

Boris Frank Associates

7094 Paoli Road, Verona, WI 53593

608/845-3100

borisfrank@tds.net

ACCELERATED STRATEGIC PLANNING PROCESS

The following accelerated process has been developed by Boris Frank Associates specifically to assist smaller and medium sized agencies in preparing working strategic plans

The process has been utilized by over 500 not-for-profit and government agencies

**Boris Frank Associates
7094 Paoli Road
Verona, Wisconsin 53593**

(608) 845-3100

borisfrank@tds.net

© 2007, Boris Frank Associates

Serving Not-For-Profit Organizations Since 1982

EXPERIENCE AND BACKGROUND

Boris Frank has been facilitating planning for a variety of organizations for more than 25 years.

He has facilitated planning for over 300 not-for-profit and government agencies including such diverse organizations as the Oconomowoc and Manitowoc Historical Societies; Ronald McDonald House; Southwest Community Action Agency; the Wisconsin Biotechnology Association; the Wisconsin Association of Lakes; Boy Scout and Girl Scout Councils, the State Department of Housing and The University of Wisconsin Law School.

PROCESS

The process includes:

- * Review of the Organization's mission
- * Developing a vision for the Organization
- * Analysis of strengths and weaknesses
- * Discussion of opportunities available to the Organization
- * Review and discussion of challenges to the Organization's achieving its goals and objectives
- * Establishing strategic goals, objectives and priorities
- * Initiating the process of implementing the goals and assigning responsibilities and deadlines

The process includes a planning meeting to address vision, goals and strategic objectives, and elements of an implementation document based upon results of the process.

ADVANCE PLANNING

Individual interviews are conducted with Board members, staff and key volunteers to determine what critical issues need to be addressed, and to obtain their ideas and recommendations regarding Organization plans.

Stakeholders to be interviewed are selected in consultation with Board and staff.

Interview questions include:

- **What is our image? Credibility?**
- **How effective are we? How good a job do we do?**
- **What can we improve or do better?**
- **What trends or changes do you see?**
- **What opportunities are there for us?**
- **What challenges or threats do we face?**
- **What key or priority issues do you think we should be addressing?**
- **What goals and objectives do you think we should set?**

Board and staff are also asked to complete an Organizational Assessment that identifies operational issues that require attention. A copy is attached (page 7.)

PLANNING MEETING

Board members and staff participate in a planning meeting that leads to adoption of key strategic goals and objectives for the Organization.

A draft one-day agenda is attached (page 5.)

DRAFT PLANNING MEETING AGENDA

8:00 - 8:30	Gather; Rolls, bagels, coffee, juice
8:30 - 8:45	Introductions
8:45 - 9:15	Goals for the day
	Current situation: "Where are we now?"
9:15 - 9:45	Affirmation of our mission, our vision, our values
9:45 - 10:15	List key issues
	Report from pre-interviews with staff and Board
10:15 - 10:30	Break
10:30 - 11:30	Key Issue #1: - Objectives, strategies, responsibilities
11:30 - 12:00	Key Issue #2: - Objectives, strategies, responsibilities
12:00 - 12:45	Serve lunch
12:45 - 1:15	Key Issue #3: - Objectives, strategies, responsibilities
1:15 - 1:45	Key Issue #4 - Objectives, strategies, responsibilities
1:45 - 2:00	Break
2:00 - 2:45	Other Issues
2:45 - 3:00	Next steps
3:00 - 3:15	Summary, adjourn

Key issues are identified in consultation with the Board and staff prior to the planning meeting

The planning meeting report serves as the Board and staff operating and activity agenda for the Organization. Specific activities...an action plan...are then developed by staff and volunteers to achieve the goals and objectives.

TIMING

The process described can usually be completed within two to four weeks, depending upon availability of participants.

COST

Total facilitation cost for the process, including expenses, is normally in the range of \$1,500 to \$2,000 depending upon proximity to Madison and number of participants.

Boris Frank Associates

7094 Paoli Road, Verona, WI 53593

608/845-3100

borisfrank@tds.net

CONFIDENTIAL

ORGANIZATIONAL ASSESSMENT

© Copyright 2007
Boris Frank Associates

Serving Not-For-Profit Organizations Since 1982

To help evaluate the effectiveness of our organization, please complete this questionnaire using the following scale:

1. Not or never true
2. Rarely true
3. True 50% of the time
4. Usually true
5. Always or absolutely true
6. Do not know
7. Does not apply

BOARD

1. ___ Board members understand the roles and responsibilities of a board
2. ___ Our bylaws are up to date and effective
3. ___ Board members understand the principles of “due care and diligence, prudence, and good faith”
4. ___ We follow our bylaws
5. ___ There is a formal process for selecting board members
6. ___ Community diversity is represented on the board
7. ___ There are board term limits which are enforced
8. ___ There are written, current board job descriptions
9. ___ There are written, current performance standards for board members
10. ___ New board members are adequately oriented and trained
11. ___ The board works well together

12. ___ There are people on the board with financial expertise
13. ___ The board and its members regularly evaluate their effectiveness
14. ___ Board meetings are effective, well run and deal with important issues
15. ___ Board and committee meetings start and end on time
16. ___ The Board receives an agenda and related documents in advance of board meetings
17. ___ Board minutes are kept, reflecting actions and dissent
18. ___ Board members review advance information and come prepared to meetings
19. ___ Board and staff conflict of interest and loyalty policies are in place
20. ___ Privacy and confidentiality policies are in place
21. ___ All board members receive appropriate financial reports and understand them
22. ___ The bylaws provide for removing ineffective or inactive board members
23. ___ The board meets in executive session to discuss staff and personnel issues
24. ___ Bylaws, policies and procedures are periodically reviewed

COMMITTEES

1. ___ It is clear how committees can be formed
2. ___ The committee structure works
3. ___ All committees have clearly defined roles and responsibilities
4. ___ Committee reporting process is clear
5. ___ Committee minutes are kept

PERSONNEL AND STAFFING

1. ___ The hiring process of the CEO is well defined and effective
2. ___ Role and relationship between board and staff is clear
3. ___ Communication between board and staff is effective
4. ___ There is a clear, current agency organizational chart
5. ___ The board is never involved in subordinate staffing decisions
6. ___ Staff is effective and competent
7. ___ Background checks are conducted when hiring
8. ___ Personnel handbook and policies are current and have been reviewed by competent human resource professionals
9. ___ Grievance procedures and policies are current
10. ___ Staff have a process to bring critical administrative and operating issues and concerns directly to the board without fear of retaliation
11. ___ A Whistleblower system exists

12. ___ Staff have current job descriptions and performance standards
13. ___ The CEO is evaluated at least annually
14. ___ All staff are regularly evaluated by their supervisor; appropriate records of evaluation are maintained in the employee's personnel file
15. ___ Employee workload, compensation and benefits are at levels that attract a qualified staff
16. ___ Staff is responsive to board requests for information
17. ___ Volunteer policies and procedures are in place and are applied
18. ___ A CEO succession plan exists

BUDGETING AND FINANCES

1. ___ We have adequate operating funds
2. ___ An annual budget is approved by the board
3. ___ The annual budget projects a "profit"
4. ___ We have a 12-18 month cash flow projection
5. ___ All income and funds received are deposited within 48 hours of receipt
6. ___ An accounting system based on generally accepted accounting principles is in place and applied
7. ___ Financial reports including statement of financial position (balance sheet) and statement of activities compared to budget and prior year are prepared and reviewed by the Board at least quarterly
8. ___ Internal financial controls, checks and balances based on

generally accepted practices are in place and applied

9. All payroll taxes and other payables are remitted in a timely manner and are up to date
10. A regular audit or financial review is conducted within 3 to 5 months of the end of our fiscal year by a firm selected exclusively by board members not directly involved in the financial affairs of the organization
11. Our audit is “clean” and unqualified
12. Our auditor provides us with a Management Letter describing any issues that require attention
13. Staff is not involved in selecting the auditor
14. The Audit Committee and Finance Committee meet in executive session with the auditor
15. All Board members receive a copy of the audit/review and management letter, and have an opportunity to meet with and question the auditor
16. An adequate reserve fund exists
17. We have an investment policy that is regularly reviewed
18. Everyone handling money or involved in financial transactions is bonded or is covered by an employee dishonesty policy

FUNDRAISING

1. ___ Responsibility for fundraising is clearly defined and assigned
2. ___ A fundraising plan is in place
3. ___ Fundraising is diverse, not depending upon limited sources
4. ___ The board plays a role in fundraising
5. ___ All board members contribute annually
6. ___ Board members and volunteers are adequately trained in sound fundraising procedures
7. ___ The board chair takes a lead role in fundraising
8. ___ Fundraising is cost effective
9. ___ We have a written Donors Rights and Privacy Policy
10. ___ All gifts and pledges are acknowledged within 48 hours of receipt
11. ___ A formal acknowledgement meeting IRS requirements is sent to all donors
12. ___ We are in compliance with Better Business Bureau guidelines

MANAGEMENT AND OPERATIONS

1. Operating policies and procedures have been approved by the board and are current
2. There are clear policies as to who may speak for and commit the organization
3. Working conditions and resources are adequate
4. Technology is state-of-the-art
5. Record keeping and files are current and accessible
6. We have adequate insurance coverage including general liability, officers and directors liability, workers' compensation; we review our coverage at least annually
7. All federal and state operating and fundraising licensing and reporting requirements, including Federal Form 990, are met and the Board reviews these reports for accuracy and completeness
8. A crisis resolution plan exists
9. A confidentiality policy exists
10. A document retention policy is in place
11. We are familiar with and follow all rules, regulations and guidelines regarding political activity

PUBLIC INFORMATION

1. ___ An agency spokesperson(s) has been identified
2. ___ An effective marketing and public information strategy is in place
3. ___ Stakeholders, clients, members and other partners are kept informed about the agency
4. ___ Marketing and public information materials are current and effective
5. ___ The agency responds in a timely and effective manner when contacted by the public
6. ___ We are well known in the community
7. ___ Our credibility is high and we have a positive image in the community

PLANNING, PROGRAMS AND EVALUATION

1. ___ Mission is clear and current
2. ___ Vision and long range goals have been adopted
3. ___ A strategic plan has been approved by the board
4. ___ A strategic planning process, involving all board members and key staff, has been held within the last year
5. ___ Planning is based on a community needs assessment process
6. ___ Realistic, measurable goals and objectives are in place
7. ___ The strategic plan and agency goals are regularly reviewed and modified
8. ___ Our programs and projects are effective

9. ___ A process is in place to continually evaluate the effectiveness of
 the agency and our programs
10. ___ We regularly meet our goals and objectives

Name of organization you are evaluating: _____

My relationship to the organization:

___ **Board member**

___ **Committee member**

___ **Volunteer**

___ **Staff**

___ **Other** _____

Name: (Optional) _____

Today's date _____