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| **PROJECT** | **WORK PLAN FOR STRATEGIC PLAN 2019 - 2021** |
| **PHASE I** | **DISCOVERY - Preparing for Strategic Planning & Assessing the Environment** |
| **ACTIVITY** | **PROCESS** | **PERSON(S) RESPONSIBLE** | **TIMEFRAME** | **OUTCOMES** | **NOTES** |
| Form Strategic Planning Committee (SPC) and hire consultant | Interview consultant candidates, negotiate scope of work & fees | MS, PG | October | Formation of representative committee, consultant engaged to design and facilitate planning process | Completed |
| Identify initial areas for planning | Convene Board for visioning process | MS, PG, BOD, FA | October | Beginning of a vision for the future of BKBW, initial insight into issues to be addressed in the strategic plan and clarity about planning process. | Completed |
| Strategic Planning Kick-Off Meeting | Work with ED and SPC Chair to design agenda, draft SPC charter, develop data collection plan | FA, SPC | Early November | Committee Charter adopted.Shared understanding of planning process, time frames and intended outcomes.Clarity about the role and responsibilities of: the consultant, the board and the SPC during the planning process.Agreement on extent of data collection and role of FA and SPC in the process. | Completed |
| Discovery | Conduct review of organizational structure, governance finances, programs and funding | FA, (MS supplies documents) | November – early December | Consultant gains initial understanding of issues related to organization’s structure finances, programs and funding. | Completed |
| Data Collection | Consultant designs data collection tools, SPC reviews/approves, interviews and focus groups conducted  | FA, SPC | Early December-January 2019 | Insight into the issues, values and culture of BKBW and insight into how BKBW is perceived and experienced by board members, staff, funders, partners and others.Insight into external factors that may impact BB’s future. | Completed |
| **PHASE II** | **STRATEGY DEVELOPMENT – AgreeMENT on Strategic PriorIties, DrAfting and Approving the PLaN** |
| **ACTIVITY** | **PROCESS** | **PERSON(S) RESPONSIBLE** | **TIMEFRAME** | **OUTCOMES** | **NOTES** |
| Compile data collection report (w/ two rounds of edits)  | All findings are summarized in a master “Findings Report” | FA, MS, SPC | Early February | Report that synthesizes and analyzes findings from all data collection processes and identifies strategic issues to address | Completed |
| Strategic Planning Committee (SPC) Review of Findings | SPC receives findings report in advance of meeting and convenes to review. | FA, SPC | February | Identify the key issues to be addressed in the strategic plan. Clarity/consensus on priorities in the goal and objectives development phase. | Completed in March |
| Vision and Goals Meeting / ½ Day Board Retreat | SPC prepares initial draft or outline of the strategic plan | FA, SPC | April/June | Board consensus on the mission, vision and values that will drive the future of BKBW; the planning domains to be addressed and goal statements for each domain w/ broad stroke objectives for each goal. | Revision of MVV In process |
| Develop Theory of Change | Program Committee engages consultant  | Program Committee | May /June | TOC that inform Program goal & MVV statements | TBD June |
| Refine and finalize high-level strategic plan | SPC refines plan based on feedback at ½ day retreat, plan presented at Spring board meeting | FA, SPC, BOD | July-September | High-level strategic plan w/ Mission, Vision and Values statements, goals and objectives is approved by the board.Process and participants for developing implementation plan identified. | Approval moved to September board meeting |
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| **PHASE III** | **IMPLEMENTING, COMMUNICATING, EVALUATING & MONITORING THE PLAN** |
| **ACTIVITY** | **PROCESS** | **PERSON(S) RESPONSIBLE** | **TIMEFRAME** | **OUTCOMES** | **NOTES** |
| Tactical Planning & Prioritization | Develop detailed plan w/ activities, timelines, milestones, responsible parties and budget implications | FA, MS, Others TBD | October-November | Detailed implementation plan for year one of plan with a clear set of metrics by which BB board and staff can monitor progress and evaluate impact of the plan. | May – SeptemberSome implementation begun in advance of formalized plan |
| Establish mechanism for monitoring plan as it unfolds | Integrate implementation responsibilities into organization systems & “SP Update” added to board agendas | MS, BOD, Staff | October | Strategic plan is integrated into the DNA of BKBW. Plan becomes living document and moves forward in timely and appropriate fashion so that strategic goals are met. |  |
| Begin implementation | Action steps begin to be implemented | Staff & BOD | November - December | Strategic course is set and action unfolds. |  |
| Communicate high-level plan to stakeholders | Develop communications plan | MS, Others TBD | November - December | All stakeholders aware of, and supporting of BKBW’s future. |  |
| Continually monitor plan | Set regular dates for check-ins & updates | MS, BOD | Quarterly 2020-2021/21 | Strategic plan stays on track and course-corrected as needed. |  |