

Company Name Strategic Plan 2004-2005

Objectives, Accomplishments and Consultants' Recommendations

Goal 1: Enhance Programs, Products & Services		2004-2005 Budget = \$x
Objectives	Accomplishments	Consultants' Recommendations
<ul style="list-style-type: none"> ▶ Build x Initiatives 	<ul style="list-style-type: none"> ▶ Developed partnership with x for y ▶ Developed partnership with x ▶ Captured stories on 4 initiatives for x (2/04) 	<ul style="list-style-type: none"> ▶ Narrow the possibilities and focus on a few, well-chosen, manageable initiatives
<ul style="list-style-type: none"> ▶ Clarify Programs, Products & Services Offered 	<ul style="list-style-type: none"> ▶ Delineated for x in 2/04; refined in summer 04 	<ul style="list-style-type: none"> ▶ Define the programs, products and services Company offers. Clarify whether Company programs are distinct from its services. ▶ Identify your core products and services: reduce the number that you provide to only those that and are mission-critical, in demand and that Company can deliver well. ▶ Develop one template that describes your core products and services, and use it for the web and print pieces ▶ Eliminate acronyms. ▶ Make redesigning your website, including descriptions of your core services, an urgent priority
<ul style="list-style-type: none"> ▶ Establish method for introducing new programs, products & services 	<ul style="list-style-type: none"> ▶ Consultants critiqued and edited partnership agreement template 	<ul style="list-style-type: none"> ▶ Develop a template for evaluating the business case for new initiatives, and use it religiously ▶ Be disciplined about the new initiatives you pursue (see goal 4).
<ul style="list-style-type: none"> ▶ Capture Lessons Learned 	<ul style="list-style-type: none"> ▶ Received informal feedback from x 	<ul style="list-style-type: none"> ▶ Survey stakeholders and other clients about what went well, what didn't, whether they would recommend Company , and why or why not
<ul style="list-style-type: none"> ▶ Establish partnerships to enhance training 	<ul style="list-style-type: none"> ▶ Revised this objective to develop an transitional implementation team 	<ul style="list-style-type: none"> ▶ See also training recommendations at Goal 4

Goal 2: Develop Infrastructure		2004-2005 Budget = \$x
Objectives	Accomplishments	Consultants' Recommendations
▶ Build Board to 12-15 members	▶ Increased Board membership from 4 to 6	<ul style="list-style-type: none"> ▶ Finish your Board Profile grid so you have a basis for recruiting new board members ▶ Recruit new members based on gaps in your board profile grid ▶ Institutionalize the Board's "3Ds" - your legal duties of care, obedience, and loyalty ▶ Develop executive committee ▶ Conduct periodic board self assessments to gauge your effectiveness ▶ Redesign website to attract potential board members ▶ Develop an effective "elevator speech" for board and staff to describe what Company does
▶ Adopt committee structure for Board	<ul style="list-style-type: none"> ▶ Considered several different committee structures, ▶ Tried to implement a sector approach for Board committees 	<ul style="list-style-type: none"> ▶ Revisit viability of using a sector approach for committees. ▶ Resolve committee structures and roles as appropriate for a high-functioning Board. 1-2 people can take responsibility for a topic. ▶ Engage technical experts as necessary ▶ Finish, assign and carry out your Officers' and Board members' job descriptions ▶ Finish your Board Manual ▶ Assign 1 or 2 people to be strategic plan watchdogs
▶ Add one FTE	▶ Considered feasibility of adding FTE based on revenue projections for x	<ul style="list-style-type: none"> ▶ Continue to evaluate timing and feasibility of adding FTE ▶ Develop specific job description and skill set ▶ Develop business case for hiring someone at a specific salary, for a specific # of hrs/ week, for specific tasks

Goal 3: Ensure Sustainability		2004-2005 Budget = \$x
Objectives	Accomplishments	Consultants' Recommendations
<ul style="list-style-type: none"> ▶ Diversify funding 	<ul style="list-style-type: none"> ▶ x is materializing into a genuine revenue producer ▶ Company Name preserved funding by entering into a partnership with x ▶ Company Name was written into x grant for \$x ▶ Company Name got some exposure through the x process this summer, even though the x may be stalled ▶ x including Company Name in part of ABC Grant 	<ul style="list-style-type: none"> ▶ Continue to finesse x ▶ Conduct market research for x to determine validity of pricing and revenue projections ▶ Determine how to maximize funding for Company role in x grant ▶ Help identify and establish effective partnerships (as we did with x, y and z); ▶ With a workgroup, develop a sound fee for services strategy, including reviewing your competitors, such as x; ▶ Develop realistic grant-seeking goals and objectives that are aligned with your mission, strategic plan, targeted initiatives and infrastructure ▶ Develop an effective “elevator speech” for board and staff to describe what Company does
<ul style="list-style-type: none"> ▶ Ensure continued x support 	<ul style="list-style-type: none"> ▶ Preserved x funding for 2004-2005, after it was threatened 	<ul style="list-style-type: none"> ▶ Clarify x deliverables for current year ▶ Prepare now for a competitive funding environment with x by resolving immediate governance issues, strategic plan, core services, web redesign ▶ Get candid input from x stakeholders on what’s going well with Company, what’s not, and fix whatever needs fixing ▶ Develop an effective “elevator speech” for board and staff to describe what Company does
<ul style="list-style-type: none"> ▶ Develop grant-seeking process 	<ul style="list-style-type: none"> ▶ Developed text for organizational capabilities, and success stories in 2/04 memos to x – can be used for grant proposals ▶ Met x at St. Pauls/Travelers Fndn ▶ Learned about x initiative in Hartford 	<ul style="list-style-type: none"> ▶ Develop a strategic, selective focus on the initiatives to pursue first, then identify funding streams aligned with those initiatives ▶ Continue to build infrastructure to be competitive ▶ Make personal connections with local funders ▶ Redesign website and print material to attract

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		<p>and impress potential funders and partners</p> <ul style="list-style-type: none"> ▶ When Company has narrowed its focus on specific, fundable initiatives it wants to pursue, the consultants will: <ul style="list-style-type: none"> ■ Research strong funding prospects for Connecticut Assets; open doors to potential funders; coach on meetings with potential funders; ■ Help prioritize funding opportunities ■ Facilitate Company staff's efforts to design the concept for which funding is sought; ■ Develop a project plan and timeline; ■ Develop an outline for the proposal, from which the team will prepare its draft; ■ Write, edit and design the narrative portion of the proposal; ■ Assemble the components of a successful grant-seeking system, including an RFP evaluation tool to analyze the business case for pursuing particular grants and a project plan; ▶ Develop and refine boilerplate documents for use in grant applications
▶ Added: Strategic Planning and Execution	▶ Company Name set four strategic goals and developed objectives for each	<ul style="list-style-type: none"> ▶ Make updating and finishing your strategic plan, with action steps, an urgent priority. ▶ Develop performance measures for each action step so you know by what factors you will measure success, and everyone pulls in the same direction ▶ Develop specific, measurable targets for each objective to be achieved by June 30, 2005, 2006, and 2007, so everyone is clear that you will be successful if you do X by what date. ▶ Make strategic planning review a standing

Goal 3: Ensure Sustainability

2004-2005 Budget = \$x

Objectives	Accomplishments	Consultants' Recommendations
		item on every monthly meeting agenda (see SP "watchdog," above) <ul style="list-style-type: none"> ▶ Divide responsibility for completing different sections of the strategic plan, but revise strategic plan only by board consensus. ▶ Make strategic plan available to all board members and staff ▶ Turn your focus to implementing the plan, and avoid reinventing it
<ul style="list-style-type: none"> ▶ Added: Other 	<ul style="list-style-type: none"> ▶ Conducted board self assessment ▶ Developed board recruitment piece that is brochure-ready ▶ Interviewed Board for ideas on the initiatives and partnerships Company Name should pursue, their roles, funding possibilities 	<ul style="list-style-type: none"> ▶ Update Exec Dir performance evaluation criteria ▶ Complete timely Executive Director evaluations. ▶ Conduct periodic board self assessments to gauge your own effectiveness

Goal 4: Pursue New Programs and Partnerships		2004-2005 Budget = \$x
Objectives	Accomplishments	Consultants' Recommendations
<ul style="list-style-type: none"> ▶ Prioritize suggested initiatives (see below, consider new "sector" ideas and ideas from board interviews) 		<ul style="list-style-type: none"> ▶ Develop a strategic, selective focus on the initiatives to pursue first, then identify funding streams aligned with those initiatives ▶ Make a business case for each new program or partnership ▶ Ensure that any newly proposed program or partnership directly advances your strategic goals and objectives
<ul style="list-style-type: none"> ▶ Added: Other 	<ul style="list-style-type: none"> ▶ Company Name drafted partnership agreement template ▶ Consultants critiqued and edited partnership agreement template ▶ With x, launched a client centered, strength based training product for case managers in x service agencies 	<ul style="list-style-type: none"> ▶ Develop a simple, plain language, user-friendly template for your asset-mapping partnership agreements ▶ Clarify and resolve intellectual property issues among Company, software developer and future subscribers to x ▶ Make reporting on and discussing Company's income, expenses and budget status a standing item on every monthly meeting agenda.
<ul style="list-style-type: none"> ▶ Added: Transitional Implementation Team 	<ul style="list-style-type: none"> ▶ Identified resources and time that would be required for training ▶ Identified one potential recruit for training team ▶ Establishing a commitment to concrete workplans and deadlines 	<ul style="list-style-type: none"> ▶ Need a concrete workplan of tasks and timelines ▶ Develop a comprehensive project plan template with MS Project or similar application, including tasks, timelines, personnel resources, and costs ▶ Develop learning objectives ▶ Design a training curriculum ▶ Develop a training manual ▶ Design other training materials – e.g. handouts, PowerPoint ▶ Observe and evaluation training ▶ Train partners ▶ Train-the-trainers ▶ Conduct focus groups with former clients
<ul style="list-style-type: none"> ▶ x 		<ul style="list-style-type: none"> ▶ Prioritize and narrow the initiatives to be pursued, based on a cost-benefit, business

Goal 4: Pursue New Programs and Partnerships

2004-2005 Budget = \$x

Objectives	Accomplishments	Consultants' Recommendations
		case analysis ▶ Turn your focus toward making prioritized initiatives come to life