

## Steps in Planning

1. **Develop the process** (Chair, Executive Director, Consultant)
  - Hire a consultant
  - Appoint a Planning Committee, or assign the planning task to an existing committee
  - Establish a timeline for planning
  - Set the date for a full Board retreat
  - Determine the scope (time and subject matter) of the plan
2. **Inform the key players** (Chair)
3. **Do a pre-planning assessment** (Consultant)
  - External environment: political climate; changes in federal, state, local laws and policy; economic trends; status of competitors; technological issues; other hot issues
  - Internal environment: the status of the organizations' programs, finances, governance, administration
  - Written report to Board
4. **Conduct a full-day Board retreat** (Consultant, Chair, Executive Director)
  - Discussion of the organizational assessment
  - Identify the critical issues facing the organization and the strategic directions the organization will take in response to those issues
  - Develop/refine the mission statement
  - Identify the broad organizational goals to guide the organization for the next three to five years
5. **Develop objectives for each goal, i.e., quantifiable accomplishments that establish progress on the goal** (Staff, consultant, Planning Committee)
6. **Develop implementation plans for each objective** (Staff, Chair, committee chairs, consultant)

## Steps in Planning

7. **Develop staffing plan** (Executive Director)
8. **Develop three-to-five year financial projections** (Executive Director, consultant, Treasurer)
9. **Create first draft of plan for review by Planning Committee** (Executive Director)
10. **Plan review by relevant Board committees** (staff, committee chairs)
11. **Second draft of plan** (Executive Director)
12. **Plan to Board for approval** (Chair)