

BAPTIST COMMUNITY MINISTRIES SETTING STRATEGIES & THE ANNUAL BUSINESS PLAN

OVERVIEW

It All Starts With the Mission

The planning process begins with an annual review of the BCM Mission by Management and the Executive Committee of the Board of Trustees. Any suggested changes in the Mission Statement are submitted to the full Board of Trustees for consideration. The review takes place in the fourth quarter of each calendar year after the Annual Trustee Retreat.

Zones of Interest

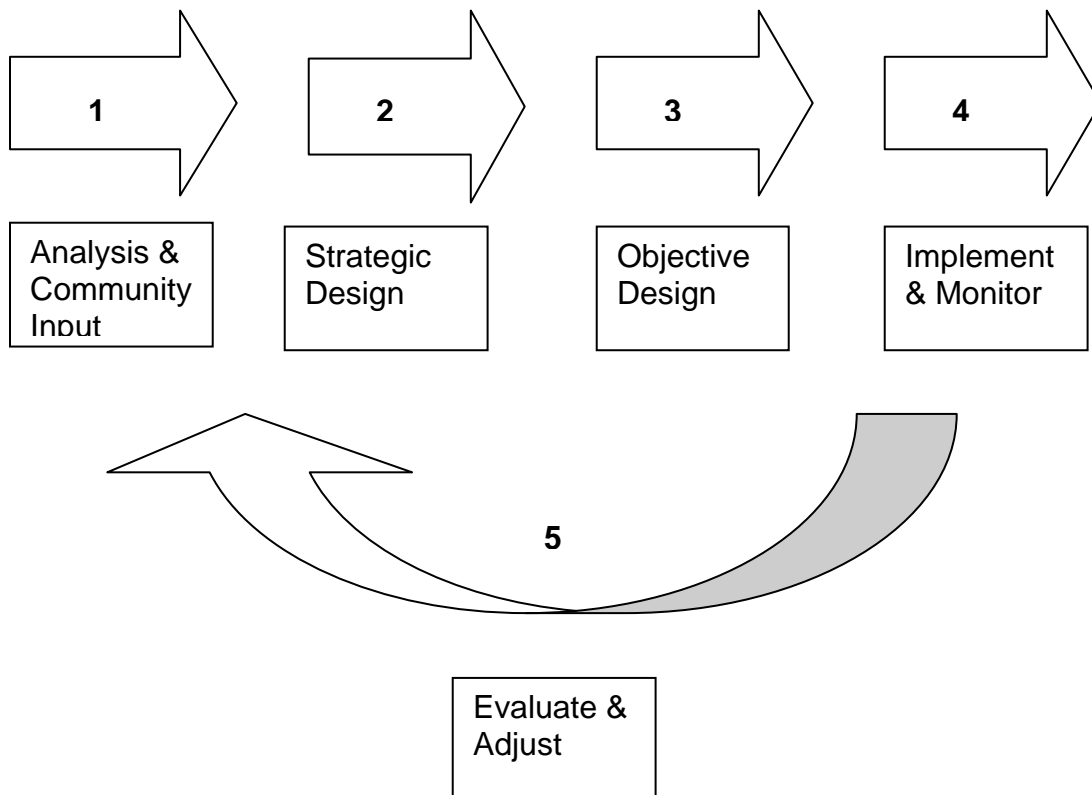
The Board of Trustees periodically considers the addition or deletion of one or more of the grantmaking zones of interest. BCM currently makes grants in four zones of interest 1) Health, 2) Education, 3) Public Safety, and 4) Governmental Oversight.

Trustee & Staff Roles

Trustees serve as the final authority for the adoption of corporate strategies and annual Business Plans. Staff prepares support material, presents zone overviews and assists in facilitation of the planning process.

Planning Steps

The planning process at BCM is a series of continuous assessments and adjustments highlighted by annually adopted, formal Business Plans. The five step process is conceptually graphed below.



Step One: Analysis (Trustees and Staff)

It is important that trustees and staff understand the scope and depth of issues facing New Orleans. Knowing the problem is the first step towards a solution. Dividing the problem into segments and profiling each segment provides information in digestible units. In this segment, policies and practices are also reviewed. The analysis phase is conducted in the second quarter of the calendar year (Jan-March).

Community Input

In this unit of activity, BCM may engage community leaders, grantees, focus groups and/or elected officials in a planning dialogue. The resultant advice on priorities and theories of change is considered by BCM as an integral part of the early formation of the Business Plan.

Zone Overviews

Each Program Director advises the Board on the current status of the community relative to each unique zone of interest. A short overview of grants made in each zone is also presented along with recommended near and long-range opportunities. Zone overviews may be accompanied by relevant supporting material from published sources, consultants or community experts.

Population Implications

For any specific high-priority populations, implications from the existing patterns of BCM grants and proposed points of focus are reviewed.

Step Two: Strategic Design (Trustees and Staff)

High-level strategies are proposed and more specific draft goals and objectives are framed relative to the issues identified during the analysis phase. This activity takes place in the summer (March-May).

Issue Rankings

Trustees and staff rank the issues of greatest importance and the proposed strategies are discussed and modified to reflect the assumed theories of change.

Top Priority Concepts/Goals/Objectives

Staff develops refined goals and objectives on the basis of the highest priority strategies and relates each to a more detailed concept map that shows how any particular objective can be expected to impact the problem or target issue.

Trustee Re-direct

Trustees revisit the draft concepts, goals, and objectives as restated by staff. Adjustments and clarifications are made.

Step Three: Objective Design (Staff)

Draft concepts, goals, and objectives are now detailed into personal objectives for the CEO and other staff with associated time frames, costs, responsibilities and processes. This step occurs in the summer (May-August).

Plan Proposal

Objectives for the CEO and staff are completed and associated measures or indicators identified by which performance can be measured.

Accountability

Assign executive responsibility for the various major phases of each strategy and overall responsibility for goal achievement.

Budget Development

Understanding the financial capacity of the organization is most important in this phase. Five year earnings projections and annual outer-limit grant and operating parameters are established.

Operating Budget

Establish an operating budget for each objective and for overall corporate operations. Costs to complete each objective should be flexible but grounded on clearly stated assumptions and outer parameters.

Capital Budget

Capital expenditures for the general capacity of the corporation are detailed at this stage along with capital expenditures for each strategy. Some expenditures associated with an objective will be anticipated to go to grantees while others are solely BCM.

Strategic Plan Budgets

Each strategy and the related objectives should be detailed as to expected expenditures and included in the Business Plan.

Draft Business Plan

The first draft of the Business Plan is reviewed by the Executive Committee or Planning Committee of the Board of Trustees and modified where necessary.

First Reading of Draft Business Plan

The draft Business Plan is distributed for first official reading by the members of the committees of the Board in August of each year.

Board Committee Presentation of Draft Business Plan

Presentations of the various components of the Business Plan are made by staff at the September meetings of each committee. Adjustments are made and questions answered.

Board of Trustee Review and Approval of Business Plan

The Business Plan is circulated as modified to all trustees prior to the Annual Trustee Retreat in late September of each year. The Business Plan is voted into action in a special session at the Board of Trustees Annual Retreat.

Step Four: Implementation and Monitoring of Business Plan (Trustees and Staff)

Management is held accountable to implement the various adopted components of the Business Plan during the fiscal year starting October 1st.

Step Five: Evaluate and Adjust (Trustees and Staff)

Mid-way through the year, each executive reports on progress toward achieving the adopted objectives. During the year, reports are also made to the relevant committees of the Board.

Review of Objective Achievement

Each year, at the Annual Trustee Retreat, staff reports on the various objectives and the degree of achievement for each.

Review of Overall Grantmaking Achievement

The Department of Evaluation and Research reports on the overall grantmaking impact of objectives and strategies as regards to the top priorities.