

# Strategic Plan Components

## VISION

The vision statement expresses the organization's desired future, especially how the organization's work will impact the future. For nonprofit groups, this vision will be both about the future you want to see in the world and about the future of your organization.

## MISSION

The mission is a two or three sentence statement that succinctly states the reason for the organization's existence – who it is, what it does, and who it serves.

## VALUES

The values statement expresses the organization's philosophy and guides how the organization works.

## CONTEXT and STRATEGIC DIRECTIONS

The strategic directions describe the context of the issues you group is working on, the challenges and opportunities and how the organization will work toward accomplishing the vision. It describes the major strategic approaches the group will use over the next three to five years and why you believe this approach will be successful. It also includes your vision for how the group will evolve and grow and its niche and role in the community and with stakeholders in accomplishing the vision.

## GOALS

Goals are usually listed by **Program Goals and Objectives**, followed by **Organizational Development Goals and Objectives**

Goals are clear outcome statements of what the organization will accomplish with its programs and with its internal development in a given period of time. Goals are a statement of success, and describe what will be done and how it will be accomplished, and can be quantified – such as: In five years, the Pine Valley Land Trust will have protected 10,000 acres of land from development through conservation easements and purchase of land and water rights for public conservation purposes.

## OBJECTIVES

Objectives are the specific steps over time that the organization will take to accomplish the goals. They describe strategically important activities that are measureable and realistically achievable within a certain timeframe. Objectives are often more specific for the short term (within the next 6 months to a year), and more general for longer-term activities. They may include who will be responsible for accomplishing each objective and the resources needed. E.g. In partnership with key agencies and conservation organizations, the Pine Valley Land Trust will create a GIS map by August 2009 of the valley's private land ownership, habitat and critical protection corridors and hot spots.

## IMPLEMENTATION

The implementation section describes how the organization will implement the plan and the needed resources (money, staff, volunteers and other). It includes an annual work plan for the first year with the objectives in a timeline. An estimated budget is developed and the core priorities are described along with the things that will be delayed if money and resources are tight.

## EVALUATION PLAN

The evaluation plan sets up a process for reviewing and adjusting the plan. It identifies indicators of success so that progress can be measured and good conversations can take place based on data about what's working well and what can be improved. Throughout the year, board meetings can be used to check in on how things are progressing. Annually a full review and revision of the plan will help the group stay on track and adapt to changing situations.