



## *Getting from here to there: the importance of planning*

This example can be used as a starting point to create a policy or other document for your own land trust, but should be altered as necessary to reflect your organization's unique circumstances using guidance found in the *Land Trust Standards and Practices Guidebook* text and corresponding Standards and Practices Curriculum.

**Please Note:** If you are using this material for accreditation purposes, see also [the Land Trust Accreditation Commission website](#) for additional information. To search for policies from accredited land trusts, insert <<accredited>> along with the search term (e.g., conflict interest policy accredited).

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A vision without a plan is a hallucination!

# Why Plan

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- Establish directions and constraints
- Define objectives and priorities
- Communicate priorities to staff
- Allocate resources
- Manage change
- Evaluate success
- Provide track record and credibility

# When to Plan

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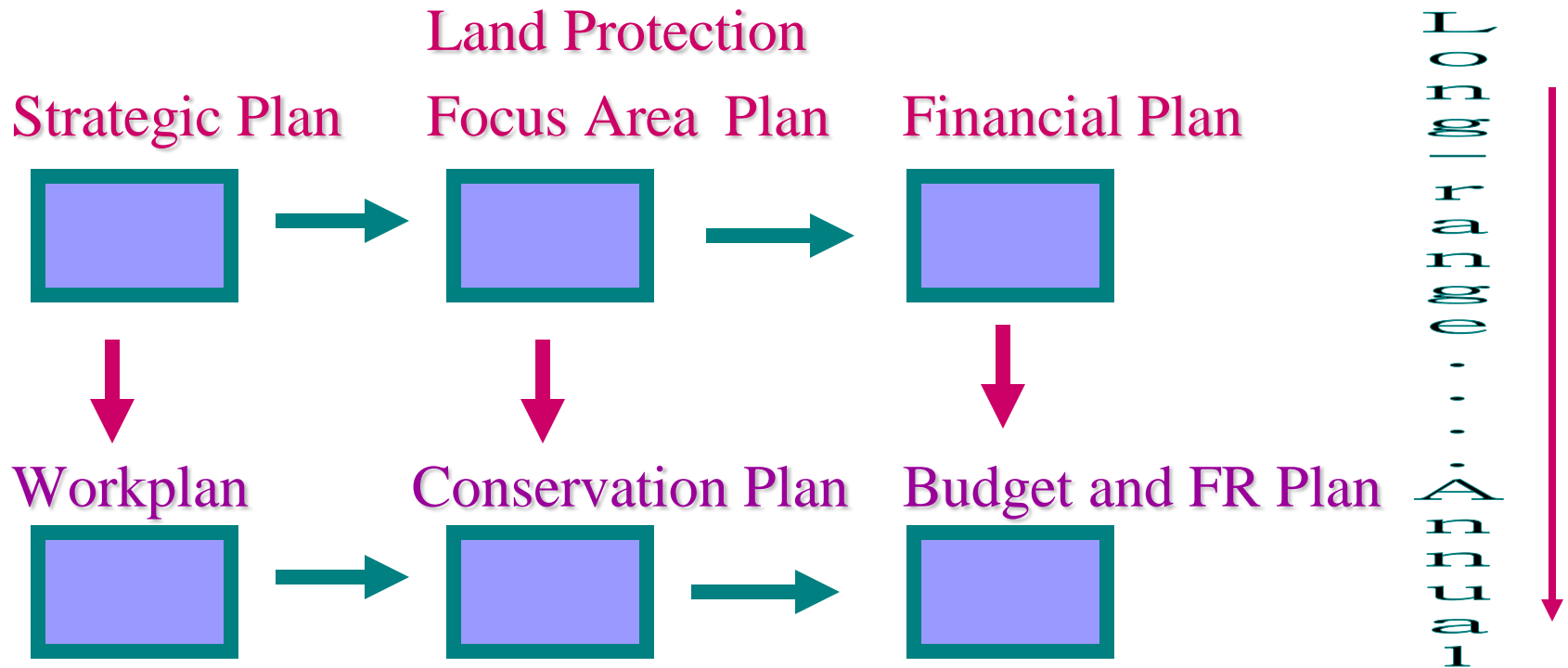
- No plan exists
- Things that once worked well are no longer effective
- Major changes in structure or programs
- Major changes in society
- Organization is searching for clarity
- Growth is unmanageable

# What you need to Plan

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- Understanding of need for a plan
- Understanding of purpose plan will serve
- Understanding of planning process
  - Board role, staff role, facilitator role
- Clarity of measures of success
- Commitment to implement the plan

# Types of Plans



# Strategic Plans

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- Assessment (S.W.O.T)
- Vision
- Mission
- Goals
- Objectives
- Strategies
- Actions/Timeline

# Strategic Plans

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- Two days to two years
- 10 pages to 100 pages
- Self facilitated or professionally facilitated
- Depends on complexity of organization
- Simple example

# Land Protection Focus Area Plans

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- **Mission**
- **Conservation Priorities**
- **Mapping**
- **Strategies by Focus Area**
- **Resource needs: money and staff**

# Focus Area Plans

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- Gets beyond properties to landscapes
- Great tool for raising money
- Hand drawn to GIS-generated
- Very public to very private (or hybrid)
- Example

# Focus Area Plans

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- Example – Leelanau Conservancy
  - Ecological Anchor Sites (360-2,500 acres)
    - Key Strategy: public ownership of fee
  - Project Sites (strategic location)
    - Key Strategy: public or land trust ownership
  - Agricultural Districts/Keystone Farms
    - Key Strategy: public policy, public or land trust CE's
  - Forest Reserves
    - Key Strategy: land trust ownership

# Financial Plan

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- Ties program plan to funding – sometimes called a Framework Budget
- **Program assumptions**
- **Income assumptions**
- **Expense assumptions**
- Simple with single assumption to complex with multiple scenarios (optimistic/pessimistic)

# Financial Plan

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- Example

- Program Assumptions

- Year 1 – Focus Area detailed planning

- New land protection staff add

- Year 3 – Capital campaign for land

- Campaign coordinator hired

- Year 5 – Revamp stewardship system

- Stewardship director hired

# Financial Plan

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- Income Assumptions
  - Operating budget
    - 10% decrease in foundation percentage each year
      - New foundation projects: mapping, stewardship systems
    - 20% increase in membership percentage first 3 years
    - 40% increase major donor percentage years 4-5
  - Capital budget
    - Two year capital campaign starts year 3

# Financial Plan

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- Expense Assumptions
  - New staff hired years 1, 3, and 5
  - 5% salary increase each year
  - New benefits plan year 3, 5% addition
  - 4% growth in direct expenses
  - Replace computers every 3 years
  - Add \$25,000 to reserves each year

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## The Transition

Long-range planning to Annual planning

# Conservation Plan

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- Establish goals and capacity
  - i.e. goal/capacity 15 new projects this year
- List expected projects
- Identify projects to actively pursue
- Clarify resources available for remaining projects

# Workplanning

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- Translates strategic plan into action
- Allocates staff time, provides budget #'s
- Sets reasonable staff expectations
- Provides tool for measuring and anticipating staff costs over time

# Workplanning

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- Establish goals for year from strategic plan
- Determine # of hours available
  - Minus vacation, holidays, sick leave
- Divide tasks by program
- Include cross-program staff needs
- Adjust if need be
- Track with timesheet

# Workplanning

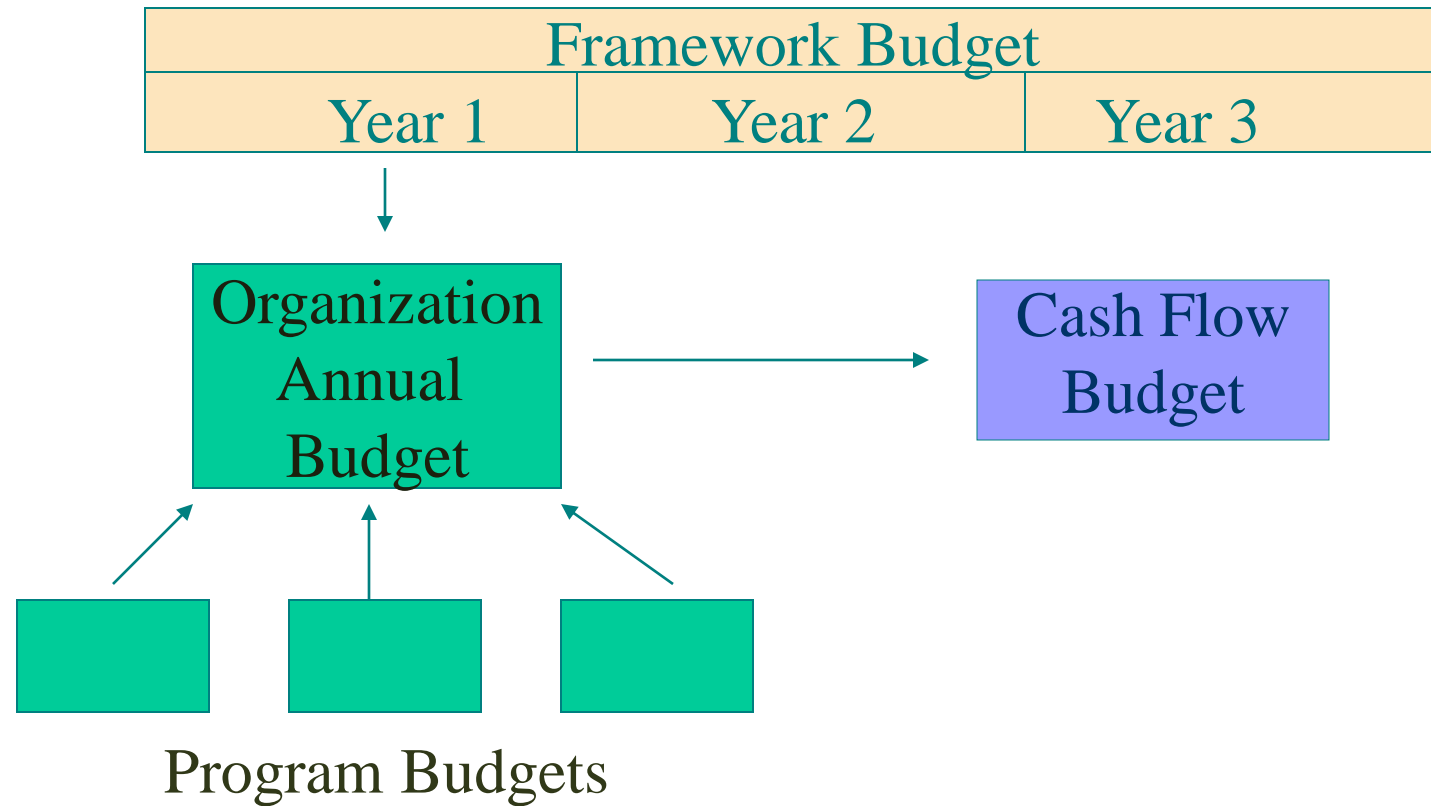
Workplan Item	Project/Activity	Director	Assistant	T&C	IT	Admin	Total
General Supervision	General	400	100				500
Staff Training	General	40	40				80
Operations	General	200	150				350
General	General	200	200				400
Communication	General	150	75				225
Conference	Conference	100	150	75		50	375
Training Workshops (6)	Training	100	400	100		25	625
Outreach/State Meetings	Outreach	200	50	20			270
Information Requests	Outreach	50	150				200
Public Ppolciy	Policy	200	75				
Regrants	Regrants	75	150			50	
IT Support	General	200	75		150		425
<b>Total hours program</b>		1915	1615	195	150	125	3450
Hours Committed to Other Departments/Programs:							
Department or Program	Project/Activity	Director	Assistant				Total
Development	Foundations	80	20	0	0	0	100
Training and Conferences	Rally	80	40	0	0	0	120
<b>Total hours other programs</b>		160.00	60.00	0.00	0.00	0.00	220.00
<b>Total hours</b>		2075.00	1675.00				

# Budgeting

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- A plan for getting and spending money
- Sets specific income and expense goals
- Allows you to adjust activities and spending
- Provides information for funders
- Provides a way to measure financial health
- Makes sure you have the resources to get the work done – makes sure there is enough money to cover the paycheck!
- Provides assumptions for future planning

# Types of Budgets



# The Annual Budget

	Management	Fundraising	Program 1	Program 2	Program 3	Total
<b>Income</b>						
Restricted grants						
Unrestricted grants						
Contributions						
Earned income						
<b>Expenses</b>						
Salary and benefits						
Contractors						
Rent						
Travel						
.....						
<b>Net of Revenue over Expense</b>						



# Expense Projections

<b>Expenses:</b>		Activity 1	Activity 2	Activity 3	Activity 4	Activity 4	Total						
5002	Contractors												
5101	Staff training												
5104	Rent												
5105	Equipment lease and rental												
5107	Supplies												
5109	Telecommunications												
5110	Library												
5111	Dues/subscriptions												
5112	Postage and delivery												
5303	Printing/copying												
5305	Staff travel and expense												
5306	Project travel and expense												
5307	Meetings/receptions												
5311	Small equipment/software												
5312	Grants, Scholarships, Awards												
5321	Bank service charges												
5324	Depreciation and amortization												
5326	Salaries and benefits												
5901	Total Expenses												
	Capital expenses												
	Reserve contribution												

# Compiling the Budget

	Management	Fundraising	Program 1	Program 2	Program 3	Total
<b>Income</b>						
Restricted grants						
Unrestricted grants						
Contributions						
Earned income						
<b>Expenses</b>						
Salary and benefits						
Contractors						
Rent						
Travel						
.....						
<b>Net of Revenue over Expense</b>						

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This is Mission Impossible!

# So Much to Do!

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- Take it one step at a time
  - If you have no plans, start with a simple strategic plan
  - If you have never done a budget, try one
  - If you do annual budgeting already, add in multi-year financial planning
  - If you need to prioritize conservation projects, do a focus area plan

# Is it worth it?

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- Yes!
  - Makes asking for money easier
    - Clarifies projects and what you need
  - Makes energizing board members easier
    - Clarifies how their service benefits the mission
  - Focuses staff
    - Clarifies jobs, helps avoid burnout

# Resources

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- *Exchange Winter 2002*
- *Standards and Practices Guidebook*
- LTANet
- *Strategic Planning for Nonprofit Organizations*, Michael Allison and Jude Kaye, 1997, The Support Center for Nonprofit Management
- Other nonprofit management publications