

Quotes to ponder

- **"Often when you think you're at the end of something, you're at the beginning of something else."** *Fred Rogers, Mr. Rogers*
- **"Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less."**
Marie Curie, Physicist
- **The coronavirus has set us back physically, spiritually, and economically, but that does not mean we should give up. We have spaces that need to be transformed and people who need to be supported"** *Jane Golden, Mural Arts Philadelphia*
- **"You can spend minutes, hours, days, weeks, or even months over-analyzing a situation; trying to put the pieces together, justifying what could've, would've happened... or you can just leave the pieces on the floor and move on."** – *Tupac Shakur, American Rapper*
- **"Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success."** *Pablo Picasso, Artist*
- **"I skate to where the puck is going to be, not where it has been"** – *Wayne Gretsky, Canadian hockey player*





Pivot, Plan and Re-imagine

Building a strategic plan for the future – Part 2

Assessment

Introductions

**Presenter:**

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About Today's Seminar

➤ Housekeeping:

- Everyone's devices are muted and videos should be hidden to diminish background noise and distraction
- You will receive a copy of the deck and a recording of this presentation at a later time
- If you have a question or comments, please type them in the Chat box and I will try to get to as many as we can.
- If I cannot answer your question during the webinar, please e-mail us at info@danosky.com and we will answer your question off-line.

Who is participating in this webinar?

Choose one

- How many are Executive Directors?
- How many are operations/administrative or finance people?
- How many are responsible for implementing and overseeing programs?
- How many are development directors and responsible for raising money?
- Any Board members?
- Other?



Poll

How is your organization faring this pandemic?

- a) Very Well – we are delivering services that are vital to our mission, to people who need them and have the resources necessary to do so
- b) We are holding our own – we are delivering most of our services and are breaking even – or close to breaking even
- c) We are not doing well – we are only offering limited services and are concerned about resources
- d) We are doing poorly – not sure if we will be able to sustain ourselves beyond the current fiscal year



Refresh

Review and setting the stage

Planning in the midst of crisis

- Opportunity to Re-Imagine;
- Explore data, assessments, trends
- A fresh look at mission, constituencies, diversity and culture shifts
- A time for robust discussion among staff and boards about the future
- A commitment to strategies that will yield the outcomes you aspire

Who Do You Serve?

Who Are You Meant To Serve?

- In your vision, who are you meant to serve?
 - (age, race, ethnicity, gender, socio-economic capacity, other)
- Who are you currently serving?
- Are there people missing?
- How do the following factors influence who you should be serving:
 - COVID-19
 - It's impact on minority populations
 - Challenges of essential workers
 - Education
 - Economic Recovery
 - Racial injustice



Services are the Direct Expression of your Mission



- What are your core services?
- Is everything you do critical? Was it when you had to shut down?
- Can you differentiate core services from sacred cows?
- What is core to your mission – what is core to your mission re-imagined?
- What is core to your values?
- Have they changed? Are there things your competitors can do?
- How many people can you serve; do you want to serve; what do you want to provide
- **If you were founded today – what would you want your core services to be?**

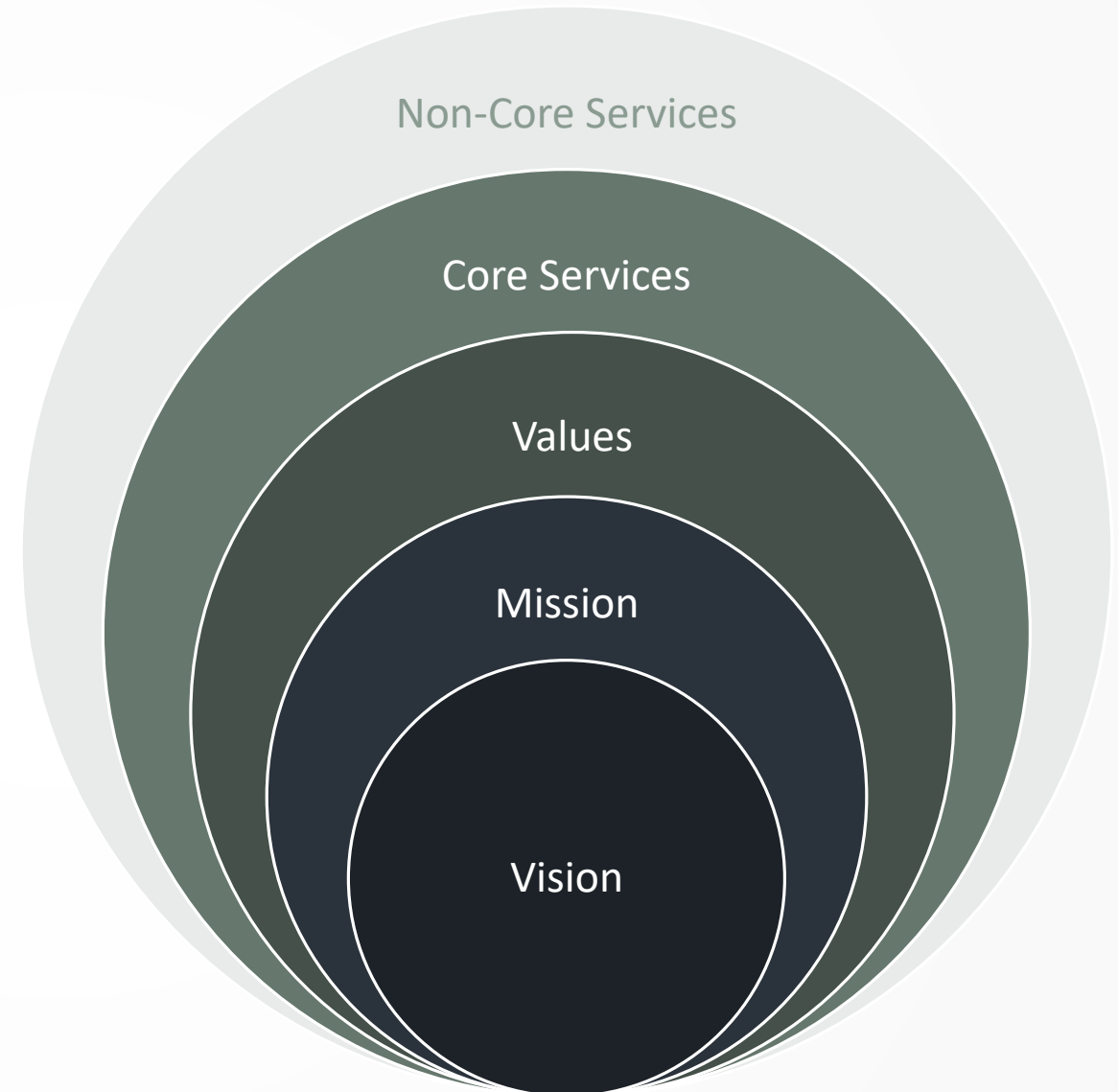
You start with your vision

You move to your mission

These are enveloped with your values

Around the circles are your core services

Opportunities for partnerships wrap around those



Internal Assessment

Measuring the Organization's Internal Structure and Capacity

Revenue – Where is your money coming from?

- Government funding
- Short-term Govt. Support (PPP's, other loans)
- Grants
- Service/Fee based income
- Donations – corporate and individual
- Events income
- Endowments
- In-kind
- Other
- Understand the impact to each of them

Evaluate – Revenue

- 1. Evaluate each revenue stream and adjust
- 2. Will this funding be guaranteed?
- 3. Will it rebound in a few months?
- 4. Will the funding be lost for the rest of the year?
- 5. How dependent am I on each revenue stream?

- Thoughtful discussions around all of these questions.

Business Model Drivers

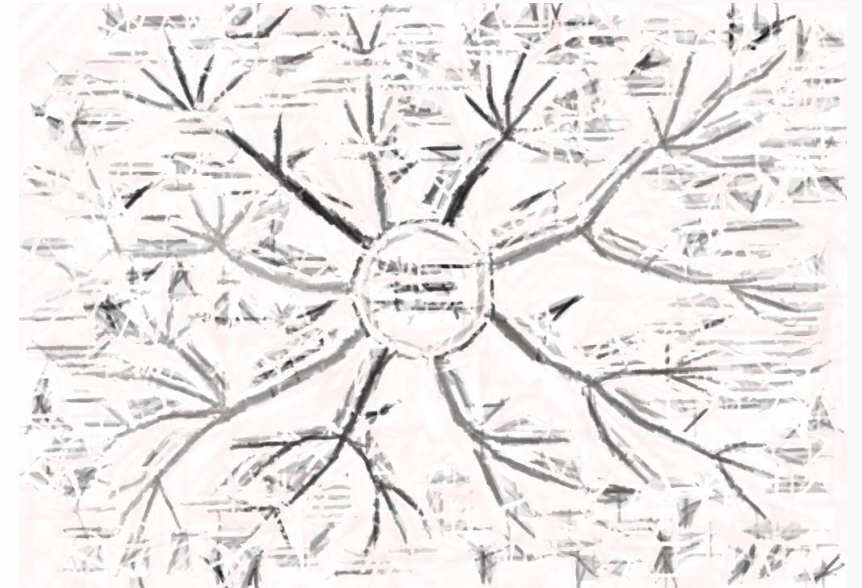
- Enrollment –
 - Dependent on numbers coming into the program each year
 - School, Childcare Center, Animal Shelter
- Retention –
 - Dependent on people coming back
 - Performing Arts Organization; Arts Council; YMCA, Environmental Organization; Community Foundation
- Liquidity –
 - Dependent on buildings, equipment and other capital to operate
 - Community Health Clinic, Hospitals, Domestic Violence Shelter
- Reduced Funding Dependence –
 - Dependent on generating revenue and self-sufficiency; reduce dependency on gvt.
 - Community Development Organization

Expenses

- Labor –
 - Employees - at least 70% of budget
 - Layoff or furlough
 - Part-time employee
 - Consolidate positions
- Rent /utilities
- Other

Infrastructure Implications

- Technology
- Communications
- Transportation
- Support for staffing
- Quality assurance







Types of Expenses

- Fixed Expenses – building rent, insurance or executive director salary
- Variable – utilities or cost of program materials that change with sales.
- Semi variable – wages

Expenses

- Besides labor restructuring what else can I do?
- How can I conserve cash?
- Can I repurpose a facility?
- Our services are needed – how do we accommodate the demand?
- How do I deal with the financial increase in technology because everyone is now working from home!

Measuring Financial Sustainability and Mission Accountability

High Alignment With Impact Statement	<p>These programs require funding. Pursue opportunities for additional funding and/or cost improvements</p> 	<p>These programs are self-sustaining. Invest and grow them.</p> 
	<p>These programs are potential distractions. Find ways to improve them or reconsider participation</p> 	<p>These programs generate income. Pursue them unless they become a management distraction</p> 
	Negative	Positive
	Financial	Contribution

Determining Impact

- Alignment with Core Mission
- Excellence in Execution
- Scale/Volume
- Depth
- Filling an Important Gap
- Community Building
- Leverage

Scaling System

- 4 – Exceptional Impact**
- 3 – Very Strong Impact**
- 2 – Some Impact**
- 1 – Not Much Impact**

Program Criteria Summary

Program:

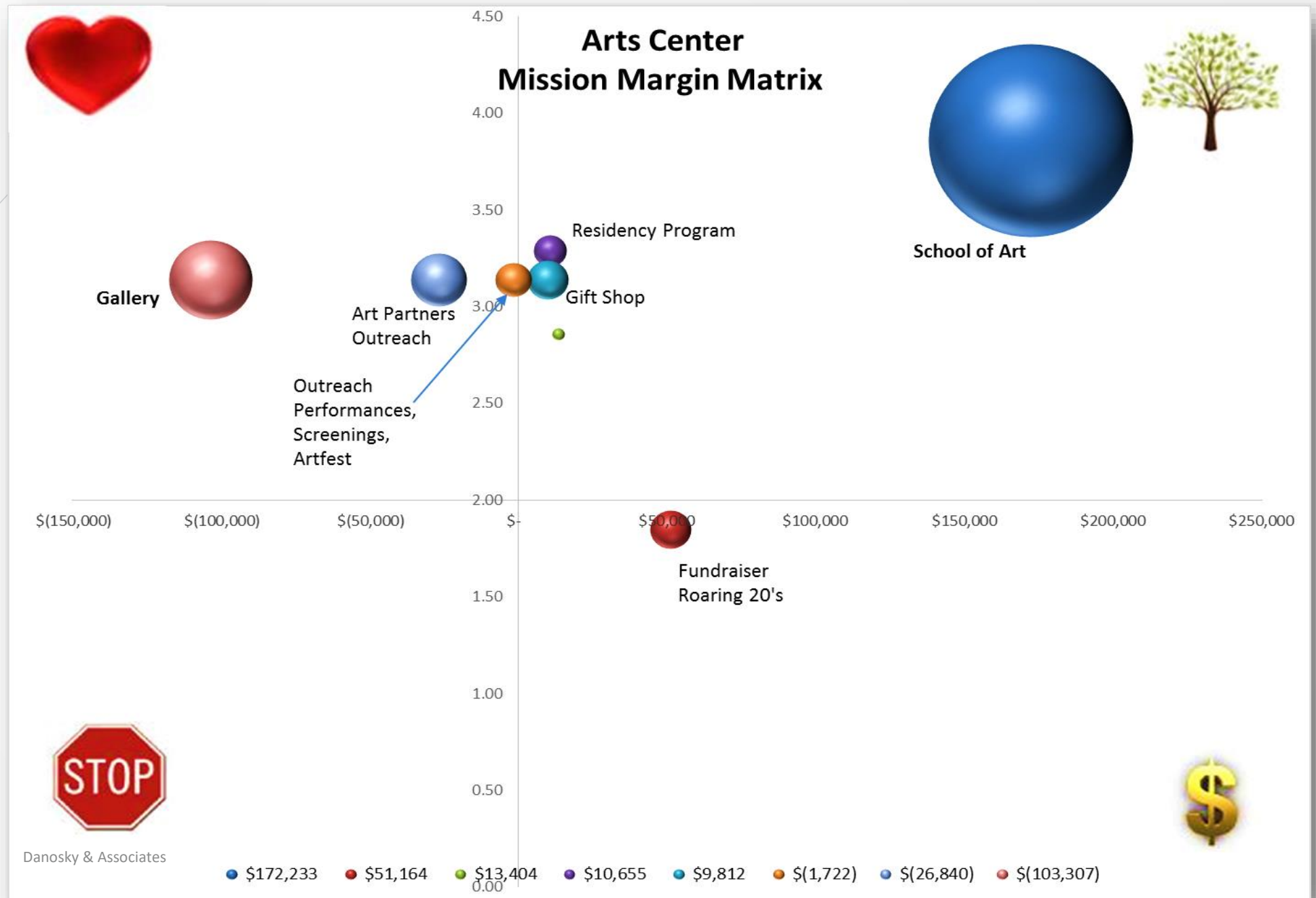
Criteria	Rating	Notes
<i>Mission Alignment</i>		
<i>Excellence in Execution</i>		
<i>Scale/Volume</i>		
<i>Depth</i>		
<i>Filling an Important Gap</i>		
<i>Community Building</i>		
<i>Leverage</i>		

Putting It All Together

- **Step 1: Identify Core Business Activities**
- **Step 2: Set & Map Mission Impact):**
 - a. Alignment with mission
 - b. Excellence in Execution
 - c. Scale or volume
 - d. Depth
 - e. Filling an important gap
 - f. Community/constituent building
 - g. Leverage
- **Step 3: Map Fiscal Impact:**
 - a. Profit (loss)
 - b. Program Expense
- **Step 4: Create Bubble Chart Impact & Profitability**

Plotting It

MISSION MARGIN MAPPING -- Net Profit				
Profitability and Impact Scoring , Based on Fiscal Year Actual				
Business Line /Program/Service		Expenses	Profit or Loss	Mission Impact



Exercise

- Step 1: Identify Core Business Activities
- List all the programs your organization runs
- Rate two of those programs based on the following criteria:
 - Alignment with mission
 - Excellence in Execution
 - Scale or volume
 - Depth
 - Filling an important gap
 - Community/constituent building
 - Leverage

The Question . . .

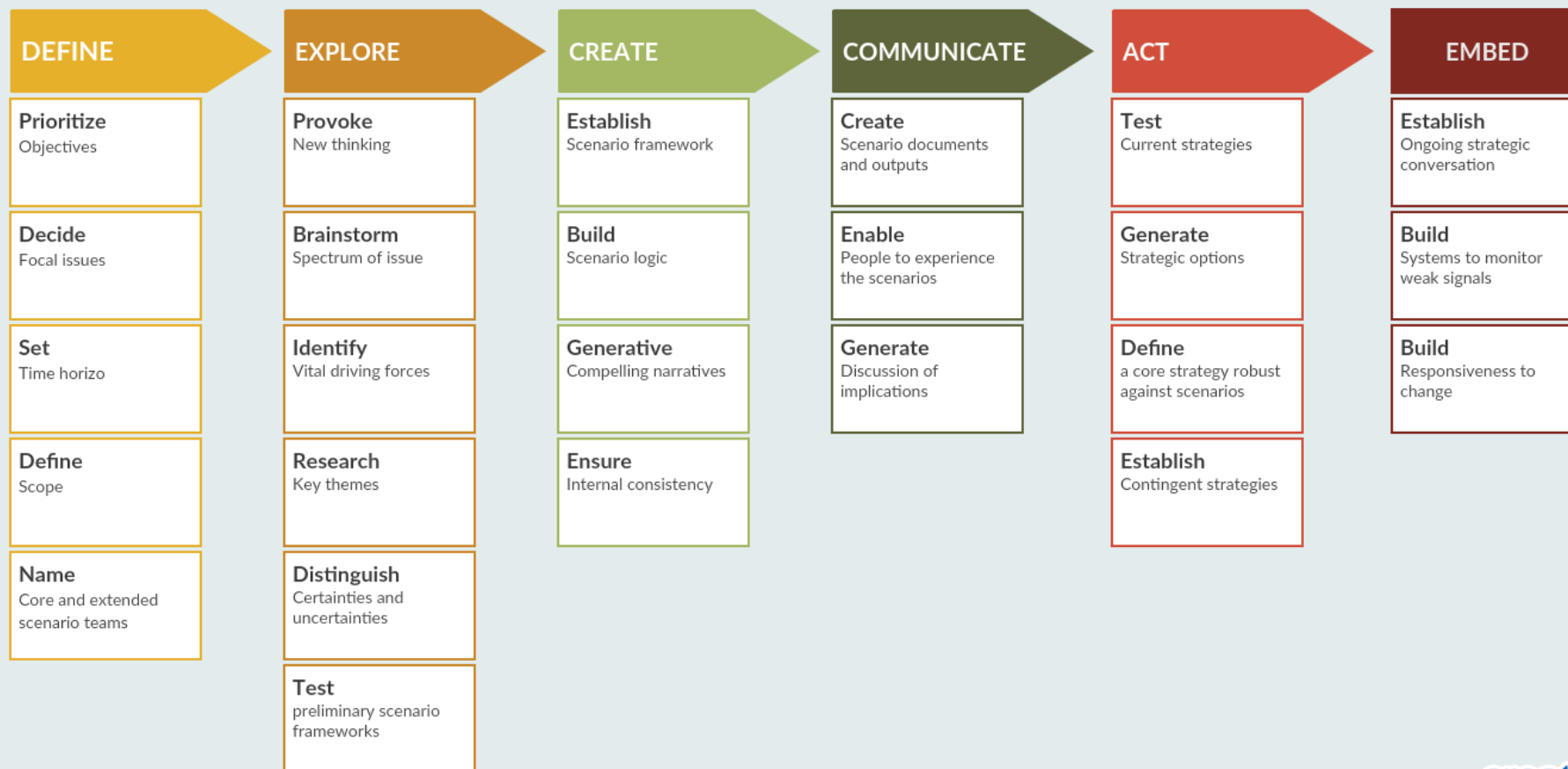
HOW DO YOU MOVE THE MATRIX?



Factors Inhibiting Success

- Current size of agency
- Inability to recruit staff
- The organization's name
- Inability to pivot to a differentiated model of fundraising
- Lack of board engagement

SCENARIO PLANNING IN ACTION For ABC Co.



Other considerations

- Accreditation and other program surveys
- Board surveys and self-assessments
- Staffing and employment surveys
- Fundraising audits or assessments

External Assessments

What to Assess

Types

- Stakeholders
- Competitor Analysis
- Collaborate Analysis
- Needs Assessment
- Gap Analysis
- “What if” Analysis
- Like organizations

How

- Research
- Surveys
 - Survey Monkey
 - Phone Surveys
- Focus Groups
- Foundations

People with Lived Experience



listen

- Who are you serving and how has this time affected their lives?
- Are there people you aren't serving – what is their opinion
 - How has this time changed their lives?
 - What resources or help is most needed. How has your organization helped (Has it helped)? In what ways has it help?
 - What more is needed? What other things are needed? Maybe this will prompt ideas for collaboration?
- How can your vision make the vision of the people you serve come true?

Constituents and Community Leaders

- Feedback from constituents who are not people you serve
 - Teachers, Superintendents, Guidance Counsellors
 - Healthcare workers, Physicians,
 - Members
 - Museum, symphony attendees, subscription holders
 - Land Trust – people who walk your trails
 - Elected Officials or Municipalities (Mayors, Selectman, Commissioners)
 - Donors
 - Opinion leaders in a variety of forms

National Trends, Similar Organizations

- General trends which will impact you
 - Status of Covid-19
 - Unemployment
 - Issues of equity and justice
- The election and general unrest
- Similar Organizations
 - How are they handling things
 - Networking with other NPO's
 - Other states around the country
- Competitors, collaborators and other similarly aligned organizations.

Questions to Ask

- What environmental trends do you need to be aware of?
- What are the greatest areas of need for our clients/our community?
- What do they have to say?
- How has this changed and how will it change?
- What opportunities are there for the organization to make a greater impact?
- Who are your competitors and collaborators? What are their agendas and priorities?
- How well do you perform relative to your competitors?

What will be your future drivers?

- Growth?
- Expansions?
- Staff Development?
- Infrastructure?
- Technology?
- Programmatic Diversity?
- Building Strategic Alliances?
- Systems Change and collective impact?

Systems Change as Strategy

*You are not alone
in this.*

example:

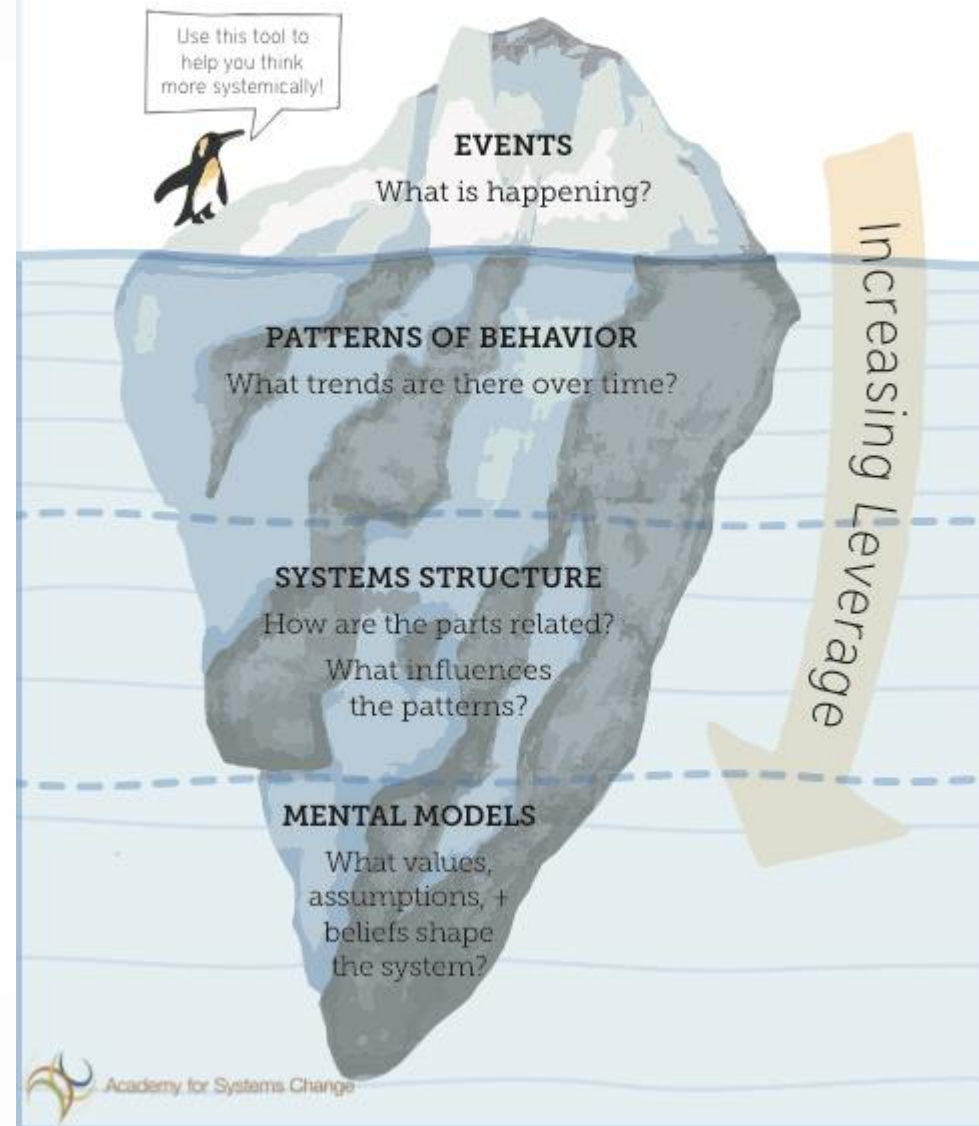


this is a heap

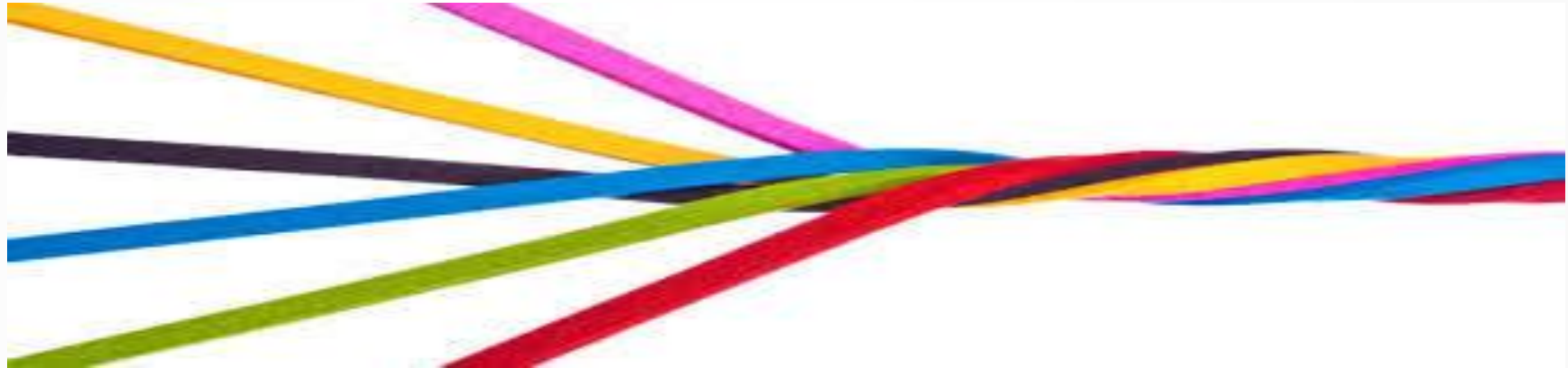


this is a system.

THE ICEBERG MODEL



Weaving it together



- Vision/ Mission /Values /People Served and Not Served
- Internal Data
- External Data

What will the world look like after COVID-19? Many of the problems we will face in the next decade will simply be more extreme versions of those that we already confront today. The world will only look significantly different this time if, as we emerge from this crisis, we decide to take action to resolve these problems and bring about fundamental change.

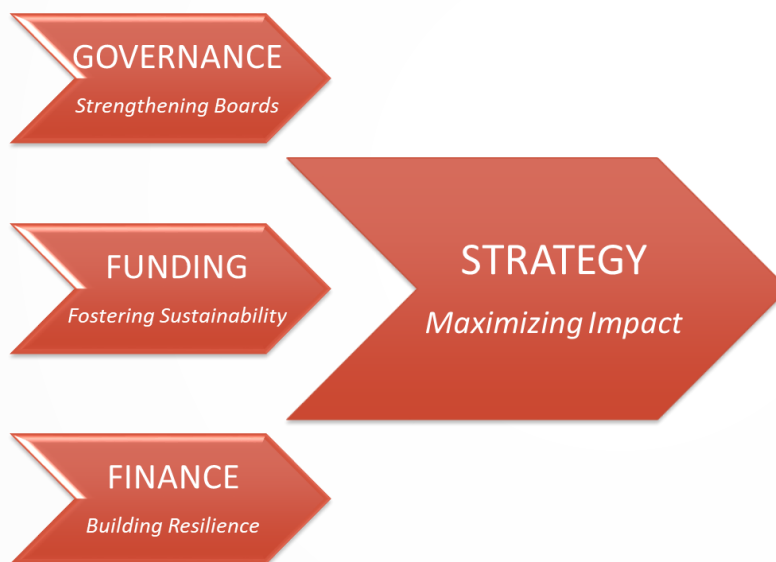
*DANIEL SUSSKIND is a fellow in economics at Balliol College, Oxford University, and author of *A World Without Work* (Allen Lane, 2020).*



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