

Strategic Planning

A Key to Governance Leadership

Jean Freeman

July 20, 2011

FEMA/FMPS Annual Conference

A New Board

- Over the past (more competitive) decade nonprofit boards have been transitioning.
 - More visionary
 - More knowledgeable
 - Greater risk-takers



The Board's Job

- **The Board's job is to focus on the organization's ends.**
 - Why are we here?
 - Where are we going?



Organizational & Community Leadership

- The Board is at the top of the leadership ladder.
- Without greatness at the top, the organization cannot truly fulfill its mission or move toward its vision.
- Does a board member have an obligation to act as an advocate for the utility?

Organizational Leadership in the Community

- What does your utility mean to the community?
- What expectations do your stakeholders have of you?
 - Consumers?
 - Lenders?
 - Vendors?
 - Other city officials?
 - Employees?
 - Other utilities?
 - Neighbors?



What is strategic planning?

- An opportunity to think about trends, challenges, innovations which will impact mission and vision
- A process of devising strategies to respond to changes and keep the utility on track
- A chance to re-energize and hone visionary leadership skills
- An opportunity to demonstrate leadership and responsibility to stakeholders

Strategic Planning Process

You cannot lead unless you know where you are going!

- Board and CEO should review the Mission, and
- Determine 3 – 5 goals for the utility over the next few years - necessary to “live” that Mission.
- Develop strategies to achieve each goal.
- Have management design an implementation plan; using the board’s strategies, what “actions” must be taken by staff to stay aligned with the Strategic Plan?

Other Ways the Board Demonstrates Leadership

- Sound governance
- Clearly defining & understanding the roles of management and governance
- Keeping the role of fiduciary front & center
- Holding the organization accountable – monitoring CEO performance
- Evaluating the performance of the board – aligned with the strategies in the plan

Strategic Planning

A Key to Governance Leadership

Jean Freeman

July 20, 2011

FEMA/FMPS Annual Conference