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PLANNING

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7 **STRATEGIC PLANNING TIMETABLE**
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11 **I. SEPTEMBER - OCTOBER, 2008**
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13 The **senior national** staff will develop recommendations, including the plan's
14 duration, for the planning process in consultation with the co-chairmen of the
15 Planning Committee. These recommendations will then be reviewed, considered
16 and approved by the full committee at the October national board meeting.
17

18
19 **II. OCTOBER - DECEMBER, 2008**
20

- 21 A. National department heads will develop issues and opportunities they
22 believe are important for the chapters to consider as part of their
23 overall planning process.
24 B. Analysis has determined that developing a sufficient number of new
25 prospects for major and mega-gifts is crucial to the success of the new
26 plan. **Regional and chapter staff are already involved in a**
27 **consideration of ways that they will be able to identify, and**
28 **cultivate such prospects. They are also considering other aspects**
29 **of chapter operation central to the development of the new plan**
30 **(See Exhibit I). At the December Staff Institute, discussions will be**
31 **held outlining in detail the responsibilities of both regional and**
32 **national staff in implementing this process.**
33 C. The staff will develop a more detailed plan for implementing the
34 process approved by the planning committee including specific
35 timetables for chapter and regional meetings. Ongoing consultation
36 will be held between key senior national staff and the national
37 committee's co-chairs.
38

39 **III. JANUARY - MARCH, 2009**
40

- 41 A. Every chapter staff will prepare for a detailed meeting with national
42 staff by analyzing all relevant issues germane to the chapter's
43 operation. **Selected regional/chapter staff will convene in New**
44 **York for extensive discussions with each of the national**
45 **departments. These meetings will explore all aspects of the**
46 **chapter's interaction with each national department. As an**
47 **example, discussions with the Programs Department will explore,**

1 ***among many items, the chapter's use of speakers and***
2 ***participation on national missions; among the issues discussed***
3 ***with the Development Department will be with the chapter's use***
4 ***of individual and chapter projects and the project selection***
5 ***process. Each national department will develop a list of areas to***
6 ***be discussed and will come prepared with an analysis of the***
7 ***chapter's interaction and use of the department over the course***
8 ***of the previous plan.***
9

- 10 B. Based on this analysis, objectives and plans will be developed in all-
11 important areas, including fundraising, programs, leadership
12 development, national-region-chapter interaction and board
13 development. A senior national staff consultant will meet with each
14 chapter to review this work and approve or revise it.
15
16
17

18 **IV. MARCH, 2009**

19
20 Planning Steering Committee meets to review progress, make recommendations
21 where needed and discuss future action required at the national and regional
22 levels.
23
24

25 **V. APRIL - AUGUST, 2009**

- 26
27 A. Regional and/or chapter planning committees will be created to review
28 the proposed recommendations and finalize a local plan (See Exhibit
29 II).
30 B. This local plan is then reviewed by the chapter board, changed where
31 needed, finalized and approved. When warranted, national staff
32 should be involved in attending local meetings.
33
34

35 **VI. SEPTEMBER, 2009**

- 36
37 A. National department managers will consider the results of the chapter
38 and regional meetings when developing their own departmental plan..
39 B. Senior management will review the recommendations of the regions,
40 chapters and national departments.
41 C. In addition, they will develop recommendations on overall issues such
42 as locations of operation, staffing, organizational structure, etc. This
43 will be done as part of a consideration of what overall changes are
44 called for in terms of ATS' structure and operations (See Exhibit III).
45

46 At the conclusion of this process, and in consultation with the committee co-
47 chairs, a draft plan will be developed.
48
49

1 **VII. OCTOBER - NOVEMBER, 2009**

2
3 The draft plan will be developed and reviewed at the December staff institute.
4

5
6 **VIII. JANUARY, 2010**

7
8 The Planning Steering Committee will meet to review the draft plan.
9

10
11 **IX. MARCH, 2010**

12
13 Final draft plan is reviewed and approved at a meeting of the Planning
14 Committee and presented to the national board for its approval.
15

16
17
18 **NOTE:**

19 *It is expected that our new plan will cover a five year period. As we did in*
20 *our previous plan, we will conduct an extensive review of our experience*
21 *two years after the beginning of the plan. This process will result in an*
22 *affirmation of our initial plan or in our making appropriate changes to*
23 *address unexpected issues.*

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EXHIBITS

I. Content of the Plan

II. Moving Forward: Role of Leadership and Local Meeting Agendas

III. Final Report Outline

IV. S.W.O.T.s: Definition and Purpose

Note: In addition to the above items, chapters will be provided with the necessary financial and donor data (and accompanying charts to be completed) that will enable them to complete their planning process.

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EXHIBIT I

14

THE CONTENT OF YOUR PLAN

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A. Areas to Consider When Creating Your plan

B. The Step By Step Planning Process

PLANNING PROCESS

Areas to Consider When Creating Your Plan

Here are some questions and areas that should be addressed during your planning process. They are provided as a guide to help you in the creation of your plan but are not meant to be all-inclusive.

I. Campaign

- Determine the amount of funds that you can raise in the each of the plan's 5 years. Be specific, citing donors and potential donors, and amount of funds that can be realistically projected from each.
- Identify both planned and conventional gifts.
- Indicate the number of new donors, their categories of giving, and the amount in each category that you project over the life of the plan. Do this for each of the 5 years and to the extent possible include names and projected gifts.
- Based on the region's history, project the number and amount of unexpected gifts in each of the years.
- What can you do to increase the number of projected gifts?
- How do you continue to upgrade existing prospects?
- What do you need to do to develop the right prospects at a mega gift level? Consideration should include:
 1. Former donors who can give new conventional gifts and planned gifts.
 2. Board member potential.
 3. Potential for the region's chapters.
 4. Planned gifts in the region.
 5. Specific dollar goals in all areas.
 6. New marketing strategies that need to be developed.

II. Leadership/Chapter Structure

- Summarize the status of your region's leadership (e.g. number of leaders, new leaders, quality of leaders [capacity, willingness to be involved in the solicitation process, community involvement, etc.], women leaders, etc.).
- Do you have a full complement of leaders on your board?
- Is there a leadership succession plan in place?
- What are your plans to improve your leadership base?
- Evaluate the status of your regional leadership structures, including:
 1. Do you have a full complement of committees?
 2. Are the committees fully functioning?
 3. Is there a proper flow of leaders into necessary positions (e.g. do you have sufficient candidates to be assured that you will have a good replacement for your current chapter/regional president)?
- Indicate the local leadership development activities you are planning to engage in. Are there people identified for the next 21st Century Program?
- Indicate what you will do to attract new leaders.

1 • What steps are you/will you take to improve your leadership situation?

2 **Programs**

3

4 • What do you need in your programs to enhance your operations?

5 • Do you have the right programs in place? What types of programs should
6 you add?

7 • Is your leadership involved in helping in program follow-up?

8 • What can the national organization do to support your programmatic
9 efforts?

10 • Is there a strategy on place for each program conducted?

11

12 **Role of Staff in the Regions**

13

14 • Is your staff structure appropriate?

15 • Do your staff assignments produce the desired results?

16 • Are all needed areas being addressed appropriately?

17 • Is the geographical area you serve appropriate? Do changes have to be
18 made in the chapter's/regions scope of involvement and outreach?

19

20 **S.W.O.T.S**

21

THE REGIONAL PLANNING PROCESS: Step by Step

The following outline is provided so that we are all on the same page with respect to what we need to accomplish, and the process to be used, in our next planning process. Each region will be assigned a national staff person to assist in working through the process from beginning to end.

PHASE I

Chapters will do preliminary work in the areas needing attention (see document titled "Planning Process: Areas To Consider When Creating Your Plan) as well as completing the forms provided. Primary emphasis will be in getting a handle on your donor base, structure, programs, etc., and what your accomplishments have been during the recently concluded 10 year plan and as much of the current three year plan as is possible.

National departments will conduct an in-depth analysis of their interaction with each region/chapter, prepare recommendations as to possible ways for chapters to interact with their department and suggest needed enhancements that could be implemented locally that would enable chapter's to make better use of national recourses.

PHASE II

Regional meetings will be held involving national staff and all regional staff. These meetings, which may be 2 – 3 days in length, will review the initial work that has been done in the regions, and create a preliminary overall plan. Such a plan shall consider the following items:

- ✚ An historical review and analysis of the region's/chapter's 10 year plan achievements.
- ✚ Existing MGMs.
- ✚ Realistic campaign goals for the new plan.
- ✚ Close projections, by specific number of prospects and defined dollar amounts, for each year of the new plan.
- ✚ Number of additional MGMs needed.
- ✚ SWOTs review.
- ✚ Review of existing chapter/board structure and programming.
- ✚ Existing leadership and leadership needed to be developed.
- ✚ Analysis of regional/chapter area of involvement.
- ✚ Staffing.




PHASE III

The recommendations created locally will be reviewed nationally and, where necessary, additional visits will be held in the regions to fine-tune the plan.

1 **PHASE IV**

2
3 Chapters now convene a planning committee that will review the proposed
4 chapter plan and make a specific recommendation to the chapter board.
5

6
7 **PHASE V**

- 8
9  Chapter directors will initially meet with two – three leaders (usually the
10 president, planning committee chair, and one other key donor). The
11 proposed plan will be reviewed and the needed buy-in of leadership
12 achieved. At this point, if there are changes that need to be addressed,
13 directors need to discuss this with your national staff consultant before the
14 plan is presented to either the chapter’s planning committee or board for
15 approval.
16  After there is agreement on a recommended plan, the plan will then be
17 reviewed by the chapter’s planning committee. At this point, national staff
18 may attend if it is felt that this would be helpful. Again, if there are
19 changes that are recommended, they need to be resolved before the plan
20 is presented to the chapter’s board.
21  A special meeting of the chapter board is convened to review, discuss and
22 hopefully to approve the recommended plan.
23

24
25 **PHASE VI**

26
27 After all regions have completed this process, and the national departments have
28 finished their reviews, the final plan is then created and presented to the staff for
29 final discussion at its Staff Institute.
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EXHIBIT II

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MOVING FORWARD WITH YOUR PLAN

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A. You And Your Leadership

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B. Suggested Meeting Agendas

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1
2 **You and Your Leadership:**
3 **Specific Steps in the Planning Process**
4

5 After staff has done its work and formulated a specific, recommended
6 regional/chapter plan, the following steps need to be taken:
7

8 **I. A Meeting With Two Or Three Key Lay Leaders**

9 These are your key leadership: president, planning committee chair, and key
10 donor. The purpose of this meeting is to:
11

- 12 A. Review the overall national planning process.
13 B. Discuss the specific recommendations that came out of meetings conducted
14 amongst local staff and between local and national staff.
15 D. Make sure that your key leaders understand that this is only a recommendation
16 and their input is important in the creation of the final product. At the
17 conclusion of this meeting, it is important that they buy in to the proposal and
18 are willing to support it at a meeting of both the planning committee and board.
19 All issues need to be resolved at this meeting. If you feel you would like a
20 national staff member to be present, that will be done
21 E. Create an agenda for your planning committee meeting that
22 includes the participation of your leadership in the plan's presentation.
23

24 **II. How To Conduct Your Planning Meetings**
25

- 26 A. Your committee should have **a thorough understanding of the process**
27 **that was created nationally.** If your chapter includes a member of the
28 national planning committee, that person would be ideal to chair this part of
29 the meeting. Alternatively, you may utilize a national resource.
30
31 B. A comprehensive **review of regional/chapter performance** must be
32 conducted. Example: the region's historical success and difficulties with its
33 **campaign and cash collections** efforts. It must understand the breakdown
34 between conventional and planned gifts. Past, current, and needed **MGM**
35 **prospects** must be discussed. In particular, consider **mega gift experience**
36 **and prospects.** Consider how you have performed in broadening your base
37 of givers. The **region's performance** with qualitative campaigning and

1 chapter project campaigning should be analyzed. Obviously, your review
2 should also include all of your important non-quantitative issues such as
3 leadership development, governance, organization, local public perception,
4 project marketing, etc. The committee should understand the region's
5 budget: historic, present and projected.

6
7 C. You should conduct a **SWOT analysis**. That is, what are your region's
8 **(S)trengths, (W)eaknesses, (O)pportunities and (T)hreats**. Don't turn this
9 analysis into an abstract exercise; **deal with the real issues that you face in**
10 **your region**. For example, poor cash collection may be a weakness.
11 Opening a sub-regional office in a rapidly growing community with many
12 prospects may be an opportunity.

13
14 D. Based on your analyses of what are realistic objectives for your region, what
15 resources do you need and how will you do it? This part of the meeting
16 constitutes the development of **your plan**. Make sure that your committee
17 understands that aspects of the plan requiring budgetary support must be
18 reviewed nationally and by the national Planning Committee. For example, it
19 may not be possible to fund all of the ideas that are developed.

20
21 This planning process is a complex undertaking. Therefore, where needed, it is
22 recommended that you **do this in three sessions**.

23 🚧 **Session 1** should cover the first two steps.

24 🚧 **Session 2** should cover the third step and **should be highly interactive**.

25 🚧 **Session 3** would cover the final step. If you are forced to collapse your
26 meetings into two sessions, the first would cover the analytical issues and
27 the second would cover what the plan should be.

28
29 After this has been done, review your process with your national staff consultant.

30 31 **III. An initial meeting with your planning committee.**

32 If you feel it is necessary, a national staff person will join you for this meeting. The
33 agenda should include:

34 🚧 A review of the region's/chapter's accomplishments in the 10 year plan and
35 for the current 3 year plan to date.

36 🚧 An overview of the timetable for the national planning process.

1 🚩 A presentation and explanation of the regional proposal being made. The
2 recommendation needs to be fully explained with enough time allotted for
3 developing the committee's understanding of the proposal. The proposal
4 should be discussed in segments:

- 5
- 6 1. Chapter development objectives
- 7 2. Leadership requirements and goals
- 8 3. Staffing and expansion/retrenchment proposals
- 9 4. SWOTs
- 10 5. Fundraising, to include

- 11
- 12 • Number of gifts
- 13 • People in MGM system
- 14 • Number of mission participants
- 15 • Active solicitation under consideration
- 16 • Planned giving prospects
- 17 • Major/mega gifts outlook
- 18 • Leadership requirements in solicitation process
- 19

20

21 It will be difficult to complete your task in one meeting. Therefore, the goal
22 of this meeting is to leave with a sound understanding of the issues, not to
23 secure approval of the recommendation.

24

25 **IV. Second Meeting With Your Planning Committee.**

26 This meeting is a continuation of meeting one. The aim is to arrive at a
27 consensus on the planning recommendation and have the committee
28 approve the recommendation.

29

30 **V. Board Meeting**

31 After approval of the recommendation by your planning committee, your
32 board of directors must approve it. The document should be sent out in
33 advance of the meeting so that all have the opportunity to review the
34 proposal prior to the meeting.

35

1 **Note:** *In order to get the necessary buy-in, it is vital that your lay leadership*
2 *be involved in each phase of the process and that they, not staff, "carry the*
3 *ball' at each meeting.*

4
5 **AGENDA: Meeting One**
6

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8
9 **I. A REVIEW OF THE REGION'S/CHAPTER'S**
10 **ACCOMPLISHMENTS IN THE 10 YEAR PLAN AND**
11 **FOR THE CURRENT 3 YEAR PLAN TO DATE.**
12

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14
15 **II. AN OVERVIEW OF THE TIMETABLE FOR THE**
16 **NATIONAL PLANNING PROCESS.**
17

18
19 **III. SWOTs DISCUSSION**
20

21
22 **IV. A PRESENTATION AND EXPLANATION OF THE**
23 **PROPOSAL BEING MADE**
24

25
26 **V. SUMMARY OF THE NEXT MEETING**

1 **AGENDA: Meeting One [Annotated]**

2
3 **I. HISTORICAL OVERVIEW AND CURRENT SITUATION**

4 This should include a written analysis of the 10 year plan that focuses on:

- 5 • accomplishments
6 • Chapter make-up, to include number of leaders involved, committees
7 functioning, ongoing programs, etc.

8 This analysis should center on the state of chapter development as it relates
9 to:

- 10 • number of gifts
11 • people in MGM system
12 • number of mission participants
13 • active solicitation under consideration
14 • planned giving prospects
15 • national leadership
16 • etc., etc.

17 Included should be a discussion of the historical development of the region's
18 project and the results achieved.

19 **ITEMS NEEDED**

20 Results of existing plan to hand out
21

22 **II. AN OVERVIEW OF THE TIMETABLE FOR THE NATIONAL PLANNING**
23 **PROCESS.**

24 Pass out and review the process as developed by the national Planning
25 Committee.
26

27 **III. SWOTs DISCUSSION**

28 Review the SWOTs analysis that has been done by staff. Discuss.
29

30 **IV. A PRESENTATION AND EXPLANATION OF THE PROPOSAL BEING**
31 **MADE**

32
33 Review the proposed plan with the committee. The purpose is to assure that
34 they have a full understanding of what is being proposed and why. The aim is
35 **not** to get their approval but to assure their understanding. Approval will
36 come at the next meeting. They will take the draft of the plan with them.
37

1 **V. NEXT MEETING**

2 Set the date for the next meeting and review what will be accomplished. Based
3 on the items discussed above, the final plan will be discussed in detail, issue, if
4 any will be resolve, and a final plan will be approved.

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AGENDA: Meeting Two

**I. REVIEW OF PREVIOUS MEETING
(15 Minutes)**

**II. PRESENTATION OF RECOMMENDED
GOALS AND PLAN**

**III. DISCUSSION OF PLAN AND MODIFICATION
WHERE NECESSARY**

1 **AGENDA: Meeting Two [Annotated]**

2
3 **I. REVIEW PREVIOUS MEETING**

4 Review the previous meeting highlighting those areas covered in the minutes that
5 had been distributed.

6
7 **II. PRESENTATION OF RECOMMENDED GOALS AND PLAN**

8 **The director** (or chapter professional) should review the recommended plan and
9 highlight the following. (In that the plan was presented last meeting, this is only a
10 review).

11
12 Each item in the plan should be reviewed separately so that a full understanding
13 exists as to what is being recommended.

14
15 **III. DISCUSSION OF THE PLAN AND MODIFICATION WHERE**
16 **NECESSARY**

17 **After the presentation**, enter into a discussion of the plan presented. Take the
18 time necessary to assure the needed buy-in from the lay leadership. At the
19 conclusion of the meeting, a formal motion of acceptance of the plan should be
20 approved.

21
22 **NOTE:** Based on the results of your discussions, you will have to create your
23 region's/chapter's budgetary needs. If you believe that new staff is required, or
24 new markets should be opened, these, and the justification for them, should be
25 included in your recommendation. Further, remember that there is a natural
26 increase in budget due to staff increments and the normal yearly increase in
27 doing business. In creating your budget, you need to remember that there is a
28 relationship between the amount of funds your region produces and the
29 percentage of those funds that can be used for a region's budget.

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EXHIBIT III

FINAL REPORT OUTLINE

1 **OUTLINE FOR REGIONAL PLANNING REPORT**

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3 **Note To Staff:**

4 The material includes all the issues that should be addressed in your
5 chapter meetings. These issues, and any other you might identify,
6 form the outline for what is to be included in your final report. So that
7 there is unanimity, please follow the outline below when completing
8 your **written report** and in your discussions at your **planning**
9 **meeting**.

- 10
11
12 I. Regional/Chapter Overview
13 II. Campaign
14 III. Leadership
15 IV. Structure
16 V. Programming
17 VI. SWOTs
18 VII. Staffing
19 VIII. Needed Enhancements

20
21
22 You need to have a report for each chapter, where applicable. For
23 example, in I and II above, you will need a statement for the region
24 and one for each chapter in the region. III – VI are done by chapter,
25 and VII and VIII are done by region.

26
27 **Attachments**

28
29 **SWOTs**

30 These are done by chapter. There needs to be a strategy created to
31 enhance the positives identified and confront the negatives identified.

32
33 **Campaign Reports**

34
35 These should be done by chapter, with a set of the reports showing a
36 regional recapitulation.

37
38 Where possible, you need to identify specific prospect who are
39 targeted for a gift in each of the years, by chapter.

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EXHIBIT IV

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S.W.O.T.s

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S.W.O.T.S

(S.W.O.T.s should be done regionally and, if warranted, by chapter as well)

Exactly what is a SWOT analysis?

Simply stated, a SWOT analysis is a planning tool used to evaluate four areas (strengths, weaknesses, opportunities, threats) which impact an organization's ability to achieve its stated objectives and/or goals. It is an organized way of building a picture of your region and/or chapter. It takes a look at both the internal and external factors that effect your ability do your work. Specifically:

Strengths and Weaknesses

Strengths and weaknesses are essentially **internal to the organization** and relate to matter concerning staff, programming, leadership, budget and the like, specifically:

Strengths are *attributes of the organization* that are helpful to the achievement of the organization's objectives.

Weaknesses are *attributes of the organization* that are harmful to organizational objectives.

Opportunities are *external* conditions that are helpful to the achievements of objectives.

Threats are *external* conditions that are harmful to the achievement of these objectives.

The objective is to build a picture of the outstanding good and bad points, achievements and failures and other critical features within the organization.

Opportunities and Threats

Opportunities and Threats are basically external in nature and can relate to matters such as the environment in which we function, our competition, markets, etc.

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Once the SWOT review is complete, a series of strategies or a combination of tactics will suggest themselves. We need to be able to:

- ◆ **Build** on strengths
- ◆ **Resolve** weaknesses
- ◆ **Exploit** opportunities
- ◆ **Avoid** threats.

Not only do we need to identify our SWOTs, but we need to be able to analyze them and recommend appropriate strategies to build upon the positives and confront the negatives. In working with SWOTs we need to be continually asking the following four questions:

1. How can we use each strength and build upon it?
2. How can we confront each weakness in a positive way?
3. How can we capitalize on each opportunity?
4. How can we guard against each threat?

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Definitions of SWOTS

	Helpful to achieving objective	Harmful to achieving objective
Internal (attributes of ATS)	Strengths	Weaknesses
External (attributes of the environment)	Opportunities	Threats

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SWOTS ANALYSIS
(Strengths, Weaknesses, Opportunities, Threats)

<p><u>Strengths</u></p>	
<p><u>Weaknesses</u></p>	

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SWOTS ANALYSIS (Continued)
(Strengths, Weaknesses, Opportunities, Threats)

<u>Opportunities</u>	
<u>Threats</u>	

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CHAPTER SWOTs

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Strengths:

Weaknesses:

Opportunities:

Threats:

STEPS TO BE TAKEN TO ENABLE THE CHAPTER TO ACHIEVE THE GOALS

- 1.
- 2.
- 3.
- 4.
- 5.
- etc.