



Mountain Garden Club

2009

Strategic Planning Project

Supported

By

NH Charitable Foundation

Northway Bank

Granite State College

Moderated

By

Mary Lou Krambeer

Mountain Garden Club's Strategic Planning Project

Chronology:

May 11th

Board approves concept of a Strategic Planning Project

June 1st

Board appoints a small workgroup (John, DD, Anne, Annie, Angel, Gini and Sue) to research both consultants and possible grant applications.

July 20th

Board meets with Peter Bensen (NH Charitable Foundation) and agrees to submit an Express Grant.

July 24th

SP workgroup meets at the Met to plan out project. John and Anne are appointed to research possible Consultants and to develop an overview Discussion Document for SPP (addendum 1). The NH Charitable Grant application is reviewed and work is begun on it. Sue and Annie will pull it together and Angel will be responsible for submitting it on time (September 1st, 2009).

Consultants reviewed:

1.

Michael Daily
Executive Service Corps
10 Emery Dr
Atkinson, NH 03811
www.nonprofit-consultants.org
(603) 362-9300 or (207) 641-2300
michael@nonprofit-consultants.org

2.

Mary Lou Krambeer, CFRE
MLk & Company
46 Oak Ridge Road
Bethlehem, NH 03574
603-444-0949
mlk2@roadrunner.com

3.

Lizann Peyton
394 Main St.
Norwich, VT 05055
802-649-8344
lizann.peyton@valley.net

August 4th

Workgroup meets at the Met to discuss SP and interviews Mary Lou Krambeer. Workgroup decides to hire Mary Lou. Annie and Sue discuss Grant application and set up a review meeting for the 21st.

August 21st

Workgroup meets at the Met. Final touches are made to the Grant application for submission.

August 28th

Grant application is submitted to NHCF for \$5000 (addendum 2)

September 28th

Grant is approved by NHCF for \$3000 (addendum 3)

October 8th

Board meets at the Met and dates are set for the first 2 pre-planning workshops and the Retreat. If funds can be secured, the third pre-planning meeting will be set up.

October 15th

John & DD met with Northway Bank Senior VP, John Stratton and secure additional \$1000 grant for the project.

October 16th

Rooms are secured at Granite State College for the events.

October 26th 9-12

October 30th 1-4

November 20th 9-1

Letter of agreement with Mary Lou Krambeer is received (addendum 4)

October 26th

1st pre-planning meeting held at 8:30 AM at Granite State College see agenda (addendum 5). The date was set for a 3rd pre-planning meeting on November 13th at 8:30 AM, a Granite State College.

Attending:

John Bruni, DD Warren, Anne Chase, Annie Ficke, Sue Andelman, Virginia Kantzler, Linda Tucker and Angel Williams.



October 30th

2nd pre-planning meeting held at 1 PM at Granite State College see agenda & notes (addendum 6).

Attending:

John Bruni, DD Warren, Anne Chase, Annie Ficke, Gini Cornila, Sue Andelman, Virginia Kantzler, Claire Flynn and Angel Williams.

November 6th

Distributed notes and homework assignments from 10/30 meeting see notes addendum 7).

November 13th

Pre-planning meeting held at 8:30 AM at Granite State College see notes (addendum 8).

Attending:

John Bruni, DD Warren, Anne Chase, Gini Cornila, Sue Andelman, Claire Flynn, Norma Whitmore and Lenny Whitmore.

November 20th

Retreat held at 8:30 AM at Granite State College with lunch at 12:00 noon (See Addendum 9).

Attending: (23 Officers, Board Members, Committee Chairs, Federation Officer, Members and Volunteers.)

Andelman, Sue	Chase, Anne	Flynn, Claire	Lundquist, Nancy	Whitmore, Norma
Beck, Geraldine	Cornila, Gini	Funicella, Beth	Minton, Cal	Whitmore, Lenny
Bentley, Gail	Doucette, Fern	Gilmore, Jaci	Rose, Jack	Williams, Angel
Bruni, John	Edgerton, Elise	Hurley, Judy	Tucker, Linda	
Bryant, Kay	Ficke, Annie	Hurley, Jack	Warren, DD	



November 30th

Board meets to vote on Plan, see Board approved documents (addendum 10).

STRATEGIC PLANNING - PRELIMINARY DISCUSSION TOPICS

MISSION -- The Mountain Garden Club is dedicated to the promotion of all phases of: horticulture, floral design; civic beautification; community service; conservation; youth projects and scholarships within the communities which comprise the region of Mount Washington Valley.

Operations --

- Fund raising projects (Holiday Boutique, Plant Sale, Raffles, Bulb Sales)
- Fund Disbursements (Charitable, Scholarship, and Program Costs)
- Education (Member, Public)
- Program Implementations (Scholarship, CIP, Garden Therapy, etc.)
- Exhibitions (Home, Flower & Garden Show, Art in Bloom etc.)

Topics for a Strategic Planning session:

What is the club's VISION? – 4-5 year time frame

How will we accomplish the vision?

Do we have the right organizational (board and committee) structure to accomplish our vision?

What current issues do we need to find solutions for?

How to determine ideal maximum size of membership

How to motivate and energize membership for greater participation

What issues do we foresee that would hinder our accomplishing our vision?

Discussion on Grant for Strategic Planning session:

Executing the Grant Application:

What needs to be done to put the grant together

- Interview consultants and obtain proposals and cost estimates
- Gather financial and organization information for grant application, i.e., budget, organization description, list of board members, EIN #, etc.

Who will do what? Who will be responsible for pulling the final grant together and submitting it?

- John and Anne have interviewed consultants and have obtained proposals and cost estimates
- Sue Andelman will handle first draft of application. (We need to agree on who will review and edit application before submission.)
- Annie will type document
- Angel will submit document

Content of the Grant Application:

- Utilize advice from potential consultants as to best way to fill out the application
- Decide on venue and audience
- Come up with an appropriate amount

Where & When do we meet again?

EXPRESS GRANT APPLICATION FORM

This form should be saved to your computer file before you complete it. You must complete it in full. Use the TAB key to move around the document. The only attachments you need to send with this form are: a project budget and an organization budget. It is possible that during the review, a Program Officer may contact you to request additional information.

Date: **8/31/09** Region to which you are applying: North Country

APPLICANT CONTACT INFORMATION

Applicant Organization Name: **Mountain Garden Club**

EIN Number: **02-0429923** Website URL: **www.mountaingardenclub.org** Phone Number: **(603) - 356 - 2263**

Street Address or PO Box: **PO Box 913** City: **North Conway** State: **NH** ZipCode: **03860**

CEO/Executive Director: **Gini Cornila** Title: **President** email address: **info@mountaingardenclub.org**

Contact for Application (if different from above): **Angel Williams** Title: **Vice-President**

Phone: **(603) – 356-2263** Email: **info@mountaingardenclub.org**

Fiscal Agent Information (**ONLY** if applicant is not a 503 c 3 public charity)

Name

EIN Number: Website URL: www. Phone Number: () - -

Street Address or PO Box: City: State: ZipCode:

CEO/Executive Director: Title: email address:

APPLICATION REQUEST

Amount Requested: **\$ 5,000** (up to \$5,000) Total Project Budget: **\$8,278**

Percent of Amount (Amount Requested / Total Project Budget): **60%**

Type of Funding: **Capacity Building Support** Grant Priority Addressed by this Request: **Strengthening Non-profit Capacities** (see instructions)

Purpose of Request: "This grant will be used to"....(15 words or less)

Fund a strategic planning process to develop leadership and position the organization for the future.

Please BRIEFLY respond to the following questions. Your answers should be limited to 300 words or less for each question. *You can cut and paste in all or part of a word document into this section.*

Statement of Need (describe why this work is important to undertake at this particular time):

Due to the doubling of membership in the past five years, from 70 to 147 members, the Mountain Garden Club (MGC) has both grown in the number of volunteers and changed the membership demographics. As a result, the club now has a number of younger people and more men in its member base. The MGC is one of the largest membership organizations in the Mount Washington Valley (MWV). This year alone club members provided more than 600 hours of community service throughout the Valley. To encourage greater member participation and build leadership, the club needs to re-examine its wide array of programming and set priorities for the future. The strategic planning process would revisit MGC's mission, define a clear vision, and implement succession planning for the next three to four years.

Summary of Proposed Work:

The Mountain Garden Club has flourished in the last several years as evidenced by the number of programs it delivers: the growing scholarship program; the doubling of membership; and the recognition it has received at both the state and national level. In 2008, MGC received first prize from the National Garden Clubs for its member Yearbook, as well as for the extensive restoration of the Children's Memorial Park in Bartlett, NH. State

awards in 2009 included first place awards for the club's Yearbook, Scrapbook, and Publicity/Pressbook. However, in the midst of constant growth in membership and program development, MGC has focused on project success as opposed to organizational health and leadership. With an urgent need to bring in new leaders and more fully engage its membership, MGC recognizes that it is time to evaluate its efforts, set priorities, and develop pathways to accomplish success in the long-term. Accordingly, the planning committee has interviewed an array of consultants and has determined that the club needs to undertake a strategic planning process. With assistance from a consultant, the facilitated planning project will result in a comprehensive effort to focus on MGC's potential in order to strategically direct its future.

The planning process will include all 15 board members, some former board members, and some promising new leaders. The overall project and resulting plan will be overseen by the MGC executive committee of four business people who bring a breadth of experience, in both industry and hospitality, to the club.

Briefly, List Three Expected Outcomes of this Work:

1. **Long-range planning – An articulation of the club's vision, review of its mission, and development of a three-to four-year strategic plan.**
2. **Board Development -- A review of the board committee structure, involving an engaged and active leadership team consisting of former, current and future board members.**
3. **Enhanced programming -- A review of current programs to assess effectiveness and outcomes.**

APPLICANT GENERAL INFORMATION

Year Founded: **1973** Number of Clients Served per year: **147** Field of Service:
Environmental Quality, Protection, Beautification

Geographic Area Served by Organization: **Mount Washington Valley**

Number of Paid Staff: **None** (indicate in FTEs) Annual Operating Budget: **\$10,125**

You can cut & paste a word document into these fields

List of Board Members:

Gini Cornila, Angel Williams, Anne Chase, Virginia Kanzler, Norma Whitmore, Marcia Burchstead, Jean Perry, Sue Andelman, Anne Ficke, DD Warren, John Bruni, Wendy McVey, Ralph Lutjen, Colleen Allbee, Nancy Dighello

Organization Mission Statement (25 words or less):

MGC is dedicated to the promotion of horticulture, floral design, civic beautification, environmental education, community service, youth projects and scholarships for post-secondary education.

Organization Description (100 words or less): (scope of work, highlight current programs and services):

MGC holds free monthly educational programs for members and the public and provides scholarships for MWV high school graduates and post-secondary students in the field of environmental sciences. It plants and maintains public gardens throughout the MWV and performs community outreach to Merriman House, Children Unlimited, and other organizations. The club promotes the use of native plantings at the Saco Ranger Station and the Bartlett Children's Memorial Park, as well as the removal of invasive species from public gardens. MGC provides landscape assistance for non-profit organizations, including the Conway Historical Society, Jackson Town Hall and Habitat for Humanity.

Attached: Project Budget (page 4 of 7) and Organizational Budget (pages 5 of 7 and 6 of 7)

PRIOR SUPPORT – This refers to prior grant awards received through the competitive application process only. Please list last three grants received from the Foundation:

- | | | |
|--------------|----------------|----------------|
| 1. Grant ID: | Date Received: | Brief Purpose: |
| 2. Grant ID: | Date Received: | Brief Purpose: |
| 3. Grant ID: | Date Received: | Brief Purpose: |

PLEASE NOTE: An interim or final report on prior grants is required before a new application may be considered

Thank you for taking the time to submit an Express application to the Foundation. This is a competitive process and, on average, only 30% of applicants are able to be funded. We do not have the resources to fund all the worthwhile projects that come to us. You can expect to hear from the Foundation within six weeks. In the meantime, if you have any questions, please call the Program Operations Department at 1-800-464-6641.

Email your form to GrantApp@nhcf.org and attachments by 5 p.m. on the day of the deadline. Please be sure the subject of your email starts with “Express” followed by Region to which you are applying followed by organization name. For example: Express, Lakes, ABC Learning Center. Attach your form rather than copying it into the text of the email. See sample below:

Mountain Garden Club
Planning for the Future
Project Budget

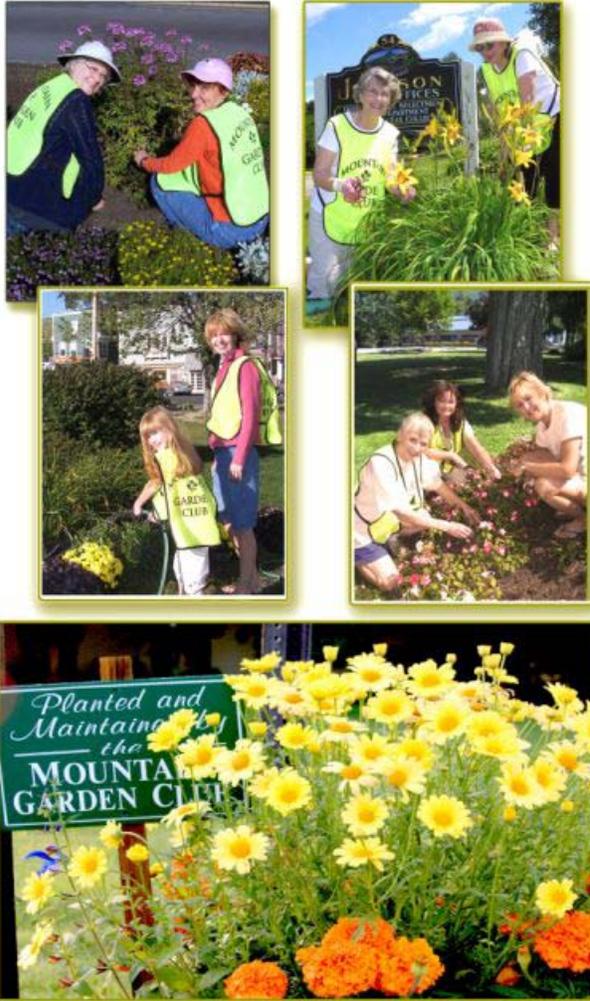
<u>Expense (explanation in parens)</u>	
<i>Planning Process</i>	
Consultant (5 days x \$800)	\$ 4,000*
Travel	\$ 200
Meeting expenses (room & food)	\$ 500
Marketing materials (print)	\$ 450
Board time (12 x 12 hrs. x \$12/hr)	\$ 1,728**
Board travel	\$ 300**
<i>Organizational Improvements</i>	
Website upgrades	\$ 500**
Software upgrade	\$ 600
total	\$ 8,278
<u>Income</u>	
NHCF North Country Region (for planning process)	\$ 5,000
Mountain Garden Club	\$ 750
In-kind	\$ 2,528**
total	\$ 8,278

*The MGC Planning Committee has met with several consultants and hope to work with Mary Lou Krambeer, CFRE of MLK & Company as consultant to this project. Ms. Krambeer focuses on the leadership and development of nonprofit organizations. For over 25 years, she has supported organizations in all aspects of institutional development — fundraising, strategic planning, board training and volunteer recruitment. Her interest is in developing healthy and strategic organizations with strong leadership and operational systems— entities that continually improve their capacity to deliver effective mission-driven programs in an effective manner for the benefit of the community. Ms. Krambeer will help shape the strategic planning process and facilitate all meetings.

Mountain Garden Club
Organizational Budget

	Actual for Fiscal	Actual for Fiscal	Budget
	<u>Year Ending</u>	<u>Year Ending</u>	<u>Year Ending</u>
	6/30/2008	6/30/2009	6/30/2010
I n c o m e			
Boutique	\$4,588	\$3,810	\$4,000
Plant Sale	\$1,377	\$1,350	\$1,100
Bulb Sale	\$3,990	\$2,490	\$2,400
Home Show	\$1,813	\$2,100	\$1,400
Flatbreads	\$425	\$317	\$250
Shaw's Community Rewards		\$195	\$150
Ad Hoc Fundraisers	\$155		\$50
Gross Fundraiser Income	\$12,348	\$10,262	\$9,350
Less: Fundraisers' Costs	\$(4,191)	\$(3,336)	\$(3,500)
Net Fundraiser Income	\$8,157	\$6,926	\$5,850
Meeting Raffles	\$1,627	\$1,590	\$1,100
CD, Savings & Checking Interest	\$525	\$498	\$525
Misc.	\$151	\$190	\$50
Membership Dues	\$2,377	\$2,292	\$2,300
Less: Federation dues	\$(265)	\$(284)	\$(300)
Lunch and Learn	\$847	\$2,149	2000
Less: L&L costs		\$(1,913)	\$(2,000)
Scholarship Contributions	\$455	\$145	\$100
CIP	\$727	\$576	\$500
Ordinary Income	\$6,444	\$5,243	\$4,275
Total Income	\$14,601	\$12,169	\$10,125
Operating Expenses			
Insurance	\$512	\$502	\$525
Office Expenses	\$637	\$437	\$700
Yearbook (Printing)	\$646	\$753	\$800
Mailings	\$117	\$127	\$200
Scrapbook/Pressbook	\$221	\$180	\$250
President's Expenses	\$60		\$150
Meetings (exps for mbrs who attend mtgs)		\$60	
Speakers - Regular Mtgs	\$350	\$250	\$350
Hall Rent	\$400	\$300	\$350
Hospitality	\$68	\$37	\$50
Professional Mmbrshps (CoC, NEWFS)		\$148	\$150
Misc.	\$429	\$260	\$100
Total Operating Expense	\$3,440	\$3,054	\$3,625

Mountain Garden Club
36 years of community service to the Valley



Planting the seeds for a sustainable future

Addendum 3.



NEW HAMPSHIRE
CHARITABLE FOUNDATION

September 28, 2009

Ms. Gini Cornila
President
Mountain Garden Club
PO Box 913
North Conway, NH 03860

RE: Grant ID: 68733

Dear Ms. Cornila:

I am pleased to inform you that \$3,000.00 has been awarded to Mountain Garden Club to fund a strategic planning process to develop leadership and position the organization for the future.

Information on the Terms of Award, which explains the conditions and requirements of this grant, are included with this letter. Please review these Terms immediately and carefully. Deposit of the grant award check signifies your acceptance of the award and your intent to comply with the terms of the award, and serves as our receipt for this payment. If a grant award check is not included in this letter, it will be sent to your organization within two weeks of this notification.

We have changed our final report policy. Recipients of grant support from the New Hampshire Charitable Foundation and its regional divisions and affiliated trusts are required to complete a final report upon completion of the grant funded project, or a status report on projects in progress before subsequent grant applications will be considered. Grant recipients who do not submit final reports will not be eligible for future funding until all outstanding reports have been received. E-mail submission of final reports is encouraged. Please visit our website (www.nhcf.org, click on "apply for a grant") to download the final report form.

We ask that publicity for your program make reference to the support provided by the New Hampshire Charitable Foundation. Guidelines for publicizing the award are enclosed.

If you have any questions about the grant or the terms of the award, please contact this office for assistance. (Please reference the above Grant ID in any correspondence with the Foundation.) We wish you success in your project and look forward to learning about its results.

Sincerely,

Peter Benson
Senior Program Officer

37 Pleasant Street, Concord, NH 03301 603-225-6641 fax 603-225-1700 info@nhcf.org www.nhcf.org



NEW HAMPSHIRE CHARITABLE FOUNDATION

TERMS OF AWARD

Grant awards are made only for the purpose(s) specified in the award letter. Deposit of the grant award check signifies your intent to comply with the terms and conditions of the award as outlined below, and serves as our receipt for the grant award payment.

1. **Expenditure of Grant Funds** -The grant award is made only for the purpose(s) specified in the award letter and the provisions of your funding request and budget as approved. The award is also subject to any conditions or restrictions outlined in the award letter. Modifications to the program originally proposed may be made only with the written approval of the Foundation.

Grants may be used to support attempts to influence legislation of any governmental body when both specifically allowed in the Resolution, and under certain circumstances. These circumstances include either (i) the grant recipient has made the election to lobby referred to in Section 501(h) of the Internal Revenue Code and a copy of Form 5168 is forwarded to the Foundation, or (ii) no substantial part of the activities of the grant recipient is carrying on propaganda or otherwise attempting to influence legislation.

In any case, no part of any grant may be used for a political campaign. Grants may, however, be used to make available the result of nonpartisan analysis, study and research.

Grant recipients may not grant any portion of the award to a secondary grantee without the express permission of the Foundation.

2. **Financial Records** -Grant recipients will maintain accounting records sufficient to identify grant funds and show expenditures made in furtherance of the grant purposes charged against the grant. These records will be available for inspection by the Foundation and shall be maintained by grant recipients for at least four years after the grant funds have been expended.
3. **Return of Grant Funds to New Hampshire Charitable Foundation, its Regions and Affiliated Trusts**
 - (a) Awards which have not been qualified for and paid within 12 months of the award date revert to the uncommitted balances of the funder.
 - (b) Grant funds should be expended within 12 months after payment is issued. At the end of this period, any unexpended grant funds should be returned to the Foundation, or a written request for an extension of time should be submitted to the Foundation.
 - (c) Grants will be returned if the Foundation determines that the grant recipient has not performed in accordance with the Terms of Award, or met the conditions described in the award letter.
 - (d) Unexpended grant balances should be returned to the Foundation if the grant recipient loses its exemption from Federal income taxation as provided for under Section 501(c)(3) of the Internal Revenue Code.
4. **Reports** -All recipients of grant support from the New Hampshire Charitable Foundation are required to submit a final report upon completion of the grant-funded project. Recipients of multi-year grants must submit an interim report by the original grant's anniversary date before additional funds are released. Interim reports are also required from those seeking new grant funds while still mid-cycle on a prior grant award. Grant recipients who do not submit interim or final reports will not be eligible for future funding. We strongly encourage you to submit grant reports via email. Please visit our web site at www.nhcf.org, under the section *Applying for a Grant* to download the grant report form.
5. **Use of Materials** -Unless other agreements are made, the New Hampshire Charitable Foundation and its Regions reserve the right to use any images, texts, or others materials from the grant project for its publications and events.



PUBLICITY GUIDELINES

The New Hampshire Charitable Foundations is pleased to have provided funding to your organization.

Please include an acknowledgement of the Charitable Foundation's funding of your projects in all press releases, newsletters, brochures, annual reports and other promotional materials related to the project. By doing so, you will help the community understand how the Charitable Foundation supports outstanding organizations in our communities.

HOW TO LIST YOUR GRANT: Please acknowledge the individual fund(s) that has made your grant possible, as well as the Charitable Foundation and Region. The name of the fund that provided your grant is listed in your grant award letter.

FOUNDATION-EXAMPLE (NON-REGION): Funding for the (insert project name here) was provided by the (insert fund name here) Fund of the New Hampshire Charitable Foundation.

REGION EXAMPLE: Funding for the (insert project name here) was provided by the (insert fund name here) Fund of the New Hampshire Charitable Foundation -(insert Region name here: Lakes, Manchester, Monadnock, Nashua, North Country, Piscataqua, or Upper Valley) Region.

DO NOT USE: The acronym NHCF, New Hampshire Charitable Fund or New Hampshire Charitable Trust. Please avoid usage of outdated names or old acronyms such as -Greater Piscataqua Community Foundation (GPCF), Greater Nashua Division, Lakes Region Charitable Foundation (LRCF), Manchester Region Community Foundation (MRCF), Monadnock Community Foundation (MCF), Northern New Hampshire Foundation (NNHF), and the Upper Valley Community Foundation (UVCF).

ADDITIONAL TEXT TO USE (space permitting):

The **New Hampshire Charitable Foundation** has been improving the quality of life in our communities since 1962. It builds and manages a collection of charitable funds, totaling nearly \$490 million, created by individuals, families and corporations. The Foundation is non-partisan, frequently playing the role of convener and catalyst on a broad spectrum of issues that affect our state. The Foundation awarded more than \$33 million in grants, scholarships and initiatives in 2007; more than \$125 million in the just the past five years. Based in Concord, the Foundation roots itself in communities across the state through seven regions including Lakes, Manchester, Monadnock, Nashua, North Country, Piscataqua and Upper Valley. For more information, visit www.nhcf.org or call 603-225-6641.

PUT US ON YOUR MAILING LIST:

We would appreciate receiving copies of press releases and newsletter articles that mention the Charitable Foundation, as well as any newspaper articles that mention that you have received funding from us. Please direct them to:

Kristen Oliveri
New Hampshire Charitable Foundation
37 Pleasant Street Concord, NH 03301

LOGO USE:

Electronic versions of our logos are available for your website and printed materials. Please contact Kristen Oliveri in the Communications Department at 603-225-6641 ext. 1267 or ko@nhcf.org.

Project Overview

A Capacity Building Project
to initiate a strategic planning process
and facilitate a strategic planning retreat

Specific Tasks

1. Meet three times with board planning committee (in person and/or on phone) in October and November, 2009.
2. Develop planning committee agendas and handouts.
3. Develop board retreat agenda and materials in advance of meeting.
4. Facilitate a one-day retreat on November 20, 2009 to articulate the organization's vision and mission, and to initiate a 3-year strategic plan.
5. Provide retreat follow-up notes to the board in the form of a first draft of the strategic plan.

Project Outcomes

1. Board education and training related to planning and assessing activities
2. Vision, mission, 3-year strategic plan

MOUNTAIN GARDEN CLUB

Planning Committee Meeting #1 (of 3)

Planning AGENDA

Monday, October 26

9:00-11:30am

at MWV Economic Council's Technology Village

Background: This process was initiated by the board to review the work of the Mountain Garden Club and to identify strategic priorities for the future.

Project Goal: Hold planning meetings and a board retreat to to develop a three-year strategic plan. Retreat date: November 20.

Scope of Project:

- five to 10-year vision
- mission review
- three-year strategic plan
- commitment to strategic planning
- work *after* the retreat: *implementation of strategic plan*

Our Roles:

Consultant: oversees planning process and the engagement of decision makers, preps for retreat, facilitates retreat, provides follow-up notes

Planning Committee: responsive body which considers organizational issues and shapes the retreat agenda

Board: Consider the planning committee's recommendations. Finalize and approve strategic plan. Implement and monitor strategic plan.

Today's Considerations:

- recent accomplishments
- SWOT analysis
- discuss vision
- discuss mission
- next meeting: Friday, October 30
- other: set one more planning meeting

Today's Handouts: agenda, overview document

MOUNTAIN GARDEN CLUB

Planning Committee Meeting #2 (of 3)

Planning AGENDA

Friday, October 30

1:00-3:00pm

at MWV Economic Council's Technology Village

Background: This process was initiated by the board to review the work of the Mountain Garden Club and to identify strategic priorities for the future.

Project Goal: Hold planning meetings and a board retreat to to develop a three-year strategic plan. Retreat date: November 20.

Scope of Project:

- five-year vision
- mission review
- three-year strategic plan
- commitment to strategic planning
- work *after* the retreat: *implementation of strategic plan*

Today's Considerations:

- review accomplishments & SWOT analysis
- discuss vision
- discuss mission
- emerging strategic issues
- next meeting: Friday, November 13 8:30am

MOUNTAIN GARDEN CLUB

Planning Committee Meeting Notes

10/26/09

Recent Accomplishments

Management

- Streamlining of administrative tasks
- Organizing tasks, job descriptions, project elements
- Organization of scholarship process
- Established MGC as a 501c3 tax deductible organization
- Improved website and communication efforts
- Tying projects to budget
- Tie projects to mission – a “mission –driven” organization

Membership

- Increased membership
- Younger membership
- Open, friendly organization
- Reasonable annual membership fees

Communication

- Positive perception of MGC in community
- Increased community outreach
- High visibility

Education and programming

- Increase in # and \$ of MGC scholarships
- Consistently high quality of programming
- Strong programs; good speakers
-

Funding

Other

- Recognition from state and national garden club associations
- Community outreach leads to improvement projects and strong partnerships

Questions to Consider

- Does MGC need to consider capping its membership at a particular level?
- How is MGC different from the usual or older earlier version of garden clubs?
- Membership fee is set at \$20? Is that the right amount?
- Do we have too many different “asks” or “suggested fees”?
- How do you decide to allocate resources? What amount or percentage goes to scholarship (\$5000), donations? How are organizations chosen to receive donations and how are amounts determined?
- How does MGC decide on new projects and programs?
- How can MGC effectively engage new members?
- Broad or deep? How does MGC work on or with membership?
- How does MGC reach out to the public vs. its own membership?
- How can MGC integrate technology into its work?
- How can MGC attract more men?
- How far is MGC on creating its position descriptions, operating manual, and a succession plan?

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p><i>Management</i> Going in the right direction Emergence of operating manual Strong leadership and training Camaraderie and support Volunteer-driven</p> <p><i>Membership</i></p> <p><i>Communication</i></p> <p><i>Education and Programming</i> Offer high quality of services Wide ranging, good variety Serve members and the community High participation rate Good year-round calendar</p> <p><i>Funding/finances</i> Operate in black</p> <p><i>Other</i> Momentum Community support Community involvement Large “busy bee” pool of project helpers</p>	<p><i>Management</i> Too few people in leadership Too few people doing too much work Recruitment of new leaders</p> <p><i>Membership</i></p> <p><i>Communication</i></p> <p><i>Education and Programming</i> On-going survey of member interests Program surveys Project evaluations Don’t know member skills & talents</p> <p><i>Funding/finances</i> Tight budget, constant fundraising</p> <p><i>Other</i> Momentum Image in community Determine how to approach and engage members Fracturing of efforts and membership Messaging – garden clubs are for “old ladies”</p>

<i>OPPORTUNITIES</i>	<i>THREATS</i>
<p><i>Management</i> Large membership with multiple engagement possibilities Technology Hire professional services Survey member skills</p> <p><i>Membership</i></p> <p><i>Communication</i></p> <p><i>Education and Programming</i> More member input Define job and project functions Emerging sponsorships (e.g. banks...)</p> <p><i>Funding/finances</i> Sponsorship of projects to expand efforts (and relieve fundraising pressure...)</p> <p><i>Other</i> Momentum Clubs within clubs (Red Hat Ladies) Work groups vs. committees Establish “vision” or multi-year projects (e.g. rain gardens...) Hidden talent in membership Diversity of programs and projects</p>	<p><i>Management</i> Economy and fewer dollars Leadership positions overwhelming General “fear of change”</p> <p><i>Membership</i></p> <p><i>Communication</i></p> <p><i>Education and Programming</i> Possibly too much going on</p> <p><i>Funding/finances</i> Same people get tired of fundraising</p> <p><i>Other</i> Momentum Fracturing of membership</p>

MOUNTAIN GARDEN CLUB

Planning Committee Meeting Notes

10/30/09

TO DO: directions to the Vision/Mission work group (Sue, DD, Virginia, Gini) – consider our discussion notes and draft both a vision and a mission statement for our next meeting on November 13 (8:30 – 10:30). If you have time, consider whether you would like to develop a tag line too.

Concepts to consider in crafting the vision, mission and tag lines

- Sustainable future
- Building community
- Stewardship
- Education
- Observe, conserve and preserve
- Valley
- Community-based
- Social
- Personality of our organization
- Grassroots
- Young & old/ men & women
- Consider our internal (members) and external (community) constituencies

Vision (view of the future thanks to our efforts)

The vision drives and shapes the work of the organization. The picture, the frame.

Our vision is a community where _____.

Sample Visions

- Oregon ranchers are thriving in their operations and successfully raising cattle to meet the food needs of communities throughout the West.
- Conserve 1 million acres by 2025.

Discuss MGC's 10-year Vision

- Become the premier youth mentoring organization in the region. Increase matches to 850 by 2011.
- MGC cares for landscapes while building community
- The go-to club for all things growing in the Valley
- A club that everyone wants to join where giving and receiving is at its best
- A club for everyone
- A club that supports the community
- Well-known and respected social organization where men and women can learn and share their skills and knowledge of gardening to beautify their own properties and common areas in the Valley
- Captures the spirit of this vibrant and beautiful area and its members provide quality educational programs and environmental projects to the Valley
- Recognized as the... go-to club...

Mission (purpose for existence)

The mission drives and shapes the work of the organization.

To determine the mission think about bringing the vision into reality. Our organization _____ (verb/s) for _____ in the _____ region/area/town.

Sample Missions

- Conserving signature landscapes and vital habitat together with the communities of the Columbia River region.
- To preserve and enhance the Theatre as a venue for film and performance in the White Mountains. And, through the arts contribute to the economy, inspire communities, and engage residents and visitors to the region.

Discuss MGC's Mission

- Need to update language in current mission
- Reorder our efforts?
- Simplify
- Focus on members and community building; camaraderie in club & community
- Shorten
- Shared love of the natural world
- Look at NH Federation's mission
- Look at national mission
- Discovery, inspiration, appreciation
- Community-involved organization focused on education, beautification, conservation and the environment
- To preserve and enhance the natural world and to bring this knowledge and love of the environment to its members and the Mount Washington Valley community
- MGC provides social and educational opportunities for people of the community to observe, conserve and preserve...

Discuss MGC's Tag Line (brief, a mantra...)

- MGC is rooted in doing for the valley.
- MGC blooms in all seasons for the young and old
- MGC moving forward
- Here you grow again
- Not your grandmother's garden club
- How does this differ from the President's Theme?

Concepts to consider incorporating into the vision and mission

- A club that continues to contribute to the community without losing camaraderie, informality, friendships that have sustained it over the years

TO DO: directions to the Strategic Plan work group (Claire, Gini, John) – consider the list of strategic goals discussed at our last meeting (below) and on-going questions (below). Begin filling in the strategic planning document (separate document) for review at our next meeting on November 13 (8:30 – 10:30). If you have time to send it to me in advance I will be happy to take your draft to the next level. Mary Lou

MOUNTAIN GARDEN CLUB

DRAFT: 4-6 Strategic Goals

(primary objectives listed below each strategic goal)

1. Organizational Development
 - Set-up systems for future
 - Set clear goals
 - Use technology

2. LEADERSHIP
 - Executive Board: Focus on Leadership Succession
 - Board: Recruit members to leadership positions
 - Committees: Specify work, grow number of participants
 - Members:
 - Volunteers (nonmembers): engage in specific projects or tasks

3. Projects (current and future)
 - Evaluate current programs (on-going)
 - Evaluate purpose, popularity, effectiveness, audience (member or community) and costs
 - Evaluate future programs (new)
 - Evaluate purpose, club interests, audience (member or community) and costs
 - Consider multi-year special efforts
 - Prioritize projects for the future

4. Funding
 - Build and diversify funding streams
 - Link projects to budgets and fundraising efforts

On-going List of Questions to Consider

- Does MGC need to consider capping its membership at a particular level?
- How is MGC different from the usual or older earlier version of garden clubs?
- Membership fee is set at \$20? Is that the right amount?
- Do we have too many different “asks” or “suggested fees”?
- How do you decide to allocate resources? What amount or percentage goes to scholarship (\$5000), donations? How are organizations chosen to receive donations and how are amounts determined?
- How does MGC decide on new projects and programs?
- How can MGC effectively engage new members?
- Broad or deep? How does MGC work on or with membership?
- How does MGC reach out to the public vs. its own membership?
- How can MGC integrate technology into its work?
- How can MGC attract more men?
- How far is MGC on creating its position descriptions, operating manual, and a succession plan?
- How to keep personal side of the organization?

MOUNTAIN GARDEN CLUB

Planning Committee Meeting #3 (of 3)

Planning AGENDA

Friday, November 13

8:30-10:30am

at MWV Economic Council's Technology Village

Background: This process was initiated by the board to review the work of the Mountain Garden Club and to identify strategic priorities for the future.

Project Goal: Hold planning meetings and a board retreat to develop a three-year strategic plan. Retreat date: November 20.

Scope of Project:

- five or ten-year vision
- mission review
- three-year strategic plan (SP)
- commitment to strategic planning
- work *after* the retreat: implementation of SP

Today's Considerations:

- expand upon strategic objectives
- retreat logistics, # of participants
- retreat agenda
- next meeting: phone or email check-in
- other

Today's Handouts: agenda, draft strategic plan, draft retreat agenda

Considerations: how to structure the day, discussions, activities, breaks, food, lunch (pot-luck), outcomes, what we leave with...

draft draft draft draft draft draft draft draft

MOUNTAIN GARDEN CLUB

2009 Strategic Planning Process

BOARD RETREAT

Friday, November 20

Convene for coffee at 8:15

at MWV Economic Council's Technology Village

AGENDA

8:30am – noon

potluck lunch to follow

Purpose: To come to consensus on our vision, mission (our purpose), and strategic goals for the next three years.

8:30 Welcome

Introductions and Overview

8:50 MGC Vision and Mission

A review and discussion of MGC's purpose & future -- a five year vision; role of the Board

9:50 Break

10:00 MGC Strategic Plan

Examine and discuss strategic goals

Develop a strategic plan as your "action plan"

11:30 Next Steps

12:00 Adjourn & Lunch

Addendum 8.

STRATEGIC GOAL #1:		Organizational Development – Assess and improve operating systems			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Develop a MGC operating guide for each officer and MGC project, publication, or program	<ul style="list-style-type: none"> Position descriptions (officers, committee chairs) a record of goals, project/publication responsibilities and timeline for each MGC project/publication (committee chairs) consolidation, organization, publication and dissemination of Operating Guide (Planning Chair) 	√ or Q1			
	•				
2. Develop an organizational chart	<ul style="list-style-type: none"> an organizational chart (include board, members, volunteers) (planning chair) a clear definition of roles and responsibilities to accompany the organizational chart (from position descriptions) 	Q1			

STRATEGIC GOAL #2:		Leadership – grow leadership pool to assure sustainability			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Develop concept of dual chairs for all committees	<ul style="list-style-type: none"> create formal structure for an assistant chair person (board) identify possible assistants for current chairs (chairs) 	2 nd qtr			
2. Develop process for early identification of possible leadership prospects	<ul style="list-style-type: none"> Include skills and interests questions on MGC application develop skills and interests survey for current members (officers, chairs) submit to president name of possible candidate to invite to assist in executing duties of office (officers, chairs) meet one on one with prospect and go over Position Description and/or Project processes (officers, chairs) 	2 nd qtr			

STRATEGIC GOAL #3:		Programs/Projects - Bring more organization and control to the current and future programs/projects cycle.			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Identify planning tools for ongoing programs/projects	<ul style="list-style-type: none"> an assessment tool which evaluates current programs/projects against goals, member interests and budget 	√			
2. Develop a new chair position for new programs/projects	<ul style="list-style-type: none"> create a position description for someone to act as a clearing house for all new projects. create a format for evaluating a new project and presenting it to the Board for approval 				
3. Identify planning tools for new programs	<ul style="list-style-type: none"> an assessment tool which measures proposed programs against mission, member interests and budget prior to adoption by MGC 	√			
4. Create a multi-year club project	<ul style="list-style-type: none"> Create a plan that would embrace for the publicizing, education and installation of Rain Gardens in MWV Create a plan for the creation of a "How-To" gardening book specific to MWV. 	√	√	√	
STRATEGIC GOAL #4:		Funding – broaden fundraising program to grow and sustain organization			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Develop a Fund Raising review	<ul style="list-style-type: none"> Create a way of looking at all aspects of the clubs fund raising activities. Include the ability to evaluate total resources invested (manpower, capital and planning time) against benefits received. (planning chair) 	√			
2. Develop sponsorship guidelines for future use	<ul style="list-style-type: none"> Create a set of specific guidelines that would allow the club to accept sponsorships and what the funds could be used for. (planning chair) 	√			
STRATEGIC GOAL #5:		Communications – Make sure all members are kept abreast of all club committee activities			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Develop a more standardized way for project chairs to apprise members of project status.	<ul style="list-style-type: none"> Create project status templates that can be filled out and emailed to members electronically (planning chair) 	3 rd qtr			
2. Develop some member workshops on computer techniques.	<ul style="list-style-type: none"> Create a class on how to save an attachment and add an attachment to email. (DD) 	2 nd or 3 rd qtr			

MISSION STATEMENTS

CURRENT MISSION STATEMENT

The Mountain Garden Club is dedicated to the promotion of all phases of horticulture, floral design, civic beautification, community service, education, conservation, youth projects and scholarships within the communities which comprise the region of the Mount Washington Valley.

DD WARREN

PROPOSED MISSION STATEMENTS

1. The mission of the Mountain Garden Club is to provide education, resources and networking opportunities for its members to promote the love of gardening, floral design, civic beautification, community service, conservation and environmental responsibility.
2. The mission of the Club shall be to stimulate an interest in horticulture and floral design: to encourage and contribute to civic improvement and beauty; to promote conservation and protection of natural resources; and to provide leadership and advocacy in the study of the above and related subjects.
3. Moving toward a greener future together, the Mountain Garden Club provides youth and adult education resources and opportunities for its members to promote the love of gardening, floral design, community service, civic and environmental responsibility within Mount Washington Valley.
4. The Mountain Garden Club promotes the love of gardening, floral design, horticulture, civic responsibilities, landscaping, environmental concerns, and garden therapy for men, women and children and encourages participation and support in educational program. It is the purpose of this organization to preserve, protect and conserve natural resources and to maintain and enhance the beauty of the Mount Washington Valley.

Sue Andelman

Our organization offers preservation and enhancement for appreciation of our natural world through gardening, floral design, community service, education and environmental sustainability.

Virginia Kantzler

To promote the love, knowledge of, and appreciation for the natural world.

GINI CORNILA

The Mountain Garden Club is deeply rooted in serving the Mount Washington Valley in all aspects of horticulture, civic beautification, education, and conservation.

ANNIE FICKE

The Garden Club of Indiana, Inc. promotes interest and education in Horticulture, Landscaping, Floral Design and Environmental Concerns.

The purpose of this organization is to promote and encourage the interest in gardening, the study of horticulture, the beautification of the town, and to raise the awareness of all citizens of any age to the joys and rewards from gardening efforts.

..

“The objective of The Garden Club of Allegheny County shall be to promote greater knowledge of horticulture, stimulate interest in conservation and historic preservation, encourage community and environmental education, and participate in civic planning and planting programs.

Federated Garden Clubs of Iowa, Inc. Mission Statement: to stimulate knowledge of gardening; to aid in the protection of trees, plants and birds; to promote civic beautification

Annie’s changes to one of DD’s mission statements: ~~“The mission of~~ The Mountain Garden Club ~~is to~~ provides education, resources and networking opportunities for its members to enjoy and promote ~~the love of~~ gardening, floral design, civic beautification, community service, conservation and environmental responsibility.”

PROPOSED VISION STATEMENTS

DD WARREN

1. To promote friendship, education and participation for the beautification of the community environment through gardening
2. To enrich the community of Mount Washington Valley through environmental stewardship, community service and education
3. To be a recognized organization within Mount Washington Valley that is community oriented, educational, experiential and sustainable.
4. To be a locally recognized organization which is focused on horticultural education, celebrating the importance of plants in a sustainable world.

Sue Andelman

Our vision is a community that supports educational and environmental projects for people of all ages.

Virginia Kantzler

To engage all Mountain Garden Club members within the club and within the Mount Washington Valley at large.

Gini Cornila

Working to ensure the valley blossoms into a greener future.

Annie Ficke

To promote horticultural education, beautification of community sites, preservation of our environment and close friendships through the common interest in gardening with Mountain Garden Club members and Mount Washington Valley citizens of all ages.

To enrich Mt. Garden Club members and the community of Mount Washington Valley through horticultural education, environmental stewardship and community service.

I think the Mission statement below from the Ukiah Garden Club, Inc. would make a great vision for going forward:

Promote, encourage, foster and cultivate interest in garden floriculture.

Assist all members in the care and maintenance of their gardens.

Encourage civic beautification and roadside development.

Assist in projects for the conservation of natural resources.

Cooperate with other agencies in furthering the interests of conservation, horticulture and landscape design

PROPOSED TAG LINE

DD WARREN

“Our roots are in the Valley”

“Dedicated to promoting an interest in knowing, growing, and sharing”

Sue Andelman

Mountain Garden Club blooms in all seasons for young and old.

Mountain Garden Club is rooted in stewardship for the valley.

Gini Cornila

Dedicated to all growing things.

Annie Ficke

From St. Albans GC *Friends, Flowers & Fun... Growing, Learning and Sharing*

Personally, I like "Our roots are in the Valley"

MOUNTAIN GARDEN CLUB

2009 Strategic Planning Process

BOARD RETREAT

Friday, November 20, 2009

Convene for coffee at 8:15

at MWV Economic Council's Technology Village

AGENDA

8:30am – noon

lunch to follow

PURPOSE *To come to consensus on our vision, mission, and strategic goals for the next three years.*

8:30 Welcome
Introductions and Overview of Planning Process

MGC Vision and Mission

A review of MGC's purpose & future –
a five-year vision

9:00 MGC Strategic Plan
Examine and discuss strategic goals
Develop a strategic plan as your “action plan”

9:30 Break-out Groups

10:30 Report Back

11:00 Vision and Mission
Discussion & Test

11:30 Next Steps

- Compiling changes (Retreat Planning Comm)
- Bring to Board for approval & vote (November 30)

12:00 Adjourn & Lunch

MOUNTAIN GARDEN CLUB

Draft Mission, Vision, Tag Line, Strategic Goals

Vision

The Mountain Garden Club is the recognized organization in the Mount Washington Valley for “all things green”.

1. Horticultural Education
2. Civic Beautification
3. Environmental Stewardship

Mission

The Mountain Garden Club is dedicated to promoting horticulture, civic beautification, education, and conservation through volunteerism and friendship in the Mount Washington Valley.

Tag Line

Our Roots are in the Valley

Strategic Goals

1. Organizational Development – *assess and improve operating systems by creating a MGC Operating Guide*
2. Leadership – *grow leadership pool to assure sustainability*
3. Programs/Projects – *bring more organization, input and data into future project and program planning cycles*
4. Funding – *broaden fundraising program to grow and sustain organization*
5. Communications – *ensure all members are informed of club, board and committee activities*

STRATEGIC GOAL #1:	Organizational Development – assess and improve operating systems by creating a MGC Operating Guide				
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Articulate position descriptions	<ul style="list-style-type: none"> Create description of roles/responsibilities for officers and chair persons 	Q1			
2. Develop a guide for each program, fundraising event, and activity	<ul style="list-style-type: none"> A process and record for each program, fundraising event and activity of goals, project/publication responsibilities and timeline for each MGC project/publication (committee chairs) 	Q1			
3. Determine if current positions are realistic or if more/fewer positions are needed	<ul style="list-style-type: none"> Add/subtract positions (Ways and Means Chair separate from, Corresponding Secretary, New Program/Event Evaluator, Meeting Raffle Item Chair) Determine where co-chairs are needed (for labor intense positions) 	Q1-2	Q1-2	Q1-2	
4. Develop an organizational chart	<ul style="list-style-type: none"> An organizational chart to better clarify how MGC operates and to help with decision making (include board, members, planning chairs, and volunteers) 	Q1			
5. Compile and update operational documents into one document	<ul style="list-style-type: none"> A consolidated publication the -- <i>MGC Operating Guide</i> (Planning Chair) Disseminate for ease of running MGC in future An electronic record for easy distribution 	Q3	ongoing	ongoing	
	<ul style="list-style-type: none"> 				
	<ul style="list-style-type: none"> 				
	<ul style="list-style-type: none"> 				
	<ul style="list-style-type: none"> 				
	<ul style="list-style-type: none"> 				

Mountain Garden Club
STRATEGIC PLAN 2010-2012

last updated 11/13/09
(dates below refer to calendar year)

STRATEGIC GOAL #2:	Leadership – grow leadership pool to assure sustainability				
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Develop concept of dual chairs for some committees	<ul style="list-style-type: none"> • Create formal structure for an assistant chair person (board) • Identify possible assistants for current chairs (chairs) 	Q2			
2. Develop process for early identification of possible leadership prospects	<ul style="list-style-type: none"> • Include skills and interests questions on MGC application • Develop skills and interests survey for current members (officers, chairs) • Submit to president name of possible candidate to invite to assist in executing duties of office (officers, chairs) • Meet one on one with prospect and go over Position Description and/or Project processes (officers, chairs) 	Q1-2			
3. Identify succession candidates for next term	<ul style="list-style-type: none"> • Bring them into this planning process as soon as possible 	Q4 2009			
4. Develop plan to engage and encourage members to consider taking positions of responsibility	<ul style="list-style-type: none"> • Consider putting minimum service requirement (donation of time or money or commitment to a program) • Create opportunities for members to “try out” positions on a short term basis 	Q1			
5. Create a “new member” chair	<ul style="list-style-type: none"> • Outreach and support of new members • Coordinated “new member” events 	Q2			
6. Attract a more diverse membership	<ul style="list-style-type: none"> • More men involved in MGC • More young people involved in MGC 				
	•				
	•				
	•				
	•				

Mountain Garden Club
STRATEGIC PLAN 2010-2012

last updated 11/13/09
(dates below refer to calendar year)

STRATEGIC GOAL #3:	Programs/Projects – bring more organization, input and data into future project and program planning cycles				
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Identify planning tools for ongoing programs/projects	<ul style="list-style-type: none"> An assessment tool which evaluates current programs/projects against goals, member and community interests and costs (time and money) 	√			
2. Develop a new chair position for “new projects”	<ul style="list-style-type: none"> Create a position description for someone to act as a clearing house for all new projects. Create a format for evaluating a new project and presenting it to the Board for approval Oversee item #6 below 	Q2	Q2	Q2	
3. Identify procedure and planning tools for new programs	<ul style="list-style-type: none"> Established procedure for introducing new ideas An assessment tool which measures proposed programs against mission, member interests and budget prior to adoption by MGC 	√			
4. Include more data in decision-making	<ul style="list-style-type: none"> Identify survey tools Survey member and community interests Analyze survey results Develop ongoing assessment tool to measure club’s activities against member input Add/subtract programs/ projects according to members’ input 	Ongoing	Ongoing	Ongoing	
5. Develop list of potential programs for next year	<ul style="list-style-type: none"> Identify survey tool Gather data, survey members (surveys, roundtable discussions, etc.) Analyze survey results Determine costs of requested programs 	Q1	Q1	Q1	
6. Develop list of proposed “new projects” for next year	<ul style="list-style-type: none"> Identify survey tool (e.g. <i>Survey Monkey...</i>) Gather data: survey members (surveys, roundtable discussions, etc.) Analyze survey results Determine costs 	Ongoing	Ongoing	Ongoing	

Mountain Garden Club
STRATEGIC PLAN 2010-2012

last updated 11/13/09
(dates below refer to calendar year)

7. Develop list of proposed fundraisers for next year	<ul style="list-style-type: none"> • Analyze history: Evaluate current fundraisers for both results and costs (this objective is also tied to the goal of funding) 	Ongoing	Ongoing	Ongoing	
8. Develop annual planning calendar and budget	<ul style="list-style-type: none"> • A regular schedule for looking forward. In Q1 committees plan programs, projects, fundraisers to present to membership in Q2. 	Q1-2	Q1-2	Q1-2	
	<ul style="list-style-type: none"> • 				
	<ul style="list-style-type: none"> • 				

Mountain Garden Club
STRATEGIC PLAN 2010-2012

last updated 11/13/09
(dates below refer to calendar year)

STRATEGIC GOAL #4:	Funding – broaden fundraising program to grow and sustain organization				
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Review fund raising and develop fund raising plan	<ul style="list-style-type: none"> • Create a way of looking at all aspects of the club’s fund raising activities. Include the ability to evaluate total resources invested (# of volunteers & time, funds...) against benefits received. (planning chair) • Diversified funding • Fund raising plan 	√			
2. Develop sponsorship guidelines for future use	<ul style="list-style-type: none"> • Create a set of specific guidelines that would allow the club to accept sponsorships and what the funds could be used for. (planning chair) 	Q1			
3. Evaluate the current five fundraisers to see if they are worthwhile	<ul style="list-style-type: none"> • Considering eliminating fundraisers members are no longer interested in or involve too much womanpower and resources that could be of better use. • Keep in mind that reduced income would affect CIP, Donations, and the Scholarship Fund. 	√			
4. Implement procedure to evaluate new sources of income	<ul style="list-style-type: none"> • Survey membership to see if what fundraisers they would be interested or if seeking funds from other sources (sponsorship, grants) is preferred. • Keep in mind income over \$25K will make tax reporting more complex. 	√			
5. Ensure understanding of how funds are generated to run club, and what requirements there are for bringing in \$ for scholarships and other donations.	<ul style="list-style-type: none"> • Present information to membership Determine the cost of current efforts and wish list programs. Compare that to the current means of earning money to pay for the programs. If the programs will cost more than what is coming in, then the membership must be told that other fundraising will be needed or some efforts may be cut back. 	√	Q1		
6. Analyze income and expenses based on members’ request for programs	<ul style="list-style-type: none"> • Based on future program requests (see objectives non Programs) create strawman list of programs and costs for three years. 	√	Q1		

Mountain Garden Club
STRATEGIC PLAN 2010-2012

last updated 11/13/09
(dates below refer to calendar year)

STRATEGIC GOAL #5:	Communications – ensure all members are informed of club, board and committee activities				
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Develop a more standardized way for project chairs to apprise members of project status.	<ul style="list-style-type: none"> • Create project status templates that can be filled out and emailed to members electronically (planning chair) 	Q3			
2. Develop some member workshops on computer techniques.	<ul style="list-style-type: none"> • Create a class on how to save an attachment and add an attachment to email. (DD) 	Q2-3			
3. Empower members	<ul style="list-style-type: none"> • Communicate to members that the board and chairpeople work to create events, programs and activities that reflect the input of the members. • Any member is welcome and encouraged to develop a program or workshop and submit it for approval (ie Cal’s floral design workshop at the Artisan’s Gallery, Gini’s Seed propagation workshop) 	Q1			
4. Support “new” members	<ul style="list-style-type: none"> • Implement “buddy” system where veteran member teams up with new member for the first few meetings and events so that new member has an opportunity to meet more members and learn more about the club. • Coordinate with “new member” activities (on page 2) 	Q1			
5. Incorporate more technology into member outreach and communication	<ul style="list-style-type: none"> • Timely communication • Less paper • Transparent organization 	Ongoing	Ongoing	Ongoing	
	•				
	•				
	•				
	•				
	•				

MOUNTAIN GARDEN CLUB

Vision, Mission and Strategic Goals

1. VISION: Why our organization exists

The Vision is a compelling conceptual image of the desired future.

Think VISIONARY: People who see what is possible, who see potential.

The vision drives and shapes the work of the organization. The picture, the frame.

Litmus test for vision:

- does the vision statement provide a clear picture of the organization's ideal future?
- is the vision inspiring and challenging?

Our vision is a community where _____.

2. MISSION: What our organization does

The Mission is a brief synopsis, a statement of purpose.

Think MISSIONARY: People who carry out the work; who put vision in practice.

The mission drives and shapes the work of the organization.

Litmus test for mission:

- does the mission follow the intent of the vision?
- does it answer who we are, what we do, for whom, why it's important?
- is the mission rarely changing; and can the mission survive changes in administration?
- is it obvious why we spend our dollars on such an effort (the funding question)?
- is it broad enough that all members of the organization can see how they contribute?
- will we be embarrassed if we see it on the front page of the newspaper?
- will you be able to say *mission accomplished!*

To determine the mission, think about bringing the vision into reality. To pursue our mission we do _____ for _____ in the _____ region/area/town.

3. Strategic Goals: How our organization is pursuing its vision

Strategic Goals are specific statements of action and a prioritization of tasks identified in a strategic plan.

Litmus test for the goals:

- does the goal support the vision & mission?
- does the goal deal with just one issue?
- is the goal challenging, yet realistic and achievable in the allotted time?
- does the goal lead to a result that can be measured?
- is the goal important to our members and the board?
- will the goal be reflected in the organization's budget?
- in accomplishing this goal will you move the organization forward, make it stronger and sustain it over time?

4. Process: integrating vision, mission, and strategic goals into structure

- do our members and the board know and understand the vision, mission, and strategic goals?
- are these priorities presented to our general membership and the board members when they join our organization?
- do our projects and programs advance these priorities?
- do board meetings and board committees reference the strategic goals?
- do you update progress on strategic goals semi-annually or annually?

MOUNTAIN GARDEN CLUB

Vision, Mission, Tag Line, Strategic Goals

Vision

Our vision is a community where the Mountain Garden Club is recognized as the organization in the Mount Washington Valley for “all things green”:

1. Horticultural Education
2. Civic Beautification
3. Environmental Stewardship

Mission

The Mountain Garden Club is dedicated to promoting horticultural education, civic beautification, and conservation through volunteerism and friendship in the Mount Washington Valley.

Tag Line

Our Roots are in the Valley

Strategic Goals

1. Organizational Development – *assess and improve operating systems by creating a MGC Operating Guide*
2. Leadership – *grow leadership pool to assure sustainability*
3. Programs/Projects – *bring more organization, input and data into future project and program planning cycles*
4. Funding – *broaden fundraising program to grow and sustain organization*
5. Communications – *ensure all members are informed of club, board and committee activities*

Mountain Garden Club
STRATEGIC PLAN 2010-2012

last updated 11/20/09
(dates below refer to calendar year)

STRATEGIC GOAL #1:	Organizational Development – assess and improve operating systems by creating a MGC Operating Guide	Q refers to Quarter √ refers to “in process”			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Articulate position descriptions	<ul style="list-style-type: none"> • Create description of roles/responsibilities for officers, chair persons, and members 	Q1			
2. Develop a guide for each program, fundraising event, and activity	<ul style="list-style-type: none"> • A process and record for each program, fundraising event and activity of goals, project/publication responsibilities and timeline for each MGC project/publication (committee chairs) 	Q1			
3. Determine if current positions are realistic or if more/fewer positions are needed	<ul style="list-style-type: none"> • Add/subtract positions (Ways and Means Chair separate from, Corresponding Secretary, New Program/Event Evaluator, Meeting Raffle Item Chair) • Determine where co-chairs are needed (for labor intense positions) 	Q1-2	Q1-2	Q1-2	
4. Develop an organizational chart	<ul style="list-style-type: none"> • An organizational chart to better clarify how MGC operates and to help with decision making (include board, members, planning chairs, and volunteers) 	Q1			
5. Compile and update operational documents into one document	<ul style="list-style-type: none"> • A consolidated publication the -- <i>MGC Operating Guide</i> (Planning Chair) • Disseminate for ease of running MGC in future • An electronic record for easy distribution 	Q3	ongoing	ongoing	
	<ul style="list-style-type: none"> • 				
	<ul style="list-style-type: none"> • 				

Mountain Garden Club
STRATEGIC PLAN 2010-2012

last updated 11/20/09
(dates below refer to calendar year)

STRATEGIC GOAL #2:	Leadership – grow leadership pool to assure sustainability	Q refers to Quarter √ refers to “in process”			
Objective (<i>major activities</i>)	Deliverables (<i>point persons</i>)	2010	2011	2012	Beyond
1. Develop concept of dual chairs for some committees	<ul style="list-style-type: none"> • Create formal structure for an assistant chair person (board) • Identify possible assistants for current chairs (chairs) 	Q2			
2. Develop process for early identification of possible leadership prospects	<ul style="list-style-type: none"> • Include interest questions on MGC application (also ask about special skills – computer, photography, <u>writing</u>, <u>Master Gardener</u>, others...) • Develop skills and interests survey for current members (officers, chairs) • Meet one on one with prospect and go over Position Description and/or Project processes (officers, chairs) 	Q1-2			
3. Identify succession candidates for next term	<ul style="list-style-type: none"> • Bring them into this planning process as soon as possible 	Q4 2009			
4. Develop plan to engage and encourage members to consider taking positions of responsibility	<ul style="list-style-type: none"> • Actively encourage members to participate in club at their own level. (define specific ways to be involved, ie active participation, donations, etc) • Create opportunities for members to “try out” positions on a short term basis 	Q1			
5. Create a “new member” chair	<ul style="list-style-type: none"> • Outreach and support of new members • Coordinated “new member” events • Coordinate New Member Ambassador Team (as described in goal 5) 	Q2			
6. Attract a more diverse membership	<ul style="list-style-type: none"> • More men involved in MGC • More young people involved in MGC 				
7. Review key positions in terms of realistically being able to carry out responsibilities	<ul style="list-style-type: none"> • Consider 1st VP and 2nd VP positions to take burden of fundraising off of incoming VP 				
8. Create Ways & Means Chair	<ul style="list-style-type: none"> • Position moves to 2nd VP or <u>spare</u> committee 				
9. Review content & length of board meetings	<ul style="list-style-type: none"> • Interesting, effective meetings, and time sensitive meetings (this came up in a discussion with Goal #4 				

Mountain Garden Club
STRATEGIC PLAN 2010-2012

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	group)				
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Mountain Garden Club
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STRATEGIC GOAL #3:	Programs/Projects – <i>bring more organization, input and data into future project and program planning cycles</i>	Q refers to Quarter √ refers to “in process”			
Objective (<i>major activities</i>)	Deliverables (<i>point persons</i>)	2010	2011	2012	Beyond
1. Identify tools for ongoing programs/projects	<ul style="list-style-type: none"> Develop assessment tools which evaluate current programs/projects against goals, member and community interests and costs (time and money) Form a work group to develop assessment questions and analyze results 	√			
2. Develop a new chair position for “new projects”	<ul style="list-style-type: none"> Create a position description for someone to act as a clearing house for all new projects. Create a format for evaluating a new project and presenting it to the Board for approval Oversee item #4 below 	Q2	Q2	Q2	
3. Identify procedure and assessment tools for new programs	<ul style="list-style-type: none"> Established procedure for introducing new ideas An assessment tool which measures proposed programs against mission, member interests and budget prior to adoption by MGC 	√			
4. Include more data in decision-making for potential programs and new projects	<ul style="list-style-type: none"> Identify assessment tools (electronic and paper – ensure that e-survey allows input of paper responses) Survey member and community interests Analyze survey results Adjust # of activities according member interests Determine costs of requested programs & projects 	Ongoing			
5. Use additional resources for program suggestions	<ul style="list-style-type: none"> Purchase <i>Book of Lesson Plans</i> from National 	Q1			
6. Develop list of proposed fundraisers for next year	<ul style="list-style-type: none"> Analyze history: Evaluate current fundraisers for both results and costs (this objective is also tied to the goal of funding) 	Ongoing			
7. Develop annual planning calendar and budget	<ul style="list-style-type: none"> A regular schedule for looking forward. In Q1 committees plan programs, projects, fundraisers to present to membership in Q2. 	Q1-2	Q1-2	Q1-2	
	<ul style="list-style-type: none"> 				

*Mountain Garden Club
STRATEGIC PLAN 2010-2012*

*last updated 11/20/09
(dates below refer to calendar year)*

STRATEGIC GOAL #4:	Funding – broaden fundraising program to grow and sustain organization	Q refers to Quarter √ refers to “in process”			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Review fund raising and develop fund raising plan	<ul style="list-style-type: none"> • Create a way of looking at all aspects of the club’s fund raising activities. Include the ability to evaluate total resources invested (# of volunteers & time, funds...) against benefits received. (planning chair & treasurer) • Diversified funding • Fund raising plan 	√			
2. Develop sponsorship guidelines for future use	<ul style="list-style-type: none"> • Create a set of specific guidelines that would allow the club to accept sponsorships and what the funds could be used for. (planning chair) 	Q1			
3. Evaluate the current five fundraisers to see if they are worthwhile	<ul style="list-style-type: none"> • Considering eliminating fundraisers that members are no longer interested in or those which involve too much member-power or too many resources. • Keep in mind that reduced income would affect CIP, Donations, and the Scholarship Fund. 	√			
4. Implement procedure to evaluate new sources of income	<ul style="list-style-type: none"> • Survey membership to see if what fundraisers they would be interested or if seeking funds from other sources (sponsorship, grants) is preferred. • Keep in mind income over \$25K will make tax reporting more complex (this will change to \$50K in 2011). 	√			
5. Ensure understanding of how funds are generated to run club, and what requirements there are for bringing in \$ for scholarships and other donations.	<ul style="list-style-type: none"> • Present information to membership. Determine the cost of current efforts and wish list programs. Compare that to the current means of earning money to pay for the programs. If the programs will cost more than what is coming in, then the membership must be told that other fundraising will be needed or some efforts may be cut back. 	√	Q1		
6. Analyze income and expenses based on members’ request for programs	<ul style="list-style-type: none"> • Based on future program requests (see objectives on Programs) create strawman list of programs and costs for three years. 	√	Q1		

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STRATEGIC GOAL #5:	Communications – ensure all members are informed of club, board and committee activities	Q refers to Quarter √ refers to “in process”			
Objective (major activities)	Deliverables (point persons)	2010	2011	2012	Beyond
1. Develop a more standardized way for project chairs to apprise members of project status.	<ul style="list-style-type: none"> • Create project status templates that can be filled out and emailed to members electronically (planning chair) 	Q3			
2. Develop some member workshops on computer techniques.	<ul style="list-style-type: none"> • Create a class on how to save an attachment and add an attachment to email. (DD) 	Q2-3			
3. Empower members	<ul style="list-style-type: none"> • Communicate to members that the board and chairpeople work to create events, programs and activities that reflect the input of the members. • Any member is welcome and encouraged to develop a program or workshop and submit it for approval (ie Cal’s floral design workshop at the Artisan’s Gallery, Gini’s Seed propagation workshop) 	Q1			
4. Support “new” members	<ul style="list-style-type: none"> • Implement team of “New Member Ambassadors” where veteran member teams up with new member for the first few meetings and events so that new members have an opportunity to meet more members and learn more about the club. • Coordinate with “new member” activities (on page 2) • An email welcoming new members to the entire club 	Q1			
5. Incorporate more technology into member outreach and communication	<ul style="list-style-type: none"> • Timely communication • Less paper • Transparent organization 	Ongoing			
6. Build awareness of current activities and communication vehicles	<ul style="list-style-type: none"> • Exhibit scrapbook & Pressbook @ meetings • Exhibit website at meetings – online demonstration • Communicate existence of “new member” tag • Question of the Month” on the website 	Q1			
	<ul style="list-style-type: none"> • 	Q1			

Mountain Garden Club Strategic Planning Project

Planning for the Future

	Project Budget	Actual (as of 11/29/2009)		
Expense				
Consultant	\$ 4,000	\$ 4,000		
Travel	\$ 200	\$ -		
Meeting Exp. (room & food)	\$ 500	\$ 400	1 room 3 days = 3 days @ \$50/day = \$150 3 rooms 1 day = 3 days @ \$50/day = \$150 Food for Pre-planning & Retreat lunch = \$100	
Materials (Print)	\$ 450	\$ 100		
Board Time (12 x 12 hrs. x \$12/hr)	\$ 1,728	\$ 2,232		
Board Travel	\$ 300	\$ -	Grant app. & Conslt. Search time 7 people x 6 hrs. = 42 Pre-Planning meetings 8 people x 3 hrs. = 24 9 people x 3 hrs. = 27 8 people x 3 hrs. = 24 Retreat 23 people x 3 hrs. = 69 Total hrs. = 186 x \$12/hr = \$2232	
Organizational Improvements				
Website upgrades	\$ 500	\$ 160		
Software Upgrades	\$ 600	\$ -		
Total	\$ 8,278	\$ 6,892		
INCOME				
NHCF	\$ 5,000	\$ 3,000		
Northway Bk.	\$ -	\$ 1,000		
MGC	\$ 750	\$ 260		
In-Kind	\$ 2,528	\$ 2,632	Granite State College, Club Members	
Total	\$ 8,278	\$ 6,892		