

Sample At-A-Glance Strategic Plan – Operational Plan

GOAL 1 - Board Development: In three years, we will have nine active and engaged board members that are practicing nonprofit “best practices” for governing an organization. We will have solidified our expectations of board members, created a board recruiting process, developed an officer succession process, reviewed and updated our by-laws, created a general operating policy manual, and revised and strengthened our committee structure.

This year’s objectives are to:	Responsible Party	Timeline	Status
a. Establish a Governance Calendar.			
b. Create Board and Officer Job Descriptions.			
c. Review and update by-laws.			
d. Create a Finance Committee.			
e. Create a Governance/Nomination Committee and board recruitment process.			

GOAL 2 - Finances: In three years, we will have implemented financial structures and oversight to strengthen our financial record keeping, budgeting and management reporting systems. This includes creating checks and balances within our financial management structure, becoming more transparent, developing financial management and investment policies, re-organizing our Finance Committee, and writing a bookkeeping and accounting procedures manual.

This year’s objectives are to:	Responsible Party	Timeline	Status
a. Create a Finance Committee,			
b. Develop Financial Policies & Procedures.			
c. Develop an Investment Policy.			
d. Develop procedures for internal financial management and checks and balances.			
e. Review and possibly revise DGO fiscal cycle.			

GOAL 3 - Funding: In three years, we will be fully-funded through five diverse revenue sources that include grants, private donations, and fees. Our goal is in three years to be raising \$500,000 annually in revenue from these sources and have a reserve of XXX.

This year’s objectives are to:	Responsible Party	Timeline	Status
a. Develop a comprehensive Fundraising Plan, with five funding sources that will raise \$150,000 in revenue this year. The board will approve this plan during the budgeting process.			
b. Hire a Development Director.			
c. Create a series of fundraising task forces to help implement the fundraising plan.			

GOAL 4 – Staffing: In three years, we will have qualified, trained, and competitively compensated staff to administer programs and manage the organization. New hires will be a FT Development Director, .5 Office Assistant, FT Program Director, .5 Program Assistant

This year’s objectives are to:	Responsible Party	Timeline	Status
a. Hire a full-time Development Director.			
b. Hire ½ time office assistant.			
c. Develop an employee reward and incentive system.			
d. Develop an Employee Handbook.			

GOAL 5 - Program: In three years, we will be serving 25% more of identified constituents and users will report an average of 3 or above on user satisfaction evaluations.

This year’s objectives are to:	Responsible Party	Timeline	Status
e. Research unserved populations within our constituent group and service area			
f. Conduct focus groups and surveys to determine current obstacles to participation			
g. Develop (or refine) current service delivery model to serve new/added constituents, including outreach and solutions to participation obstacles			
h. Research breakdown of staff capacity and expertise to serve more constituents			
i. Adjust fundraising goal to include funding to hire new staff if necessary			