

Executive Director Reports



January 20, 2011

Jon Parsons

Topics

Proposed 2010-11 SS Budget Revision

2011 Strategic Plan Questionnaire

2011 Strategic Plan Proposal

Program Committee Report

SS Staff Report

Treasurer's Report



Ray Ogden, SS Treasurer

and

Jon Parsons, SS Executive Director

Major Revenue Changes

Fundraising	(\$ 43,860)
FR Committee report	
Plexus sub-contract	(\$ 5,000)
SEIP Grant Program	\$ 155,356
Foundation grants	\$ 10,000
\$15k CCF grant	

Major Expense Changes

Advertising & Marketing	(\$ 1,950)
Contractual Services	(\$ 16,660)
Fundraising	(\$ 4,800)
Project Awards (CAP)	(\$ 3,800)
Salaries & Wages	\$ 6,725
SEIP Grant Program	\$ 151,590
Travel	\$ 3,820
Training	(\$ 1,800)

Summary

Total Revenue: **\$ 380,656**
was \$ 263,200

Total Expense **\$ 391,415**
was \$ 263,200

We began the year with a surplus of **\$15,300**

Projected EOY surplus is **\$4,500**

Strategic Plan Presentation



By Jon Parsons

SS Executive Director

Strategic Plan Questionnaire



Survey completion – 31 of 39

Current SS Board members – 18 of 26

Past SS Board members – 2 of 2

SS staff members – 6 of 6 (ED not included)

Active SS member/volunteer – 5 of 5

2010 Short-Term Goals (1 year)

1. Establish healthy, active & engaged CAT's
2. Ensure the long-term viability of SS
3. Continue effective Awareness/Education Program
4. Expand the SS Green Business Program
5. Ensure SS programs contribute to SS resources

Rate additional short-term goals

Short-Term Goal #1



Establish healthy, active & engaged CAT's

Rate the impact

- Excellent – 32%
- **Fair – 68%**
- Poor – 0%

Total comments - 22

Should it remain a 2011 short term goal?

- **Yes – 57%**
- No – 23%
- Not sure – 20%

Total comments - 17

Short-Term Goal #2

Ensure the long-term viability of SS

Rate the impact

- **Excellent – 52%**
- Fair – 48%
- Poor – 0%

Total comments - 13

Should it remain a 2011 short term goal?

- **Yes – 87%**
- No – 10%
- Not sure – 3%

Total comments - 10

Short-Term Goal #3



Awareness & Education Program remains strong

Rate the impact

- **Excellent – 71%**
- Fair – 23%
- Poor – 6%

Total comments - 10

Should it remain a 2011 short term goal?

- **Yes – 94%**
- No – 3%
- Not sure – 3%

Total comments - 10

Short-Term Goal #4



Green Business Program expands

Rate the impact

- **Excellent – 68%**
- Fair – 32%
- Poor – 0%

Total comments - 13

Should it remain a 2011 short term goal?

- **Yes – 84%**
- No – 3%
- Not sure – 13%

Total comments - 10

Short-Term Goal #5

Ensure programs contribute to SS resources

Rate the impact

- Excellent – 31%
- **Fair – 59%**
- Poor – 10%

Total comments - 12

Should it remain a 2011 short term goal?

- **Yes – 83%**
- No – 7%
- Not sure – 10%

Total comments - 8

Rate Other Short-Term Goals



Goal description (great/neutral/bad)

Reduce the number of SS programs (26/**65**/9)

Expand the number of SS programs (3/39/**58**)

Reduce the number of SS counties (23/**42**/35)

Expand the number of SS counties (7/17/**76**)

Program emphasis on partnerships (**74**/23/3)

Program emphasis is on sole SS ownership (23/**47**/30)

Total comments - 15

2010 Short-Term Goals (1 year) – **SUMMARY**

1. Establish healthy, active & engaged CAT's (**fair/yes**)
2. Ensure the long-term viability of SS (**excellent/yes**)
3. Continue effective Education Program (**excellent/yes**)
4. Expand SS Green Business Program (**excellent/yes**)
5. Ensure programs contribute to resources (**fair/yes**)

Rate additional short-term goals

Good ideas – emphasize partnerships

Bad ideas – expand SS programs, expand SS counties

2010 Mid-Term Goals (3 year)

1. SS becomes a Board-led organization
2. SS programs are driven by locally expressed needs
3. Long-term financial stability with a diverse funding stream
4. Programs expand & grow into additional counties

Rate additional mid-term goals

Mid-Term Goal #1

SS becomes a Board-led organization

Rate the impact

- Excellent – 10%
- **Fair – 74%**
- Poor – 16%

Total comments - 14

Should it remain a 2011 short term goal?

- **Yes – 52%**
- No – 19%
- Not sure – 29%

Total comments - 9

Mid-Term Goal #2

SS growth driven by locally expressed needs

Rate the impact

- Excellent – 45%
- **Fair – 55%**
- Poor – 0%

Total comments - 7

Should it remain a 2011 short term goal?

- **Yes – 90%**
- No – 0%
- Not sure – 10%

Total comments - 5

Mid-Term Goal #3

Financial stability via diverse funding stream

Rate the impact

- Excellent – 26%
- **Fair – 57%**
- Poor – 17%

Total comments - 11

Should it remain a 2011 short term goal?

- **Yes – 94%**
- No – 6%
- Not sure – 0%

Total comments - 3

Mid-Term Goal #4

SS programs expand into additional counties

Rate the impact

- Excellent – 30%
- **Fair – 67%**
- Poor – 3%

Total comments - 10

Should it remain a 2011 short term goal?

- Yes – 32%
- No – 32%
- **Not sure – 36%**

Total comments - 17

Rate Other Mid-Term Goals



Goal description (great/neutral/bad)

Aim for a smaller, highly qualified SS staff (38/**52**/10)

Aim for a larger less qualified SS staff (3/23/**74**)

Focus SS efforts on policy change (36/**55**/9)

Focus SS efforts on grassroots engagement (**84**/16/0)

Develop a regional indicators program (45/**55**/0)

Select one annual SS signature initiative (**71**/23/6)

Total comments - 13

2010 Mid-Term Goals (3 year) – **SUMMARY**

1. SS becomes a Board-led organization (**fair/yes**)
2. SS programs are driven by local needs (**fair/yes**)
3. Financial stability and diverse funding (**fair/yes**)
4. Programs expand to add'l counties (**fair/not sure**)

Rate additional mid-term goals

Great idea – Focus on grassroots engagement, select a single annual SS signature initiative

Bad idea – Aim for a larger, less qualified SS staff.

Evaluate five alternatives

1. Consolidation with another non-profit
2. Adoption by larger institution
3. Permanent presence in K-12 schools
4. Consultant or “fee for service” model
5. Institutionalize sustainable practices

Other long-term goal suggestions

Consolidation with another non-profit

- Great idea – 23%
- **Neutral – 67%**
- Bad idea – 10%

Total comments - 16

Adoption by a larger institution

- Great idea – 39%
- **Neutral – 45%**
- Bad idea – 16%

Total comments - 18

Seek permanent presence in K-12 schools

- **Great idea – 74%**
- Neutral – 23%
- Bad idea – 3%

Total comments - 11

Pursue consultant model (fee for service)

- **Great idea – 61%**
- Neutral – 32%
- Bad idea – 7%

Total comments - 13

Institutionalize sustainable practices (focus)

- **Great idea – 77%**
- Neutral – 23%
- Bad idea – 0%

Total comments - 5

Do you have other long-term suggestions?

- Yes – 16%
- **No – 84%**
- Skipped question (6 of 31)

Total comments - 5

Long Term Goals



Evaluate five alternatives

1. Consolidation with another non-profit (**neutral**)
2. Adoption by larger institution (**neutral**)
3. Permanent presence in K-12 schools (**great**)
4. Consultant or “fee for service” model (**great**)
5. Institutionalize sustainable practices (**great**)

Other long-term goal suggestions

Summary of Key Ideas



Key ideas – that we can incorporate in 1 year Plan

- Raise awareness/visibility of SS.
- Education is a part of everything we do.
- Focus on fewer programs.
- Focus on programs that generate revenue.
- Focus on Green Business & Schools programs.
- Partner to increase impact and audience.
- Fundraising results must improve.
- Clarify Board/Staff roles and responsibilities.
- Local/grassroots engagement is fundamental.
- Evaluate all existing and any new programs.

Summary of Key Ideas

Other ideas – not in the results

- Internship program to augment SS staff
- Local food program – Rural Center grant program
- Green Growth program – WCS grant program
- Internal business practice review

PROPOSED – Five Goals (1 year)

1. Raise SS visibility (grant support)
2. Increase private fundraising revenue
3. Emphasize partnerships in all areas
4. Focus on core programs
 - Sustainable Practice in Business and Schools
 - Green Growth (grant support)
 - Local Food (grant and grassroots support)
5. Business/administrative overhaul

Program Committee Report



By Steven Singletary
Program Committee Chair

and

Jon Parsons (SS staff to Committee)

Committee's Job Description

Assist SS staff in evaluating new and existing programs, projects and initiatives, to ensure they are mission-fulfilling and build SS resources.

SS Mission

Through grassroots efforts we promote consensus and collaboration to preserve natural resources and enhance economic development, improving the quality of life in the region for current and future generations.

SS Resources

Money, staff, board, volunteers, members, partners.

Evaluation Process (see MacMillan Matrix)

Complete program/project description

Good fit to SS mission and abilities?

Are we in a strong competitive position?

Client loyalty; past funding success; quality of SS work in the area. Do we have the skills? Can we be advocates?

Is it an “attractive” program?

Are there funding opportunities? Attractive to volunteers?
Support from qualified partners? Measurable impacts?

Do other organizations cover this?

Check on SS resources

Does the program generate net revenue? Available SS staff,
Board, partner, volunteer capacity?

Program Impact

Depth and breadth of impact? Single community or regional?

SAMPLE EVALUATION – Air Quality Program

Complete Program Description

Combined Air Team – SS, Fort Bragg, Cumberland County focus. SS devotes small amount of staff time to this. 6-8 meetings per year. We staff the CombAT and engage in the outreach activities which we believe benefit us most. Good partners mostly reporting on work they would do with or without the CombAT. AQ Poster Contest. Climate Change topic does fall in this program area.

Good fit to SS mission and abilities? YES

Are we in a strong competitive position? WEAK

Client loyalty; past funding success; quality of SS work in the area. Do we have the skills? Can we be advocates?

SAMPLE EVALUATION – Air Quality Program

Is it an “attractive” program? **LOW**

Are there funding opportunities? Attractive to volunteers?
Support from qualified partners? Measurable impacts?

Do other organizations cover this? **NO**

Check on SS resources. **PARTNERS ARE KEY**

Does the program generate net revenue? Available SS staff,
Board, partner, volunteer capacity?

Program Impact. **LOW**

Depth and breadth of impact? Single community or regional?

SEE MacMillan Matrix – cell #8

“Work collaboratively to share the load or give it away.”

SS Staff Report



By Jon Parsons
SS Executive Director

SS Staff Report



- The **holidays** came and went
- **SS staff reorganized** to accommodate reduction-in-force
 - Board committee re-assignments on FR and Events committees
 - SEIP intern mentoring/supervision (Kea and Angela)
 - ALL STAFF to focus on revenue-generation (FR, programs)
 - Continue to support grant-funded projects (Brenda, Angela)
- Emphasize **film screenings** and CAT meetings in counties where we have active champions and engagement.
- Significant staff time will be devoted to **fundraising effort**.
- **Urban Farm Tour** planning will use staff resources Feb-May.
- Staff is developing and aggressively pursuing **SS outreach presentation** opportunities at “**other people’s meetings.**”
- We are actively recruiting **INTERNS** to assist with workload.
- Check the **website calendar** for events schedule.