

Nonprofit Strategic Planning



Welcome to HAC's webcast!

The webcast, sound, and recording will begin at 2:00 pm EST.

Due to the number of participants, questions can only be accepted via the internet. Please click on the "Raise Hand" button at any time during the webcast and send a chat to the Chairperson.

Nonprofit Strategic Planning



HAC Interactive eLearning

Presented by:

Kathy Burek, Advanced Strategies, Inc.

Christina Adeshakin, Housing Assistance Council

HOUSING ASSISTANCE COUNCIL

July 30, 2014



Housing Assistance Council

Building Rural Communities



- Established in 1971
- National nonprofit organization
- Created to increase the availability of decent and affordable housing for low-income people in rural areas throughout the U.S.
- Provide services to local, state, and national organizations

Housing Assistance Council



Housing Assistance Council

1025 Vermont Ave Ste 606
Washington DC 20005
(202) 842-8600
hac@ruralhome.org
www.ruralhome.org

Southeast Regional Office

600 West Peachtree Street NW
Ste 1500
Atlanta, GA 30308
(404) 892-4824
southeast@ruralhome.org

Southwest Regional Office

7510 Montgomery, NE
Ste 205
Albuquerque, NM 87109
(505) 883-1003
southwest@ruralhome.org

Midwest Regional Office

10100 N Ambassador Dr
Ste 310
Kansas City, MO 64153
(816) 880-0400
midwest@ruralhome.org

West Regional Office

717 K Street
Ste 404
Sacramento, CA 95814
(916) 706-1836
west@ruralhome.org

Upcoming Webinars/Trainings



Acquisition Rehabilitation for Rural Nonprofit Housing Development – New Orleans, LA

Date: August 12-14, 2014

<https://www.regonline.com/AquisitionRehab2014>

Sharpening Your Skills: Financial Management for Nonprofits – New Orleans, LA

Date: August 12-13, 2014

<https://www.regonline.com/NewOrleans-FM2014>

Building a Community for Veterans: Patriot Place, Tennessee

Date: August 20, 2014

http://ruralhome.adobeconnect.com/e273e88kun9/event/event_info.html

Save the Date!!!! 2014 National Rural Housing Conference: Retool, Rebuild, Renew

Date: December 3-5, 2014

<http://www.ruralhome.org/calendar/upcoming-events>

Register online @ <http://www.ruralhome.org/hac-services/training>

Shonterria Charleston, 404-892-4824 ext. 27 or shonterria@ruralhome.org

Today's Presenters



CHRISTINA ADESHAKIN

Housing Specialist

Housing Assistance Council
600 W Peachtree Street, NW
Suite 1500
Atlanta, GA 30308

Phone: (404) 892-4824
Email: christina@ruralhome.org
Web: www.ruralhome.org

KATHY BUREK

Advanced Strategies, Inc.,
4000 Dekalb Technology Pkwy
Suite 430
Atlanta, GA 30340

Phone: (651) 229-0009
Email: kburek@advstr.com

Training Agenda



- When to Do Strategic Planning?
- Types of Plans
- Elements of a Complete Vision
- Why Do We Need a BSM?
- Intentions, Values and Markets
- External & Internal Environments
- Vision Statements
- Next Steps

What is Strategic Planning?



- A Strategic Plan
 - Sets direction for the organization
 - Clarifies core guiding values
 - Determines what services and products will be offered (maintained, added, dropped, diminished, expanded) and to whom
 - Assesses key factors outside the organization
 - Determines what internal configurations are needed

When to Do Strategic Planning?



- Vision and strategic plan are out-of-date
- Satisfy key stakeholders (e.g., grantors)
- Funding is drying up
- Needs are dramatically increasing
- Board, grantors, executives not satisfied with results
- Disagreement within the organization over priorities
- Crisis forces the organization to re-think itself

Types of Plans

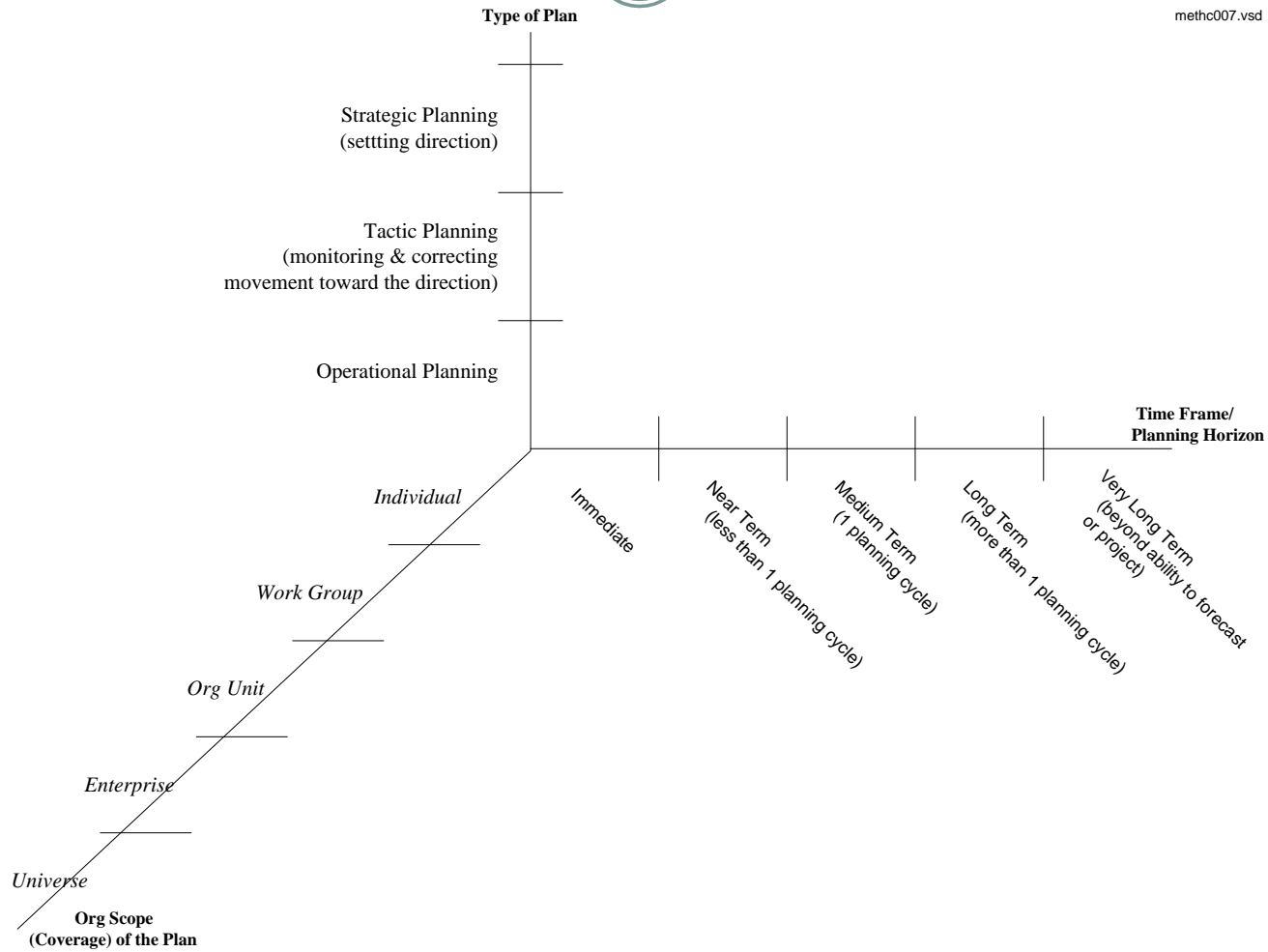


- Strategic Plans
 >> **Sets Directions**
- Tactical Plans
 >> **Maintains Directions**
- Operational Plans
 >> **Carries Out the Directions**

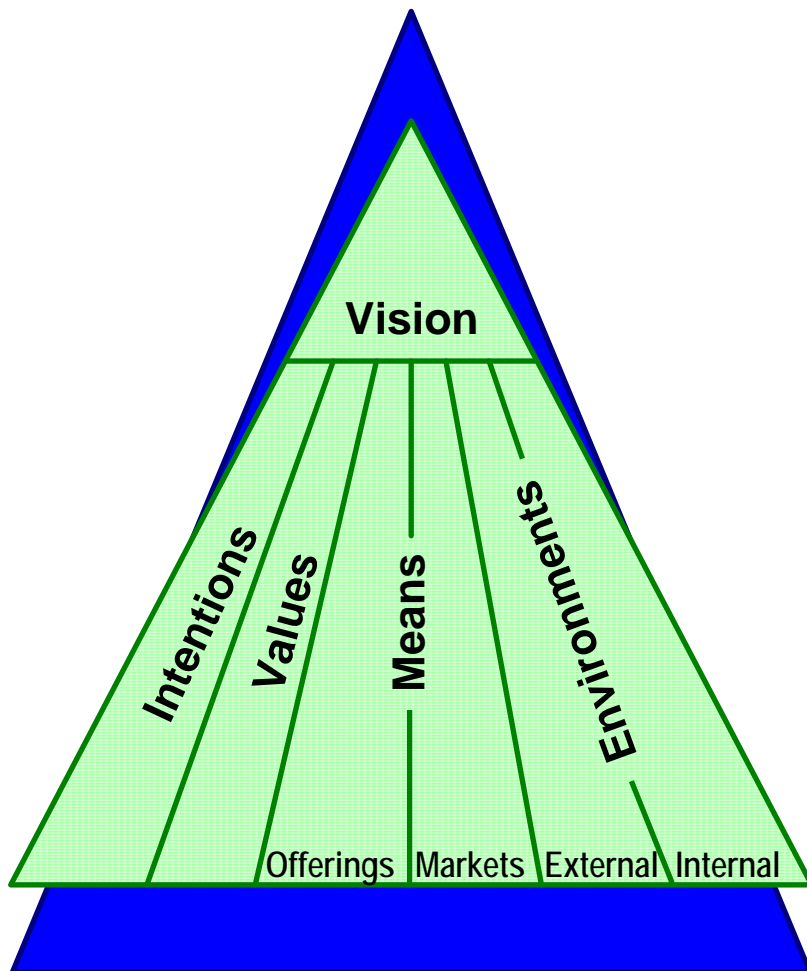
Planning Dimensions



methc007.vsd



Elements of a Complete Vision: The Business Strategy Model (BSM)



Intentions

Values

Means

Environments

Definitions

- Why does your unit or organization exist?
- What guides the behavior of your organization?
- What products or services do you provide?
- To whom do you provide them?
- What factors outside your organization must you monitor and adjust to?
- How should you organize yourselves to meet your intentions, within your values?

What is a Vision?



- A ***commitment*** supported by strategies
- A ***shared understanding*** of who we are and what we do
- ***Internalized***—not just a piece of paper

What Happens if We Don't Have a Shared Vision?



- Each person has a vision that underlies their behavior
- They will act on their individual visions, believing theirs to be the organization's vision
- People end up unknowingly working at cross-purposes
- Different visions can lead to damaging conflict among staff who each think they have it “right”

What Else Happens if We Don't Have a Shared Vision?



- To outsiders, we appear to be
 - Singing from different hymnals
 - Disorganized
 - Inefficient
 - Inconsistent
 - Ultimately not worthy of confidence/unreliable (you get different response from different individuals)

Why Do We Need a BSMSM?



- Provides a Shared Vision
 - Gives people a sense that we are all serving the same goals.....that we are all working together
 - Helps build a high-performing team
 - Helps provide consistent messages to key stakeholders
 - Helps guide day-to-day actions of staff in the organization without micro-management

How Do You Build A BSMSM?



- Iteratively in successively larger groups
- Overtime with greater & greater detail
- Staff-driven or Board-driven
- How much detail depends on time and budget

Laying the Foundation



- Napkin Level
 - Use Subject Matter Experts in your organization
 - Brainstorm
 - ✦ Pains/Greats
 - ✦ Fears/Hopes
- In-depth Level
 - Interview key stakeholders, too
 - ✦ Pains/Greats
 - ✦ Fears/Hopes
 - Conduct in-depth research on needs, trends

Throughout the Process

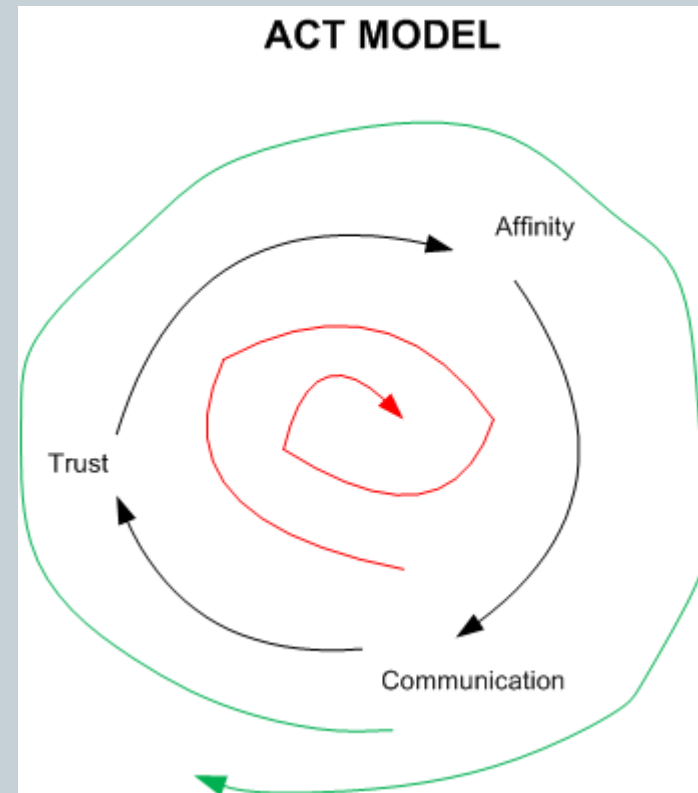


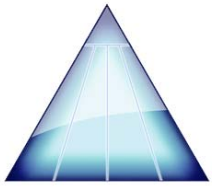
- Communicate regularly with key stakeholders
 - Employees not directly involved with the effort
 - Key stakeholders outside the organization
- Remember
 - If people don't know, they'll speculate
 - Lack of knowledge and fear feed the rumor mill
 - Surprised people behave badly

Communication Is Key To Relationships



- Communication is impacted by relationships.
 - ▶ Be Accessible.
 - ▶ Be Trustworthy.
 - ▶ Open up multiple avenues of communication.





Business Strategy ModelSM

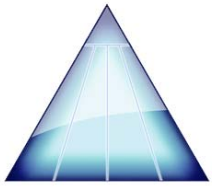
INTENTIONS

Intentions



- Why does your Organization or Business Unit exist?
 - What benefits accrue from your existence, to those you serve, to members of the organization, to others?
 - Ideally, in terms that constituencies* would understand and care about
 - E.g., increase the number of people who live in decent, affordable housing

* Customers/Citizens, Boards, Financiers/Grantors, Suppliers, Employees, Government Agencies, ...



Business Strategy ModelSM

VALUES

Values

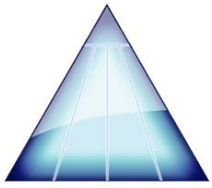


- Guide behavior
- Provide a basis for evaluating tradeoffs when resources are limited
- Determine how to conduct business
- Can be a source of conflict if there is not agreement among stakeholders
- E.g., High quality v. speed

Values



- **Common Values Categories**
 - Values related to ***Offerings*** (e.g., high quality, state of the art, economical)
 - Values related to ***Customer Relations*** (e.g., personalized service, long-term relationships)
 - Values related to ***Staff*** (e.g., we value our employees, we have well-trained staff)
 - Values related to ***Ethics*** (e.g., we will be honest in all our dealings)
 - Values related to ***public trust or fiduciary*** responsibility (e.g. we will be prudent in how we handle our funds)



Business Strategy ModelSM

MARKET-SPACE

Offerings



- What Products, Services, Solutions,
 - Do we offer now?
 - Might we offer?
 - Should we drop as no longer effective?
- Sometimes useful to look at this over time:
 - Now (immediately)
 - Near term (1 reporting cycle)
 - Intermediate term (1 planning cycle)
 - Long term (Forecastable)
 - Very long term

Markets



- Whom we serve
 - The recipients or beneficiaries of our services or products
 - Markets are collections of people & organizations - our 'customers'

Market Space

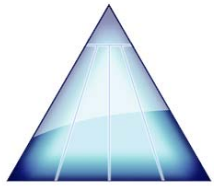


- A matrix of your ranked offerings vs your ranked markets is your ***market space***.
- Your market space can help with triage
 - Focus on key offerings to key markets
- Your market space can identify logical business opportunities
 - Extend core offerings to new markets
 - Extend new offerings to core markets

Market-Space Tips

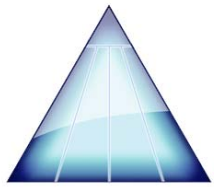


- Rank Offerings: A, B, C.
- Rank Markets: A, B, C.
- Extra: Schedule Offerings: Immediate, ...
 - Show in heading: I(mediate), N(ear), F(uture)
- Extra: Schedule Markets: Immediate, ..
 - Show in heading: I(mediate), N(ear), F(uture)
- Extra: Rate Demand & Ability: to serve (capabilities, credentials, equipment, ...)
 - Show in intersection cell: D or A and ---/+++, eg. D+ A--



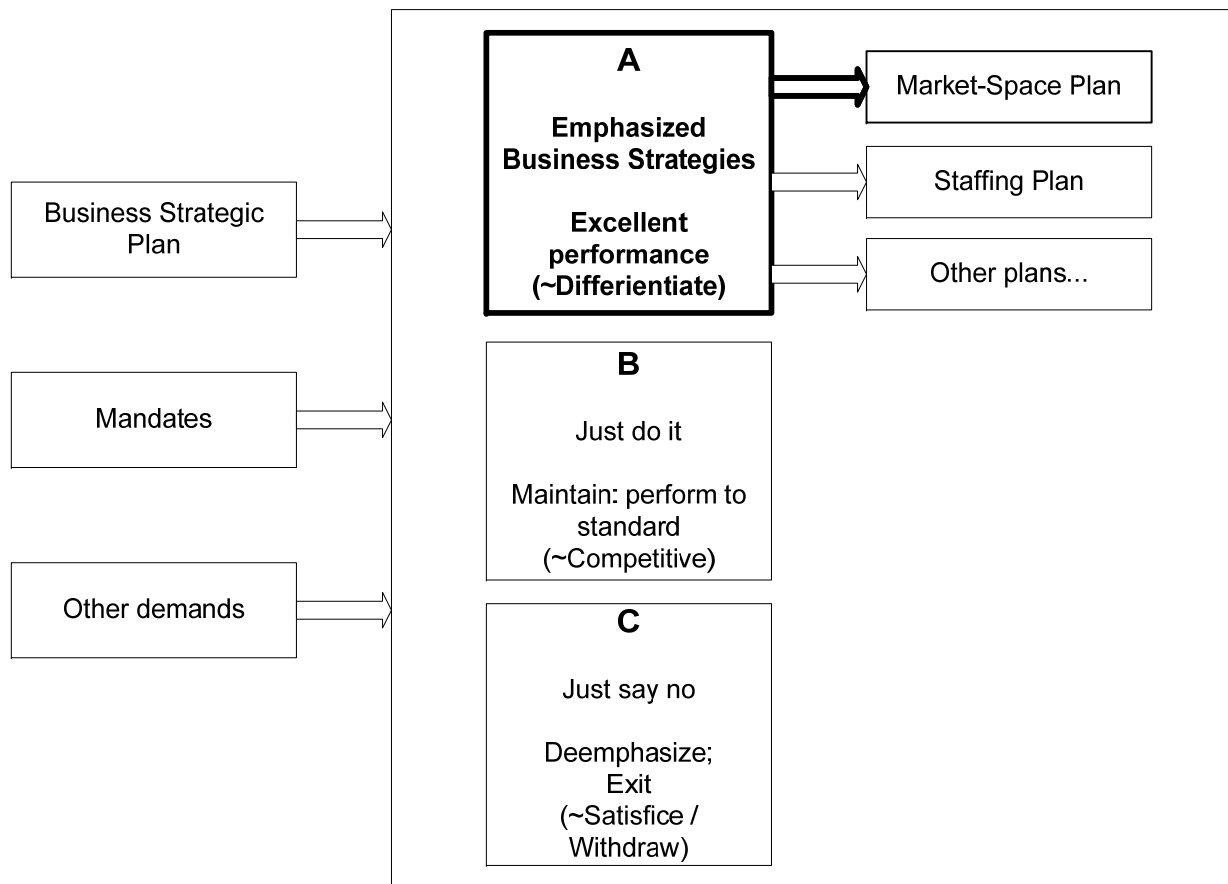
Ranked Market-Space Priority

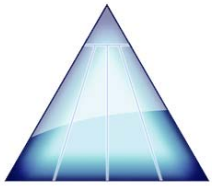
		Markets		
		A	B	C
Products or Services	A	1	2	3*
	B	2	4*	5
	C	3*	5	6



Triage Implications

Planning with limited resources





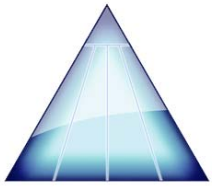
Business Strategy ModelSM

EXTERNAL ENVIRONMENTS

External Environments



- External Environments are conditions outside the control of the organization that impact its direction.
 - Supply space—labor, materials
 - Customer space—needs
 - Regulatory—state/federal laws and rules
 - ...



Business Strategy ModelSM

INTERNAL ENVIRONMENT

Internal Environment

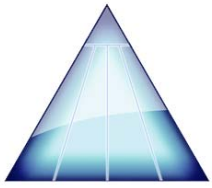


- The Internal Environment is what we create to enable all of the above
- We build an Internal Environment to achieve our intentions via our means within the external environment while being faithful to our values

Internal Environment



- Includes
 - Business processes (e.g., process loan)
 - Information needs (contact info, credit rating)
 - Socio-Political (e.g., culture, how we do it here)
 - Triggering Events (e.g., report to grantor due)
 - Location (e.g., applications filled out online or at office)



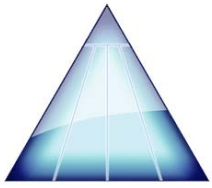
Business Strategy Model

VISION STATEMENTS

Crafting a Vision Statement



- Concept: Summarize each of your intentions, values, means & environments into one statement each.
- Summarize those into the vision statement.
 - Underline key words in each of the above.
 - Write one statement that encapsulates the vision by making a statement or two out of the underlined key words.
 - Wordsmith
 - Test the statement
 - Cycle if needed



Business Strategy ModelSM

NEXT STEPS

After the BSMSM is Built



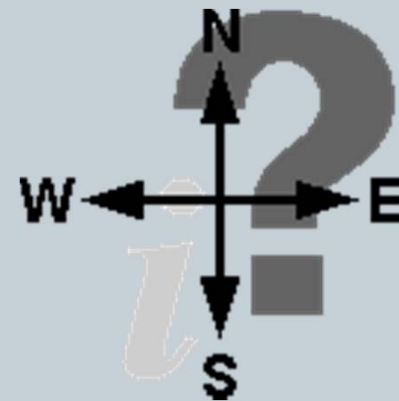
- Develop a Transformation PlanSM
 - Transition Strategies to move from where you are to where you want to be (temporary)
 - Sustaining Strategies to keep you at the desired state
 - Metrics that will help you determine if you are getting off track
 - Triggers to help you decide when it's time to revisit your BSM

Resources



Important Websites:

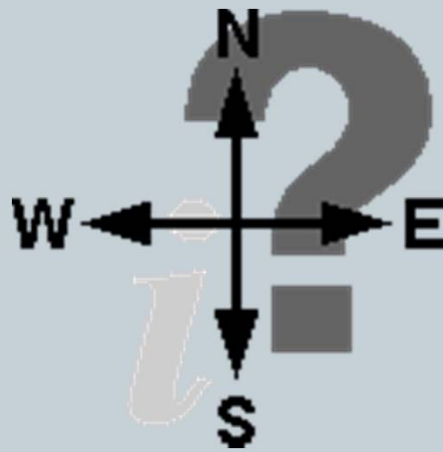
- boardsource.org
- compasspoint.org
- enterprisecommunity.org
- idealist.org
- lisc.org
- managementhelp.org



Advanced Strategies, Inc., Strategic Planning Resource Page

<http://www.advstr.com/web/subjects/cio/strategicplanning.cfm?name=Strategic%20Planning>

Questions



Contact



CHRISTINA ADESHAKIN

Housing Specialist

Housing Assistance Council
600 W Peachtree Street, NW
Suite 1500
Atlanta, GA 30308

Phone: (404) 892-4824
Email: christina@ruralhome.org
Web: www.ruralhome.org

KATHY BUREK

Advanced Strategies, Inc.,
4000 Dekalb Technology Pkwy
Suite 430
Atlanta, GA 30340

Phone: (651) 229-0009
Email: kburek@advstr.com

Wrap Up



Materials from today's webinar
and the recording will be available
on HAC's website.

www.ruralhome.org

