



NYSARH Board Update 2021-2023 Strategic Plan

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Helen E. Stepowany, Project Consultant

Benefits of using a *Lifecycle* approach to build organizational capacity

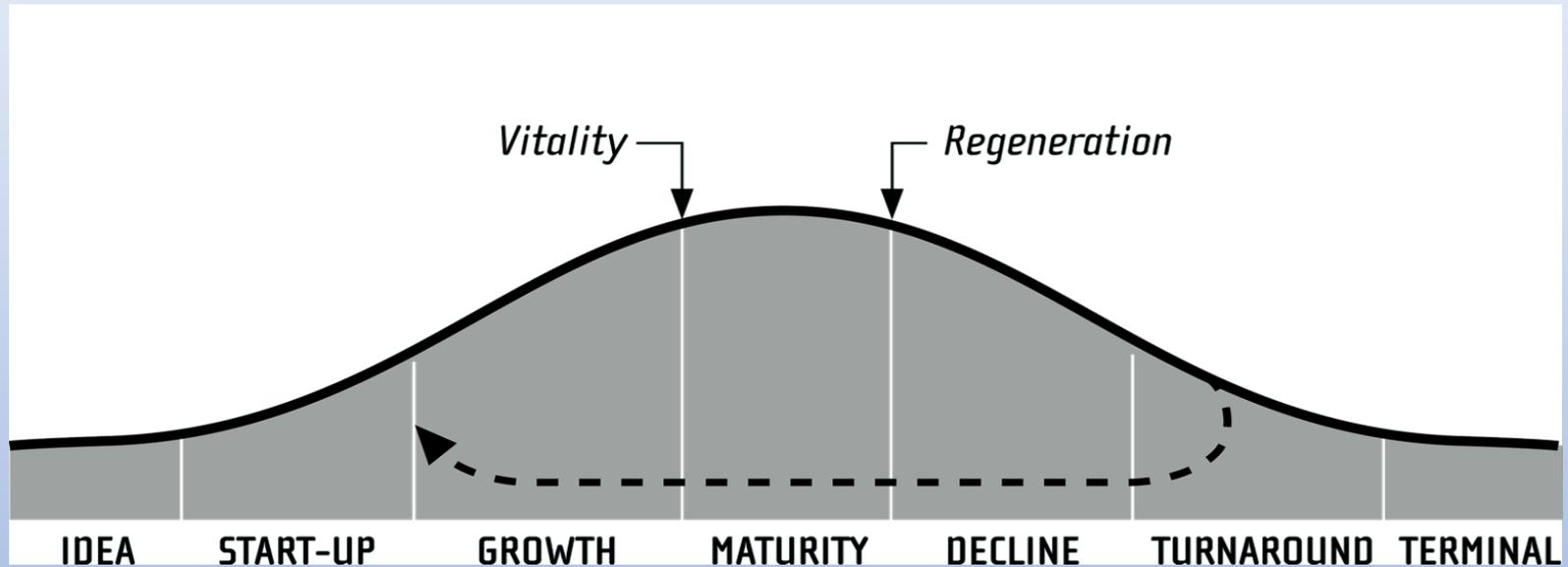
- Creates a common language and approach to building NYSARH's capacity as part of a planning initiative.
- Uses a neutral, non-evaluative framework with which to assess NYSARH's strengths and opportunities to improve.
- Builds a shared understanding of the various lifecycle stages that all nonprofits experience and helps the team to diagnosis NYSARH's specific Lifecycle placement.

Capacity Matters

Strengthens the **organizational platform** which supports nonprofit Mission and service delivery....(eg. advocacy, education and training, or projects)



7 Nonprofit Lifecycle Stages



LIFECYCLE STAGE 2: STARTUP

Overview: The beginning stage of operations when energy and passion are at their highest, but systems generally lag far behind

CHARACTERISTICS

- **Program:** Programs are simple, experimental, and generally have more breadth than depth
- **Management:** Leader is a “spark-plug” and the group’s most experienced staff person
- **Governance:** Members almost always have a personal connection to mission or founder
- **Business Model:** Usually a low-budget, boot strap operation unless seeded initially by a major start-up grant
- **Systems:** Financial and administrative functions and systems are generally weak and may be out-sourced to others

CHALLENGES

- Sharing vision and organizational responsibility with staff, board and constituencies
- Hiring versatile staff
- Leveraging sweat equity into outside support
- Knowing when to say “no”
- Living within financial means

LIFECYCLE STAGE 3: GROWTH

Overview: Program opportunity and service demand exceed current systems and structural capacities

CHARACTERISTICS

- **Program:** Organization begins to understand and define the distinctive methods and approach that separate its programming from others
- **Management:** Organization is led by people who see infinite potential for services
- **Governance:** Board structure begins to appear
- **Business Model:** More sources of income create greater accounting and compliance complexities
- **Systems:** Current systems, never good to begin with, must now be substantially improved to meet demands of continual program expansion and rising compliance expectations

CHALLENGES

- Too much to do, too little time
- Identifying distinctive competence
- Developing board ownership
- Beginning to formalize organizational structure
- Creating a program and strategic focus that doesn't trap creativity and vision
- Becoming comfortable with change
- Diversifying revenues and managing cash flow

LIFECYCLE STAGE 4: MATURITY

Overview: Nonprofit has a reputation for providing steady, relevant and vital services to the community and operates with a solid organizational foundation and an overall sense of security

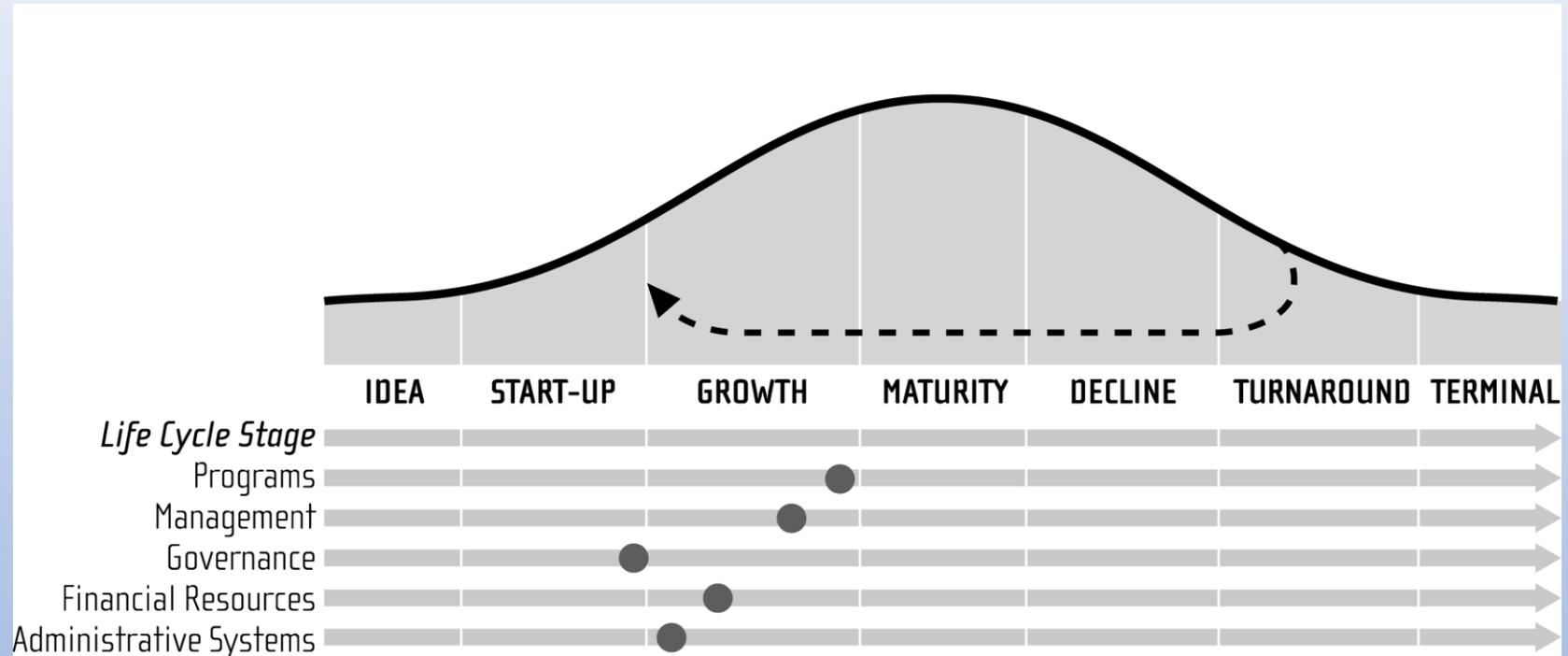
CHARACTERISTICS

- **Program:** Programs are well-organized; results focused; and in touch with community needs
- **Management:** Executive leadership is often second or third generation from the originators
- **Governance:** Board sets direction, is policy oriented and leaves management to the executive director
- **Business Model :** Organization has multiple sources of income and is not dependent on one source of funding
- **Systems:** Organization operates from an outlined course of action for routine client, board and personnel matters

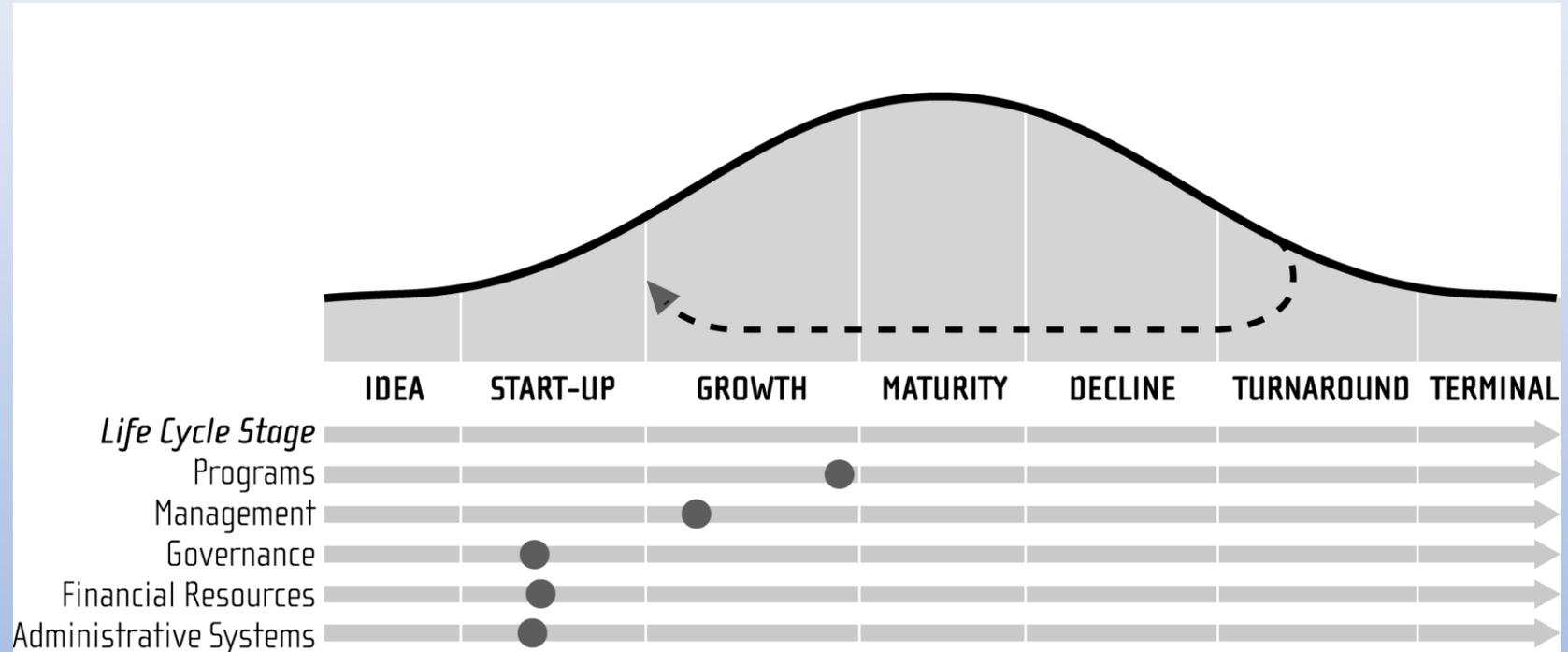
CHALLENGES

- Remaining client-centered, rather than policy-bound
- Keeping staff motivated around the mission
- Building financial footings of endowment or reserves
- Maintaining their programmatic “edge,” cycling programs in and out based on continued relevancy
- Becoming “position” rather than “person” dependent

Nonprofit Capacity in Alignment



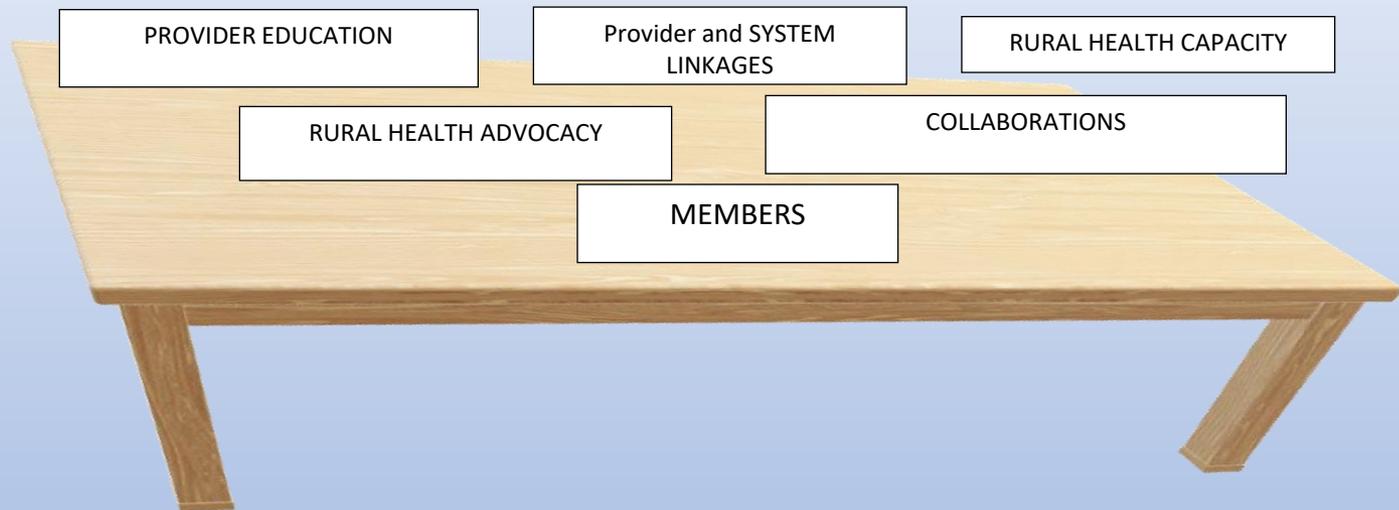
Nonprofit Capacity Out of Alignment



NYS Association for Rural Health

Improving the health and well-being of rural New Yorkers and their communities

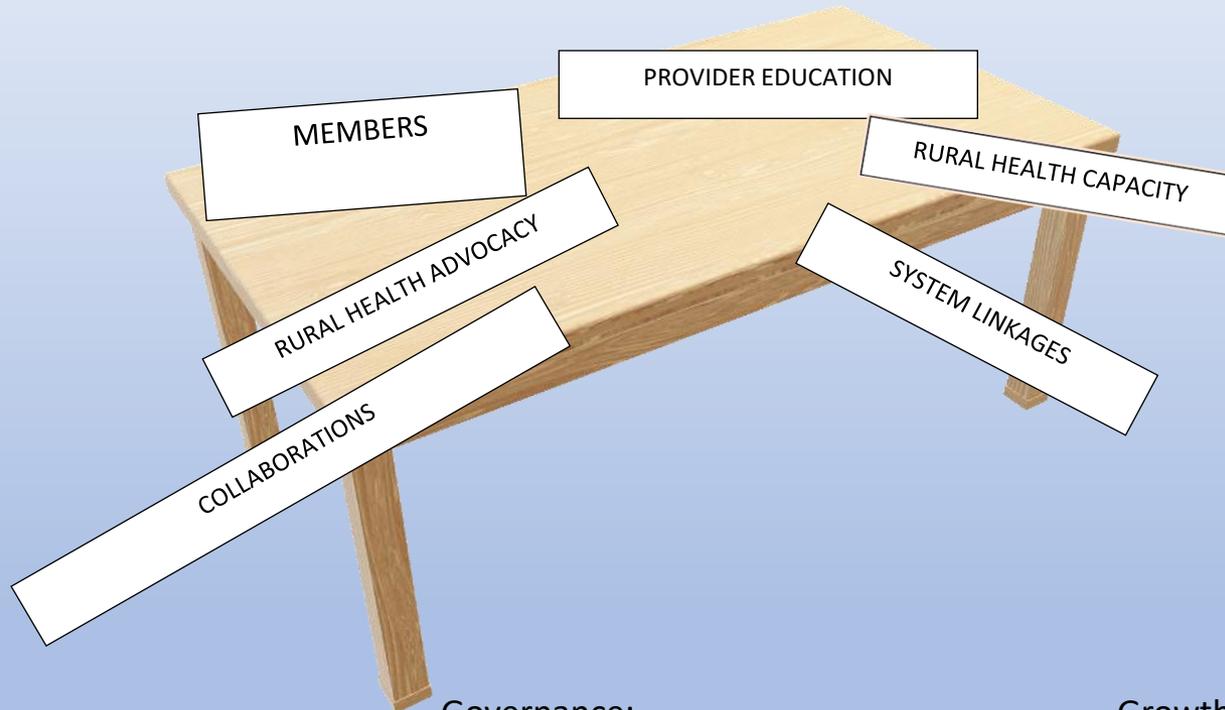
Priority areas from member survey and committee's 5 work sessions



But.....if table legs are not balanced, that imbalance could impact NYSARH's capacity to deliver on its mission.....

NYS Association for Rural Health

improving the health and well-being of rural New Yorkers and their communities



Governance:

Management/Staffing:

Financial Resources/Business Model:

Administrative Systems:

Growth/Mature

Start-up

Start-up

Growth



Things to think about and consider for the August 24th Board retreat

- What do your members want and need from NYSARH in the next 24-36 months?
- What actions will enable NYSARH to “balance” the table legs and strengthen its capacity as a statewide organization?
- Which strategic priorities will meet member needs and wants and, also, are achievable with NYSARH’s current fiscal and human resources?
- Should strengthening the management and fiscal table legs be priorities for the strategic plan?