**Bond Street Theatre**

**Strategic Planning Template**

**PLANNING DEFINITIONS**

**IMPACT GOALS:** *What do we want to accomplish in the next 3-5 years?*

**OPERATING GOALS:**  *How will it be accomplished (i.e., what capacities must the organization build in order to realize the impact goals).*

**OBJECTIVES:** *What do we need to do to accomplish the Strategic Priority Goals?*

**BENCHMARKS:** *What does success look like? How will we know when we have accomplished each of the objectives (and are on the way to accomplishing the objective)?*

* What measurable **changes in *awareness, knowledge, attitude, motivation, skills, opportunities, or behaviors*** need to take place ***on whose part, by when*** in order to demonstrate the accomplishment of the objective?
* Objectives are time bound and specific

**STRATEGIES:** *What activities will be carried out to accomplish each of the objectives?*

**RESPONSIBLE PARTY:** *Who will be responsible for making sure each of these strategies are achieved?*

* There should only be one person’s name next to each strategy. This may not be the person who actually does the work but, instead, the person who needs to make sure it gets done.

**RESOURCES NEEDED:** Consider specific resources required to carry out a task (e.g., additional technology, expertise, staff, etc.) *What are the implications of each of the strategies on organizational functioning?*

* Will the strategy require additional **Human Resources** activity/new staffing? Or reallocation of current staff?
* Are there any changes in your **internal communications** that might be necessary? Are there potential **infrastructure** changes that might make this possible?
* Would this strategy impact the way you allocate **space/facilities**?
* In order to achieve this strategy, would you need to enhance or adjust your current **technology or financial systems**? Would you need to acquire new resources in this area?
* What are the **financial resource implications** for the strategies? Will there be budgetary allocations necessary?

## STRATEGIC PLANNING GOALS – FIRST DRAFT

**Vision: TBD** (Examples: *A world motivated by compassion, equality and justice;* or

*A world of joy, peace, and community;* etc.)

**Mission:** ***Bond Street Theatre initiates theatre-based projects for conflict resolution, education, and empowerment in critical areas worldwide.***

**Impact Goal 1**: **(International)** Scale BST’s international programming to resolve conflict, educate, and promote civic engagement in areas of high need.

* **Objective 1**: **Expand BST’s international programming to additional countries.**
	+ Strategies: Identify and approach new regions that are appropriate for BST’s work based on local contacts, needs assessment, etc. (maybe 1-3 over the 3 years). Build out hub/spoke model in critical geographies that warrant a medium-long-term presence. Train and launch additional international artists/troupes to allow for multiple field projects to be carried out at once; identify opportunities to have program participants carry on BST’s work (i.e., model in Afghanistan). Consider additional art-oriented strategies, such as visual arts, music, or film.
* **Objective 2: Invest in strategic partnerships to bring BST’s approach to existing networks.**
	+ Strategies: Seek partnerships with international groups (e.g., Mercy Corps, IRC, UNHCR, UN Women, etc.) to train staff and/or participants as well as facilitate BST’s own learning and capacity building. Identify additional civic groups/social justice NGOs, etc. to partner in bringing BST’s approach to help strengthen their constituent’s ability to effect change.

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| **Staff Roles** | **Board Roles** |
|  | **Examples:** Advisory support on new country selection, helping to form relationships/expand networks in new countries, advising on development or replication of hub/spoke model and relevant business planning, etc. |

**Impact Goal 2**: **(Domestic)** Build BST’s reputation and reach in the United States to promote critical dialogue among individuals with differing ideologies.

* **Objective 1**: **Raise BST’s profile in the US about BST and its unique approach**
	+ Strategies: Promote BST’s approach and brand through national presentations and discussions; invest in domestic outreach to raise awareness of BST; seek to publish articles highlighting (but not entirely revealing) BST’s approach (i.e., Stanford Social Innovation Review (SSIR), international publications, etc.) (Note: this may be done more effectively in partnership with a funder); seek to have BST the focus of a case study.
* **Objective 2**: **Pilot BST programming domestically through the exploration of 1-2 new opportunities.**
	+ Strategies: TBD

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| **Staff Roles** | **Board Roles** |
|  | **Examples:** Support for public profiling and ambassador roles  |

**Operational Goals**

**Goal 3: (Staffing) BST will increase its operational capacities to support its mission-driven programs.**

* **Objective 1: Clarify and invest in BST’s management roles**
	+ Strategies: Develop clear job descriptions delineating roles and responsibilities. Hire a COO to take on the “running” of BST’s day-to-day operations and support investment in the capacity of partner organizations (intent is that this role will further free Joanna and Michael to promote BST and to create new/expanded programming).
* **Objective 2: Invest in the necessary tools and capacities to monitor and evaluate BST’s impact**
	+ Strategies: Identify an M&E “fellow” to work with BST for 1-2 years in the further establishment of its monitoring and evaluation systems; partner with a university to conduct an evaluation of a BST program; etc.
* **Objective 3: Ensure BST has the necessary facilities**
	+ Strategies: Identify domestic office needs and consider new space.

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| **Staff Roles** | **Board Roles** |
|  | **Examples:** Advisory support for capacity building and the development of the relevant policies; advisory support on technical niche areas and relevant recruitment (i.e. HR, legal, finance)  |

**Goal 4: (Governance) BST will be bolstered by a robust and engaged board of directors who guide and support the organization’s strategic direction.**

* **Objective 1: Pursue nonprofit governance “gold standard”**
	+ Strategies: deepen the board’s governance role—invest in board education and adhere to governance best practices as outlined by Board Source, etc. Hold board members accountable through: clarified job descriptions, annual self-and board-assessments, and board terms and term limits.
* **Objective 2: Build the size and composition of the board**
	+ Strategies: Recruit and retain individuals with specific backgrounds and skillsets, including: proven track record in fundraising; significant board experience (particularly in NGO sector); marketing expertise; connection with established civil society groups; awareness/expertise in the field; from diverse backgrounds (racial/ethnic, socio-economic, expertise, etc.); connected to networks of priority interest to BST; and with access to high-net worth individuals; etc. Grow the size of the board to 15 members over the next three years.
* **Objective 3: Ensure every board member is an ambassador and champion of BST**
	+ Strategies: Every board member to commit to an annual personally significant gift; ensure that BST is the top 1-2 charitable priority of each board member; support the board in becoming well-versed in presenting about BST; Board members to look for opportunities to highlight BST (op-eds, personal profiles, speaking engagements); and Board to attend diverse networking events and actively promote BST (benchmark: 6 per year).
* **Objective 4: Increase the board’s strategic role**
	+ Strategies: Form a board strategic planning committee to engage in the full articulation of the plan; move to a consent agenda and position conversations to leverage board expertise; monitor progress towards the plan goals on a quarterly basis over the next three years.

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| **Staff Roles** | **Board Roles** |
|  | **Examples:** Revisit governance structure including board and individual roles and responsibilities (i.e. Committee structure); assess current and near-future capacities against organizational needs and identify gaps; recruit new members; develop expectation/guidelines for ambassadorial, advising, and fundraising roles |

**Goal 5: (Marketing & Communications)** **BST’s brand will be well-known and respected domestically and in critical regions abroad.**

* **Objective 1: Market BST to critical target markets**
	+ Strategies: Clarify BST’s brand and identify BST’s “target markets” (e.g., potential donors, partners, media, participants, etc.); prioritize marketing investments; develop an external communications plan; leverage board expertise or in-kind support to advance marketing agenda.

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| **Staff Roles** | **Board Roles** |
|  | **Examples:** Ambassadorial and relationship-building roles, connections to media outlets (print, TV, social), helping to expand BST’s network and form new strategic partnerships |

**Goal 6: (Finance and Fundraising) BST will diversify and increase its revenue sources to support the strategic priorities of the plan and ensure the long-term sustainability of the organization.**

* **Objective 1: Increase private foundation support**
	+ Strategies: Engage in prospecting research to identify foundations with interest areas in BST’s primary and tertiary outcomes; invest in relationship-building with foundation representatives; consider international funding sources as well.
* **Objective 2: Attract, retain, and cultivate individual donors**
	+ Strategies: TBD
* **Objective 3: Invest in corporate partnerships**
	+ Strategies: TBD
* **Objective 4: Seek partnerships and funding relationships with UN organizations**
* **Objective 5: Identify and pilot mission-focused earned income strategies**
	+ Strategies: TBD

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| **Staff Roles** | **Board Roles** |
|  | **Examples:** Set specific board fundraising goals and strategies by donor segment; form a fundraising Committee |

## IMPLEMENTATION DETAIL—TEMPLATE

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| **IMPACT GOAL 1:** **Objective 1:** **Benchmarks** |
| **Strategies and Tactics/Activities**  | **Responsible Party**  | **Timing** | **Priority (High, Med, Low)** | **Resources****Needed** G= governanceS= staffing F= fundraisingT= technologyC=communicationsO= other (specify) | **Notes**  |
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| **IMPACT GOAL 1:** **Objective 2:** **Benchmarks** |
| **Strategies and Tactics/Activities**  | **Responsible Party**  | **Timing** | **Priority (High, Med, Low)** | **Resources****Needed** G= governanceS= staffing F= fundraisingT= technologyC=communicationsO= other (specify) | **Notes**  |
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