leadership and management staff will have a thorough understanding of the critical issues and choices facing ABC, Inc. through the year 2003.
- A strategic plan document including a mission statement, strategic vision statement, goals and strategies will be produced. The plan will give special attention to organizational structure that will best support the overall strategic plan. The document will also include a blueprint for strategic alliance building in support of the overall strategic plan.
- An Evaluation Framework consisting of critical success factors for each goal statement and performance measures for strategies selected for first year operational planning will be developed.
- The organization's mission and strategic vision will have a day-to-day relevance on management and governance.
- There will be enthusiasm and support for the strategic plan at all levels of the organization.

PROPOSED PLANNING CALENDAR

A proposed timetable outlines the specific steps of the planning process. Also included is a reference to the person and/or group responsible for each step. The actual planning calendar will be determined by the ABC, Inc. Strategic Planning Committee.

1. PREPARATION FOR PLANNING

- a. **1st FORMAL PLANNING SESSION:** Review the planning process, finalize strategies for information gathering and analysis, make needed adjustments in timetable, and secure agreements. (**Responsible:** Strategic Planning Committee)
- b. Consider expansion of the Strategic Planning Committee. (**Responsible:** Strategic Planning Committee)
- c. Orient the board and staff to the strategic planning process. (**Responsible:** Strategic Planning Committee, Staff, Consultants)

2. INFORMATION GATHERING AND ASSESSMENT

- a. Gather information for planning process by means of assessment worksheets distributed to board and staff members as well as key informant interviewing. Prepare report summaries: Internal Assessment (organizational strengths and weaknesses); External Assessment (national, state and local trends); Market Assessment (current and emerging constituent needs, competitive and collaborative environment). (**Responsible:** Strategic Planning Committee, Staff, Consultant)

3. SITUATION ANALYSIS

- a. **2nd FORMAL PLANNING SESSION:** Review summaries of internal, external and market assessments; identify critical issues for the future. (**Responsible:** Strategic Planning Committee)
- b. Get feedback on critical issue statements from other stakeholders. (**Responsible:** Strategic Planning Committee, Staff, Consultant)

4. DEVELOPMENT OF VISION AND MISSION STATEMENTS

- a. **3rd FORMAL PLANNING SESSION:** All day planning retreat. Develop first draft of a strategic vision statement that sets future direction, and a mission statement that expresses fundamental purpose. (**Responsible:** Strategic Planning Committee)

5. COMPLETION OF FIRST DRAFT STRATEGIC PLAN

- a. **4th FORMAL PLANNING SESSION:** Review draft vision statement developed at Board retreat, develop first draft goals and strategies. (**Responsible:** Strategic Planning Committee)

6. BOARD, STAKEHOLDER AND STAFF REVIEW OF FIRST DRAFT

- a. Distribute first draft of strategic plan for review by board members, key stakeholders and staff as appropriate. Solicit reactions and suggested revisions for draft plan. (**Responsible:** Staff and Consultant)
- b. **5th FORMAL PLANNING SESSION:** Strategic Planning Committee reviews comments and make needed revisions; develops strategic plan evaluation framework

for use in development of operational plans. (**Responsible:** Strategic Planning Committee, Staff)

7. BOARD REVIEW AND APPROVAL OF STRATEGIC PLAN

- a. **6th FORMAL PLANNING SESSION:** Final board meeting to review/approve strategic plan . (**Responsible:** Strategic Planning Committee)

8. DEVELOPMENT OF YEAR 1 OPERATIONAL PLANNING FRAMEWORK

- a. **7th FORMAL PLANNING SESSION(S):** After the board approves the strategic plan, staff and board committees will review evaluation framework for strategic plan and develop operational planning framework. (**Responsible:** Director, Board Committee Leadership, Staff and Consultant)

Strategic Planning Worksheets

Information Gathering/Analysis Timetable

Review of Current Strategic Plan

- ___ Review of Strategic Plan progress to date: Notable accomplishments, Challenges and special problems thus far
- ___ Factors supporting implementation; Factors impeding implementation
- ___ What did we learn about the organization and the community we serve as a result of our efforts to implement our strategic plan?

Key Informant Interviews

- ___ Finalize list of key informant to interview
- ___ Review assignments of planning committee members and staff who will do the key informant interviews
- ___ Mail out cover letter to key informants
- ___ Conduct interviews and return interview forms to Office
- ___ Complete summary report of interview findings
- ___ Mail out summary report to members 10 days before 1st Planning Session.

Assessment worksheets

- ___ Mail out assessment worksheets and cover memo to board and staff
- ___ Deadline for returning surveys (Reminder calls on [date])
- ___ Complete assessment summary
- ___ Mail out assessment summary to members 10 days before 1st Planning Session

Other resources

- ___ Internet
- ___ National and regional network sources

All material c. 1999 The Center for Public Skills Training, Frank Martinelli. All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

____ Others

MEMORANDUM

DATE:

TO: Board and Staff Members

FROM: Frank Martinelli, Planning Facilitator, The Center for Public Skills Training

RE: Preparation for Strategic Planning Sessions

As you may know, ABC, Inc. has decided to engage in a strategic planning process to chart the future course of the organization. Because we want the process to be as inclusive as possible, as a first step we need the benefit of your thinking on a few important questions. **Complete the enclosed worksheets and mail or fax them to the office no later than [date] – Mailing address:. FAX # xxx-xxxx.**

Everyone involved with ABC, Inc. has a different set of skills, expertise and familiarity with the operation of the organization and the needs and trends within the Madison community. Please answer the questions based on your knowledge and familiarity with ABC, Inc. and the constituency we serve. All responses will be helpful as we undertake this important process. There are four worksheets to fill out. They are described below:

Part 1: First, we want you to share your current understanding of the YWCA’s mission and vision.

Part 2: Next, we'd like you to think about internal strengths and weaknesses of the YWCA.

Part 3: Then, we'd like you to reflect on recent and future external changes and trends likely to have a significant impact on ABC, Inc. over next 5-10 years. Consider organizational, political, economic, technological, social, demographic, technological, and competitive trends. Then identify possible responses to the changes and trends -- ways ABC, Inc. might respond to them. *Here is an example of a trend and a possible response to it:*

<u>TREND</u>	<u>POSSIBLE RESPONSE</u>
1. Continued increase in use of emerging telecommunications technologies.	1. Develop plans for appropriate use of emerging technologies to enhance communication and increase program impact.

Part 4: Finally, we'd like you to think about the changing needs of our various markets and the service expectations they have of the ABC.

If you have any questions, please call me at 555/555-1212. I look forward to working with you during the next several months.

Your Name (Optional): _____

PART 1: REVIEW OF MISSION & VALUES

INSTRUCTIONS: As we begin the strategic planning process, we want to assess your current understanding of the mission and organizational values of ABC Inc. Please take a few minutes to answer the following questions. Responses will be compiled for review as part of the planning process.

- 1. **MISSION: The MISSION describes what we do, with/for whom we do it, WHY we do it, and our special competence. MISSION describes general purpose, "why we exist".**

AS YOU PRESENTLY UNDERSTAND IT, WHAT DO YOU SEE AS THE MISSION OF ABC, Inc.?

- 2. **ORGANIZATIONAL VALUES: A VALUE is a standard, principle, or quality that is considered worthwhile in and of itself. We seek to express our values by what we do in everyday life. Core organizational values describe how an organization wants to act on a day-to-day basis. Some examples: "Teamwork", "Caring", "Quality service", "Innovation". LIST THE THREE MOST IMPORTANT ORGANIZATIONAL VALUES OF ABC, Inc. (WHAT YOU THINK THE VALUES SHOULD BE):**

1.
2.
3.

PART 2: INTERNAL STRENGTHS & WEAKNESSES

INSTRUCTIONS: As we begin our planning process, we also need to identify internal strengths and weaknesses of ABC, Inc. Think about the organizational structure, financial management, board and leadership development, facilities and equipment, use of technology, financial stability, office, special programs and services, public relations efforts, community image, etc. Then list the three strengths and three weaknesses you feel are most important to consider in planning for the future of the organization:

OUR 3 GREATEST STRENGTHS:

1.
2.
3.

OUR 3 MOST CRITICAL WEAKNESSES:

1.
2.
3.

PLEASE NOTE: Don't confuse "external changes and trends" with "strengths and weaknesses". An Internal Strength or Weakness is something over which your organization has direct control (location, staff, hours, policies, procedures, etc.). If you can do something about it, it is an internal strength or weakness. If it is not something over which your organization has control -- if you can't do something about it -- it is an External Change or Trend (population shifts, the economy, people's value system, competition, employment levels, women returning to the work force, etc.).

PART 3: EXTERNAL CHANGES AND TRENDS

INSTRUCTIONS: In the left column below, list the recent and future external trends and changes that you think will have the greatest impact on ABC, Inc. over the next 5-10 years. In the right column, list possible organizational responses - what the organization could do over the next three to five years to take full advantage of the external changes and trends? Consider actions for programs/services, finances, organizational structure, etc. (*Please refer to the sample trend and organizational response in the cover memo.*)

<u>EXTERNAL CHANGES AND TRENDS THAT WILL HAVE FUTURE IMPACT</u>	<u>HOW ABC, INC. COULD RESPOND TO SELECTED TRENDS</u>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

PART 4: MARKET ASSESSMENT

INSTRUCTIONS: As part of the preparation for future planning meetings, we also need to analyze the changing needs and service expectations of our constituents. *Complete these questions to the best of your knowledge:*

What do our constituents think of ABC, Inc. (i.e., What is their perception or image of ABC, Inc.)?

- **Insert key market - to be determined by the planning team:**

- **Insert key market - to be determined by the planning team:**

- **Insert key market - to be determined by the planning team:**

- **Insert key market - to be determined by the planning team:**

- **Insert key market - to be determined by the planning team:**

What are the most important future needs and service expectations of ABC, Inc. on the part of our constituents?

• **Insert key market - to be determined by the planning team:**

1. _____

2. _____

• **Insert key market - to be determined by the planning team:**

1. _____

2. _____

• **Insert key market - to be determined by the planning team:**

1. _____

2. _____

• **Insert key market - to be determined by the planning team:**

1. _____

2. _____

• **Insert key market - to be determined by the planning team:**

1. _____

2. _____

--

<p>For the new needs and service expectations of ABC, Inc. likely to emerge among constituents over the next 3-5 years which you identified in the previous section, what other organizations or entities are positioned to meet these constituent needs?</p>	
Future Need/service Expectation	Organization or Entity Positioned to Meet This Need in the Future
1.	
2.	
3.	
4.	
5.	
6.	
7.	

Cover Letter for Mailing to Key Informants

[date]

Dear _____,

ABC, Inc. is currently engaged in a strategic planning process to develop future goals and strategies for the organization. In the current planning process, we are attempting to forecast future changes and trends which may affect ABC, Inc. and the people we serve. Part of this effort is a series of interviews with persons possessing special expertise such as you.

We would like to interview you utilizing the enclosed questions. Please give them some advance thought. You may complete the survey and fax it back anytime before [date]. Our fax number is xxx-xxxx. If we do not hear from you by [date], a member of our planning committee will call you to conduct the survey by phone.

When the survey is completed, we will be happy to share a summary with you. In the meantime, if you have any questions, contact _____, Executive Director at xxx-xxxx.

Thank you in advance for your assistance in this important effort.

Sincerely,

_____, Chair
Strategic Planning Committee
ABC, Inc.

ABC, Inc. Strategic Planning Process

Survey Questions

1. What are the changes and trends that will have the greatest impact on ABC, Inc. over the next 5 years? In the left column below, list the 3 most important external changes and trends. In the right column, list possible responses - what we could do over the next three to five years to take full advantage of the external changes and trends?

<u>External Changes and Trends That Will Have Greatest Impact on the ABC, Inc.</u>	<u>How We Could Respond to Selected Changes and Trends</u>
1	1
2	2
3	3

2. Based on your knowledge of ABC, Inc. and its programs, what is your perception or image of the organization?

CRITICAL ISSUES WORKSHEET

Critical issues are fundamental policy or program concerns that define the most important situations and choices an organization faces now and in the future. Critical issues can reflect:

- Long-standing problems in the organization, members served or recent events which are anticipated to have a significant impact on the organization and/or people served;
- Impediments that must be overcome in order for the organization to meet its goals – i.e., problems to be solved; or,
- Watersheds/major shifts in thinking that can change the direction of an organization or the nature of its environment and challenge business as usual.

Generally these are issues that cannot be resolved through a “quick fix”. The selection of issues is important because it determines the range of decisions and strategies we will consider in the future.

Your Task:

- ❖ *Reflect on the following -- Major external changes/ trends having a positive and/or negative impact on the organization and the people served . . . Critical internal strengths and weaknesses of the organization that will have an impact on our future success . . . Major service expectations and perceptions of key constituencies or markets . . .*
- ❖ *List what you believe are the 1-3 most critical issues facing the organization over the next 3-5 years. Try to word your statements in the form of questions:*

1.
2.
3.

DEVELOPING A STRATEGIC VISION WORKSHEET

A vision is an image or description of the organization we aspire to become in the future. It answers the question “*If we could create the organization of our dreams and have the impact we most desire, what would it look like in the Year 2003?*”

The vision focuses on what we intend to BE – our hoped for destination, not what we will be DOING in the Year 2003. It should also indicate in what significant ways we will be different from what we are today.

If the critical strategic issues represent our effort to express the big questions, choices and challenges facing the organization in the future, the vision is our attempt to communicate the big answers to these big questions.

Your Task:

First, review the following information:

- Key factors in the planning assessment summary - internal strengths & weaknesses, external changes & trends, emerging needs & service expectations of our constituents.
- Critical strategic issues facing the organization

Next, develop a list of core elements or components of a vision for the organization. “*If we could create the organization of our dreams and have the impact we most desire, what would it look like in the Year 2003?*” Use the two sets of questions below to stimulate your thinking.

- **Impact/Results:** What impact and results do we want to be achieving with our programs and activities in the Year 2003? How many and what kinds of people and groups will we be involving/serving and how? What impact will we have on the community, state, region? What will success look like for us?
- **Ideal Characteristics:** What will the organization need to look like in ideal terms to deliver the results and impact listed first? How will the organization act? What will its reputation be? Additional things to consider in listing elements of the vision statement: Organization size (revenues, facilities, paid staff, and volunteers); Nature and scope of programs and services; Member base; Market position/reputation; Use of technology; Management capabilities; Organizational structure.

➤ **Now Dream! List the core vision elements that are most inspiring to you:**

QUALITIES OF A GOOD VISION STATEMENT

- Presents where we want to go.
- Easy to read and understand.
- Captures the desired spirit of an organization.
- Dynamically incomplete so people can fill in the pieces.
- Compact -- can be used to guide decision-making.
- Gets people's attention.
- Describes a preferred and meaningful future state.
- Can be felt/experienced/gives people goose bumps when they hear it.
- Gives people a better understanding of how their individual purpose could be realized in the group.
- Provides a motivating force, even in hard times.
- Is perceived as achievable and at the same time is challenging and compelling, stretching us beyond what is comfortable.

From Organizational Vision, Values and Mission by Cynthia D. Scott

SAMPLE VISION STATEMENTS

Milwaukee Public Library

The Milwaukee Public Library is Everyperson's gateway to an expanding world of information. Providing the best in library service, we guide Milwaukeeans in their pursuit of knowledge, enjoyment, and life-long learning, ultimately enriching lives and our community as a whole.

Historic Third Ward Association

The Historic Third Ward's unique attributes and resources will be enhanced and developed to create a self-sustaining environment in which to live, work and play, so distinct in character that it is recognized as both a place and a state of mind.

YWCA of Greater Milwaukee

Creating momentum for real change leading to individual and community prosperity and the elimination of racism: By transforming systems to promote equity in our society; Through social and economic growth; By providing people with more control and options in their lives

Wisconsin Leadership Institute

The Wisconsin Leadership Institute will be a primary resource for encouraging, supporting and connecting aspiring leaders so they grow in capacity to lead and serve.

Elvehjem Museum of Art

The Elvehjem Museum of Art will be a leader among university art museums. Supported by the resources of the Kohler Art Library, it will be a dynamic center for research, education and experimentation in the visual arts.

Wisconsin Division of Community Development

We will be a catalyst for joint community development efforts at the local, regional, tribal and state levels, a clearinghouse for community development information and resources and a catalyst for local capacity building; and a recognized leader in providing technical assistance.

Center for the Deaf and Hard of Hearing

The Center for the Deaf and Hard of Hearing will be the recognized statewide leader providing a continuum of dynamic and innovative programs for persons of all ages who are deaf or hard of hearing.

Quality Education Commission

We provide vital leadership in forging a deep community commitment that results in: Dramatic improvements in student achievement; High levels of cooperation and satisfaction among all stakeholders; Ever-increasing enthusiasm, pride and support for public education in Milwaukee.

LindenGrove, Inc.

We will be a proactive leader in the provision of health and senior residential services. As a respected employer of first choice, we will provide high quality, diversified services in an environment that exceeds customer expectations. Our industry leadership and financial strength will assure an atmosphere that maximizes our clients' highest potential.

Bowling, Inc.

More people, bowling more often, having more fun.

All material c. 1999 The Center for Public Skills Training, Frank Martinelli. All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

DEVELOPING A MISSION STATEMENT

The mission statement is a broad description of what we do, with/for whom we do it, our distinctive competence in doing it, and WHY we do it (our ultimate end).

An effective mission statement addresses the following points:

- Broad description of what we do/are.
- With/for whom we do it.
- Our distinctive competence. (How we do it "differently", "better", "more effectively" than others)
- WHY we do it (Our ultimate end)

CRITICAL REVIEW OF THE MISSION

If a mission statement already exists, the focus of this step is on reviewing it in light of the emerging vision statement and if necessary revising the language. Here are some questions that can aid in the review of an already-existing mission statement:

1. Is the mission statement clear and on target in today's operating environment? Does it address the key following key points: Broad description of what we do/are; With/for whom we do it; Our distinctive competence; WHY we do it (Our ultimate end)
2. Do you have any specific questions or concerns with respect to the mission statement?
3. Does the mission statement duplicate the mission of any other organization? If so, what should we do about it?
4. Considering the answers to these questions, how, if at all, should the mission statement be changed?

SAMPLE MISSION STATEMENTS

The Milwaukee Public Library provides materials, services and facilities for all citizens of Milwaukee and others in order to meet present and future informational needs and raise the level of civilization in Milwaukee.

The Historic Third Ward Association acts to expand and enhance the district as a creative, livable and exciting mixed-use neighborhood while preserving its historic character.

The Foundry Educational Foundation strengthens the metal casting industry by supporting unique partnerships among students, educators and industry, helping today's students become tomorrow's leaders.

The Boys and Girls Club of Greater Milwaukee is a youth guidance organization dedicated to promoting health, social, educational, vocational, cultural, character and leadership development. It aims to help young people from the Greater Milwaukee Area to improve their lives by building self-esteem and developing values and skills during critical periods of growth.

Council #10 supports the efforts of educators and support personnel working in the southern Milwaukee suburbs. By pooling the resources of its member organizations, Council #10 coordinates the exchange of information and the development of joint goals and programs in order to empower its members in their quest for fair and equitable treatment. By improving the welfare of its members, Council #10 believes that the education of students and the quality of community life will be enhanced.

LindenGrove, a not-for-profit provider of health care and senior residential services in Southeastern Wisconsin, is committed to the continual enhancement of the quality of care and the quality of life of the persons it serves.

The Medical Society of Milwaukee County is an organization of physicians that provides leadership responsive to the needs of its members and collaborates with others to improve the community's health by maintaining the highest possible standards in the practice of medicine.

Our mission is to help Marquette, as an urban, Catholic, Jesuit institution, become one of the nation's distinguished universities; and to this end, we strive to bring all alumni closer to the University and one another in the Ignatian tradition of care for each person. (Marquette University Alumni Association)

We aim to transform society and culture by providing aspiring leaders with opportunities for self-renewal and development of leadership skills, values and behaviors. (Wisconsin Leadership Institute)

SAMPLE GOALS

ADVOCACY: Advocate for public policy that supports our mission.

AFFILIATION/MANAGED CARE: Position the organization within the emerging health care networks.

ALUMNI SERVICE: Increase our effectiveness as a service-based association that meets the diverse needs of alumni.

ASSOCIATION FUNDING: Develop financial independence for the association.

AWARENESS/IMAGE: To increase awareness of the association among key constituencies.

COLLABORATION: Lead, initiate and support measurable collaborative efforts that address

COMMUNITY AWARENESS: Increase community awareness and support of the agency, its mission and goals.

FINANCES: Increase the organization's financial strength to support future growth.

FUNDING: Develop a stable, growing and diversified funding base.

FUNDRAISING: Build a strong, broad-based coordinated comprehensive fundraising program in support of the University.

ORGANIZATIONAL RESPONSIVENESS: Assure development of a responsive and efficient organization.

PRODUCT/SERVICE MIX: Provide a mix of comprehensive diversified services that meet the changing needs of our clients.

QUALITY IMPROVEMENT: Dramatically enhance the quality of services to our clients.

STAFFING: Recruit and retain skilled, caring staff.

VOLUNTEERISM: Attract and retain dedicated volunteers for meaningful association involvement.

Strategy Worksheet

The next step in the planning process is to develop strategies for each goal. Strategies begin to answer the question “HOW will we go about accomplishing our goals?” The examples below offer some definitions and show the relationship between goals and strategies.

<u>LEVEL OF PLANNING</u>	<u>EXAMPLES</u>
<p><u>GOALS: 3 years out</u> Broad statements of what the organization hopes to achieve in the next 3 years. Goals focus on major outcomes or results and are qualitative in nature.</p>	<p><i>To expand our funding base to sustain current operations and support anticipated program growth</i></p>
<p><u>STRATEGIES: 1-3 years out</u> Statements of major approach or method for attaining goals and resolving specific issues.</p>	<ol style="list-style-type: none"> 1. <i>Generate more revenue from programs.</i> 2. <i>Expand individual annual campaign giving.</i> 3. <i>Increase corporate giving.</i>

YOUR TASK:

⇒ **Review the information listed below. They contain many ideas for strategy.**

1. Information earlier planning surveys; earlier group discussion.
2. Critical issue statements.

⇒ **Brainstorm strategies for the goals.**

1. Use the format for strategies from the sample box above. Remember, strategies describe a general approach or method; they don't describe specific activities or projects.
2. Use the ideas for strategy suggested by other group members in earlier meetings, comments from other members, etc.
3. If needed, use the list of verbs on the next two pages as a resource for writing your strategy statements.

⇒ **In your assigned goal group, review strategy ideas developed earlier by group members. Then develop/select the 4-6 best strategies. Use the suitability criteria below:**

1. Ask whether the strategy statement . . .
 - *Takes advantage of opportunities*
 - *Defends against threats*
 - *Builds on organizational strengths*
 - *Corrects organizational weaknesses*
 - *Offers some basis for future competitive advantage*
2. If needed, use the list of verbs on the next two pages as a resource for writing your final strategy statements.
3. Write the best strategies on newsprint for reporting out to the full group.

STRATEGIC OUTCOMES/ACTIVITIES

The following list (which is by no means complete) offers organizations some action verbs that can be used to begin to think about strategies.

<u>Resource or Function</u>	<u>Strategic Activities</u>
<i>Program or Service Development or Delivery</i>	<i>Offer new/innovative Enhance quality of Develop Diversify Produce more Retrench Joint venture Coordinate</i>
<i>Income</i>	<i>Increase Decrease Divest</i>
<i>Markets</i>	<i>Expand Penetrate Divest Diversify Specialize Analyze Segment</i>
<i>Personnel</i>	<i>Hire new Terminate Enrich jobs Rotate Train Reassign</i>
<i>Communications</i>	<i>Educate Inform</i>

*Persuade***STRATEGIC OUTCOMES/ACTIVITIES (CON'T)**

<i>Information</i>	<i>Research</i> <i>Develop</i>
<i>Leadership</i>	<i>Change</i> <i>Expand</i> <i>Include</i>
<i>Technology</i>	<i>Develop</i> <i>Invest</i> <i>Divest</i>
<i>Facilities</i>	<i>Expand</i> <i>Relocate</i> <i>Divest</i> <i>Build</i>
<i>Organization (radical change)</i>	<i>Reorient</i> <i>Turn around</i> <i>Revitalize</i> <i>Transform</i>
<i>Organization (no change)</i>	<i>Maintain</i>

THE CENTER FOR PUBLIC SKILLS TRAINING

Helping Organizations Prepare for the New Century . . .

The Center for Public Skills Training is a Wisconsin-based association of trainers and consultants that has been providing assistance to nonprofit organizations and public agencies since 1976. Close to 20,000 paid staff and volunteer leaders have benefited from the practical, results-oriented training and consultation provided by Center staff.

Our training and consultation assistance is designed to share specific skills, techniques, and information that have proven useful for other groups, challenge participants to focus on key questions and issues so that they can arrive at a more critical understanding of the problems facing their organizations, resulting in practical solutions that will work.

We are committed to: utilizing training methods and specific learning activities that encourage an active, participatory role for trainees; providing direct experiences in group problem-solving and decision-making; and employing training and consultation designs and materials that allow participants to apply new skills and knowledge.

TRAINING:

Listed below is a sampling of our workshop offerings in four critical specialty areas:

- **Planning:** Strategic Planning in Nonprofit Organizations; Involving your Staff in Operational Planning, Leading Change When You're Not the One in Charge; Group Facilitation Skills for Strategic Planning; Collaboration: A New Marketing Tool for Nonprofits; Building a Nonprofit Organization that is Responsive to Change
- **Leadership development:** Building a Board that Works; Chairing and Managing Committees and Workgroups; Effective Fundraising: Involving Your Board
- **Volunteer management:** Developing and Implementing a Volunteer Recruitment Strategy; Training Volunteers; Improving Volunteer-Staff Relations in Your Organization; Volunteer Supervision and Evaluation; Marketing and Promoting Your Volunteer Program
- **Community action:** Getting It Together: Networking and Coalition-Building; Advocacy and Lobbying Skills for Nonprofits; Fundamentals of Community Organizing; Developing a Community Issues Agenda

Other training can be custom designed to meet the special needs of your organization.

All material c. 1999 The Center for Public Skills Training, Frank Martinelli. All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

CONSULTATION:

Center Staff can also design specialized training and technical assistance programs to meet the unique needs of your organization. Areas of expertise include strategic planning facilitation, involving staff in operational planning, assisting managers in planning and leading high priority meetings and conferences, board and staff retreats, developing community collaborations, as well as specialized consultation to address particular organizational problems.

FOR MORE INFORMATION:

The Center will be glad to furnish names of past clients as references. For more information, contact Frank Martinelli, The Center for Public Skills Training, 2936 N. Hackett Avenue, Milwaukee, WI 53211, Voice: (414) 961-2536; Fax: (414) 961-7749; E-Mail: Frankwill@aol.com.

FRANK MARTINELLI , THE CENTER FOR PUBLIC SKILLS TRAINING:

Frank has over 24 years of work experience with a variety of nonprofit, community based groups and public agencies. He is president of the Center for Public Skills Training where he specializes in the recruitment, training and development of voluntary leadership. Areas of expertise include strategic planning, board development, volunteer management, and community organizing. Frank is a member of the faculty of The Learning Institute, a joint venture of the Society for Nonprofit Organizations, the Public Broadcasting Corporation (PBS), and the University of Wisconsin-Extension designed to deliver training through a range of emerging technologies. He has provided training and consultation to over 1600 organizations in the US including the National Child Nutrition Project, Peace Corps, Head Start, The Points of Light Foundation, Association of Volunteer Administration, the American Camping Association, Wisconsin Association of Homes and Services for the Aging, Voluntary Action Centers, and others. From 1981-1992, Frank served as Coordinator of THE RESOURCE CENTER, a major provider of training to nonprofit groups in the Greater Milwaukee area. A graduate of the University of Wisconsin with an M.S. in Urban Affairs, Frank has done numerous workshops on nonprofit management topics with special emphasis on involvement of the Board of Directors. He has also been trained by the Peter F. Drucker Foundation in the use of the Organizational Self-Assessment Tool.

Frank served as a community organizer for the Citizen Action Program (CAP) in Chicago and as a founding organizer and staff director of the Milwaukee Alliance of Concerned Citizens. He also served as Senior Training Consultant to ACTION/VISTA from 1977 to 1981. In addition to his professional work, since high school days, Frank has played key roles in founding and leading a number of nonprofit organizations. In 1993, the Wisconsin Association of Nonprofit Organizations established The Frank Martinelli Volunteer Achievement Award. The award recognized excellence in voluntary service to the nonprofit sector in Wisconsin.

All material c. 1999 The Center for Public Skills Training, Frank Martinelli. All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

Partial List of Client References for Strategic Planning

- American College of Occupational and Environmental Medicine. Contact: Kent Petersen, M.D., Chair, Strategic Planning Committee, 847-228-6850.
- Bowling, Inc. Contact: Sandra Shirk, CEO, 414-421-0900.
- Boys and Girls Club of Greater Milwaukee. Contact: Daniel Stefanich, Director of Operations, 414-274-6100.
- Camp Indian Sands/Ascension Lutheran Church. Contact: Rev. Jonathon Jacobs, Pastor, 414-645-2933.
- Center for the Deaf and Hard of Hearing. Contact: Charlene Dwyer, Executive Director, 414-790-1040.
- Central City Initiative. Contact: Sherry Hill, Office of the Governor, 414-227-4344.
- Children's Outing Association. Contact: Jay Blankenship, Executive Director, 414-263-8383.
- City of Milwaukee Marketing Department. Contact: Marsha Sehler, Marketing Director, 414-286-5700.
- Easter Seal Society. Contact Bob Petrosik, Executive Director, 414-449-4444.
- Ebenezer Child Care Centers. Contact: Beverly J. Anderson, Executive Director, 414-643-5070
- Elvehjem Museum of Art/University of Wisconsin-Madison. Contact: Russell Panczenko, Director, 608-263-2246.
- Evangelical Lutheran Church in America. Outdoor Ministries Network. Contact: Mark Burkhardt, Director for Outdoor Ministries, 800-638-3522.
- Foundry Educational Foundation. Contact: William Sorensen, Executive Director, 847-299-1776.
- Great Lakes Hemophilia Foundation. Contact: Kathleen Marquardt, Executive Director, 414-257-0200.
- Great Lakes Indian Fish and Wildlife Commission. Contact: James Thanum, Planning Director, 715-682-6619.
- La Casa de Esperanza, Inc. Contact: Anselmo Villarreal, Executive Director, 414-547-0887.
- LaFarge Lifelong Learning Institute. Contact: Marion Hook, Executive Director, 414-383-2550.

- Learning Institute for Nonprofit Organizations. Contact: Katherine Burnham, Executive Director, 800-424-7367.
- Legal Action of Wisconsin, Contact: John Ebbott, Executive Director, 414-278-7777.
- Literacy Council of Greater Waukesha , Contact: Debra Running, Executive Director, 414-547-7323
- Marquette University Alumni Association. Contact: Dan Mueller, Alumni Relations Director, 414-288-7441.
- Medical College of Wisconsin/Dept. of Preventive Medicine. Contact: Dr. William Greaves, Associate Professor and Chair, 414-456-4504.
- Milwaukee County Medical Society. Contact: Betsy Adrian, Executive VP, 414-475-4750.
- Milwaukee Downtown Management District. Contact: Elizabeth Nicols, Executive Director, 414-220-4705.
- Milwaukee Public Library. Contact: Kathleen Huston, City Librarian, 414-278-3020.
- National Association of Social Workers - Wisconsin Chapter. Contact: Eileen Mershart, Executive Director, 608-257-6334.
- The Alzheimer's Association of Southeastern Wisconsin. Contact: Theresa McKinnon, Executive Director, 414-479-8800.
- The Parenting Network. Contact: Jacqueline Maggiore, Executive Director, 414- 671-5575.
- University of Wisconsin-Milwaukee Alumni Association. Contact: Barbara Flint, Executive Director, 414-229-6108.
- Waukesha Area Chamber of Commerce. Contact: Ann M. Nischke, Executive Director, 414-542-4249.
- West Allis Community Communications Corporation. Contact: Mary Shanahan-Spanic, Executive Director, 414-475-2700.
- Wisconsin Leadership Institute. Contact: Jack Christ, Director, 414-748-8358.
- Wisconsin Partnership for Housing Development. Contact: Bill Perkins, Executive Director, 608-258-5560.
- YWCA of Greater Milwaukee. Contact: Julia Taylor, Executive Director, 414-374-1800.
- YWCA of Madison. Contact: Eileen Mershart Executive Director, 608-257-1436.

For information, contact Frank Martinelli, The Center for Public Skills Training. Phone: 414-961-2536.

Sample Strategic Plan Cycle

Mission, Vision, Goals, Strategies – 4 year strategic plan cycle (1999-2002)

----->
 On an annual basis, the organization will carry out the following operational planning tasks culminating in development of objectives for the following year:

1999	2000	2001	2002
Implement 1999 Objectives	Implement 2000 Objectives	Implement 2001 Objectives	Implement 2002 Objectives
Monitor/adjust 1999 Objectives	Monitor/adjust 2000 Objectives	Monitor/adjust 2001 Objectives	Monitor/adjust 2002 Objectives
Evaluate 1999 Objectives	Evaluate 2000 Objectives	Evaluate 2001 Objectives	Evaluate 2002 Objectives
Review/update current Strategic Plan	Review/update current Strategic Plan	Review/update current Strategic Plan	Develop new Strategic Plan for 2003-2006
Set 2000 Objectives	Set 2001 Objectives	Set 2002 Objectives	Set 2003 Objectives
Develop 2000 Budget by 12/1/99	Develop 2001 Budget by 12/1/00	Develop 2002 Budget by 12/1/01	Develop 2003 Budget by 12/1/02

Objective Planning Worksheet

SAMPLE: STRATEGY #4.2

Increase association membership

<u>WHO</u>	<u>WILL DO WHAT</u>	<u>BY WHEN</u>	<u>EVALUATION MEASURE</u>
<i>The Membership Manager and Membership Committee</i>	<i>Increase 2000 association membership revenue by at least 25% (\$142,000)</i>	<i>Dec. 31, 2000.</i>	<i>% increase in association membership revenue or dollar increase in revenue</i>
<i>The Membership Manager and Membership Committee will increase 2000 association membership revenue by at least 25% (\$142,000) by 12/31/00</i>			

STRATEGY # _____

<u>WHO</u>	<u>WILL DO WHAT</u>	<u>BY WHEN</u>	<u>EVALUATION MEASURE</u>
Objective 1			
Objective 2			

STRATEGY # _____

<u>WHO</u>	<u>WILL DO WHAT</u>	<u>BY WHEN</u>	<u>EVALUATION MEASURE</u>
Objective 1			
Objective 2			

All material c. 1999 The Center for Public Skills Training, Frank Martinelli (*frankwill@aol.com*). All rights reserved. Reprint permission granted to the Learning Institute for Nonprofit Organizations

Objective Planning Worksheet

OBJECTIVE # _____

<u>WHO</u>		<u>WILL DO WHAT</u>	<u>BY WHEN</u>	<u>EVALUATION MEASURE</u>
Primary	Collaborating with			

OBJECTIVE # _____

<u>WHO</u>		<u>WILL DO WHAT</u>	<u>BY WHEN</u>	<u>EVALUATION MEASURE</u>
Primary	Collaborating with			

OBJECTIVE # _____

<u>WHO</u>		<u>WILL DO WHAT</u>	<u>BY WHEN</u>	<u>EVALUATION MEASURE</u>
Primary	Collaborating with			

Action Planning Worksheet

ASSIGNED OBJECTIVE:		
ACTION STEPS	Specify for each step	
	Due date	Who
1.		
2.		
3.		
4.		
5.		

Proposed Timeline For Development Of Objectives

May-June	June-September	November-December	January and Ongoing
<ul style="list-style-type: none"> • Reorganization of board committees. • Additional orientation and training as needed for board members and management staff on format for developing their objectives based on strategic plan. 	<ul style="list-style-type: none"> • Staff and Board Committees develop objectives for their assigned strategic goal and strategies for the period October 1999 - December 2000. • Committees submit objectives to Board president. Managers submit their objectives to Executive Director. • 2000 Budget drafted 	<ul style="list-style-type: none"> • Board reviews and approves Year 2000 Budget. 	<ul style="list-style-type: none"> • Implementation of Year 2000 Action Plan. • Quarterly reviews. • Annual review and update strategic plan.

Board Committee Plan Reporting Form

Reporting Quarter _____

Name of Board Committee _____

Strategies Assigned to Committee	2000 Objective	Quarterly Committee Progress/Results

Form to be filled out on a quarterly basis by committee chair and submitted to Board President.

Committee Plan Reporting Form

Reporting Quarter _____

Name of Board Committee _____

Strategies Assigned to Committee	2000 Objective	Quarterly Committee Progress/Results
<i>EXAMPLE: Generate more revenue from special events.</i>	<i>EXAMPLE: The Fund Development Committee will generate at least \$85,000 in revenue from special events by December 31, 2000.</i>	<i>Annual Dinner in May raised \$35,000 net.</i>
<i>EXAMPLE: Increase the effectiveness of the board and its committees.</i>	<i>EXAMPLE: The Board Development Committee will design a board member evaluation process, submit for board approval and perform the first annual board/board member evaluation by October 1, 2000.</i>	<i>Evaluation form designed and approved by board development committee</i>

Form to be filled out on a quarterly basis by committee chair and submitted to Board President.

Committee Learning Objectives

Back in the early 1960s, it is estimated that NASA only possessed about 15% of the knowledge it would eventually need to achieve its goal of “an American on the moon by the end of the decade.” As an optional step in committee planning, complete this worksheet to reflect on what you need to learn to accomplish your committee objectives for the coming year. This step will be especially important if the committee will be doing something new.

What knowledge, information, or learning do we need to acquire in order to accomplish our committee objectives this year?	What is our plan for acquiring the needed knowledge, information, or learning?
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.