

Planning as a Tool for Focus, Clarity and Accountability



Terry Profota, MNM
tlprofota@gmail.com
406-570-7109



Bonnie Sachatello-Sawyer, EdD
bsawyer@hopamountain.org
406-586-2455

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Under no circumstances will the author of this Toolkit be liable to any person for any bad thing that may happen because a reader disregarded this warning.

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Planning as a Tool for Focus, Clarity and Accountability

At this time in the nonprofit sector there is significant discussion about the value of strategic planning. Some say it is worth the time and effort, some say it is not. We believe that planning is a critical function of leadership and creates direction for action and the foundation for accountability. A well crafted plan is flexible, vibrant and engaging.

This toolkit will outline the basic concepts and ideas associated with planning and provides templates to help you integrate today's learning into your organization.

Planning to Plan

What is a strategic plan?

Strategic planning is long-term, big-picture thinking that creates a roadmap for a successful, proactive future. This planning process is a point in time for the board of directors to give input and set direction for the organization. True planning is a spiral progression that focuses on continuous improvement; it is a building and growth process that when done correctly energizes and engages the board and other constituents.

How often should strategic planning be done?

Planning is an ongoing process that happens every year and is reviewed and modified regularly. Strategic planning refers to longer-term planning, typically for periods of three-five years. Annual planning is just that, done each year to review the strategic plan, modify as needed, and identify annual objectives for the upcoming year.

Who organizes planning?

In the shared leadership role of boards and executive directors, it often falls to the executive director to get the strategic planning process organized. Planning should be a priority activity with time allocated to move through the process and engage all stakeholders. In addition to allocation of time, financial resources should be budgeted for the planning process.

When to plan?

Planning is an annual event. We recommend that planning starts about four months before the end of your fiscal year. That way your plan expenses can be integrated into your annual budget and fundraising plan.

Timeline for regularly reoccurring board planning activities

Action Item	Timeline
Strategic and Operational Planning	Started approximately four months before the end of fiscal year.
Strategic and Operational Plan approval by board	When annual budget is approve, at least one month before beginning of fiscal year.
Work plan development for board, staff, volunteers, committees, and task forces	Annually at the beginning of fiscal year. Not a board responsibility EXCEPT for board related goals.
Annual assessment of performance for board per the operational plan, staff, volunteers, committees and task forces	Annually at the beginning of fiscal year during the goal setting meeting. Not a board responsibility EXCEPT for board related goals.

Who is included in planning?

For strategic planning to be effective an organization needs input from all its stakeholders; clients, partners, board members, staff, management, volunteers, donors and other individuals impacted by the organizations work. This can be done in a variety of time and cost effective ways including surveys, focus groups, telephone calls, or interviews.

Dollars well-spent, hire a facilitator!

One thing is for sure, a professional planning facilitator will help an organization make the best use of its strategic planning process. A facilitator will provide objectivity, can ask tough questions, and makes sure everyone is heard. When hiring a facilitator, be certain he/she understands nonprofits and strategic planning; this is an investment future and will repay many times over.

Create your own Planning Calendar

We have said that clear expectations are the foundation for an effective board but if the activities associated with those expectations are not carried out in a regular and orderly manner confusion and stagnation may result. A simple and easy way to create consistency is the implementation of a Board Governance Calendar that schedules key on-going governance tasks. **For this course, we will create a Planning Calendar.**

Step 1: Write in the beginning of your Fiscal Year.

Jan	
Feb	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	

Analyzing Core Activities

Think through key organizational activities such as fundraising, programming, public relations and others things that you do. To the right list two –three activities that correspond with the analysis criteria on the left.

Analysis	Two – Three Activities
High Impact, High Profitability 	
High Impact, Low Profitability 	
Low Impact, High Profitability 	
Low Impact, Low Profitability 	

Sample Questions for a S.W.O.T.

Please take a few minutes and carefully think through the following questions. They will help assure that everyone's points of view are heard and that we are able to craft a compelling vision and plan for DoGood's (DGO) next three - five year during our upcoming planning session.

1. Briefly describe/list what you believe to be the three biggest accomplishments that your organization has achieved in the past three years?
2. Briefly describe/list what you believe to be the three biggest challenges that our organization has experienced in the past three years?
3. Identify what you believe are the two-three external (outside of the organization) opportunities or trends that should be considered.
4. Identify what you believe are the two-three external (outside of the organization) constraints or trends that should be considered.
5. Now, imagine it is three-five years from now, what does DoGood organization look like, what are you doing and how is it being done? And who are/is your audience/clients/consumers?
6. With your answers to the above questions in mind, what are DGO's top three priorities over the next three years?
7. Where specifically should DGO concentrate its efforts in the next 12-24 months in order to move forward in meeting the vision you outlined above?

Another Approach to Planning: Appreciative Inquiry

Appreciative Inquiry focuses on generating and applying knowledge that comes from inquiry into moments of excellence, periods of exceptional competence and performance – times when people have felt most alive and energized. Appreciative Inquiry is about discovering and applying new knowledge, new ideas about ways to enhance and enrich organization culture and productivity in strategic planning. It provides a strength based and positive approach for creating and sustaining change.



Discover - Valuing - What gives life?

Through storytelling, gather holistic data that captures facts AND feelings about the past and present of the organization at its BEST. Identify themes that emerge from the collective stories.

Dream - Envisioning - What might be?

If anything is possible and there are no constraints, what would our ideal future look like? Challenging the status quo. What is the world calling our organization to be? The dream phase is both practical, in that it is grounded in the organization's history, and generative, in that it seeks to expand the organization's potential.

Design - Dialoguing - What should be?

Aligning values, structures, and processes with the ideal. Getting everyone into the conversation. The design phase includes the creation of the "social architecture" of the organization and the creation of "Provocative Propositions" that articulate the organization's future created in the Dream phase.

Deliver - Innovating - What will be?

Co-construct a sustainable preferred future that embraces innovation, continuous learning, adjustment, and improvisation.

Appreciate Planning with SOAR

(Strengths, Opportunities, Aspirations, Results)

A strengths, opportunities, aspirations, results (SOAR) analysis is another kind of strategic planning tool that focuses an organization on its current strengths and vision of the future for developing its strategic goals. This tool differs from the commonly used SWOT (strengths, weaknesses, opportunities, and threats) analysis in that with SOAR, the focus is on the organization and enhancing what is currently done well, rather than concentrating on perceived threats and/or weaknesses.

S = Strengths: What an organization is doing really well, including its assets, capabilities, and greatest accomplishments.

O= Opportunities: External circumstances that could improve profits, unmet customer needs, threats or weakness reframed into possibilities.

A= Aspirations: What the organization can be; what the organization desires to be known for.

R=Results: The tangible, measureable items that will indicate when the goals and aspirations have been achieved.

When conducting a SOAR analysis, the basic questions to be answered are:

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future?
4. What are the measurable results that will tell us we've achieved that vision of the future?

Benefits to SOAR

1. Engages representatives from every level of the organization to have shared conversations and input on strategy and strategic planning. Resistance to change is minimized and employees are more likely to commit to goals and objectives they helped create.
2. Flexible and scalable, so planning and decision making can be adjusted to fit an organization's needs and culture.
3. Building on the organization's strengths produces greater results than spending time trying to

The Planning Session

Strategic Planning Terms

You can read 1,000 books and get 1,000 different planning processes, viewpoints and definitions of terms for a strategic planning process. To clarify for this workshop we have identified the definitions we will use in the planning process.

Strategic Plan: Term used to identify the three-five year plan and includes strategic vision, focus areas, and goals. Board approval needed.

Vision: Long-term outcomes an organization wants to achieve. Typically these are global and inspirational in nature such as ending world hunger. Board approval needed.

Mission: Short and concise statement that tells what your organization does and how it does its work. This statement is used internally to guide decision-making and externally as a communication tool. Board approval needed.

Values: A set of shared beliefs, norms, and ways of behavior that an organization identifies and establishes as their standards for operations. Board approval is needed.

Strategic Vision: A statement that sums up where an organization would like to be in three to five years. Used as the destination point in a planning process. Board approval needed.

Focus Areas: Operational areas that an organization must focus on to achieve the strategic vision. Board approval needed.

Goals: Specific and measurable statements for each identified focus area that clearly establish where an organization wants to be in three-five years. Board approval needed.

Annual Objectives: Specific steps or benchmarks that must be accomplished in the upcoming year to be on track towards reaching a goal. Board approval needed.

Annual Operational Plan: A basic planning document that takes a strategic plan to an annual plan. Annual Operational Plans are used for prioritizing objectives, identifying responsible parties, and reporting progress to the board. Board approval needed.

Work or Action Plan: Work or action plans are individual plans developed by the staff member, task force, or committee responsible for the accomplishing an objective. Work/action plans form a detailed path or to-do list for the responsible party to follow. Work and action plans need supervisor approval only.

Sample Strategic Plan

Long Term Vision

To make the world a happy place!

Mission

Our mission is to make sure all adults in the Rocky Mountain area have access to high-quality chocolate, wine, and caffeine at affordable prices.

Values

3-year Strategic Vision

In three years, DoGood Organization will have:

- ✓ An active and engaged board of nine members who have instituted infrastructure systems that support adherence to current nonprofit governance best practices as outlined by the Montana Nonprofit Association.
- ✓ Implemented financial structures and procedures and created a strong system of financial checks and balances, financial oversight, and transparency.
- ✓ Created and implemented a diversified fundraising plan that generates sufficient operational revenue to met expenses plus an additional 15% per year to build our operational reserve account.
- ✓ Sufficient staff to implement our operational and fundraising plan in an efficient and effective manner. Staff will have reasonable workloads and competitive salary and benefits.
- ✓ Increased our service capabilities by 25% and have a satisfaction rating of at least 3 on user evaluations.

Strategic Goals

Goal 1 - Board Development: In three years, we will have nine active and engaged board members that are practicing nonprofit “best practices” for governing an organization. We will have solidified our expectations of board members, created a board recruiting process, developed an officer succession process, reviewed and updated our by-laws, created a general operating policy manual and revised and strengthened our committee structure.

Goal 2 - Finances: In three years, we will have implemented financial structures and oversight to strengthen our financial recordkeeping, budgeting and management reporting systems. This includes creating checks and balances within our financial management structure, becoming more transparent, developing financial management and investment policies, re-organizing our Finance Committee, and writing bookkeeping and accounting procedures manual.

Goal 3 - Funding: In three years, we will be fully-funded through five diverse revenue sources that include grants, private donations, and fees. Our goal is in three years to be raising \$500,000 annually in revenue from these sources and have a reserve of \$150,000.

Goal 4 – Staffing: In three years, we will have qualified, trained, and competitively compensated staff to administer programs and manage the organization. New hires will include a FT Development Director, .5 Office Assistant, FT Program Director, .5 Program Assistant

Goal 5 - Program: In three years, we will be serving 25% more of identified constituents and users will report an average of 3 or above on user satisfaction evaluations.

Sample Page at a Glance Strategic Plan – Operational Plan

GOAL 1 - Board Development: In three years, we will have nine active and engaged board members that are practicing nonprofit “best practices” for governing an organization. We will have solidified our expectations of board members, created a board recruiting process, developed an officer succession process, reviewed and updated our by-laws, created a general operating policy manual and revised and strengthened our committee structure.

This year's objectives are to:	Responsible Party	Timeline	Measurable Outcomes	Status
a) Establish a Governance Calendar.				
b) Create Board and Officer Job Descriptions.				
c) Review and update by-laws.				
d) Create a Finance Committee.				
e) Create a Governance/Nomination Committee and board recruitment process.				

GOAL 2 - Finances: In three years, we will have implemented financial structures and oversight to strengthen our financial recordkeeping, budgeting and management reporting systems. This includes creating checks and balances within our financial management structure, becoming more transparent, developing financial management and investment policies, re-organizing our Finance Committee, and writing bookkeeping and accounting procedures manual.

This year's objectives are to:	Responsible Party	Timeline	Measurable Outcomes	Status
a) Create a Finance Committee.				
b) Develop Financial Policies & Procedures.				
c) Develop an Investment Policy.				
d) Develop procedures for internal financial management and checks and balances.				
e) Review and possibly revise DGO fiscal cycle.				

GOAL 3 - Funding: In three years, we will be fully-funded through five diverse revenue sources that include grants, private donations, and fees. Our goal is in three years to be raising \$500,000 annually in revenue from these sources and have a reserve of \$150,000.

This year's objectives are to:	Responsible Party	Timeline	Measurable Outcomes	Status
a) Develop a comprehensive Fundraising Plan, with five funding sources that will raise \$150,000 in revenue this year. The board will approve this plan during the budgeting process.				
b) Hire a Development Director.				
c) Create a series of fundraising task forces to help implement the fundraising plan.				

GOAL 4 – Staffing: In three years, we will have qualified, trained, and competitively compensated staff to administer programs and manage the organization. New hires will be a FT Development Director, .5 Office Assistant, FT Program Director, .5 Program Assistant

This year's objectives are to:	Responsible Party	Timeline	Measurable Outcomes	Status
a) Hire a full-time Development Director.				
b) Hire ½ time office assistant.				
c) Develop an employee reward and incentive system.				
d) Develop an Employee Handbook.				

GOAL 5 - Program: In three years, we will be serving 25% more of identified constituents and users will report an average of 3 or above on user satisfaction evaluations.

This year's objectives are to:	Responsible Party	Timeline	Measurable Outcomes	Status
a) Research unserved populations within our constituent group and service area				
b) Conduct focus groups and surveys to determine current obstacles to participation				
c) Develop (or refine) current service delivery model to serve new/added constituents, including outreach and solutions to participation obstacles				
d) Research breakdown of staff capacity and expertise to serve more constituents				
e) Adjust fundraising goal to include funding to hire new staff if necessary				

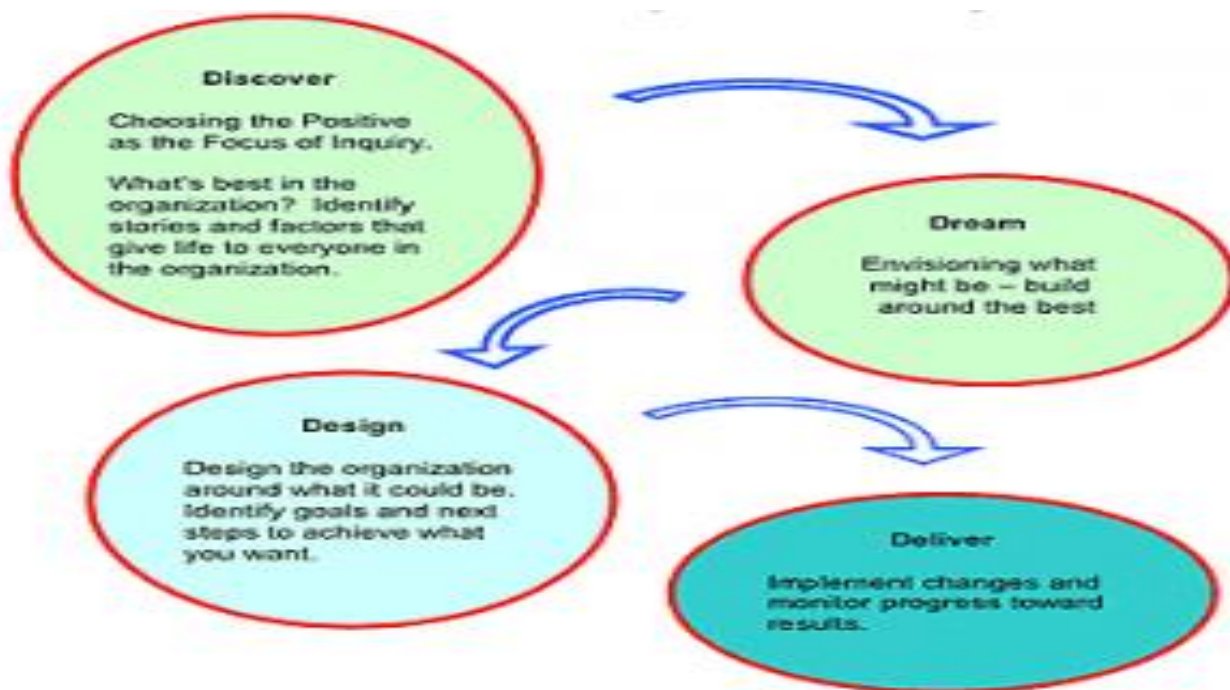
Action Plan/Work Plan

Goal 4 from the Strategic Plan: In three years, we will have qualified, trained, and competitively compensated staff to administer programs and manage the organization. New hires will be a FT Development Director, .5 Office Assistant, FT Program Director, .5 Program Assistant.

Objective A	Actions	Responsible Party	Timeline	Measurable Outcomes	Status
Hire a full-time Development Director.					
	Research funding sources				
	Create a job description				
	Apply for funding through grants				
	Hire most qualified person				
Objective B					
Hire ½ time office assistant.	Research funding sources				
	Create a job description				
	Apply for grant funding				
	Advertise for the position				
	Hire				
Objective C					
Develop an employee reward & incentive system					
	Discussion with staff about rewards they would like				
	Identify goals to reach in order to get reward				
	Identify costs of reward program and get budget approval from Finance Committee				
	Present plan to board for approval				
Objective D					
Develop an Employee Manual					
	Develop the Employee Handbook				
	To Executive Committee for initial review				
	Approved by the Board				

Getting started with Appreciative Strategic Planning

1. Identify Board, staff and community members who will participate, and determine the format and frequency of meetings (One large strategic planning session? A series of meetings?) Participants should represent all levels of the organization and all functional areas.
2. Engage Board, staff and other stakeholders—including clients and partners, if appropriate—to discover the conditions that created the organization's greatest successes. Ask powerful, positive questions to generate images of possibility and potential. Threats, weaknesses, or problems should not be ignored, but rather should be reframed. Discussion should focus on "what we want" rather than "what we don't want."
3. Summarize the organization's positive core, which is its total of unique strengths, resources, capabilities, and assets.
4. Identify aspirations and desired results that create a compelling vision of the future using the best of the past and that also inspire and challenge the status quo.
5. Decide which opportunities have the most potential.
6. Write goal statements for each of these strategic opportunities and identify measures that will help track the organization's success.
7. Plan actions and implement the plan for each identified goal.



Evaluation Measures

Frequent evaluations can help the board and staff determine if clients are being served and program goals and objectives are being met, while educational evaluations can assess learning objectives, instructional process, and learning environment. The key to a successful evaluation is to build support and to involve those people who may be affected by the results. Ideally, evaluation is a continuous, interactive process which is responsive to the issues and concerns of those involved.

The evaluation process should ideally start before the program begins. In order to get baseline data, participants may be asked what they already know about the topic (orally or in writing), they may be given a pre-test, or they may be asked to demonstrate a skill. Many organizations ask program participants at the beginning of a session what their personal goals are or what they want to gain from the program.

A *formative evaluation* occurs while a program is in progress and can be extremely helpful in determining what changes may be needed to enhance the learning process. Program evaluators can collect information during the program by administering short opinion evaluation forms or quizzes.

A *summative evaluation* is conducted at the conclusion of the learning event and focuses on results or outcomes. This is the most commonly used evaluation method and usually takes the form of opinion questionnaires. It is important to keep the information from these evaluations as permanent records so it can be used in future planning sessions.

For many community based projects, alternative evaluation designs are necessary to document those natural elements that address and validate the natural way community change evolves. In particular, when working with indigenous communities, evaluators need to employ a conscious effort in approaching community ways of knowing and understanding, while providing a voice for community in the evaluation process.

Jolly (2002) points out that evaluators must have a fundamental awareness of cultural norms and experiences of the people who they are evaluating or working with and develop an understanding of how those norms will play out in the context of evaluation. There are three major areas that evaluators need to be conscious of in evaluation of communities: context, experience and relationship (Valdez, 2004).

Evaluation and reflection are very important parts to a successful program. It brings a new way of looking at the project that has just been completed. The group involved will be able to see if what they wanted to accomplish was attained and successful. It also gives the group the ability to see what improvements could be made, what worked well and what strategies they can carry over to the next project. Structured reflection is necessary so that adults and youth are encouraged to think about the issues and feelings associated with their experiences.

Many ways to conduct an evaluation

Speaking

- _ Whole group discussions
- _ Small group discussions, focus groups
- _ Oral reports to groups or storytelling
- _ Discussions with community members or experts on an issue
- _ Public Speaking on project (for parents, teachers, school board, etc.)
- _ Teaching material to younger students

Writing

- _ Journal or log—kept daily, weekly, or after each service experience
- _ Special project report
- _ Narrative for a video, film or slide show
- _ Guide for future volunteers

Activities

- _ Role Playing
- _ Classroom, workshop, community presentations
- _ Recognition/celebration program
- _ Plan new future projects
- _ Recruit peers to serve

Multimedia

- _ Photo, slide, audio or video presentations
- _ Painting, drawing, collages
- _ Portfolio

Working your Plan

Developing an Operational Plan

Strategic planning happens every three to five years; operational planning happens annually. The process is similar, however for annual planning the focus is on review and strategizing for the upcoming year in order to meet the goals set during the strategic planning session.

Operational planning begins about four months before the end of the year and is led by the executive director. Typically the executive director meets with management and staff to review progress on goals and the current annual objectives; during this meeting they also outline realistic objectives for the upcoming year. This plan is then brought to the board for review and approval.

An operational planning process with the board is shorter than the strategic process and involves the following steps:

- Step 1: Review current operational plan for progress and challenges.
- Step 2: Reexamine and confirm three or five year strategic vision.
- Step 3: Examine internal and external conditions for any changes that need consideration.
- Step 4: Review, give feedback and approve annual objectives as outlined by executive director.

Work Plans

Once the Annual Operation Plan has been approved by the board it is handed over to the executive director for implementation. The executive director then works with responsible parties to develop their own work plan. In the end, action plans become the detailed work charts used for reporting and evaluation staff, committee, task forces, and volunteers.

Approving the Plan

The planning process is just that, a process. It involves multiple people and steps. The first time an organization goes through this process it may seem tedious but the results in effectiveness, efficiency, and energy are well worth the effort.

Planning is a team sport yet ultimately it is the board's responsibility to see that realistic and practical strategic and annual operational plans are each in place. In Lesson #6 – Financial Management we will study how these plans become part of the budgeting process; another board responsibility.

Monitoring the Plan

At this point, planning may be complete but the work continues. A plan is only as good as its implementation and the magic in planning comes through monitoring and modifying actions. Plans should be reviewed by responsible parties weekly to assess progress; supervisors should receive updates monthly. The board should review progress on the operational plan at least quarterly and receive urgent (good or bad) updates as they happen. The executive director's job is to continually monitor work in relationship to the plan and suggest modifications to the board as needed. A well-constructed plan is a compass, not an inflexible blueprint for action.

Policy for the Evaluation and Compensation of the Executive Director

Evaluation Policy

The Board of Directors will review the performance of the Executive Director at least annually. The steps in the review process (see below) will begin in no later than August and be completed by the Fall Board Meeting.

However, if a Board member has any concern about the Executive Director's performance at any time during the year, he or she should raise this concern directly with the Executive Director or the Board Chair as soon as possible.

Compensation Policy

The Executive Director of DoGood Organization (DGO) is the principal representative of DGO, and the person responsible for the efficient operation of the Nonprofit. Therefore, it is the desire of DGO to provide a fair yet reasonable and not excessive compensation for the Executive Director. The Executive Director's compensation will be reviewed annually during by the Personnel Task Force as part of the evaluation process. Salary recommendations will be made to the full board for approval.

STEPS IN THE EVALUATION PROCESS

DGO shall annually evaluate the Executive Director on his/her performance, and ask for his/her input on matters of performance and compensation

1. The Executive Committee is authorized to oversee the ED Evaluation process.
2. The Personnel Task Force (PTF) will be comprised of the current Chair and Vice Chair.
The Chair of this task force will be the Vice Chair.
3. The PTF Chair will request that the Executive Director complete a summary of achievement of the organization's annual plan and a self-performance review. All completed material should be to the Vice Chair by the first of August.
4. This information will be part of the sub-committee's report to the Board of Directors.
5. The PTF Chair will request that the Executive Director complete a summary of achievement of the organization's annual plan and a self-performance review. All completed material should be to the Vice Chair by the first of August.
This information will be part of the sub-committee's report to the Board of Directors.
6. The chairperson will be responsible for distributing evaluation material to all board members by mid- July.
7. Board members will return the completed evaluations to the PTF along with their comments about the Executive Director's performance by the first of August.
8. The PFT will review the evaluations received and prepare a cumulative report for the Board of Directors.
9. At the August Board meeting, the board will meet in Executive Session for discussion in order to finalize the evaluation process. The cumulative board evaluations and the ED's self-evaluation will be distributed and collected during this session. Copies of these documents will be destroyed immediately after the meeting.
10. Discussion of ED compensation (see process below) will be included in this meeting.
11. The board will determine what feedback to give to the ED and any changes to salary and/or benefits. The Vice Chair will document this discussion in a letter to the ED.
12. Within three weeks of the August board meeting, the PTF or its designated representative(s) will meet with the Executive Director to discuss his or her performance, provide feedback, and seek input from the Executive Director.
13. The ED will be given a copy of the compiled board evaluation and the letter outlining feedback and salary/benefits. The PTF will finalize the evaluation, have Executive Director sign the documents, and prepare a short report on this meeting for the full Board for its next regularly scheduled meeting.

14. Three signed copies of the evaluation should be made and signed by both the ED and Chair. One is given to the Executive Director for his or her personal files. One goes in the DGO Personnel files and the last is kept by the Secretary as part of the board's documentation.
15. The Board, Task Force, and Executive Director will review the evaluation process annually and identify any needed modifications. Modifications will be integrated into the next year's evaluation process.

STEPS IN THE COMPENSATION PROCESS

As part of the annual executive evaluation process, the Personnel Task Force (PTF) will research and compile information in order to make a recommendation to the full board for the compensation (salary and benefits) of the Executive Director based on a review of comparability data.

1. The PTF will secure data that documents compensation levels and benefits for similarly qualified individuals in comparable positions at similar organizations. This data may include the following:
 - a. Salary and benefit compensation studies by independent sources (MNA Wage & Salary Survey);
 - b. written job offers for positions at similar organizations;
 - c. documented telephone calls/surveys about similar positions at state domestic violence coalitions of similar size and scope around the country and for-profit organizations; and
 - d. information obtained from the IRS Form 990 filings of similar organizations.
2. The PTF will summarize their findings and present a recommendation to the full board at the Fall Board Meeting. The PTF will document how it reached its decisions, including the data on which it relied, in minutes of the meeting during which the compensation was approved. Documentation will include:
 - a) A description of the compensation and benefits and the date it was approved;
 - b) the members of the board who were present during the discussion about compensation and benefits, and the results of the vote;
 - c) a description of the comparability data relied upon and how the data was obtained; and
 - d) any actions taken (such as abstaining from discussion and vote) with respect to consideration of the compensation by anyone who is otherwise a member of the board but who had a conflict of interest with respect to the decision on the compensation and benefits.
3. The board of directors, who are volunteers and not compensated by the Nonprofit, will operate independently without undue influence from the Executive Director. No member of the Executive Committee will be a staff member, the relative of a staff member, or have any relationship with staff that could present a conflict of interest.

Planning Policies

Strategic/Operational Planning

DoGood Organization will conduct a Strategic Planning session every three years to establish organizational strategic goals.

Each year the Executive Director and staff will develop Annual Operational Objectives and Program Activities that will support the accomplishment of the Strategic Goals that have been approved by the Board.

Annual Objectives and Program Activities will be presented to the board for discussion and approval by the board as part of the annual budget process.

Planning and Goal Setting

The Executive Director will be an integral part of the long and short term planning process. The Executive Director is expected to be present and participate in all planning meetings with the board unless specifically asked otherwise.

The Executive Director's main function is to assure that board-approved Strategic, Annual Objectives, and Fundraising plans are successfully carried out. Therefore the Executive Director's goals and evaluation will be tied directly to the accomplishment of these plans.

Reporting

The Executive Director will make quarterly written reports to the Board of Directors. Reporting should be linked to the Annual Objectives and Fundraising Plan.

Evaluation

The Board of Directors will review the performance of the Executive Director at least annually. The steps in the review process will coincide with the Board Governance Calendar and include an Executive Director self-evaluation as well as input from the full board.

The actual evaluation process will be implemented through the Executive Committee per the ED Evaluation Process.

Reviewing your strategic plan

Your strategic plan includes program goals, strategies to achieve those goals, and a strategic plan implementation timeline. This worksheet can be used to review your strategic plan implementation timeline, identify your program's progress in implementing strategies each year, and reflect on implications for your next annual work plan. You can use the worksheet for work plan development or as a guide for reviewing planning documents with program staff and stakeholders.

Directions for Table One—Strategic Plan Outline

1. List the goals and program strategies that your program planned to address each year during the cooperative agreement, based on what you wrote in your strategic plan.
2. In the table below, write in the number of the strategy your program planned to implement each year of the plan to address your goals.
3. Each year, as you prepare to develop your annual operational plan, review the table and determine whether you fully implemented the program strategies as planned (i.e., achieved an operational plan objective related to that strategy).
4. Insert an X by each strategy that your program did not fully implement as planned that year.

Table One

Strategic Plan Outline																									
Year	Program Goals																								
	Goal 1					Goal 2					Goal 3					Goal 4					Goal 5				
	Strategy Number					Strategy Number					Strategy Number					Strategy Number					Strategy Number				
Example	1	2X				1	3	4X																	
Year 1																									
Year 2																									
Year 3																									

1. In the first (left-hand) column head of the table below, list the year that you are reviewing.
2. In the second column, for each strategy your program did not fully implement (as indicated with an X in the table above), list the goal and strategy number.
3. In the third column, list the reasons that your program did not implement the strategy.

Table Two

Implications for Annual Operational Plan		
Year ____	Goal, Strategy	Reasons Not Fully Implemented
Example	Goal 1, Strategy 2	We had planned to develop an evaluation system this year, but because of a hiring freeze, we were unable to hire an evaluation consultant to lead this work. We now have permission to hire an evaluator, so we will implement Strategy 2 next year. Our next work plan will include a SMART objective and activities for developing the evaluation system.
Example	Goal 2, Strategy 4	We did not disseminate model CSH and PANT policies as planned because our partners did not agree on the content of the policies. We will continue our work on policy development next year (Strategy 3). Our next work plan will include SMART objectives related to both model policy development and policy dissemination.

Leverage your Plan

Strategic plans are internal documents that guide action but they are also excellent external documents to promote the good work of an organization and solicit funds. Use them as such, include strategic and operational plans on the organization's web site, hand out to public officials and others interested in the cause, include in fundraising information, and grant proposals. How else could a strategic plan be used to promote your organization?

Final Wrap Up

Identify three ideas that you will implement from this class within the next six-weeks?

Action Item	Timeline