



Conservation Impact provides comprehensive organizational development consulting to nonprofits and related public agencies dedicated to environmental quality and natural resource protection. Founded in 1996, Conservation Impact has worked on more than 765 projects with nearly 500 organizations nationwide and internationally.

The company specializes in strategic planning and positioning, marketing, and organization analysis and development. We use an Integrated Strategy approach that looks at organizational identity, capacity, and constituents. We help our clients go to their next level of development. The Conservation Impact staff bring significant expertise in nonprofit management, marketing, and conservation planning with degrees in biology, ecology, environmental conservation, nonprofit management, and public administration.

Conservation Impact's sister company, Nonprofit Impact, provides consultation and training to organizations and agencies dedicated to community and public health, education, and human services.

For more information about the companies, our team, or our work, please call us at 303.223.4886 or visit us online at www.conservationimpact.com



Shelli Bischoff-Turner ■ Karen Buck ■ Leni Wilsmann ■ Kristen Grigsby



1792 Wynkoop Street, Suite 307 | Denver, CO 80202
303.223.4886 | www.conservationimpact.com



Creating a More Successful and Sustainable Watershed Organization

New Mexico Watershed Forum
by Shelli Bischoff-Turner
September 29, 2010



For More Information

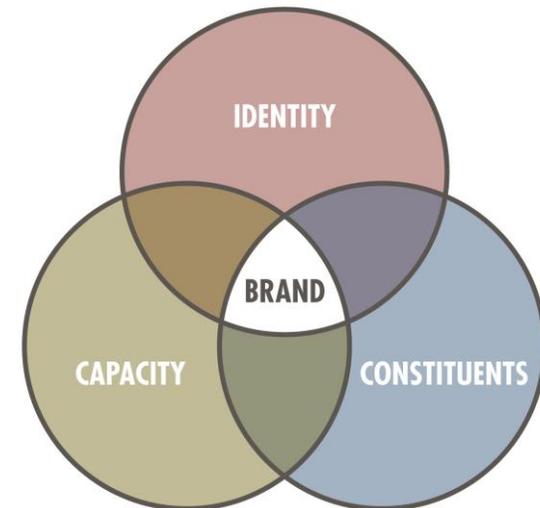
If you would like more information about this topic, visit our Website at www.conservationimpact.com. We have a variety of resources for your use:

An Integrated Strategy for Nonprofit Success and Sustainability

From Strategic Planning to Strategic Positioning

Beyond Marketing: Becoming a Constituent-Centered Organization

Integrated Strategy for Sustainability



© 2010 Conservation Impact

Organizations with a strong, consistent, coherent identity; a broad-based, engaged and loyal constituency; and the capacity to do the work are successful and sustainable. Brand emerges from the integration of identity, constituents, and capacity. Brand is what makes the organization distinct and distinguishable. It is that distinction that attracts the support and resources necessary to sustain a program.

Sustainability

Having the human, financial, technological, and organizational resources to provide services to meet needs and attain results towards mission on an *ongoing basis*. Sustainability requires the organizational / programmatic infrastructure to carry out core functions *independent of individuals or one-time opportunities*.

Sustainability Assessment

Next Level



Next level refers to an organization's ability to leverage assets and brand to be more successful towards achieving mission-related results; to reach and engage a larger and more supportive constituency; and to be more strategically, operationally, and financially focused, stable, and sustainable

Brand

- Emerges from being who you are – consistent and constancy of purpose and direction
- Your distinct “personality”
- The essence emerges
- A strong brand, position, and image gives you power to reach people, to help people make choices, and to achieve strategic goals

What impact does your organization/ program want to make?
What is your distinct strategic focus or value proposition?
What are the 3 or 4 core outcomes you will achieve over the next few years?
What is the single, consistent message?
Who are your 2 or 3 core constituents (target markets)?
Describe your core constituent's values, attitudes, lifestyles, and behaviors relative to the program?
How do you reach and engage core constituents to lead to long-term engagement and support??
What are your 2 or 3 key strategic partnerships? What do you bring to the partnership and what do you expect in return?
What are the core functions (groups of activities) necessary to achieve strategic goals?
How does our systems and structures support your strategies?
What does each individual who sits on your committee, advisory group, or coalition bring to the table and why are they there?
How are all systems and roles integrated to promote identity and reach core constituents?
What is the essence of the program? (What is at the heart of identity, constituents, and capacity?)
How is the brand communicated in everything you do?

Sustainability

Considerations for Sustainability

- The organization and its programs are intentional and supports documented community needs (not just a way to chase money).
- There is a commitment from leadership that the organization is necessary whether or not there is immediate grant funding.
- Results (even long term) are defined and measurable (not just activities).
- Programs directly relates to the organization strategic focus areas or goals (is critical to success, not just nice to have).
- The organization has a clear identity and programs are integrated.
- The organization builds a supportive constituency beyond the “usual” players.
- Diversified funding is determined feasible and is part of organizational development.

Actions

- Understand the larger operating environment and your “place” in that context: trends and issues; competitors.
- Create the longer-term strategic plan and measure daily decisions with the long term in mind.
- Leadership to make deliberate decisions.
- Understand and integrate the organization throughout the community – from the beginning.
- Create strategic partnerships to champion the cause/ organization.
- Build constituency.
- Build culture, systems, structures to support operations.
- Understand the core functions that must be sustained.

Identity

Strategic Planning and Positioning

- Clarity and constancy of purpose
- Program/ service definition
- Value added
- Unique and indispensable niche

Strategic: calculated and deliberate decisions based on internal, external, and market context and current and future trends and conditions; organization-wide, cutting across all programs.

- The Plan
 - Mission, vision, values
 - *Position, image*
 - Imperatives
 - Goals
 - Objectives
- The Process
 - Situation and positioning analysis
 - Strategic *decisions*
 - Direction setting
 - *Implications*

Strategic Positioning – Critical in Becoming Indispensable

- Become a “must have” not a “nice to have”
- Understanding, defining, and occupying a distinct niche and “owning” that niche to provide competitive advantage
- Leverage value and assets to create distinction in a sphere of influence
- Defines opportunities, gaps, and competitive advantage
- Defines the program’s footprint or sphere of influence
- Provides opportunity to go to next level

Constituents

Turning members / participants / partners to loyal, engaged constituents

- Participant to constituent
- Outreach and numbers to ownership and engagement
- Deliberate, strategic partnerships

Constituency Building (Using a Marketing Approach)

- Analysis
- Core constituents
- Adapting program / service to meet needs
- Align outreach strategies for audience
- Maintain visible and positive public image
- Note about pricing / signal value
- Define specific partnerships and manage accordingly

Constituent Centered

- “Intimately” understand audience segments
- Leverage participant success – PROMOTE, TELL THE STORY
- Constituent engagement makes every contact an opportunity to build loyalty and engagement
- Being constituent-centered integrates constituents into everything you do and... sees the world through the eyes of the constituent
- Creates meaningful, two-way relationships, long term, sincere.
 - Treat everyone as if they were “the one”/ the major donor
- Moves from awareness, to action, to engagement, to loyal, long-term commitment
 - Ongoing opportunities for involvement
- Everyone becomes a “constituent relationship manager”

Capacity

Align the Organization

- Organizational alignment develops the organization to align with strategic position and core constituents
- When internal or external conditions change, the organization / program needs to change
- Alignment say the infrastructure has to facilitate success and sustainability
- Organizational development is much more than restructuring.
- Building capacity is more than just funding (see components on next page)
- Building capacity may mean reevaluating the fundamental business model

*Organizational Development: A multi-disciplinary, systems approach to enhance and improve individual and organizational performance and effectiveness.
About change and growth.*

Process

- Analysis
- Critical issues
- Structure, staffing, culture
- Leadership and governance
- Organizational alignment
- Defining the business model
- Redefining assets
- Institutional standards, policies, and practices
- Institutional “memory”