



Transforming the Strategic Plan

The attached samples are contributions from the ASAE listserv and other sources. They depict the translation of a board's strategic goals into a staff business or action plan.

Strategic plans are more likely to be successful if the broad goals are broken down into projects, actions, accountability, delegation and quantified.

STRATEGIC GOAL

For example: The goal may be to “*Maintain a Highly Effective Government Relations Program.*” The strategies may include PAC fund raising, writing issue papers and visits to Capitol Hill.

ACTION STEPS

The action steps should identify what committee will champion the PAC fund raising and the desired amounts each year. Who will write the position papers; will outside research be required; and what are the deadlines? For the legislative visit, when will it be scheduled, what incentives will there be for attending and what committee will assist staff?

The business or action plan can take on various formats --- a table, an outline, chronologically, by committee, etc. The staff's business or action plan is ideal for keeping the board apprised of progress on the strategic plan.

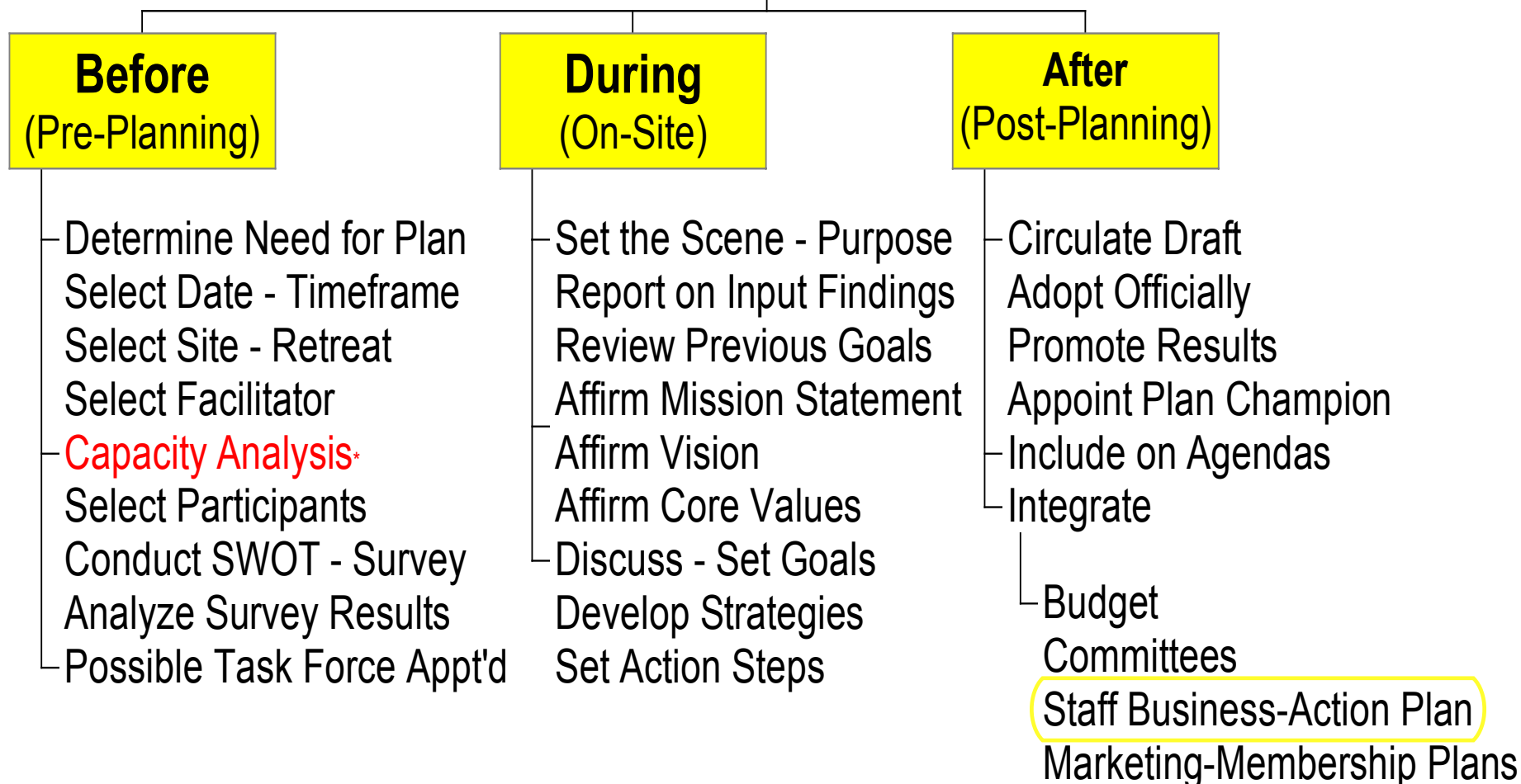
SAMPLES

Following this page is a flow chart of the three phases of strategic planning: *Before, During* and *After*. Creating the action or business plan is indicated as a step in the third column. The remaining pages are samples to help with this process. Development of an action plan is often completed at a *staff retreat*, following the board's strategic planning session.

STRATEGIC PLANNING • LEADERSHIP DEVELOPMENT • ASSOCIATION EFFICIENCY

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Strategic Planning Process



Note: **Capacity Analysis** refers to organization's ability to achieve mission and goals with existing resources, committees and staff. Goals and strategies *must* be realistic, achievable, and measurable. **Integration** with budget and committees is critical. Additional nonprofit resources available free at www.nonprofitcenter.com. For strategic planning, board orientation and seminars contact Bob Harris, CAE, at 850/570-6000 or bob@rchcae.com

Planning Terms & Chart 2003.DOC

Implementing the Strategic Plan

Goals and Strategies	Incoming President (Yr. 1)	Next President (Yr. 2)	Next President (Yr. 3)	Notes and Accountability Committee Assignments Desired Outcomes Key Performance Indications
EXAMPLE OF GOALS AND STRATEGIES				
1) Government Affairs and Advocacy				Ongoing priority for the organization.
a) Build the PAC to reach \$150,000 annually in contributions.				Start mid-year (after legislative session) and build from current \$80,000 a year until \$150,000 is the average.
b) Hire an in-house lobbyist within 2 years.			<i>Budget in 3rd yr.</i>	Work with retained outside lobbyist until budget allows supplementing outside lobbyist with in-house staff.
c) Create a customized Grassroots Political Action manual for chapters and local member.	<i>Start this spring, complete by next session.</i> 			Start writing this winter and have completed by mid-year and before the next legislative session; allow time for printing and distributing to members. Hire outside writer in necessary.
d) Monitor and protect the regulations and practice act for the industry.	<i>Ongoing priority every year.</i> 			Next legislative session and each year; appoint highly effective Government Affairs Committee and write clear charges for the committee.
e) Pass beneficial tax regulation after building coalition of supportive organizations.		<i>2nd and 3rd year priority.</i> 		Explore coalition building to enlist support in 1 st year. Seek legislative introduction in following year; pass by the third year as a new law.
f) Pass license tag legislation.				Pet project of 3 rd year pres.. appoint committee prior to taking office.

Transforming board goals (strat. plan) into a 3-yr. action plan for committees and staff.

2006-2008 STRATEGIC GOALS

GOAL #1

I. EDUCATION

STRATEGIES/TACTICS

1. Continue current initiatives to increase local education programs by 20 percent.
2. Enhance efforts to maintain and improve course content.

Strategies/Tactics #1: Continue current initiatives to increase local education programs by 20 percent.

TACTICS

PROJECT	RESPONSIBILITY	2006 RESOURCES	2006	2007	2008
Produce the highest quality, signature-event annual conference.	Meetings staff and education committee with subcommittees.	Budgeted \$145,000	Assess Needs and Recruit Appropriate Speakers, Evaluate Outcomes, ROI	Assess Needs and Recruit Appropriate Speakers, Evaluate Outcomes, ROI Increase Attendance by 5%	Assess Needs and Recruit Appropriate Speakers, Evaluate Outcomes, ROI, Increase Attendance by 5%
Partner with allied organizations to increase attendance from under-represented specialty groups. Identify new areas and allies.	Staff and Executive Committee.	Identify Audiences and Groups, Make	Market and Deliver Courses	Increase Number of Courses	Continue to Increase Number of Courses

		Contact.		
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Strategies/Tactics #2: Enhance efforts to maintain and improve course content.

TACTICS

PROJECT	RESPONSIBILITY	2006 RESOURCES	2006	2007	2008
Hire Professional Curriculum Developer	Budget and Staff	\$65,000	Hire	Evaluate	Evaluate
Complete major program rewrites for existing certification courses.	Staff and Certification Subcommittees	\$60,000	Prioritize Needs Rewrite Two Programs	Rewrite and Pilot Test Programs	Complete Rewrites and Market Programs
Conduct annual review of certification programs to identify information that must be updated	Staff and Designation Subcommittees	No budget – allocate time.	Ongoing – CAE 1 st year.	Ongoing – CMP 2 nd year.	Ongoing
Design specialized courses for affordable, military, seniors and students.	Staff, Education Committee and CAM Subcommittee			Develop and Pilot Test Programs \$30,000	Market and Deliver Programs
Explore the feasibility of developing new designation programs for industry specialists (Marketing, HR, Risk Management, etc.)	Staff, Education Committee and Board			Conduct Needs Assessment	Develop and Pilot Test New Designation Program
Conduct standardized Instructor Evaluations	Affiliate Staff and Education Committee	\$1,000	Compile Data	Monitor Performance and Provide Feedback to Affiliates	Continue to Monitor and Provide Feedback to Affiliates
Develop and implement Train the Trainer program for certifying designation instructors	Affiliate Staff and Hired Consultant	\$40,000	Develop and Deliver Program	Ongoing Delivery of Program	Evaluate Program

Transforming the Strategic Plan into a Staff *Action* or *Business Plan* (Template)

Goal # 1				
<i>Write the first goal statement from the strategic plan, here....</i>				
Strategies Identified in the Plan	Initiatives and Projects	Who	Timeframe	Status Report
<i>Write and number the strategies identified within each goal of the strategic plan.</i>	<i>What is the staff going to do (or already doing) that will advance the strategy in the next 12 to 24 months¹?</i>	<i>Identify the staff, department, committee or subcontractors responsible for advancing the strategy. Be precise; include names.</i>	<i>What is the start and stop time of this project? What are the interim performance measures to be sure the tasks are on schedule? Set precise deadlines.</i>	<i>Indicate progress on the actions, projects, initiatives and strategy. Are missing steps or short on resources? Use a check mark to indicate completion.</i>
Strategies	Initiatives and Projects	Who	Timeframe	Status Report
a.				
b.				
c.				
d.				
e.				
f.				
g.				
h.				

Use only one page per goal category. Thus 5 goals would result in a minimum of 5 pages. Also ideal for setting board/staff/committee performance measures and scoreboarding.

¹ Most strategic plans cover 3 to 5 years; the action or business plan covers a period of 12 to 24 months.

**2005 – 2009 Strategic Plan
Working Action Plan**

<i>Goal</i>	<i>Benchmarks for Marketing Strategy</i>	<i>Strategies</i>	<i>Action</i>	<i>Timeframe</i>	<i>Resource</i>	<i>Staff/Committee Accountability</i>	<i>Status/Comments</i>
I. Redefine Marketing Strategy	<u>Magazine</u> ▶ ▶	•	•	Completed	None	Jane Doe	Major goals & core competencies identified.
	<u>Website/E-mail Communications</u> ▶ ▶ ▶	• Develop a brand campaign	<ul style="list-style-type: none"> • Create tagline, logo • Develop and maintain brand campaign to include tagline, logo on all materials 	Completed Completed	\$12,000 (Revised from \$30,000)	John Smith	Logo & Tagline unveiled in January 2005. New XXX materials, i.e., letterhead, business cards, etc. with new logo. XXX Standards and Style Guide Written and Circulated Among Staff (August 2005)

Strategic Plan 2006 - 2011

Association name

April 2006

Vision: Assn is the preferred resource for Professional Insurance Agents

Mission: Assn provides effective representation, top quality education and superior membership services.

Staff Working Notes for Major Goals:

Goals:

1) Improve member relationships

Increase membership to 500 A-4s; 1,000 A-2s, and 200 AS-1,-2s,-3s by year-end 2010. (Membership committee, Ambassadors, Board, EVP & staff)

Strategies:

a) Continue Ambassador program of monthly new member personal contacts; implement small regional member gatherings for new & non-members plus agency staff -combine social event with assn. service/benefit updates (Membership Committee, Board, Ambassadors & staff – start in 2007)

Geographically regional forums for primary members (not a "meeting"), of 12 persons plus assn staff and including local Board, Ambassadors, new members, non-members, member/non-member staffers, and local legislators invited. After-hours times included with meal functions. Mostly social with an update of assn's latest services.

b) Improve legislative/regulatory advocacy: a) build industry alliances b) continue web-based advocacy, c) fast

member communication, d) formal policy statements as needed, e) conduct legislative functions with high participation, (State & Federal Legislative Committees, Board, & staff – 2007)

c) Grow primary member attendance at Annual Convention and Fall Conference. Increase 50% more than 2006 attendance in 2007 – (Convention & Fall Conference committees, Board & staff)

Concentrate marketing effort on growing primary member attendance; monitor company attendance – if it drops find out why; make corrections. Grow 50% more than 2006 in assn's 2007 Convention and FC events. Get registration materials out to all sooner than February 24 (2006). Provide "very early bird" registration for 2007 convention at the 2006 Convention as well as 2006 Fall Conference registration.

d) Develop new non-dues revenue sources annually, improve member benefits and explore new member service opportunities to help attract/retain membership. (Assn Management & Benefits Committee & staff)

In 2006-2007, this would include exploring specific products among other potential new services to generate non-dues revenue.

e) Develop minority membership outreach program (ExComm & EVP) EVP to initiate outreach in 2006 with local producer or agency; begin develop formal agency relationships in 2007.

EVP to initiate and lead this effort in headquarters city in 2006.

2)Strengthen brand equity/marketing/communication

Increase participation by 50% over 2003 levels by year-end 2010.

Strategies:

a) Explore new education offerings annually for the profession (including agency perpetuation & agency management and growth) and enhance existing education courses and delivery methods (outside Richmond) to increase member participation. (Education Committees, EVP & staff)

Requires aggressive pursuit of existing new training programs and implementation of member business perpetuation in 2006 and development of resource for small member growth seminar.

b) Implement communication & PR plan to improve association brand, communicate public policy positions, and help disseminate positive information about assn. members. (Magazine implementation by Sept 06 to boost assn image w/ public, implement Speakers Resource and monthly local publicity releases; seek assn-promotion opportunities – (Public Image committee, (magazine name) staff, EVP & staff – in 2006)

Much of this hinges on launch of magazine, by Sept 1. If no launch by Sept '06, staff will cut losses and cease promotion and planning. Set alternate course in committee for pursuing speakers resource and press releases, etc. as called for in the Communication/PR plan.

c) Enhance website to provide more education and more member service information to members by year-end 2007. (Executive committee, Assn Management & Benefits committee, EVP & staff – 2007)

Clearly, this requires on-line Convention and Fall Conference registration on the website be fully functional by Summer 2006. The reconstruction of the website from our older Cold Fusion platform to a SQL PHP-based platform which makes changes in high-end page applications, like interactive convention registration forms, easier, will be completed this summer. Can the website be made simpler to use? If so, do it. Additional pages are needed to promote charity events; the Spring 2007 Conference for younger members, and Lunch'n'Learn offerings. A members-only link to the National assn. and state assn. logo should be created along with an incentive to encourage all members to download the logo and use it on their home pages.

d) Develop Company Executive Advisory Council; continue visitation with new company execs (Officers, Executive Committee & EVP – in 2007)

Requires staff to recruit local company CEOs regionally to participate; organize at least one annual council meeting (February?) with the assn Board in headquarters city. Executive Committee would supervise council recruiting and nominations, etc. and prepare the agenda for the CEOs.

e) Maintain alternative insurance product markets for members; seek new ones as needed. (AM&B Committee & staff – 2007)

3) Promote operational excellence

Develop association work products to foster excellence.

Strategies:

a) Develop a 5-year financial plan for association infrastructure, including revenue growth, staffing and

facilities (education, IT and storage) - Budget & Finance Committee, ExComm, EVP & staff – Complete by June 2007)

The 5-year financial forecast is being developed as most major working committees have finished prioritizing and quantifying their recommendations for new services and programs from 2007- 2011. Budget & Finance will meet this summer to draft an initial plan and the Facilities Needs Task Force will begin meeting to prepare for assn's future revenue growth, office space, staffing and infrastructure needs.

b) Develop Board Governance model with clear accountabilities for board, committees & staff; identify committees for consolidation. (ExComm & EVP – 2007-2010)

Survey existing working committees to determine which can be eliminated and/or consolidated into others or restructured as task forces or other ad hoc groups which meet on an as needed basis.

c) Implement annual information technology advancements that are ahead of peers, if not equal to, to support goals 1 & 2. (AM&B committee, EVP & staff – 2007)

Staff will continue to plan for annual capital expenditures on IT and other advancements to keep assn's service delivery at highest quality for members.

d) Incorporate assn values into every activity: *We stand for integrity, professionalism, fellowship, inclusiveness, free enterprise, relationships.* (Board & staff – 07-11)

e) Mobilize a field person to promote association membership benefits, advantages, products to agency principals. (Excomm & EVP – in 2007.)

This tactic to be employed as follow up to the regional agent forums in Strategy 1a) and for a limited trial period with a measurable goal of new agency principals acquired in a specific time frame, as per the preliminary 5-year financial forecast.

f) Develop agency perpetuation program using National assn's self-evaluation tool, and separately, a member business management consulting service. (ExComm & EVP – in 2007)

In September 2007, our perpetuation roundtable concept will be modified to incorporate National assn's new self-evaluation CD and its web-based dynamic perpetuation toolkit to educate agency principals how to evaluate perpetuation options. This 4-step self-evaluation program includes 1) making initial determinations, choosing an entry point (Where are you now in your agency life cycle?); 2) reviewing a Master Checklist of categories of options; 3) developing a plan, setting priorities, establish your most desirable outcomes (The CD has a plan template), and 4) A resource locator for short and long term outcomes – books, CDs, consultants, published articles and web links. We'll aim to have a presentation of the new perpetuation self-evaluation tool for the 2007 Convention with National assn staff as facilitators.

Separately, we will pursue a member business management and small member business growth consulting service.

***Maintain a culture celebrating positive change:
Board of Directors.***

Mission Discussion

The mission Statement needs to have four components

The group discussed the following and the Board voted to amend our current mission statement

1. Identity
 - a. Nonprofit
 - b. Volunteer organization
 - c. Fundraising organization
 - d. Membership organization

There was discussion on whether we were membership or volunteer—did we focus on fundraising as our primary activity. Decision was we are hybrid, but want to focus on increasing our focus on volunteerism.

2. Geography
 - a. Washington DC
 - b. Metropolitan area

3. People Served
 - a. At risk children
 - b. Volunteers

1. Programs and services
 - a. Material needs, “clothing for life”
 - b. Education, Adopt-a-school
 - c. Emotional Needs, School Counseling

New Mission

Approved May 5, 2005

The Washington Dc Chapter of the Christ Child Society is a nonprofit organization committed to serving the material, educational and emotional needs of at-risk children regardless of race or creed.

Hope and Expectations

The Group was asked to break into small groups and discuss what the expectations were for the days planning session. The groups reported out the following:

1. Growth and pace/ develop a model
2. Create a connection between members and Board and between members and programs
3. Action Plan—Goals and strategies
4. Mission vs. On Ground Activities for Chapter and Guilds
5. Better understanding of goals
6. Strengths and Weaknesses
7. What others are doing?
8. Identity clarification Fundraising vs. Volunteer
9. Make decisions ----change i.e. Membership increase and renewal
10. Focus on new events and programs ---- Review and improve structure
11. Marketing and visibility; public relations both internal and external
12. Develop benchmarks—measure outcome
13. Cohesive vision

GOALS FOR MEMBERSHIP/VOLUNTEERS

Goal	How	By When	Responsible	Cost	Evaluation/Measure
M1. Reenergize Membership	M1a. Define “Committed Active Member” and Associate or Supportive member	7/1/08			
	M1b. Hire staff to coordinate and establish volunteers and membership	7/1/08			
	M1c. Create a statement of purpose (For recruitment) Answer the question “What do you do?”	7/1/08			
	M1d. Create a greater depth of volunteer programs resulting in reenergized and renewed membership at-large	7/1/08			
M2 Attract new members	M2a. Establish a Jr. membership or associate membership	7/1/08			
	M2b. Hold recruitment teas. (2 per year)	1/06			
M3. Establish better communication between member	M3a. Use email more effectively. (Gather email address information)	1/06			
	M3b. Streamline (limit) mailings	1/06			
	M3c. Guild analysis	1/06			

GOALS FOR PROGRAM

Goal	How	By When	Responsible	Cost	Evaluation/Measure
P1. Improve Program Structure	P1a. Hire a volunteer coordinator to identify and coordinate volunteer opportunities within and beyond our programs.	7/06			
	P1b. Determine the impact of each program on the children we aim to serve.				
P2. Explore new program opportunities. i.e. after school care, layette-parenting mentoring new mothers, Virginia Merrick Center					
PP3. School Counseling Program	P3a. Provide a fulltime social worker in every school before expanding to new schools				
	P3b. Coordinate activities in schools to avoid duplication or overlap.				
	P3c. Address relationships and model of Adopt-a-school and the School Counseling Program. What is the model?				

	Which program should be the overreaching program?				
4. Layette Program	P4a. Assess the current agency relationships with the goal of fewer agencies receiving more layette to increase impact.				
	P4b. Explore new program opportunities				
P5. Evaluate Programs to facilitate support from grant applications.	P5a. Follow a child see how programs impact lives				

GOALS FOR DEVELOPMENT

Goal	How	By When	Responsible	Cost	Evaluation/Measure
D1. Streamline Events and Requests	D1a. Coordinate chapter and guild calendars	9/05			
	D1b. Put calendar including all events and solicitations on Website	ASAP			
	D1c. familiarize new members with development calendar	asap			
	D1d. bundle chapter and guild dues (include separate response vehicles.	7/06			
D2. Increase Fundraising	D2a. Board of Directors 100% giving to Annual Appeal	07/05			

	D2b. Increase Annual Appeal participation to 33%	7/08			
	D2c. Increase the Annual to Appeal totals to 15% of operating budget	7/08			
	D2d. Establish a bequest society as first step to Planned Giving Program	7/06			
	D2e. Establish a Planned Giving Committee	7/06			
	D2d. Provide professional development to staff in the area of planned giving				
D3. Fundraising Events -	D3a. Increase profit to \$200,000 and attendance to 500 at the Gala.	7/08			

	D3b. Encourage Guild Council to be more active in Gala				
	D3c. Coordinate Guild calendars with Benefit calendar				
	D3d. study other events to attract and engage new groups of members/or participants				
D4. Grants	D1a. Increase support from grants from 15% of budget to 30% of budget by 7/08	7/08			

GOALS FOR MARKETING

Goal	How	By When	Responsible	Cost	Evaluation. Measure
Develop and implement a marketing plan	MK1a. Establish a marketing committee of Board members, guild members and professionals	7/06			
	MK1b. Improve internal and external image.	7/08			
	MK1c Review existing communication tools to ensure alignment with objectives.	7/08			
	MK1d. Build strategic alliances where possible.	7/08			
	MK1e. Clarify branding and profile to align with mission and goals of all activities (including Opportunity Shop)	7/08			
	MK1f. Clarify guilds' role in canonization and build on existing canonization effort.	7/08			
	Mk1g. Support the goals of the other strategic planning groups (Membership/Volunteers, Programs, Development, Board Development	7/08			
	Mk1h. Develop and deliver impact oriented messages for both internal and external marketing purposes.	7/08			

GOALS FOR BOARD DEVELOPMENT

Goal	How	By When	Responsible	Cost	Evaluation/Measure
B1. Increase General Board effectiveness	B1a. Define and codify the roles and expectations of Board Members	7/08			
	B1b. Define Board Structure, composition and size				
	B1c. Write job descriptions for officers	7/06			
	B1d. Improve Board communication with Guilds				
	B1e. Develop an orientation for new Board member				
	5B1f. Do Annual Board Self-Assessment	7/05			
B2. Establish a Committee on Trustees	B2a. Expand nominating committee to standing committee and add Board members with expertise in Board development.	7/06			
	B2b. nominating committee becomes a subset of Larger Committee on Trustees	7/06			

Next Steps

WHAT	WHO	By WHEN
Organize, Edit, Compile information of the day	Mary Denger	May 12
Distribute information and collect comments	Colleen Eubanks	May 17 – 20
<ul style="list-style-type: none"> • Clarify Outcomes • Align Goals • Key Initiatives 	Steering Committee	By June 15
Develop Operational Plan Steering Committee Reviews	Staff Committee	September 1, 2005
Board Reviews Operational Plan	Board	September 15, 2005
Strategic Plan Review Assessment of progress	Board	November 15, 2005 February 21, 2006 May 16, 2006

STRATEGIC PROGRAM BUDGETING

WHAT IT IS

- 1. Department-based or Function-based budgeting**
- 2. Strategic Program-based or Program-based budgeting**

HOW IT WORKS

- 1. Identify the major issues or programs that will drive the organization in the coming year and align those top-priority programs with resource allocations.**
- 2. Use the strategic plan as the basis to identify those issues or programs. (Envision the organizational structure and operations in terms of the strategic plan.)**

Example: The Areas of Focus might be: Advocacy, Membership, Certification and Education

- 3. Create cost centers (or profit centers) from the Areas of Focus in the strategic plan. It may be necessary or desirable to breakdown large strategic programs into smaller-component programs.**

Example: The Education Area of Focus might be broken down into publications, conferences and audiotape series.

- The audiotape series might be further broken down into 10 different series produced and sold during the year.**
 - Or conferences might be further broken down into 5 different conferences conducted during the year.**
- 4. Revenue and expense accounts should overlay all levels.**
 - Revenue and expense accounts should be reflected at every level, even if no revenue or expense is expected, so that accounts from all cost centers or programs can be rolled-up into higher categories or groupings in-line with the strategic programs and the strategic plan.**

- The cost centers or programs should summarize first to the major program level, then to the strategic program level and then to the consolidated organizational budget.

5. Allocate human resource expenses across the cost centers. (This is hard, but key!)

- Staff salaries

1. Time sheets (attorneys account for every 15 minutes)
2. Estimates (by individual staff members or management)
3. Estimates based factual data

Example: May be your payroll system is able to account for specific time devoted to particular projects, but the payroll system doesn't interface with the accounting system. Do your estimates on an annual or periodic basis, but based on the factual data.

- Fringe benefits

1. Direct (As attributable to one person. For example, if 25% of Mary Jane's time and salary are attributable to a program, then charge 25% of Mary Jane's fringe benefits to that program. Do this for all people that work on this program.)
2. Allocated (total fringe benefits on a percentage allocation, based on the same percentage that total salaries are attributed to a program.)

- Payroll taxes

1. Direct (same as fringe benefits)
2. Allocated (same as fringe benefits)

6. Allocate overhead expenses across the cost centers

What to include:

- Rent (or depreciation, if you own your building)
- Utilities

- Information systems
- All others

How to allocate:

1. Direct (For example, if you have a laboratory that is used in your testing program, you can easily allocated all of that space to that program.)
 2. Allocated (For example, take your total office space and allocated a certain percentage to each program and apply that same percentage to other overhead items, like utility costs.)
7. **Create financial and management reports** that will be needed at all levels (staff, executive management, board of directors, finance and other committees, and auditors).
- **Individual project reports.** (For example, one specific audiotape series showing all revenue and expenses, including salaries, benefits and overhead.)
 - **Consolidated cost center reports.** (For example, all audiotape series consolidated into a single financial report showing all revenues and expenses, including salaries, benefits and overhead.)
 - **Consolidated program reports.** (For example, the audiotapes series consolidated with the publications and conferences to produce a financial report on the entire Education Area of Focus.)
 - **Consolidated financial report on the Association.** (Consolidate all of the Area of Focus reports.)

THE BENEFITS

1. Forces the allocation of all resources to the strategic plan.
 - Maintains focus for the staff, committees and board.
 - Helps show members and the leadership that you are focusing on the programs that are important to them.
2. Highlights the staff resources needed to support programs.

- **Helps control the introduction of new programs when staff resources, as reflected in their cost, have to be added or reallocated from one program to another. (Make them financially justify new proposed programs.)**
 - **Can help leadership decide when to drop programs that are doing poorly or pour more resources into them.**
 - **This helps reluctant boards to give-up certain sacred cows.**
3. **Ability to compare different programs on a real cost basis.**
 - **For example, in your Education Area of Focus, you can do a cost/benefit analysis and a return on investment analysis between two of the audiotape series, or between the total audiotape series and conferences.**
 4. **Leadership can make more informed, knowledge-based decisions.**
 - **Those intended to be revenue producing, those intended to be self-supporting and those intended to be loss leaders or support programs or activities that the organization must maintain. (For example, chapter relations or support may not generate any income or operate at a loss, but you can't operate without this function.**
 - **When expense or budget cuts are needed, you can make them strategically not just financially.**
 -
 5. **Leadership can make quicker decisions.**
 - **Can track budgeted, versus actual and projected figures quicker and easier and make adjustments.**
 - **Can quickly pinpoint expenses to eliminate in a crisis, without jeopardizing the integrity of key programs. Cut fat, not muscle. (For example: certain outside contracts; staff travel; publications; or overhead costs.)**
 6. **More informed and more accountable management staff.**
 - **Each program requires individual planning and accounting.**
 - **Managers and staff have to do more detailed program budgeting and account for expenses to specific programs.**
 - **Therefore, each manager becomes more intimately involved with the strategic plan, it's development, and the allocation of resources to specific programs within the plan.**

Strategic Planning Workshop

February 13, 2004

Goal:	To hire a full time Government Relations Staff Person		
Action Steps		Target date for completion	Date Complete
	<ul style="list-style-type: none"> • Write a job description 		
	<ul style="list-style-type: none"> • Determine Qualifications <ul style="list-style-type: none"> ○ Industry Knowledge ○ Political Savvy 		
	<ul style="list-style-type: none"> • Establish resources needed (salary, benefits, etc.) 		
	<ul style="list-style-type: none"> • Secure full Board of Directors endorsement 		
	<ul style="list-style-type: none"> • Search Committee in place 		
	<ul style="list-style-type: none"> • Advertise 		
Who's Responsible	<ul style="list-style-type: none"> • Executive Committee • Builders Council • Service Council 		
Timeline	12 months		

Strategic Planning Workshop

February 13, 2004

Goal:	Develop membership standards for existing and new members		
Action Steps	<ul style="list-style-type: none"> • Review current standards – considering: <ul style="list-style-type: none"> ○ Perceived value ○ Minimum qualifications for membership ○ Participation ○ Qualifications to renew annually ○ Different categories of membership 	Target date for completion June 04	Date Complete
	<ul style="list-style-type: none"> • Propose new / modified standards 	June 04	
	<ul style="list-style-type: none"> • Receive Chapter endorsement of modifications 	September 04	
	<ul style="list-style-type: none"> • Draft proposal for approval distributed to Chapters 	October 04	
	<ul style="list-style-type: none"> • Board of Directors review and endorsement 	January 05	
	<ul style="list-style-type: none"> • Implementation 	May 05	
Who's Responsible	<ul style="list-style-type: none"> • Executive Committee • Chapter Presidents 		
Timeline	18 months		

Strategic Planning Workshop

February 13, 2004

Goal:	Obtain a permanent seat for the pool industry on the Florida Building Commission		
Action Steps		Target date for completion	Date Complete
	<ul style="list-style-type: none"> • Establish FBC Task Force 	Feb. 2004	
	<ul style="list-style-type: none"> • Maintain contact with Association Lobbyist 		
Who's Responsible	<ul style="list-style-type: none"> • FBC Task Force 		
	Timeline	2004 Legislative Session	

Strategic Planning Workshop

February 13, 2004

Goal:	Establish Four Strategic Partnerships		
Action Steps		Target date for completion	Date Complete
	<ul style="list-style-type: none"> • Establish Partnership Committee 	March 04	
	<ul style="list-style-type: none"> • Establish common goals for partnerships <ul style="list-style-type: none"> ○ Government Relations ○ Public Relations ○ Education ○ Assist in facilitating sales 		
	<ul style="list-style-type: none"> • Determine prospective associations for partnerships - examples <ul style="list-style-type: none"> ○ Home Builders Association ○ BOAF – Building Officials Association of Florida ○ Subcontractors Association ○ National Safe Kids Coalition 		
	<ul style="list-style-type: none"> • Have reciprocal memberships at association level <ul style="list-style-type: none"> ○ Have non-voting seats on BODs 		
	<ul style="list-style-type: none"> • Develop ongoing plan to achieve common goals 		
Who's Responsible	<ul style="list-style-type: none"> • Executive Committee • Partnership Committee 		
Timeline	36 months		

- Each manager is able to see and therefore control expenses better.
- The overview process can be more frequent, even real time.
- An integral part of the process is assigning specific staff responsibility and accountability for monitoring, managing and evaluating each cost center or program.
- And because many costs will be shared across cost centers or programs, it helps tear down barriers of a silo-based organization.

7. Better staff evaluation and compensation.

- Program performance evaluations can become part of the staff review process.
- Can help in fine-tuning incentive compensation programs.

WHAT YOU NEED

- 1. A very flexible Association Management System (AMS) and accounting system (integrated if possible)**
- 2. Optimum: An AMS that can roll-up accounting data from smaller cost centers into larger categories, all of which are identified in the general ledger, integrated with and including payroll, into financial and management reports viewable in varying degrees of detail.**
- 3. A lot of individual focused nurturing**

PLANNING THE TRANSITION (Layout a step-by-step plan)

1. Communicate and allow for feedback up front.

- This is will usually a major change for an organization. Approach it that way.
- You are going to have to “sell” it.
- Communicate to staff and volunteers the specific financial and reporting structure envisioned.
- Allow them to provide feedback.

- Communicate what each staff person is going to have to do or provide and the timetable.
- Explain the transition period and possibly operating dual systems for a short period of time.

2. Use the strategic plan to determine the strategic programs. (Use the Areas of Focus)

3. Determine and establish the base cost centers. (Follow the strategic programs in each Area of Focus, and break big programs into smaller ones, creating cost centers at each level.)

4. Set-up the accounting structure to support accounting and financial management reporting.

- The accounting system and the underlying account structure should accommodate multiple levels of activity simultaneously: major programs; cost centers within major programs; and income and expense accounts.
- The structure should also be flexible to accommodate changes. Our programs will change over time.
- Don't forget that revenue and expense accounts have to be reflected at every level if you're going to be able to consolidate reports.

5. Allocate human resource expenses to the cost centers.

- Run the gamut from specific time keeping for individual programs to an allocation system and decide which is best for you.
- Update your estimates at least annually.
- Don't be afraid to make mid-course adjustments.

6. Allocate all other overhead expenses to the cost centers.

- a. Do the exercise.
- b. Update your estimates at least annually.
- c. Don't be afraid to make mid-course corrections.

7. Develop budgets in conformance with your new program-based accounting system.

- This requires detailed annual program budgeting at the lowest level.
- Don't forget any time sequences for revenue and expenses if you want to do year-to-date budgeting on a chronological basis, rather than a straight-line budget basis. (Some people just establish an annual budget and divide it by 12, which is not good management.)

8. Develop an array of financial and management reports.

- Develop the reports that will be needed by staff members, management staff, industry volunteers and leaders to monitor and manage cost center components, the major strategic programs and the overall Association.
- Establish their frequency (weekly, monthly, quarterly, real time, etc.)

9. Use the reports for knowledge-based decision making. (This is where the information from the program-based budgeting systems leads to knowledge-based decision making about continuing or abandoning association programs.)

10. Continuously evaluate and refine all elements of the process.

- Pay attention to what works and doesn't work.
- Be flexible.
- Continuously make improvements to the structure, reporting, and performance measures and how the information is used.
- Continuously seek feedback.
- Slowly introduce new elements.

11. Expect growing pains. (Doesn't happen overnight.)

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