

A circular wreath of various botanical illustrations, including ferns, red and green leaves, orange flowers, and purple flowers, surrounding a central white circle.

Curt Guaglianone, Ed.D.

# Master Gardener Strategic Planning

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Presentation title

# Agenda

February 2/3, 2024

Introductions

Purpose and Scope

SWOT Analysis

Define Guiding Principles

Draft Mission & Vision

Strategic Goal Setting

Summary









# Purpose and Scope

Purpose of our work together:

- Review/Renew Mission and Vision of the Master Gardeners of Yakima
- Develop a 5-year Strategic Plan for Master Gardeners of Yakima
- Opportunity to build upon great friendships and a common purpose

Scope of our work together:

Create a 5-year Strategic Plan... not a Business Work Plan.





Presentation title

# One Page Strategic Plan

## Strategic Plan:

- Assess the current environment of an organization
  - Guiding Principles and Mission
- Establish future Priorities, Goals, and Actions
- Describes the strategies it will implement to reach them
  - Performance Indicators, Vision, Implementation

## Business Plan:

- Describe the foundations of an organization
- Describe organizational leadership structure
- Present organizational capabilities, industry, market(s) in which it operates
- Outline plan for generating revenues and its financial projections

# One-Page Strategic Plan



STRATEGIC PLAN			
<b>FOUNDATION</b> Our Mission - Why do we exist?  Our Core Values: How will we behave?	<b>STRATEGIC PRIORITIES (3 YEAR), COMPANY GOALS (1 YEAR), ACTIONS (90 DAYS)</b> <div>Financial Results</div> <div>Strategic Priorities 2019 Goals</div> <div>Customer Success</div> <div>Strategic Priorities 2019 Goals</div> <div>Internal/Operational Excellence</div> <div>Strategic Priorities 2019 Goals</div> <div>People Expertise</div> <div>Strategic Priorities 2019 Goals</div>		<b>KEY PERFORMANCE INDICATORS</b> How we measure success?
<b>COMPETITIVE ADVANTAGE &amp; STRAT.</b> How will we win?  How will we play?	<b>VISION</b> Where are we going?		
	<b>IMPLEMENTATION</b> How will we hold ourselves accountable?		



Questions?







# Articles of Incorporation Purpose

1. To enhance and supplement the effort of the Washington State Master Gardener program and thereby to provide education and information on horticulture to the citizens of Yakima County.
2. To raise funds to be used to supplement and enhance the Master Gardener program of Washington State University Cooperative Extension.
3. To Facilitate an exchange of ideas and information between individual members of this chapter through periodic newsletters, meetings, and seminars.





# SWOT Analysis

Internal: Strengths, Weaknesses;      External: Opportunities, Threats



# What are our strengths?



- Strength analysis is a quick way of examining your organization by looking at the internal strengths.
- 1. At your table assign Facilitator; Time Keeper; Recorder.
- 2. Think back over the past five years (2019) – Where were you?
- 3. Power-Brainstorm for 5 minutes (timekeeper) – Each person states a strength, and keep going until you run out of ideas, no repeats and if you don't have any ideas say “pass.” Recorder is to record all of the answers.
- 4. Facilitator lead a discussion for 5 minutes (timekeeper) and agree on the top five strengths and Recorder list on chart paper.

# What are examples of strengths?



- 1. Knowledgeable and Experienced Volunteers:** The association likely has a team of dedicated and knowledgeable volunteers with significant experience in gardening.
- 2. Community Engagement:** Strong ties with the local community, fostering a sense of trust and credibility.
- 3. Training Programs:** Successful training programs for members, ensuring a high level of expertise and skill among volunteers.
- 4. Partnerships:** Existing partnerships with local businesses, nurseries, and educational institutions, enhancing resources and support.
- 5. Diverse Skill Set:** A diverse range of skills among members, potentially covering various aspects of gardening and horticulture.



# What are our weaknesses?



- Weakness analysis is a quick way of examining your organization by looking at the internal weaknesses
- 1. At your table assign Facilitator; Time Keeper; Recorder.
- 2. Think back over the past five years (2019) – Where were you?
- 3. Power-Brainstorm for 5 minutes (timekeeper) – Each person states a weakness, and keep going until you run out of ideas, no repeats and if you don't have any ideas say pass. Recorder is to record all of the answers.
- 4. Facilitator lead a discussion for 5 minutes (timekeeper) and agree on top five threats from the list and recorder write them on the chart paper.

# What are examples of weaknesses?



- 1. Limited Resources:** Possible constraints on financial and human resources, impacting the scope of activities and programs.
- 2. Dependency on Volunteers:** If there's heavy reliance on volunteers, there might be challenges in maintaining consistency and reliability.
- 3. Technological Gaps:** Lack of integration of modern technologies in gardening practices or administrative processes.
- 4. Limited Visibility:** The association may not be well-known outside its immediate community, limiting its reach and impact.
- 5. Succession Planning:** Potential issues related to leadership succession and continuity of key roles.

# What are our opportunities?



- Opportunity analysis is a quick way of examining your organization by looking at Opportunities.
- 1. At your table assign Facilitator; Time Keeper; Recorder.
- 2. Think back over the past five years (2019) – Where were you?
- 3. Power-Brainstorm for 5 minutes (timekeeper) – Each person states an opportunity, and keep going until you run out of ideas, no repeats and if you don't have any ideas say pass. Recorder is to record all of the answers.
- 4. Facilitator lead a discussion for 5 minutes (timekeeper) and agree on top five opportunities from the list and recorder write them on the chart paper.

# What are examples of opportunities?



- 1. Education and Outreach Programs:** Expanding educational programs to schools or community centers to enhance gardening awareness.
- 2. Online Presence:** Developing a strong online presence through a website or social media to reach a broader audience.
- 3. Collaborations:** Exploring partnerships with local government, environmental organizations, or other community groups for joint initiatives.
- 4. Market Trends:** Capitalizing on emerging trends in sustainable gardening, organic practices, and urban gardening.
- 5. Grant Opportunities:** Seeking and securing grants for specific projects, events, or educational initiatives.



# What are our threats?



- Threat analysis is a quick way of examining your organization by looking at external threats.
- 1. At your table assign Facilitator; Time Keeper; Recorder.
- 2. Think back over the past five years (2019) – Where were you?
- 3. Power-Brainstorm for 5 minutes (timekeeper) – Each person states a potential threat, and keep going until you run out of ideas, no repeats if you don't have any ideas say “pass.” Recorder - record all of the answers.
- 4. Facilitator lead a discussion for 5 minutes (timekeeper) and agree on list of top five threats and recorder list on chart paper.

# What are examples of external threats?



- 1. Weather Challenges:** Unpredictable weather patterns impacting gardening activities and crop yields.
- 2. Competing Organizations:** Presence of other gardening associations or organizations competing for resources and community attention.
- 3. Changing Regulations:** Evolving regulations related to gardening, pesticides, or environmental practices that may affect current methods.
- 4. Economic Downturn:** Economic challenges affecting funding and community participation in gardening activities.
- 5. Pandemics/Natural Disasters:** Events like pandemics or natural disasters that can disrupt regular activities and gatherings.

# SWOT Consolidation Activity



- Number off by 4s/1. Strength, 2. Weakness, 3. Opportunity, 4. Threat
- In your group assign Facilitator; Recorder; Reporter.
- Facilitator to lead discussion to cross off duplicates- recorder cross out.
- Gallery Walk - Place 5 dots on your top five choices on each chart.
- Return to your original chart.
- Facilitator - count dots to identify top 5 – 7 choices
- Facilitator lead a discussion agree on list of top five strengths.
- Reporter – Be ready to report why the top 5-7 were chosen.



**BREAK**





# Four Pro-Tips on Developing a Strategic Plan



- **Leverage wisdom from the crowd.** Customer, competitor and market research is ideal to improve the certainty of your choices. However, if you don't have it, start with the "wisdom of the crowd." You and your team know a lot — start with what you know or hypothesize – and Presume Positive Intent!
- **It's about being the Master Gardener Organization of Yakima** - It's not about beating our competition or being like another chapter. Rather, it's about being differentiated and providing value that meets a need uniquely Yakima – The Very Best that we can Give.
- **Strategy is about choice and making a decision.** Strategy is about making choices such as deciding to focus on one market over another or one product over another. You and your team must be willing to make choices to develop a growth strategy. Choosing means saying yes to certain things and no—or at least "not yet" to others. What Words will We Use?
- **You'll have to adapt.** Expect the need to adapt, adjust and shift as you learn from the market response. Allow for the time and energy required for the learning cycle.



# Guiding Principles...

What words will we choose?

<https://www.youtube.com/watch?v=Wgi0t2ap-us&t=13s>

“I Wrote the Same...

In Different Words.”

What do you notice?



# Guiding Principles – Top 20





# Guiding Principles – Top 20







## Guiding Principles – Top 20

1. Read Top 20 List of Guiding Principles and/or Write your own?
2. Choose one to three that really stand out to you.
3. I'll ask for volunteers to read out loud. Any others?
4. Choose your top 5 and place a sticker on five principles posted around the room.
5. Determine YMG's top Guiding Principles





Thank you

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