



*Ideas to Dollars: Putting your
Strategic Plan into Action*
*A presentation for the FNHDA Wellness
Webinar*





Who is AFOA BC?

OUR STORY...

- AFOA BC was founded in 1996 as a non-profit organization to assist in the professional development and networking of Indigenous Finance Managers
- Our mandate now is inclusive of Nation Administrators & Managers, Elected Officials, Economic Development Corporations and Community Members
- Today, AFOA BC has more than 300 members, and we continue to grow in our membership services and offerings
- As First Nations are progressing in their efforts to take their rightful place in the economy and self-governance, building internal capacity is more important than ever



Strategic, Business and Financial Plans

Planning



**Comprehensive
Community Plan**

Strategic Plan

**Departmental Business
Plan**

**Financial Plans
(Budgets, etc.)**

**Evaluation Plans
(Performance
measures)**

**Activities/Work
Plans**

Starts with Strategic Plan Leads to Business Plan

Strategic Plan

- Looks to the future (20 years, 7 generations)
- Reflects the values and vision of the community
- Integrates programs and resources
- ...is general in nature

Business Plan

- Ways and means for strategic plan implementation – performance measures
- Sets specific scheduled goals and objectives
- 5 years duration
- Financial plan integral to the business plan

Review these plans annually

What comes first?

- Business plan- what activities will take place over next 5 years.
- Financial plan – budget (5 year)
- Work plans – what activities are you going to do and when
- Performance measures and SMART Goals- how you measure your success

Capital Budget

- The process starts with the Capital budget
- Start with a “Wish List”
- Capital drives operating expenditures and sometimes revenue as well

Examples:

- New van for patient travel - if replacement R&M goes down; if new need operating costs increased
- New Health building- operation costs for building (old building costs gone) Perhaps program costs?



Capital Budget

- Should be 5 to 10 years
- This is where your strategic plan goals will be seen
- This is where community members can understand what the plan is
- Builds optimism

Operating Budget

- Follows Capital budget
- Usually do a 5-year operating budget
- First year is hardest and becomes easier
- Know that the further out you go the less accurate it may be
- CFO needs to provide parameters in building budget - assumed inflation; detailed wage information; admin fees; insurance numbers



Operating Budget

- When building budgets need to keep notes on how you came up with numbers (helps you remember how you arrived at total)
- Consider fixed and variable costs
- Look for economies of scale with other departments
- Managers usually best know what is needed
- Remember- look to your Finance Department for help and support

Budget Adjustments



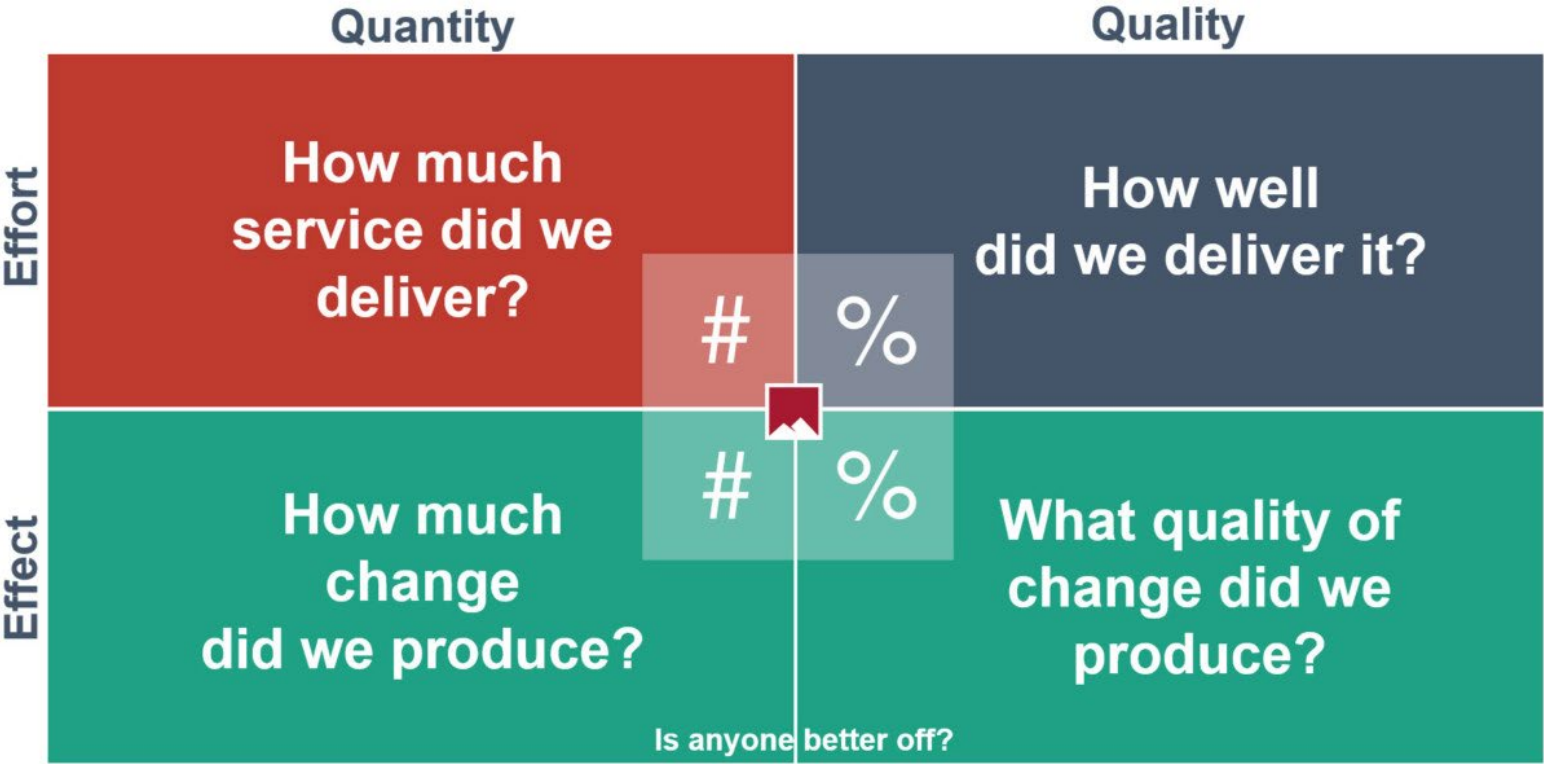
Options available:

- Reallocate funds
- Cut services
- Approve deficits?
- Provide budget for new funds



Performance Measures and SMART Goals

Performance measures pureimpact.com



Performance measures need to be in work plans

Effort

- ✓ how much did you do and how well?

Effectiveness

- ✓ did you have the effect you were striving for?
- ✓ did you advance strategic objectives?

Economy

- ✓ did you do it on budget?
- ✓ if possible comparisons to like organizations; what did it cost in comparison to others?

Performance measures

Example wellness workshops

Effort

- *Quantity* - How many community members attended
- *Quality* - Perhaps a survey of attendees on how they felt after the workshop

Effect – A measure to tie into strategic plan;

- *Quantity* – were there fewer members sick?
- *Quality* - in survey – how many members said they had fewer doctor visits?

SMART goals

Specific	What are you trying to accomplish, who is affected?
Measured	How are you going to measure the result?
Achievable	Is this possible given the time constraint? (a year if tied to budget)
Relevant	Will this goal accomplish what is needed? Does it mesh with the strategic plan?
Time Sensitive	Have you set a time constraint to achieve it?

Performance measures to Smart Goals

Wellness workshop SMART goals

Effort

- *Quantity* –20 member capacity. 1 day/week; 50 weeks/year; 90% occupancy.
50 workshops per year; 900 workshop spots
- *Quality*-A survey of attendees. Last year 80% satisfaction ratio.
85% satisfaction

Effect – A measure to tie into strategic plan;

- *Quantity*- last year there were 500 available doctor appointments with 90% filled
This year 85% of available doctor appointments are filled
- *Quality*- last year 60% of attendees said they felt better after attending the workshops
This year 65% of attendees say they feel better

Specific – Measurable – Achievable – Relevant - Time sensitive



Real life
example

Strategic Goal - Fully operational Health Centre

1. What does that look like?
 - What services will it provide
 - How big will it be
 - How many staff do you have to accommodate
2. When do you want it operational by?
 - How long will it take to build
3. Where will you put it?
 - Is it CP land or Band owned land
 - Lands department integration – what do they require
 - Infrastructure availability
4. Funding or financing?



Sto:lo Wellness Centre

Strategic Goal - Fully operational Health Centre

Determined a 5 year time horizon:

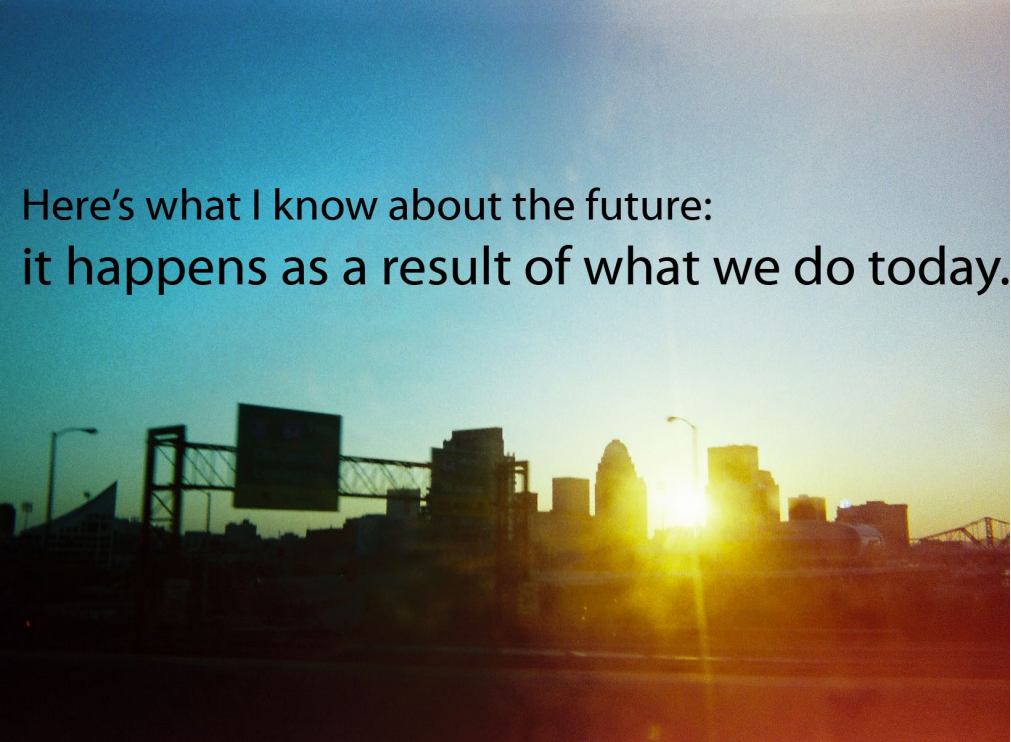
1. Year 1
 - pre-planning
 - costs to Health department
 - costs to Lands department
 - infrastructure costs
2. Year 2
 - construction starts
 - other considerations?
3. Year 3
 - construction continues
 - other considerations?
4. Year 4
 - staffing considerations
 - program considerations
 - Operational costs to maintain building
5. Year 5
 - Integrate into operational budget



Songhees Wellness Centre

Looking to the future...

- Clear strategic goals
- Start with “wish lists” and then fit the puzzle together
- Partner with other departments to build economies of scale
- Find innovative ways to achieve your goals
- Set performance measures and SMART goals
- Celebrate your successes!!!!



Here's what I know about the future:
it happens as a result of what we do today.

THANK YOU

Wendy Ham CPA, CGA, CAFM

Executive Director, AFOA BC

executivedirector@afabc.org

604-925-6370

