
SAY Sí!

Implementation Plan: FY 2017

What will our specific, measurable accomplishments be over the next year?

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Participants:

Board Members

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Strategic Choices¹ for SAY Sí

Mission

*Serving San Antonio's youth, SAY Sí is a year-round, long-term, non-profit multidisciplinary arts-based youth development program that provides students opportunities to advance artistic and social skills in preparation for higher educational advancement and professional careers. (*to be revised)*

Customer Focus

Who do we serve?

Elementary, middle and high school students from all areas of San Antonio with the majority from low income schools without Arts curriculum.

Winning Proposition

What will we do differently or better than anyone else?

We strive to develop each individual student artist by enhancing their social, academic, cognitive and vocational competencies; improving their self-esteem and self-identity; and enhancing their character so that they will possess all the tools and motivation necessary to become productive, thoughtful citizens of our community.

Practical Vision

What do we want to see in place in 5 years as a result of our actions?

Expanded sustainable funding to achieve our mission; Equitable access to arts opportunities; Adequate staff with expert skills; Alumni success as creative leaders; Commitment to meaningful collaboration; Strong & engaged volunteer leadership; Inspired and safe spaces to serve the community; Trusted non-profit with high global recognition.

Key Strategies

What are those few things that will make the biggest difference?





- Taking care of our home
- Building strong SAY Sí Leadership
- Heightening brand awareness
- Making it rain!

Superior
Resource
Generation

Greater value
to those we
serve

¹ Pietersen, Willie, *Reinventing Strategy: Using Strategic Learning to Create & Sustain Breakthrough Performance*, New York, John Wiley & Sons, Inc., 2002, P. 62. (adapted from)

2017 GOALS

KEY STRATEGIES	2017 Goals	Success Indicators 2021
<p>Taking care of our “home”</p> 	<ul style="list-style-type: none"> ● Research & ID Alumni success tracking best practices (Q1) ● Assess efficiency of space & systems of building (Q1) ● 70:30 mix – low income students (Q3) ● Assess programs through “growth” lens (Q3) 	<ul style="list-style-type: none"> ● Alumni recognized for success ● Facility master plan is in place ● 80:20 mix – low income students ● Expanded opportunities to serve more youth ● Expanded art disciplines offered ● Plan & structure is in place for expansion
<p>Building strong SAY Si Leadership</p> 	<ul style="list-style-type: none"> ● Restructure Leadership Advisory Council (Q1) ● Increase staff/board interactions and programmatic presentations (Q1) ● Develop succession plan blueprint for board & staff leadership (Q1) ● Provide training & leadership development for Liaisons & mentors (Q2) ● Establish Alumni Council & hold 1st meeting (Q4) ● Increase board size, diversity and connections to 18 members (Q4) ● Expand staff to 13 (Q4) 	<ul style="list-style-type: none"> ● 21-member diverse board with connections ● Annual staff expansion plans are fulfilled ● Student leadership annual plans are developed and acted upon ● Alumni Council is in place ● Succession plan for board & staff leadership is in place ● Advisory Council is fully contributing and fulfilling requirements ● Regularly scheduled, intentional board staff interaction & communication
<p>Heightening brand awareness</p> 	<ul style="list-style-type: none"> ● Finalize promotional booklet (Q1) ● One feature story on SAY Si in national publication (Q2) ● Design 25th anniversary publication which celebrates SAY Si (Q2) ● Develop plan to increase ticket sales & attendance to fundraisers by 25% (Q3) ● Repackage existing media to tell SAY Si story (Q4) 	<ul style="list-style-type: none"> ● National coverage (Ted Talks, HBO, news features, etc.) ● Suite of materials showcase our story ● Increased # of community people are walking through our door ● Increased community engagement
<p>Making it rain</p> 	<ul style="list-style-type: none"> ● ID individual donors giving ≥\$10K, and corps. Giving ≥ \$25K (Q1) ● Develop & brand individual monthly giving program (Q4) ● Research & identify new local, regional & national funding opportunities (Q4) ● Build reserve funds (Q4) 	<ul style="list-style-type: none"> ● 3 month operations reserve in place ● \$250K facilities reserve in place ● ≥ 10 donors giving \$10K or more ● 3 corporations are giving \$25K each annually ● Individual giving program established

IMPLEMENTATION PLAN

Key strategy: Taking care of our "home"		Goal Title (what): Research & ID alumni success tracking best practices		
Intent (why) In effort to highlight their success & involve them in SAY Si more				Start date: 10/16 End date: 3/17
Implementation Steps			Who	By When
1. Create list of orgs that have success & strong Alumni network			Ashley & admin staff	12/16
2. Reach out to those orgs – how do they keep track			" "	1/17
3. Analyse what we can adopt from findings			" "	3/17
Coordinator: Ashley Team Members: Nicole, Jason, Mike	Collaborators or Partners: Admin staff	Evaluation measures: Google sheet that orgs our findings	Budget:	Next meeting date:

Key strategy: Taking care of our "home"		Goal Title (what): Assess efficiency of space & systems of building		
Intent (why) To ID deficiencies & maximize efficiency				Start date: 12/16 End date: 3/17
Implementation steps			Who	By When
1. Gather all building plans from all phases of work & compare w/ existing conditions			Mike	1/1/17
2. HVAC/ electrical surveys by maintenance teams			Jason, Mike	1/31/17
3. Interview staff to determine the use of all spaces			" "	" "
4. Document building exterior & site to identify branding opportunities			team	1/15/17
5. Address the roof situation				
6. Document changes necessary for immediate improvements			team	3/15/17
7. Develop plans for long term master plan			team	3/31/17
Coordinator: Jason Team Members: Mike, Nicole, Ashley	Partners: HVAC & electrical contractors	Evaluation measures:	Budget:	Next meeting date:

Key strategy: Taking care of our “home”		Goal Title (what): 70:30 mix – low income students		
Intent (why) To better serve low income young artists – serve our mission				Start date: End date:
Implementation steps (how):			Who	By When
1. Identify target schools & gather teacher/ admin contacts			Ashley, Admin staff	11/16
2. Develop relationships with schools/ schedule recruitment presentations			staff	
3. Put on calendar – coordinate with appropriate staff			“ “	Dec, Apr, Mary
Coordinator: Ashley Team Members: Nicole, Jason, Mike	Collaborators or Partners: Admin staff	Evaluation measures: Student demographics	Budget:	Next meeting date:

Key strategy: Taking care of our “home”		Goal Title (what): Assess programs through “growth” lens		
Intent (why) To know where we are/how well we’re doing before we grow				Start date: 11/16 End date: 9/17
Implementation steps (how):			Who	By When
1. Outline all the aspects of our program that we can measure (SMART- SWOT)			Nicole & all staff	12/16
2. Research other SWOT program assessments – consult BAT student			?	11/16
3. See how we’re meeting and not			Nicole	
4. Measure what we’re not currently measuring			Nicole & all	6/17
5. Collect & aggregate data each/all aspects of program			Nicole & data person	9/17
Coordinator: Nicole Team Members: Ashley, Mike & Jason	Collaborators or Partners: Program & admin staff + P16, data expert, Trinity Univ. BAT	Evaluation measures: Checklist above	Budget: Intern stipend	Next meeting date:

Key strategy: Building strong SAY Si Leadership		Goal Title (what): Restructure Leadership Advisory Council		
Intent (why) Strengthen Council leadership to promote/ connect SAY Si				Start date: 1/17 End date: 12/17
Implementation steps (how):			Who	By When
1. Convene co-chairs to plan & schedule: a. Revise process/ policies for Council b. Introduce new leadership			Jon, Dora, Council co-chairs	1/17
2. Create menu of opportunities – resources/ connections			Jon, Dora & Council co-chairs	1/17
3. Quarterly social meetings w/ board included. 2 co-chairs/meeting			Council co-chairs	12/17
Coordinator: ED Team Members: Council co-chairs	Collaborators or Partners: Exe. Committee board, admin staff	Evaluation measures: Tracking & evaluating opportunities database	Budget:	Next meeting date:

Key strategy: Building strong SAY Si Leadership		Goal Title (what): Increase staff/board interactions & programmatic presentations		
Intent (why) To educate the board on SAY Si programmatic areas & to give staff an opportunity to connect & communicate w/ board members for better exchange of ideas				Start date: 1/17 End date: 2016
Implementation steps (how):			Who	By When
1. Develop annual plan for staff presentations at board meetings (9)			ED & board chair	1/17
2. Introduce staff members @ 1/17 board mtg a. Include the staff presentations calender @ mtg			“ “	“ “
3. Survey board on weekly update & revise as needed			“ “	3/17
Coordinator: Team Members: Jon, Dora, Gisha	Collaborators or Partners: Studio & Admin staff	Evaluation measures: Board self-assessment & survey	Budget:	Next meeting date:

Key strategy: Building strong SAY Si Leadership		Goal Title (what): Develop succession plan blueprint for board & staff leadership		
Intent (why) To implement long-term strategy for organization success				Start date: 1/17 End date: 12/17
Implementation steps (how):			Who	By When
1. Develop staff blueprint			ED	Q1
2. Develop board blueprint			President	Q1
3. Review both blueprints w/ staff & research national succession process best practices			ED & Pres	Q3
4. Review/ update plan				Q4
Coordinator: ED Team Members: ED & Pres	Collaborators or Partners: Exe, Admin staff	Evaluation measures: Review/ update our plan vs. national work	Budget:	Next meeting date:

Key strategy: Building strong SAY Si Leadership		Goal Title (what): Provide training & leadership development for Liaisons & Mentors		
Intent (why) To strengthen mentors & liaison leadership capacity & skills. Thus, they'll provide a better experience for all students				Start date: End date:
Implementation steps (how):			Who	By When
1. Determine a plan for the type of training mentors & liaisons need			Studio staff & Nicole	Q1
2. Develop a training plan (based on different program needs)			“ “	Q2
3. Implement the plan			“ “	Q3
4. Create an assessment process for individual mentors & group assessment for liaisons			“ “	Q4
Coordinator: Team Members: Dora, Jon, Gisha	Collaborators or Partners: Studio staff	Evaluation measures:	Budget:	Next meeting date:

Key strategy: Building strong SAY Si Leadership		Goal Title (what): Establish Alumni Council & hold 1st meeting		
Intent (why) To strengthen alumni leadership to promote & connect SAY Si				Start date: End date:
Implementation steps (how):		Who	By When	
1. Review current alumni database: update, expand using survey – gather skills, background & interests		Jon, Nicole & alumni	Q1	
2. Announce the intention of a Council & invite alumni to participate – survey with questions about what they want		“ “	“ “	
3. Establish Steering Committee – set up selection process for Steering committee & Council		“ “	“ “	
Coordinator: Team Members: Dora, Jon, Gisha	Collaborators or Partners: Nicole & Alumni	Evaluation measures:	Budget: \$0	Next meeting date:

Key strategy: Building strong SAY Si Leadership		Goal Title (what): Build board to 18 members, diverse & connected		
Intent (why) To have strong advocates & leaders committed to SAY Si				Start date: 1/17 End date: 12/17
Implementation steps (how):		Who	By When	
1. Clarify current demographics & skill/ connection sets. Identify gaps.		Chair/ committee	Q1	
2. Determine potential member profiles. Set goals for recruitment			Q2	
3. Go through new recruitment process. Add/ include new member survey to confirm organizational goals of potential members. Choose new members based on survey/ goals			Q3	
4. Complete on-boarding process: review survey w/ committee			Q3	
Coordinator: Team Members: Chair, governance committee	Collaborators or Partners: President, ED	Evaluation measures: Board Self Assessment/ survey	Budget: \$0	Next meeting date: March 2017

Key strategy: Building strong SAY Si Leadership		Goal Title (what): Staff expansion		
Intent (why) To build capacity for organizational success				Start date: 1/17 End date: 12/17
Implementation steps (how):		Who	By When	
1. Review current staffing		ED	Q1	
2. Identify needs/ gaps		“ “	“ “	
3. Set goals for structure		“ “	“ “	
4. Find/ develop resources		ED/ staff/ board	Q 2,3	
5. Find PT program staff		ED	Q4	
6. Move PT to FT staff		ED	Q4	
Coordinator: ED Team Members:	Collaborators or Partners: Admin staff	Evaluation measures: Review process/ timeline for success	Budget: \$\$\$	Next meeting date:

Key strategy: Heightening brand awareness		Goal Title (what): Finalize promotional booklet		
Intent (why) Tool for promotion			Start date: End date:	
Implementation steps (how):			Who	By When
1. Review content to insure it is sustainable for a 5 year period			Stephen Guzman	11/16
2. Create digital version			“ “	12/16
3. Print enough to last one year			“ “	1/17
4. Distribute			“ “	1/17
5. Observe how booklet is being used			“ “	3/17
6. Determine if additional support material is needed			“ “	3/17/17
7. Annually update & re-print			“ “	1/17
Coordinator: Stephen Guzman Team Members: Admin team	Collaborators or Partners:	Evaluation measures: complete	Budget: printing	Next mee17ting date:

Key strategy: Heightening brand awareness		Goal Title (what): One feature story on SAY Si in national publication		
Intent (why)			Start date: End date:	
Implementation steps (how):			Who	By When
1. Develop pitch/ story			Stephen	12/16
2. Develop objectives & achievements			“ “	1/17
3. Identify publications to target (Texas Monthly, Tech Press, Youth Today, After School Monthly)			“ “	“ “
4. Find media contacts & cultivate relationships			“ “	2/17
5. Submit story/ press release			“ “	3/17
Coordinator: Stephen Team Members: Admin team	Collaborators or Partners:	Evaluation measures: coverage	Budget:	Next meeting date:

Key strategy: Heightening brand awareness		Goal Title (what): Design 25 th anniversary publication that celebrates SAY Si		
Intent (why) Create history of SAY Si told through art, the move, etc				Start date: End date:
Implementation steps (how):			Who	By When
1. Vision meeting (theme goals)			Jon, Stephen	
2. Assemble list of contributors (Alumni, friends of SAY Si w/ access)			Program staff	
3. Establish committee to curate art, essays, other content				
4. Do audit of available media & materials			Admin & program staff	
Coordinator: Stephen Guzman Team Members:	Collaborators or Partners: Alumni	Evaluation measures:	Budget:	Next meeting date:

Key strategy: Heightening brand awareness		Goal Title (what): Develop plan to increase ticket sales & attendance to fundraisers by 25%		
Intent (why) To increase community engagement				Start date: End date:
Implementation steps (how):			Who	By When
1. Identify current ticket sales			Stephen	1/17
2. Establish dollar amount to be raised			“ “	2/17
3. Collect zip codes & data to track attendees			“ “	3/17
4. Study past sales & attendance			“ “	4/17
5. Develop strategies to increase ticket sales			“ “	6/17
6. Assess performance			“ “	11/17
Coordinator: Stephen Team Members: Admin team	Collaborators or Partners: Gustavo & admin	Evaluation measures: Meeting ticket sales	Budget:	Next meeting date:

Key strategy: Heightening brand awareness		Goal Title (what): Repackage existing media to tell SAY Si story		
Intent (why)				Start date: End date:
Implementation steps (how):			Who	By When
1. Audit/ inventory all materials			Stephen Guzman	2/17
2. Create central place/ home for all materials			“ “	5/17
3. Develop system standards for organization			“ “	10/17
4. Determine if any pieces are missing			“ “	11/17
5. Create-develop-find missing pieces			“ “	12/17
Coordinator: Stephen Guzman Team Members: Admin team	Collaborators or Partners:	Evaluation measures: Did we do it?	Budget:	Next meeting date:

Key strategy: Increase visibility and influence		Goal Title (what): ID donors giving ≥\$10K & corporate donors giving ≥\$25K		
Intent (why) To identify donors				Start date: End date:
Implementation steps (how):			Who	By When
1. Donors \$10,000 + (indiv)			Gustavo	Q1
2. Corporate donors \$25,000+			“ “	“ “
Coordinator: Gustavo Team Members:	Collaborators or Partners:	Evaluation measures: Getting it done	Budget:	Next meeting date:

Key strategy: Increase visibility and influence		Goal Title (what): Develop and brand individual monthly giving club		
Intent (why) To have ongoing monthly donors				Start date: End date:
Implementation steps (how):			Who	By When
1. Pull list current donors (including monthly donors) up to \$10K			Gustavo	Q1
2. Develop brand			Stephen, Gustavo	Q2
3. Launch campaign			“ “	Q3
4. Close 25 new/current monthly donors			Gustavo	Q4
5. Stewardship event for donors			Gustavo, Admin	Q2/ '18
Coordinator: Gustavo Team Members: Stephen	Collaborators or Partners: Admin staff	Evaluation measures: Staying on timeline Meeting 25 donor goal	Budget: \$500 - \$1000 (event, mailouts, rewards)	Next meeting date:

Key strategy: Increase visibility and influence		Goal Title (what): Research & identify new local, regional & national funding opportunities		
Intent (why) To identify new funding opportunities				Start date: 1/17 End date: 12/17
Implementation steps (how):			Who	By When
1. Create partnership proposal with local university for a development intern			Gustavo	Q1
2. University outreach with proposal			Gustavo (discuss w/ staff & board)	Q2
3. Secure & train intern			Gustavo & Jon	Q3
4. Develop research opportunity report			intern	Q4
Coordinator: Gustavo Team Members:	Collaborators or Partners: Staff/ board	Evaluation measures: Meeting steps on time	Budget:	Next meeting date:

Key strategy: Increase visibility and influence		Goal Title (what): Build reserve funds to total of \$117,500		
Intent (why) Financial security for SAY Si				Start date: End date:
Implementation steps (how):			Who	By When
1. Solicit ___% funds from Board & LC			Jon, Board & LC chairs	Q1
2. Conversation about allocating amount of excess funds to go to reserves			Jon, Board	Q1
3. Identify reserve funding opportunities			Gustavo/ intern	Q3
4. Secure total funds (\$117,500) to meet 1-year goal			all	Q4
Coordinator: Jon Team Members: Gustavo, intern	Collaborators or Partners: Board	Evaluation measures: Following timeline Meeting targets: \$50K facility reserve, \$67,500 operations reserve	Budget:	Next meeting date:

About Mary Flanagan & Strategy & Leadership. . .



Strategy and Leadership, LLC provides group facilitation, consultation and training to businesses and organizations. Strategic and project planning, organizational development, team building and leadership effectiveness are common topics of client engagements. The company has offices in Nashville TN and San Antonio TX.

Mary's work with Strategy and Leadership began in 2003 and builds on 25 years' prior experience in planning, project development, fund raising, coalition building, board governance, leadership development and management in the nonprofit arena. Her list of clients includes the University of Texas Health Science Center at San Antonio, Rack Space, The San Antonio Symphony, Texas Public Radio, United Way, Our Lady of the Lake University, Trinity University, UTSA, Charity Ball Association, San Antonio Area Foundation, Girl Scouts of Southwest Texas, Valero Energy Corporation, City of San Antonio, Bexar County, Texas Nurses Association and more. With every client, she helps groups clarify the issues/challenges they need to address, and helps them create

working solutions they believe in.

Mary holds a Master's degree in Social Work from the University of Houston Graduate School of Social Work with a focus on community & organizational development, and a BA with Honors from the University of Texas at Austin. She is licensed as an Advanced Practitioner of Social Work in Texas (LMSW-AP). She is a Mentor Trainer through the Institute of Cultural Affairs, and has been awarded master facilitator status and carries a national certification, Certified ToP Facilitator (CTF). She has served on numerous professional and community committees and boards, and continues to lead in such capacities.

Mary has been married for almost 38 years & has a son & a daughter, both adults. She has been a long distance runner & completed 6 marathons. She now enjoys walking, hiking and cycling as alternative endorphin-producing forms of exercise.