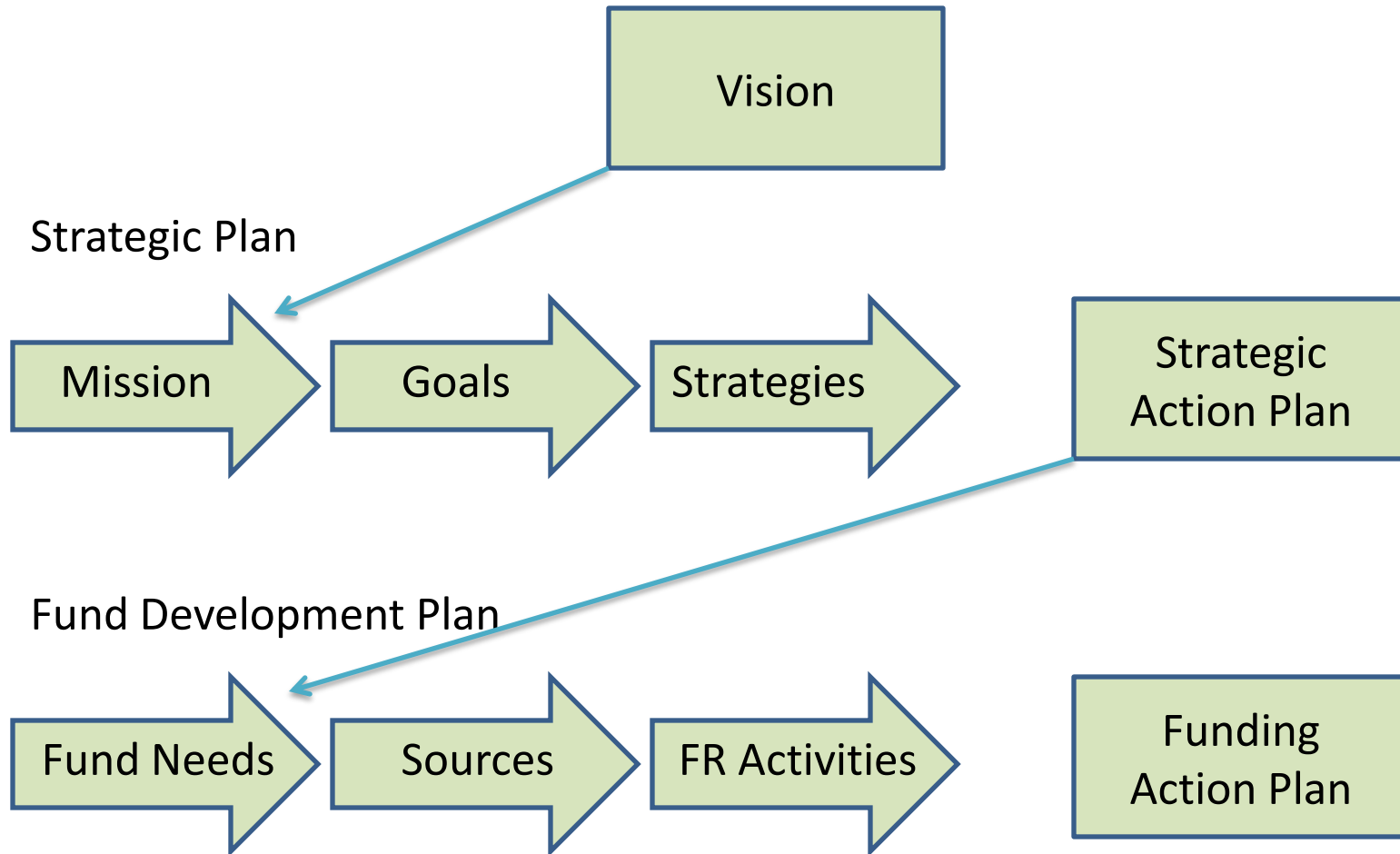


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# *Strategic Planning*

*Component Descriptions and Samples*



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## *Component Descriptions*

## Vision Statement

- What we hope to do
- Our preferred future, looking out 10+ years

**Focus:** Imagine – what we could do - don't assume same resources as today

**Vision-killers:** tradition, fear of ridicule, stereotypes, complacency, nay-sayers

## Mission Statement

- The reason for our existence, justification for being
- Our purpose

**Focus:** What is important about our organization? How can it be conveyed quickly and clearly?

## Goals

- Descriptive, describe how we will meet our mission
- Convey a purpose; are not quantitative

**Focus:** Dream – how to move from mission to vision

**Goal-breakers:** too many (more than 3-6), conflict with (instead of replacing) current, outdated activities

## Strategies

- High level activities needed to reach each goal
- Measurable

**Focus:** What steps can we identify now, and what goals require a strategy of further study and planning?

## Strategic Action Plan

- Specific steps
- Who, what, when
- Establish accountability

**Focus:** Roles you are willing to commit to fulfilling



## Funding Needs

- The resources needed to accomplish each activity
  - Identified over the life of the plan (e.g. three years)
- Focus:** Consider staff, volunteer and monetary needs

## Revenue Sources

- Individuals, businesses, foundations, government agencies, earned income, endowment proceeds
- Amount planned from each source

**Focus:** Build on past history and new directions

## Fundraising Activities

- Specific activities for each source
- Amount to be raised through each activity

## Funding Action Plan

- Who, what, when
  - Activities are spaced appropriately throughout the year
- Focus:** Tie activities to specific goals to meet the mission

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# *Component Samples*

## Vision Statement

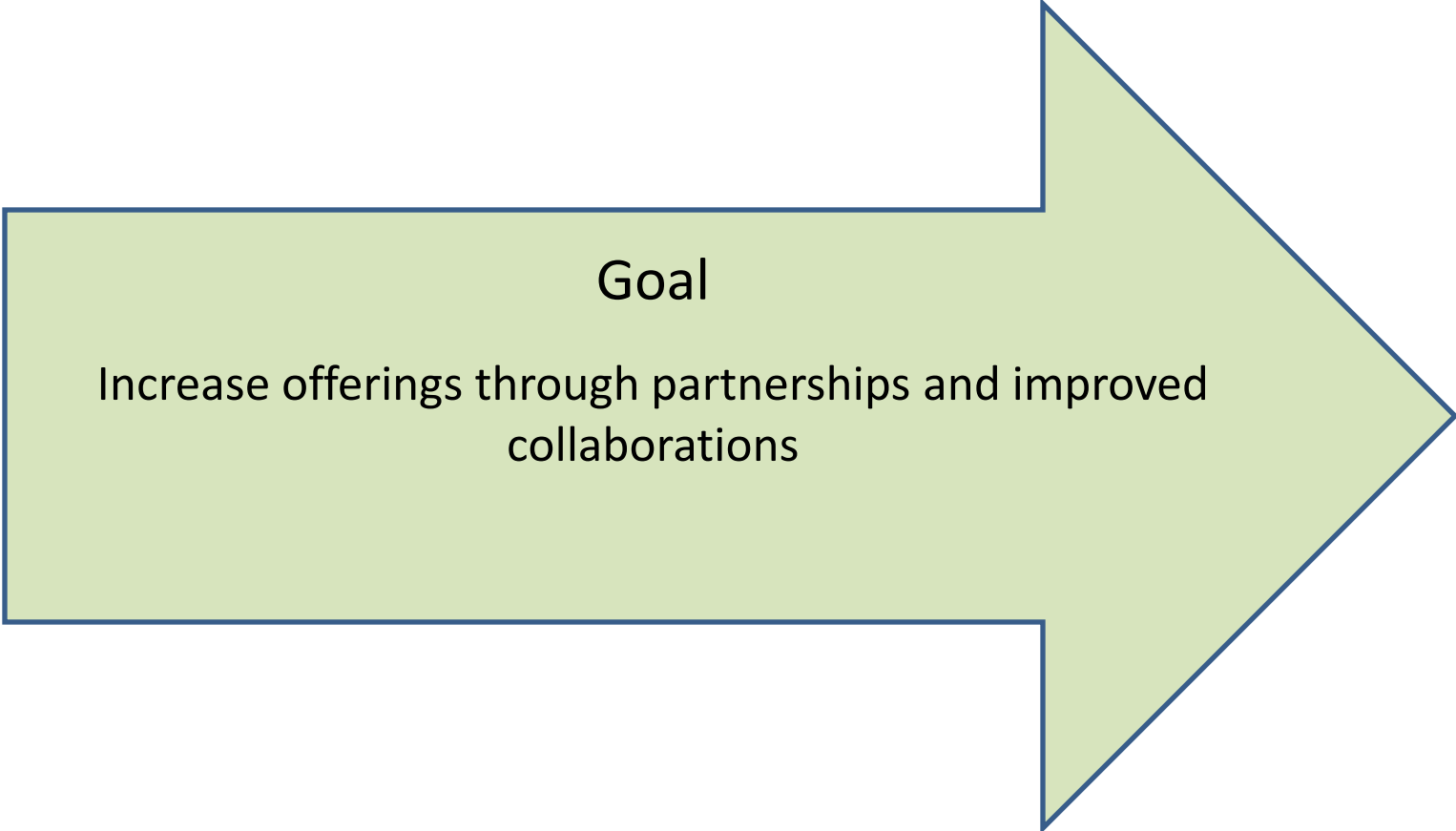
We envision a full service parks and recreation district with facilities and programs to meet the needs of constituents of all ages. A high level of community participation leads to demonstrably better health and a stronger sense of well-being. Parks and recreation activities are served by a nimble and responsive organization able to adjust quickly to the needs of the community and external influences.

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## Mission

To sustain a viable, fiscally responsible organization that serves our region with recreation and enrichment opportunities.

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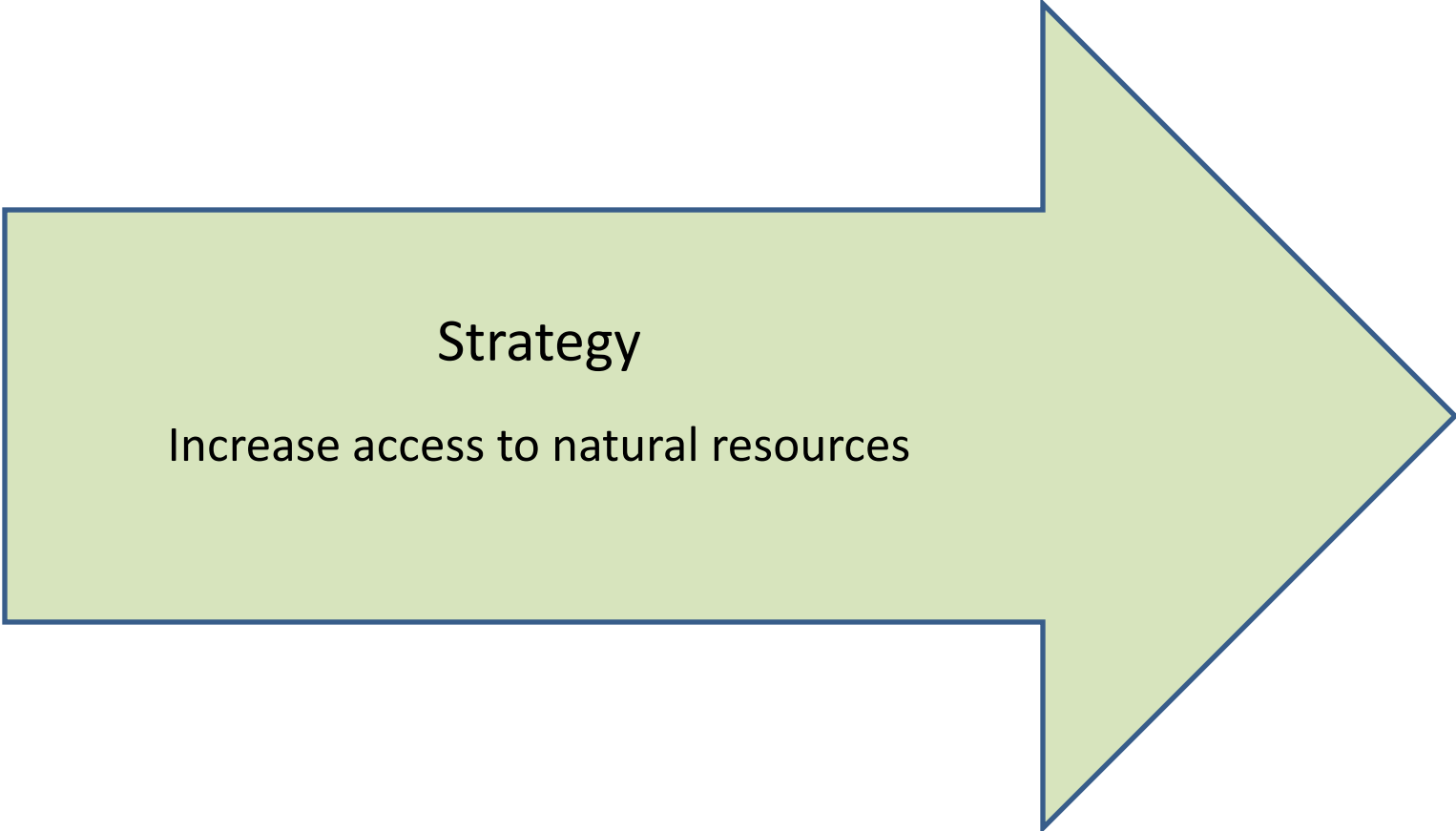


Goal

Increase offerings through partnerships and improved  
collaborations



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Strategy

Increase access to natural resources

## Strategic Action Plan

- Hold Board work session to develop outline of issues and desirable sites for public access
- Engage appropriate property owners and managers, and potential partners
- Initiate semi-annual summits
- Negotiate and enter into appropriate agreements

## Funding Needs (year one)

- 42 hours of existing staff time
- \$4,000 for facilitator, rooms and refreshments

## Revenue Sources

- Unrestricted funds from individual donors

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## Fundraising Activities

- Mail campaign

## Funding Action Plan

- Develop compelling story and language for campaign focus
- Identify potential donors and develop campaign appeal materials
- Prepare and send mail requests for funding
- Send electronic follow-up reminder
- Make follow-up calls

## *Action Plan Sections* *(resulting from samples above)*

*Note: final action plans would provide activities for all strategies planned to meet all goals within the strategic plan.*

## Strategic Action Plan

Action Item	Timeline	Assignment
Hold Board work session to develop outline of issues and desirable sites for public access	April 2012	Board and Executive Director
Engage appropriate property owners and managers, and potential partners	April-May 2012	Jeff, Peggy and Mike (Board) and Tom (Project Manager)
Initiate semi-annual summits	May 2012	Joan (Executive Director)
Negotiate and enter into appropriate agreements	Summer 2012	Joan, Tom and Board



## Funding Action Plan

Action Item	Timeline	Assignment
Develop compelling story and language for campaign focus	August 2011	Marketing Committee and Development Director
Identify potential donors and develop campaign appeal materials	September 2011	Board members and all staff
Prepare and send mail requests for funding	October 2011	Development staff
Send electronic follow-up reminder	November 2011	Development staff
Make follow-up calls	Nov. – Dec. 2011	Board members and all staff
Sign thank you letters	Nov. 2011 – Jan. 2012	Board members and all staff