



Using Strategic Planning to Grow

The Challenge

A nonprofit organization serving homeless veterans had a new approach to helping them. This approach, which involved providing a network of services and then holding the veterans accountable to their own actions in the group living quarters, proved to be very effective. However, it was not an easy program to scale up, leaving many veterans in the cold. The organization wondered what it should do in the future to extend its model.

We . . .

1. Met with senior leaders to define the challenges, to identify the main barriers to expansion, and to agree on a strategic planning process involving the Board of Directors, senior staff members and some invited guests.
2. Facilitated a strategic planning day, using many of the tools proven to unleash creative thinking and to ultimately lead to consensus.
3. Wrote up the new goals and approaches that emerged from the day – focusing on the most promising innovations.
4. Met with senior staff to agree on how to implement those approaches – including measures of success, actions to take and accountability.
5. Set up a system for the organization to monitor its progress on these plans at regular monthly staff meetings and quarterly Board meetings.

Schmalensee Partners' Approach

Results

- Not only did the organization serve more veterans in its home state, it expanded its services to include providing veterans with their own apartment complexes, managed by the veterans themselves.
- It expanded its model to many other states.
- It became a role model for serving veterans that received recognition from the U S Military as well as from the many communities where it operated.