

## **WSBA Strategic Planning Process**

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**Adopted: May 2, 2024.**

### **Purpose of Strategic Planning**

The purpose of WSBA's strategic plan is to establish and communicate a roadmap for the future of the organization as a means of moving towards and ultimately achieving WSBA's long-term goals. The strategic plan will provide direction to the Executive Director, inform prioritization of resources, align volunteers and staff, and communicate WSBA's priorities to members, the public, and other stakeholders.

### **Strategic Planning Roles**

*President-Elect.* The President-Elect collaborates with the Executive Director to lead strategic planning activities. The activities undertaken will vary each year depending on what stage of the cycle the organization is in.

*Executive Director.* The Executive Director collaborates with the President-Elect to lead strategic planning activities. The Executive Director is responsible for implementation of the strategic plan; any action to be taken under the strategic plan that would ordinarily require approval of the Board will be taken to the Board for approval following regular procedures. The Executive Director is also responsible for reporting progress on the strategic plan to the Board of Governors.

*Board of Governors.* The Board of Governors is the decision-maker with respect to the adoption of the strategic plan, as well as any revisions to the plan.

*Long-Range Strategic Planning Council.* The Long-Range Strategic Planning Council will monitor and provide high-level input during the strategic planning process, which will vary by strategic planning phase. During the years in which a new strategic plan is being developed, the Council receives reports from and provides input to the Strategic Planning Steering Committee. During years in which a plan is being implemented, the Council receives progress reports from the Executive Director and makes reports to the Board of Governors.

*Strategic Planning Steering Committee.* During years in which a new strategic plan is being developed, a Strategic Planning Steering Committee is formed as a subcommittee of the Long-Range Strategic Planning Council. It will consist of four Council members designated by the Chair of the Council and three Executive Staff members designated by the Executive Director. Every effort should be made by the Steering Committee to make decisions by consensus. In the event that consensus cannot be reached, the Steering Committee may—to minimize the influence of power dynamics—act through a secret ballot vote.

*Chief Communications Officer.* The Chief Communications Officer is responsible for leading stakeholder outreach and engagement. The activities undertaken by the Chief Communications Officer will vary depending on what stage of the cycle the organization is in.

### **Strategic Planning Cycle**

Year 0 refers to the phase during which the organization develops its first strategic plan. Once the initial Plan is adopted, strategic planning is conducted on a perpetual three-year cycle. The cycle consists of (1) three years of implementation and (2) revision and refinement of the Strategic Plan in the third year in anticipation of the next three-year cycle.

#### *Year 0 (Initial Development and Adoption of Strategic Plan)*

Co-Chaired by the President-Elect and the Executive Director, in year one of each strategic planning cycle, the Steering Committee:

- Reviews data and learns about threats and opportunities for WSBA, the profession, and the public's access to the legal system.
- Identifies preliminary areas of focus and engages in activities designed to (1) understand the root causes of problems, (2) envision/identify what success looks like, (3) determine how success can be measured.
- Determines what additional information is needed and, with support from the Chief Communications Officer, actually and meaningfully involves key stakeholders.
- Reports to and gathers input from the Long-Range Strategic Planning Council.
- Proposes a three-year strategic plan for adoption by the Board of Governors.
- Ensures the three-year strategic plan informs the forthcoming budget.

#### *Year 1 (Initial Implementation)*

During Year 1, the Executive Director drives communication and implementation of the Strategic Plan adopted by the Board, including sharing the strategic plan with WSBA staff, volunteers, and entities, as well as requesting assistance in carrying out the strategic plan where appropriate. The Executive Director provides a report on how the plan is being operationalized to the Long-Range Strategic Planning Council, which reports to the Board of Governors.

*Year 2 (Continued Implementation, Initial Evaluation)*

In Year 2, implementation continues. The Executive Director provides a report to the Long-Range Strategic Planning Council on the Year 1 implementation, and the Council reports to the Board of Governors. At this time, the Council and Board should determine whether the plan is in need of revisions in light of preliminary results, available resources, or evolving threats and opportunities.

*Year 3 (Continued Implementation, Continued Evaluation, Update Strategic Plan)*

This is the final year of implementing the three-year strategic plan. The Executive Director provides a report to the Long-Range Strategic Planning Council on the Year 2 implementation, and a Steering Committee is formed to prepare a strategic plan for the next three years, following the same steps as outlined in Year 0.