

United Way STRATEGIC TRANSITION PLANNING SERIES 2018-2019

May 17, 2018




emerging wisdom

Helping people.



SESSION PURPOSE

- Better position member agencies for adapting to a shifting funding environment
- Lay the groundwork for Strategic Transition Planning Series
- Kick-off the “Assessing Current Position” stage with a focus on SWOT analyses



LEARNING OBJECTIVES



Participants:

- Increase understanding of how series helps agencies adapt to funding model shifts
- Advance learning about utility of environmental scans in assessing agencies' current state
- Gain insight into agencies' capabilities and vulnerabilities

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AGENDA



- 9:00 Welcome & Session Purpose
- 9:05 Agenda Review
- 9:10 Background Context
- 9:20 Transition Planning Series Overview
- 11:00 Break
- 11:10 Mapping Capabilities & Vulnerabilities
- 12:10 Lunch
- 12:30 SWOT Insights & Reflections
- 12:40 SWOT Applications
- 1:10 What's Next & Survey
- 1:30 Adjourn

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ROLES & RULES

Roles

Facilitators

- Guides learning and sharing
- Conducts exercises
- Maintains schedule

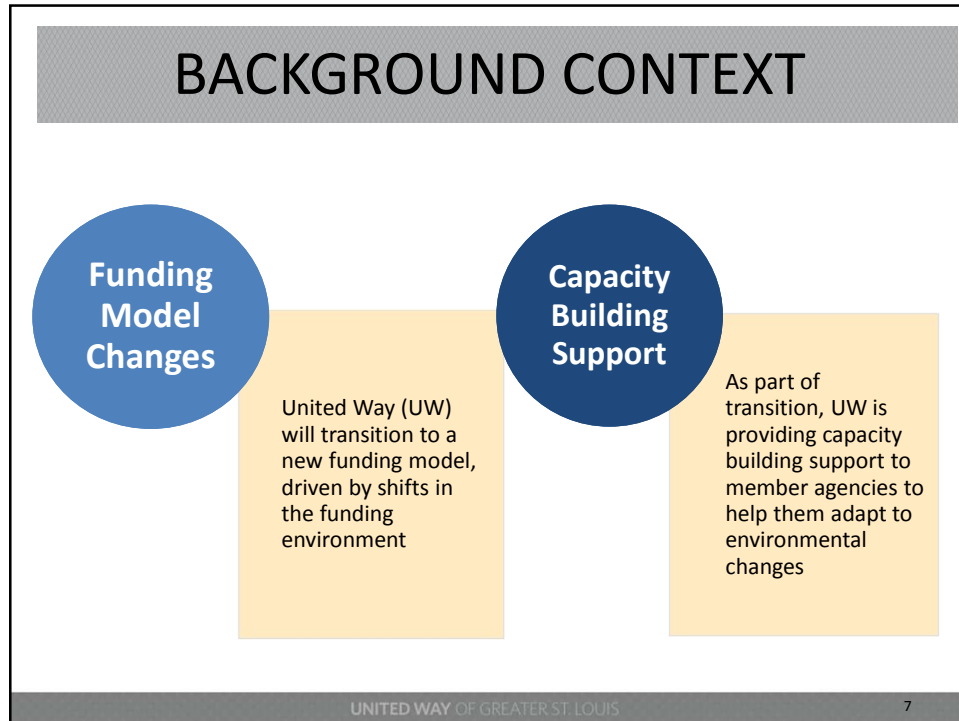
Participants

- Are open to learning
- Share knowledge & insight
- Check for understanding

Rules

- Manage your comfort
- Listen actively
- Ask questions and encourage others to share
- Minimize distractions
- Respect all views and opinions
- Enjoy yourself!

I. Strategic Transition Planning Series Overview



SERIES GOAL



Help member agencies gain competence in: navigating through environmental changes, better securing diverse & sustainable funding streams, and exploring/pursuing options, all of which enhances the fulfillment of community needs-based missions

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SERIES LEARNING OBJECTIVES

GAIN UNDERSTANDING

- About themselves, their environment and resources to be better equipped for adapting to a shifting funding environment

IMPROVE COMPETENCE

- In seeking funding from diverse sources, beyond the United Way

BUILD PROFICIENCIES

- That improve positioning, agility and navigation through environmental changes

ADVANCE EFFORTS

- To develop and implement a strategic transition plan

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OVERALL INTENDED OUTCOME



Agencies will develop/refine and implement a viable strategic transition plan that leads to more effectively navigating through change and securing sustainable diverse funding streams

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OUTCOMES BY STAGE

Stage 1: Assessing Position

- Identify / refine agency strengths and challenges (including areas of financial health and fund development) that can lead to improved performance

Stage 2: Vision / Strategic Direction

- Consider and craft / refine vision, strategic direction and priorities for moving forward, leveraging agency attributes, change management and innovation approaches

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OUTCOMES BY STAGE

Stage 3: Exploring Resources

- Identify & select / refine resources that can fuel agency advancement

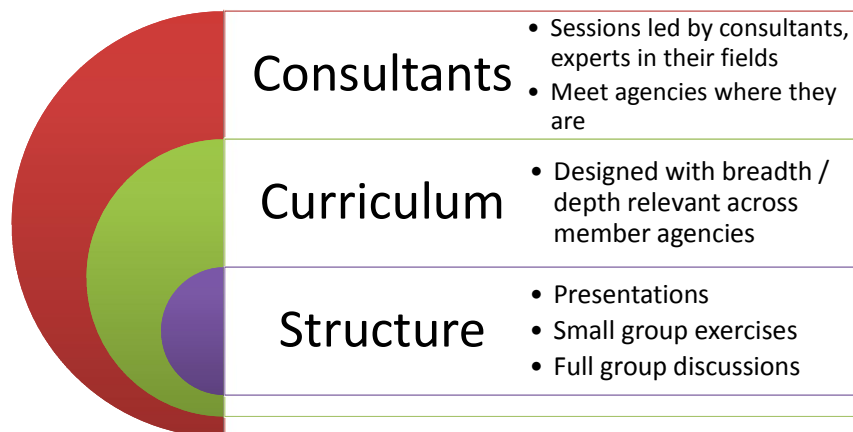
Stage 4: Operation- alizing The Plan

- Combine strategies and resources to construct an actionable transition agency-specific work plan suited to navigating through the shifting funding environment

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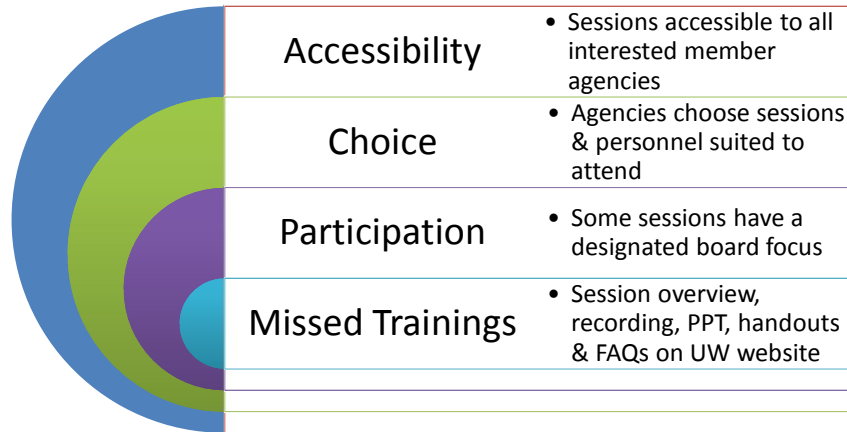
PRIMARY PARAMETERS



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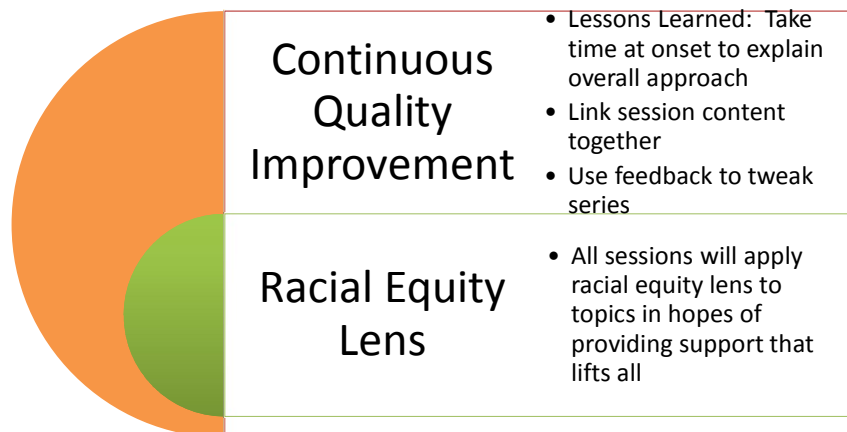
PARAMETERS CONTINUED



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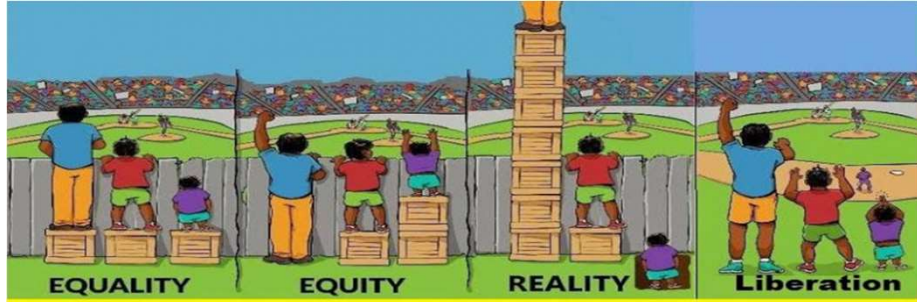
PARAMETERS CONTINUED



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RACIAL EQUITY LENS CONTEXT



- Different communities (and individuals within communities) situated differently relative to each other
- Differences due to many factors, including history, education, language, access to community assets...
- While intent of policies & programs is to create access for all people (lifting all boats), in practice, universal policies create access to opportunity differently
- A rising tide brings less benefit or possibly hazard if one's boat is leaky or if one does not have a boat.
- Series sessions will provide an opportunity to apply a racial equity lens to topics in hopes of getting all members in our community a boat that floats so that all boats can be lifted.

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PACKET CONTENT

- Session agenda, power point presentation & hand-outs
- United Way Quality Standards
- 2018-2019 Strategic Transition Series Schedule
 - Sessions color-coded by subject area: fund development, strategic planning & financial oversight
- Contact info for questions, comments or concerns



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LOGIC OF SERIES STRUCTURE

Curriculum design developed for relevance across member agencies:

- 13-session comprehensive Series
- Sequential progressive sessions forming building blocks
- Guides agencies through first three transition stages, culminating to last stage - developing an agency-specific actionable strategic transition plan
- Focus on driving strategic direction, fund development, financial stability and mission-centric, keeping emphasis on helping agencies adapt to changing environment

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Member Agency Strategic Transition Planning Series Stages progressively build toward culmination of helping agencies formulate a viable plan for better positioning in the current changing funding environment				
Stages:	Assessing an Agency's Current Position	Creating Vision & Setting Strategic Direction	Exploring Resources	Operationalizing the Plan
Intent:	Identifies/refines critical factors that outline agency overall environmental standing, affects current success & future viability. Informs decision-making in subsequent stages	Builds understanding and approaches to change management and consider possibilities, aligned with agency position, to shape future vision & strategic direction	Uncovers resources to be utilized to leverage agency's position amidst change and augment its ability to plan for reaching vision	Aligns vision, priorities & agency position with resources to develop a strategic workplan, outlining actions helping agency better adapt to changing landscape
Sessions:	#1. Series Overview & SWOT #2. Financial Health #3. Fund Devp Tools/Techniques #4. Prgm Financial Sustainability #5. Contingency Planning	#6. Change Management #7. Innovation #8. Vision/Strategic Direction	#9. Board Engagement & Role in Fund Devp #10. Dive into Fund Development #11. Strategic Alliances - P1 #12. Strategic Alliances - P2	#13. Creating an Actionable Transition Plan
Learning Objectives:	Participants will improve understanding about agency condition, including capabilities & vulnerabilities overall and in finance & fund development areas	Participants will shape their agency's future vision, leveraging position, in context of change, utilizing innovation, all to pursue improved mission fulfillment	Participants will identify resources (focusing on revenue generation & program/operational effectiveness) to help further mission fulfillment	Participants will utilize understanding & insight gained to frame strategic transition plan, better positioning agencies in the shifting environment
Correlating Quality Standards:	G: Board drives direction P: Effective program design G: Board financial oversight F: Financial stability F: Financial planning/oversight	G: Board drives direction G: Program effectiveness P: Program positive impact G: Community accountability A: Structure facilitates operations	G: Board meets strategic needs F: Financial stability F: Effective financial planning G: Board accountable to community	G: Board drives direction F: Financial stability P: Program positive impact G: Board accountable to community S.11.18

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Member Agency Strategic Transition Planning Series					
Stage:	Assessing an Agency's Current Position				
Intent:	Identifies/refines critical factors that outline an agency's overall environmental standing, affecting current success & future viability. This standing informs decision-making in subsequent stages				
Sessions:	#1. Series Overview & SWOT	#2. Financial Health	#3. Fund Development Tools & Techniques	#4. Program Financial Sustainability	#5. Contingency Planning
Learning Objs:	<p>Improve understanding about Series, structured to meet agencies where they are & move needle forward</p> <p>Increase knowledge on how participating can help build skills & strategies for developing transition plan</p> <p>Advance learning on value of community voices for improved understanding of agency position</p> <p>Gain insight through assessment about agency's key capabilities and vulnerabilities</p>	<p>Gain insight on factors to consider & tools to utilize when assessing agency financial sustainability</p> <p>Advance learning about critical indicators of potential instability</p> <p>Better understand fiduciary responsibilities and best practices for ensuring their fulfillment</p>	<p>Better understand the fundraising model(s) that suits one's agency</p> <p>Gain insight about primary components of fund development and its planning process</p> <p>Utilize knowledge gained to build toolkit of ideas for pursuing funders, corporations & individuals</p> <p>Access variety of development planning templates</p>	<p>Gain insight on value of functional accounting systems as mgmt, fundraising & contracting tools</p> <p>Improve knowledge on how to allocate revenue & direct/indirect costs to agency programs</p> <p>Better understand options for calculating actual program unit costs & how to decide among options</p> <p>Advance learning on value of & assessing agency prgm financial sustainability relative to its mission</p>	<p>Improve understanding about critical value of risk assessment & contingency planning to all agencies</p> <p>Gain insight on components of a contingency plan and how to develop/refine meaningful plans</p> <p>Determine/refine role leaders play in contingency planning & implementation</p> <p>Advance learning about & gain comfort with tools & process to assess risk & implement plan</p>
Key Concepts:	<p>Curriculum design</p> <p>Building block structure</p> <p>SMART goals; COI</p> <p>SWOT analysis; environmental scan</p>	<p>Financial review</p> <p>Warning signs to consider</p> <p>Financial analysis process</p> <p>Financial ratios</p>	<p>Fundraising models</p> <p>Deevelopment plans as roadmaps</p> <p>"The ask" in terms of people giving anyway</p> <p>Gift tables</p>	<p>Financial management</p> <p>Functional acting systems</p> <p>Program sustainability measurement</p> <p>Unit service cost calculation</p>	<p>Contingency Planning model</p> <p>Risk mgmt principles</p> <p>Assessment tools</p> <p>Strategy, needs</p>
Tie-ins to Other Sessions:	<p>Key to all, particularly:</p> <p>#7: Innovation</p> <p>#8: Vision/Direction</p> <p>#s 11/12: Strategic Alliances</p> <p>#13: Operationalizing Plan</p>	<p>#3: Fund Devp Tools</p> <p>#4: Prgm Fin Sustainability</p> <p>#5: Contingency Planning</p> <p>#10: Dive into Fund Devp</p> <p>#s 11/12: Strategic Alliances</p>	<p>#2: Financial Health</p> <p>#4: Prgm Fin Sustainability</p> <p>#7: Innovation</p> <p>#8: Vision/Direction</p> <p>#10: Dive into Fund Devp</p>	<p>#2: Financial Health</p> <p>#3: Fund Devp Tools</p> <p>#5: Contingency Planning</p> <p>#8: Vision/Direction</p> <p>#9: Board Engage/ FundDev</p>	<p>#2: Financial Health</p> <p>#4: Prgm Fin Sustainability</p> <p>#s 6/7: Chg Mgmt, Innovation</p> <p>#8: Vision/Direction</p> <p>#s 11/12: Strategic Alliances</p>
Quality Standard:	G: Board drives direction	G: Board financial oversight	F: Financial stability	F: Financial stability P: Effective program design	F: Financial planning & oversight

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Member Agency Strategic Transition Planning Series			
Stage:	Creating Vision and Setting Direction		
Intent:	Builds/refines understanding and approaches to change management and considers different possibilities that contribute to an agency shaping its future vision, direction and associated priorities		
Sessions:	#6: Change Management	#7: Innovation	#8: Visioning & Strategic Direction
Learning Objectives:	<p>Define the strategic imperative for one's agency change initiative</p> <p>Assess organizational readiness and risk associated with the change</p> <p>Build an effective change management team</p> <p>Identify the essential components of a change management plan</p>	<p>Increase understanding of the components of innovation & its importance, particularly in a changing environment</p> <p>Gain knowledge about how to inspire innovation, think differently & innovate to add value</p> <p>Advance learning on techniques for trans-forming stakeholder insights into value-added opportunities</p>	<p>Improve understanding about the architecture of a strategic vision</p> <p>Advance learning about the process for marrying aspirations, operations and prioritization early in the planning process</p> <p>Gain insight about how the drivers of change in the visioning process determine strategic priorities</p> <p>Identify, assess & refine agency strategic priorities, discerning desired achievement, issues needing attention & reason agency must take institutional action</p>
Key Concepts:	<p>Change Management Models</p> <p>Change Curve</p> <p>ADKAR</p> <p>Change Management Plan</p>	<p>Purpose and types of innovation</p> <p>Values of innovation</p> <p>Best practice strategies, approaches & tools</p> <p>Innovation framework & process</p>	<p>Moving beyond vision statement to strategic vision</p> <p>Setting organizational priorities that drive attainment of vision</p> <p>Making a case for action</p> <p>Creating shared assessment of organizational priorities</p>
Tie-ins to Other Sessions:	<p>#5: Contingency Planning</p> <p>#7: Innovation</p> <p>#13: Operationalizing the Plan</p>	<p>#1: SWOT Analysis</p> <p>#s 3/10 Fund Development Tools/Dive</p> <p>#5: Contingency Planning</p> <p>#6: Change Management</p> <p>#s 9-12 Exploring Resources</p>	<p>#1: SWOT Analysis</p> <p>#s 3/10: Fund Development Tools/Dive</p> <p>#s 4/5: Prgm Fin Sustain & Contingency Plans</p> <p>#7: Innovation</p> <p>#s 11-13: Str Alliances & Operationalizing Plan</p>
Quality Standard:	G: Board drives direction	G: Board financial oversight	G: Board drives direction

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Member Agency Strategic Transition Planning Series				
Stage:	Exploring Resources			
Intent:	Identifies opportunities that can be utilized to leverage agency position amidst change and augment its ability to plan for reaching vision			
Sessions:	#9. Board Engagement & Fund Development	#10. Deeper Dive into Fund Development	#11 Strategic Alliances - Part 1	#12 Strategic Alliances - Part 2
Learning Objs:	<p>Advance learning on effective methods for identifying, recruiting & engaging Board members to maximize governance effectiveness</p> <p>Improve understanding about the role of a Board Development Committee</p> <p>Gain knowledge on best practices of Board Devp Committee meeting structure & agenda</p> <p>Create (refine) impact statements & other messaging tools; explore ways to maximize messaging; help overcome fears of "the ask"</p>	<p>Improve understanding of best practices in primary private sector revenue streams</p> <p>Increase knowledge about value of major gifts as a strong return on investment revenue stream</p> <p>Advance learning on how to incorporate healthy habits into an agency's fund development program</p> <p>Explore greatest opportunities for fundraising, including persuasive technology, social media and other digital models</p>	<p>Gain insight about nonprofit developmental stages & identify life-cycle stage where agency resides</p> <p>Increase knowledge on NP cooperation, coordination, partnership, collaboration & consolidation</p> <p>Better comprehend how spectrum of collaboration can help agencies stay relevant</p> <p>Improve understanding of opportunities to consider options, how to begin exploring alliances & where to access resources</p>	<p>Advance learning on how to apply the tenets of strategic alliances through the experience of others</p> <p>Explore and identify key indicators that support a strategic alliance-ready environment</p> <p>Improve preparedness for agency-related conversations about strategic alliances</p> <p>Increase understanding about how to approach, or respond if approached, starting a strategic alliance conversation</p>
Key Concepts:	<p>Recruitment tools/strategies, including optimal Board matrices</p> <p>Board Development Committee function roadmap</p> <p>Best practices for Board Development Committee effectiveness</p> <p>Balancing emotions & data in making "the ask"</p>	<p>Private sector revenue streams</p> <p>Accelerated giving models</p> <p>Capitalizing on research of behaviors</p> <p>New digital models for positive change</p>	<p>Nonprofit lifecycle theory & its relevance</p> <p>Partnership continuum model</p> <p>Nonprofit partnership matrix</p> <p>Resources for exploring alliances</p>	
Tie-ins to Other Sessions:	<p>#2: Financial Health</p> <p>#4: Program Financial Sustainability</p> <p>#5: Contingency Planning</p> <p>#7: Innovation</p> <p>#8: Vision & Strategic Direction</p>	<p>#2: Financial Health</p> <p>#3: Fund Devp Tools & Techniques</p> <p>#4: Program Financial Sustainability</p> <p>#7: Innovation</p> <p>#8: Vision & Strategic Direction</p>	<p>#2: Financial Health</p> <p>#5: Contingency Planning</p> <p>#7: Innovation</p> <p>#8: Vision & Strategic Direction</p> <p>#11/12: Strategic Alliances</p>	
Quality Standard:	G: Board membership mix G: Financial oversight	F: Financial stability F: Financial planning	A: Agency structure F: Financial planning	P: Effective program design G: Accountability to community

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Member Agency Strategic Transition Planning Series	
Stage:	Operationalizing the Plan
Intent:	Aligns vision, priorities, agency position with resources to develop a strategic transition workplan, outlining key actions for agencies to better adapt to the changing environment and move toward their desired intention
Session:	#13: Creating an Actionable Transition Plan
Learning Objectives:	<p>Utilize understanding and insight gained from previous stages/session to frame an agency-specific strategic transition plan, whose implementation will better position agency for adapting to the shifting environment</p> <p>Other objectives: to be determined, based on experiences leading to this session</p>
Key Concepts:	Concepts to be determined, based on experiences leading to this session
Tie-ins to Other Sessions:	All previous sessions lead to informing an agency's approach, priorities, content and action steps for shaping and operationalizing an effective strategic transition workplan
Quality Standard:	G: Board sets direction

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QUESTIONS & ANSWERS

Any Questions ?



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REFLECTION ACTIVITY

1. Sessions and topics of greatest interest
2. Sessions and topics of least interest
3. Suggestions for strengthening sessions / series



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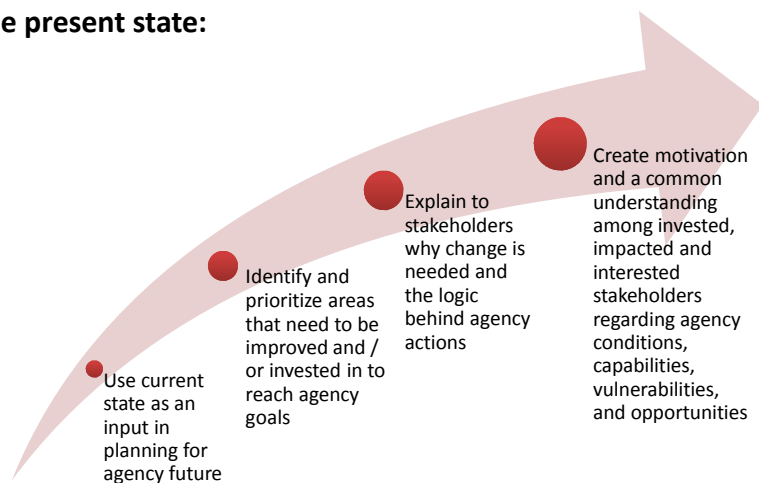
II. Stage One: Assessing Current Position – SWOT Analyses

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ASSESSING CURRENT STATE

**Four reasons for assessing
the present state:**



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SWOT Analysis

Presented by: Rebecca Bennett
Emerging Wisdom LLC

- Grounds plan
- Provides realistic view of agency's capabilities and vulnerabilities
- Identifies internal strengths and weaknesses
- Examines external opportunities and threats



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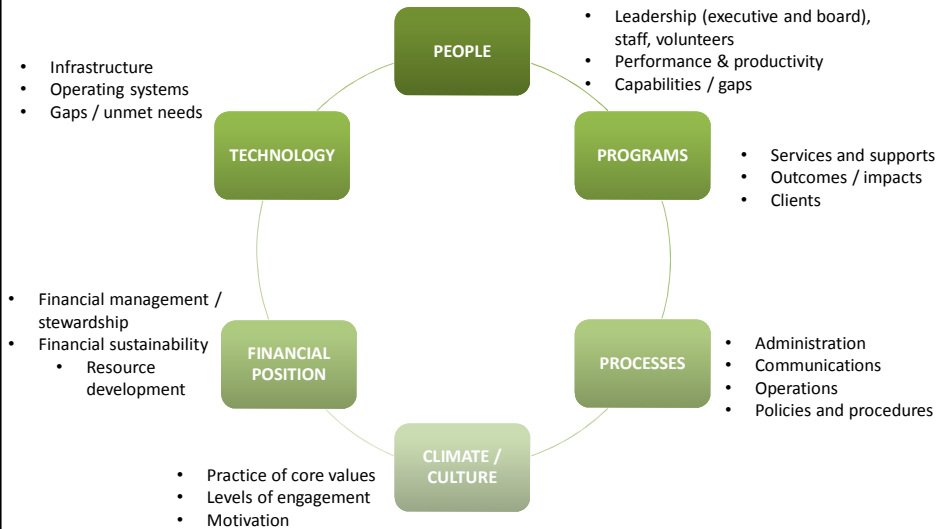
SWOT COMPONENTS



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INTERNAL CONSIDERATIONS

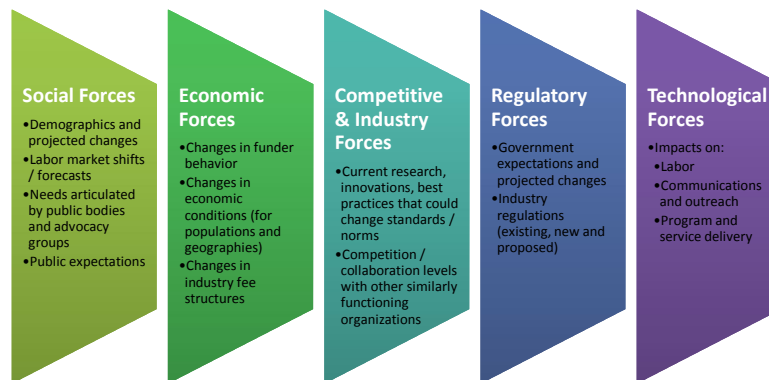


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EXTERNAL CONSIDERATIONS

DEFINITION: Environmental scanning systematically surveys and interprets data to identify external opportunities and threats. Agencies gather info about the external world, their competitors and themselves.

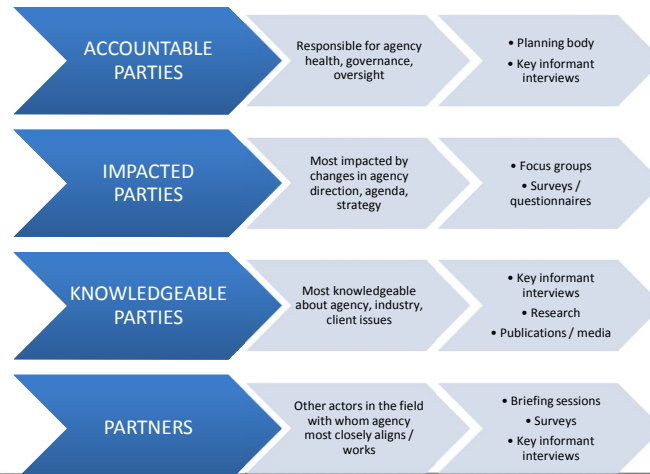


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SWOT PARTICIPANTS

Participation drives quality, validity and utility. It is important to assess the current state from multiple perspectives, engaging multiple stakeholders.



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SAMPLE SWOT ANALYSIS



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AGENCY SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

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AGENCY SWOT APPLICATIONS

The information contained in the SWOT analysis positions agencies to think proactively about what they want to preserve, modify, eliminate and avoid going into the future. In light of the impending changes in United Way's funding model, fill in the table below.

PRESERVE (Build Upon)	MODIFY (Change)	ELIMINATE (Discontinue)	AVOID (Not Have Happen)

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Member agency Strategic Transition Planning Series

Please contact Julie Simon at
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with questions, comments or concerns