



Strategic and Business Planning For Nonprofit Organizations

Public Interest Management Group is a consulting firm that delivers strategic planning and organizational development services to nonprofits and social enterprises. Our analytic methods empower nonprofit leaders to make well-informed decisions and position their organizations for impact, operational efficiency and financial sustainability.

Overview of Strategic and Business Planning

“Strategic planning” can mean many different things. PIMG’s approach is distinct. We guide a process of strategy development based on competitive advantage, deep financial analysis and tangible operational details.

We assess internal operations, research service needs, clarify competitive strengths and weaknesses, identify relevant best management practices and conduct rigorous financial modeling. This thorough process empowers organizational leaders to make informed decisions, manage risk and implement plans with confidence. It’s ideal for nonprofits facing growth opportunities, changing environmental conditions or internal challenges. The result is a high-level strategy that is backed up with solid ground-level details.

Most strategic plans sit on a shelf after a few months. Our process is designed to live on and evolve, as circumstances change, and adjustments become necessary. Modeling makes future refinements simple. Our plan documents are written to key external audiences, such as funding partners, to make a clear case for investment and support. This helps our clients tell a story of thoughtfulness, competence and ambition.

Business planning is a variation of strategic planning, focusing on new ventures, restructuring or realization of an existing broad strategy. We use a similar methodology and customize products for each client. See the example project summaries on page two.

Deliverables

- Organizational assessment findings (if included in scope of work)
- Formal Strategy Framework or Business Plan document
- Multi-year financial and staffing projections
- Balanced scorecard – a set of financial, operational and programmatic performance metrics
- Implementation framework and advice/coaching on implementation planning.

Timeline and Cost

Strategic and Business Planning projects often span between 4-6 months. Cost typically ranges between \$20,000-\$60,000, depending on the scope of work.

Inquiries and Additional Information

To discuss Strategic and Business Planning Services contact PIMG at (206) 282-7464.

For more detail on Public Interest Management Group’s services, methodologies, consulting team and publications see our website, pimgconsulting.com.



Strategic and Business Planning Example Projects

Social Service Provider with a Structural Deficit

A social service nonprofit with a \$3 million annual operating budget faced spiraling financial problems, as chronic budget shortfalls ate away at cash reserves, staffing levels and morale. The organization engaged Public Interest Management Group to stop the bleeding and chart a path forward. Deep financial analysis revealed the source of a structural deficit: the organization was losing money on two of its three major revenue-producing activities: State contract revenues were less than marginal costs, and fundraising activities were not cost-effective.

PIMG developed and tested several wide-ranging operational scenarios and facilitated a board-led decision-making process. Through a combination of expense reduction, re-focused fundraising and new contract terms, the organization stabilized finances. This positioned them to consider options such as merger, strategic alliance and program spinoff from a position of strength over the next several years.

Environmental Group with Long-Term Commitments

A conservation land trust needed a concrete business plan to complement its high-level program strategy. Land trusts are set up to be long-term stewards of ecologically-critical properties. They must be financially sustainable to ensure they can meet these responsibilities. Though the trust was strong and growing, financial results had fluctuated. Leadership recognized a need to better understand their business model. They also needed to understand where to focus fund development efforts and how to calibrate operations to ensure financial health.

Public Interest Management Group conducted a detailed business planning process, including a deep dive into financial reserves, revenue structure and staffing requirements. In a facilitated process, the staff-board Planning Committee considered several growth trajectories and operational configurations. The result was a detailed Business Plan that defined fundraising and reserve requirements, outlined parameters needed for consistent financial performance, and identified key sources of risk. The board adopted the plan, and will use it as a foundation for a capital campaign.

Housing Advocacy Startup Defines its Business Model

A new nonprofit formed with a bold goal: to promote inclusive, affordable housing on a national scale. Leadership had secured a large startup grant, and realized they had a limited window to define a sustainable business model.

Working with a small Planning Committee, the Public Interest Management Group consulting team conducted market research and financial modeling of a range of scenarios. The result was a Strategy Framework document that defined earned income and fundraising targets, a staffing growth plan, performance metrics and benchmarks over the next four years, and key cultural attributes needed for success. The board adopted the plan and staff leadership has used it to frame discussions with prospective funders and strategic partners.