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Strategic Planning #9 An Example Strategic Plan

This article presents excerpts from The Strategic Plan of The Alliance for Children's Rights. See *Case Study #9: The Case of the Stakeholder Schisms: Creating Alignment in a Non-Profit Organization* for a description of the engagement which generated this plan.

Vision:

(The difference the organization was created to make)

A world in which all children have a safe, loving and permanent family with the support and services needed to reach their full potential.

Missing Possibility:

(The belief that needs to be provided to make the Vision possible)

The possibility that society invests in children and families as a collective responsibility and the highest priority.

Mission:

(What the organization is doing to make the Missing Possibility possible and fulfill the Vision)

We protect the rights of abused and impoverished children in Los Angeles County by providing free legal services, community training and advocacy.

Core Values:

(Guidelines on behavior seen as critical to accomplish the Mission and Vision)

- Advocacy for children
- Integrity and professionalism
- Commitment to social justice and diversity
- Teamwork (internally)

Goal Values:

(Guidelines on behavior seen as desirable, but not critical, to accomplish the Mission and Vision)

- Proactive, creative, high quality service that meet the needs of the community
- Supportive work environment
- Collaboration (externally)
- Professional development



Strategic Goals:

(Accomplishments that would be evidence that the organization is fulfilling its Mission and its Vision is inevitable)

Since the planning process works from the future backwards, goals are written as having already been accomplished. Notice that all four groups of *stakeholders*, the clients, donors, employees, and the community are addressed.

- The rights of all abused and impoverished children in Los Angeles County are protected.
 - Safe, Loving and Permanent Family
 - Health • Education • Legal Rights
 - Other Targeted Services and Support to Reach their Full Potential
- The community takes responsibility for protecting children's rights.
- The Alliance has achieved sustainable funding.
- The Alliance has secured access to needed resources for forwarding its work.
- The Alliance employees are of the highest caliber.
- The Alliance employees have a high level of satisfaction.

Planning Horizon: 30 years

(How long the organization estimates it will take to accomplish the Strategic Goals)

Strategies:

(The long term methods the organization plans to use to accomplish its Strategic Goals)

- Transform the Los Angeles child welfare system so it protects all abused and impoverished children in Los Angeles County.
- Support legislation, litigation and education to generate system-wide reforms.
- Communicate the importance of children's rights by producing compelling materials for the public.
- Increase community understanding of children's issues through a strong public affairs program.
- Expand public awareness of children's issues by working closely with the media.



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- Have a multi-faceted fundraising program with a base of active and diverse donors.
- Maintain a reputation of high donor satisfaction through careful stewardship and communication of program effectiveness.
- Maintain active, diverse and integrated group of Board members and community influencers.
- Create a workplace environment that attracts and retains capable employees who feel they are making a difference with their lives.
- Develop fair and equitable compensation package that considers staff's financial and personal goals.

Strategic Milestones:

(Intermediate measures that indicate the organization is successfully executing its Strategies and is on track to accomplishing its Strategic Goals)

Each strategy was further developed as a set of milestones at the 1, 3, 7, and 15 year timeframe.

An action plan for each 1-year milestone, with budget, was subsequently developed. Considering limitations of resources and the contribution of each 1-year milestone to forwarding the Strategies, the organization selected those 1-year milestones with the greatest payoff and then committed to accomplishing those during the next 12 months.