MA Sustainability Workgroup Strategic Planning/Financial Stability Sub Workgroup

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Niagara Falls, Ontario, Canada

presented by Bruce Munn



MA Sustainability Workgroup Charter

- Help MAs become more sustainable by providing support in the areas of:
 - Increasing, maintaining and involving members
 - Succession planning
 - Ensuring financial stability
 - Strategic Business Planning



Four Areas of Concentration

- Engagement
- Values
- Strategic Planning
- Financial Stability



Sub Workgroups Were Combined

We discovered a significant amount of overlap among the workgroups. We decided to consolidate charters and activities to best utilize resources and improve results. So there are now two sub workgroups.

- Engagement and Values
- Strategic Planning and Financial Stability



Strategic Planning/Financial Stability Sub Workgroup

- Gather and provide guidance or template(s) for MAs to develop simple, clear, and implementable MA strategic plans that excites, involves, and engages MA members of all levels
- Provide means and ways for MAs to become more financially stable





Strategic Planning/Financial Stability Activities and Deliverables

- Meetings held monthly with additional meetings as needed by task groups
- Have gathered 5 example MA strategic plans and posted them on WEFCOM in the MA Sustainability library
- Deliverables to include:
 - Survey and report of MA strategic planning efforts (completed)
 - Strategic Plan Template for use by MAs that don't have such a planning document
 - Strategic Planning and Financial Stability Best Practices documents that can be used by every MA
- Attend all 2013 WEFMAX meetings to collect additional input



MA Strategic Planning Survey

The purpose of the survey was to determine whether MAs are engaged in strategic planning and to gather the best practices to share with all of the MAs

Survey comprised of 14 questions

Louisiana

Virginia

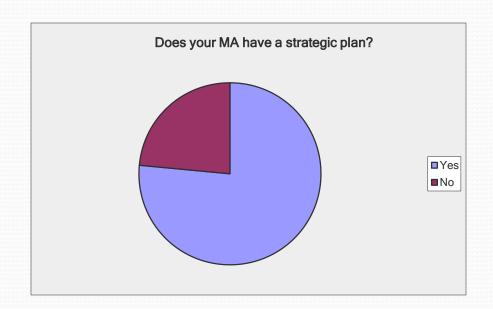
27 MAs completed questionnaires as of 01-April

Alaska	Nebraska	New Jersey	New York	New Zealand
NC	Ohio	Oklahoma	Ontario	Pacific Northwest
Pennsylvania	Rocky Mountain	South Carolina	Arkansas	Central States
Florida	Georgia	Indiana	Kentucky	Michigan
Texas	Nevada	Chesapeake	Alabama	California



Does Your MA Have a Strategic Plan?

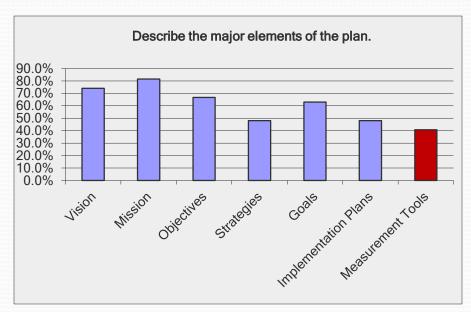
- Discovered a wide range of MA strategic planning practices
 - From the simple to the elaborate
 - One-time only to the yearly process





Describe the Major Elements of the Plan

- Results indicated that most had mission and vision statements as well as goals and objectives
- Fewer had strategies and implementation plans
- The least used element of the plan was measurement tools, indicated by less than 40% of the respondents







Describe Your Strategic Planning Process

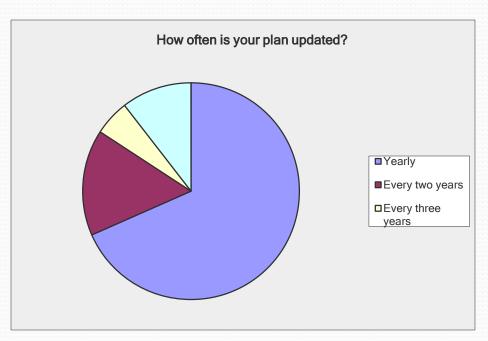
- Hire a facilitator to lead the effort, brainstorming to get to initiatives
- Board leads the effort and involves various committee and MA leaders
- Goal setting yearly with incoming board
- Separate committee undertakes strategic planning and presents to the board
- Modeled after WEF plan
- Reviewed annually
- Reviewed every two years
- Not updated at all for several years





How Often Is Your Plan Updated?

- Most respondents indicated that the plan was updated yearly (68%)
- Nearly half skipped this question
- Intention to update the plan more regularly, but there either was no policy or schedule or no consistent follow-through to update plan

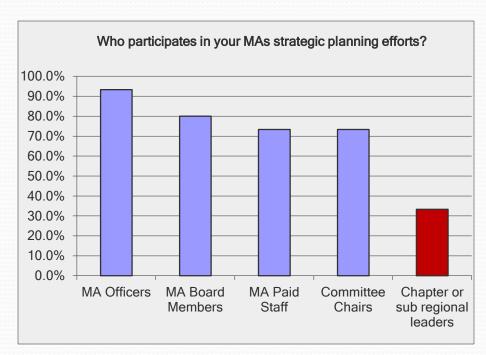






Who Participates in Your MAs Strategic Planning Efforts?

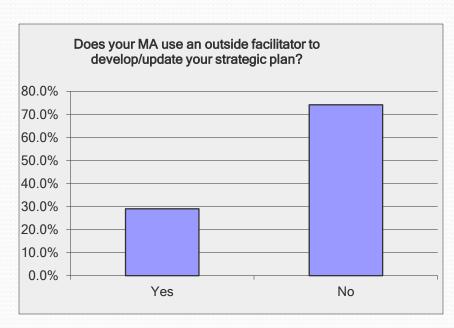
- Most indicated planning effort included MA officers and board
- Paid staff, if any
- Committee chairs
- Chapters, sections or sub-regional leaders (only about 35 percent indicated involvement at this level)





Does Your MA Use An Outside Facilitator?

 The majority indicated that they do not use an outside facilitator (75%)





Describe Your Top Three Strategic Planning "Best Practices"

connecting ideas | inspiring leaders

- Getting input and buy in from the MA leaders
- Conducting SWOT

 analysis (Strengths,
 Weaknesses,
 Opportunities, Threats)
- Using a facilitator
- Keeping the number of initiatives small
- Revisiting the plan regularly

- Monitoring progress
- Aligning the plan with the mission and vision of the organization
- Planning the process to get the most number of people involved, particularly where longdistance travel is required

BEST PRACTICES ~ BILOXI WEFMAX

Financial Stability

- WEA of South Carolina —Audit Committee tasked with developing reserve fund goal
- Ohio WEA Monthly report sent to Executive Committee, including expenditures, income, overall available funds
- Pennsylvania WEA Financial reports are sent out before each Board meeting
- Florida WEA The organization requires 50% cash reserves and board getting monthly budget accounting
- Central States WEA The financial reserves for the organization are required to be equal to the largest cost event throughout the year
- Chesapeake WEA Uses metrics to measure success

Strategic Planning

- Ohio WEA Started the process of financial management, cost of workshops.
- Central States WEA Started 'CSX' or 'Central States Exchange' (similar to WEFMAX), resulting in many ideas that are incorporated into strategic plan
- Virginia WEA Standing committee which looks at long term goals

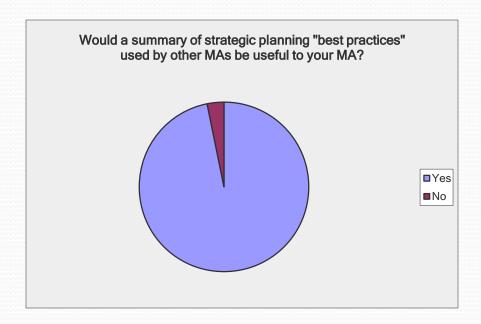
Measurement Tools

- Focus on tracking membership why do members leave or stay?
- Was the budget met? Why or why not?



Would a Summary of SP "Best Practices" Be Useful?

 Overwhelmingly the respondents said "yes" (97 %)





How Does Your MA Measure Strategic Plan Progress/Outcomes?

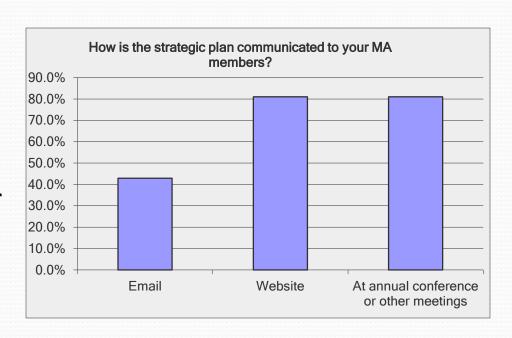
- Approximately half indicated they routinely tracked the goals and measurement of outcomes
- Others either do not measure formally and just track or check off the goals as they are achieved
- Some have no follow-up or measurement of progress

Planning without measurement provides only half the answer to good strategic planning



How Is the Strategic Plan Communicated to Your MA Members?

- Most respondents communicate the plan through the website and through their annual conference or other meetings
- MA journal or newsletter
- A few indicated that the strategic plan is only communicated at the board meeting or is not communicated at all





Describe How Your Strategic Plan Corresponds to Your Budgeting Process

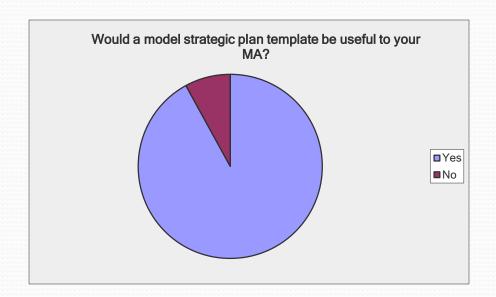
- Most respondents stated that strategic plan goals are used to set the program of work and budgets for the MA
- There were a few that noted there was no correlation
- 1/3 skipped this question

DISCONNECT?



Would A Model Strategic Plan Template Be Useful To Your MA?

- Overwhelmingly yes (92%)
- More discussion a little later in this discussion to obtain your input





What Advice Would You Give Other MAs to Help with SP Process?

- Keep it simple and concise
- Review frequently and update to keep plan current and relevant
- See what is out there and use something that meets your needs – don't reinvent the wheel if you don't have to
- Make goals measureable
- Be inclusive of membership so that objectives meet expectations

connecting ideas | inspiring leaders

Financial Stability

- Activities mapped to MA Strategic Direction/Plan
 - Do all approved activities need to be associated to MA strategic direction?
- Activity decisions based on financial feasibility
 - Do you invest in activities that may run in the red?
- MA budget should include all planned activities
 - Will activity/event will be revenue positive, neutral or negative (cash reserves available)?
 - How can "pop up" activities that support MA Strategic Plan be accommodated?



DISCUSSION



BEST PRACTICES

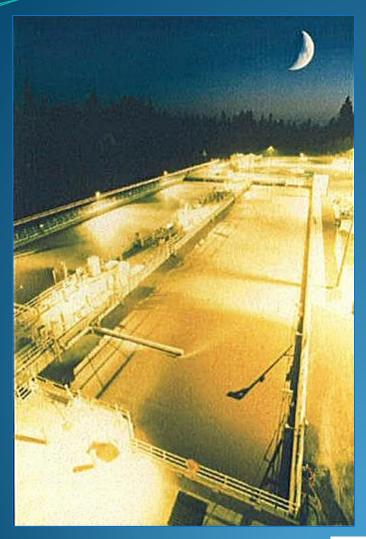
- Financial Stability
- Strategic Planning
- Measurement Tools



Where Will SP/FS SWG Go From Here?

- Incorporate your feedback in our efforts
- Seek additional input from MAs at every WEFMAX
- Continue to collect and post existing MA Strategic Plans on WEFCOM
- Develop a Strategic Plan Template for use by MAs that don't have such a planning document
- Create a Strategic Planning Best Practices document
- Develop repository of easily accessible strategic planning resources to support stable MAs





PASSION!

