



# Overfalls Foundation

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## Strategic Planning Summary Report

August 2020

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## Background

Early in 2020, leadership of the Overfalls Foundation engaged DANA to help them explore how they can strategically move into the future, building upon their more than two decades of good work in the community.

## Process

To accomplish this, we went through *Board Excellence* training, then a series of strategic planning sessions. The board training outlined how successful boards operate, establishing a foundation of education, understanding and expectations about board engagement, before moving into the critical strategic planning process. The goal: To help them function effectively as a board so they can create the conditions that make the plan possible.

During the virtual planning sessions, and with homework assignments throughout, the group worked to revise the Mission, build consensus around a new Vision, and identify core Values (page 3)

The focus of the in-person session, was to identify the Priority Areas (short & long term) and to create goals targeted at those priority areas.

All of this work resulted in the following output:

### ➤ MISSION

*The mission of the Overfalls Foundation is to preserve, teach and honor the United States lightship service and the maritime history of our community through the preservation and display of the Lightship Overfalls (LV-118) and its collection of associated maritime artifacts.*

### ➤ VISION

*To provide a world-class museum experience that honors, preserves, and promotes the valuable contributions of the United States lightship service to this nation's history.*

*To obtain national recognition as a leader in promoting the cultural significance of maritime history in our community.*

*To be good stewards of the generous contributions of our donors, sponsors, and volunteers by leveraging those contributions to provide interactive educational experiences that have a lasting and positive impact.*

### ➤ VALUES

*Commitment, Integrity, Preservation, Stewardship, Sustainability, Teamwork*

➤ GOALS

Priority Area	Goal(s)	Leadership
➤ Business plan	1. Build a business plan that supports our strategic objectives and addresses our financial & operational goals for the next 5 years, with a focus on the upcoming year. Due by December 2020, then every September thereafter.	Mike Exec. Comm.
➤ Membership	1. Validate, cleanup and organize current database by December 2020. 2. Develop a plan to increase membership by 5% annually.	Tom R. Al K. Bob
➤ Volunteers	1. Develop a Board training packet to be delivered at the November 2020 Board meeting. 2. Develop a presentation for Volunteer Orientation by April 2021 (to be delivered annually). 3. Develop a Volunteer Recognition event for Fall of 2021 (to be delivered annually).	Tracy Dave
➤ Museum space	1. By December 2020, <u>investigate</u> options and opportunities to double current museum space. 2. By December 2021, <u>investigate</u> the feasibility of building or expanding in order to create a Maritime Museum & Visitors Center.	Ray Bob
➤ Customer experience	1. By October 1 2020, create a Video of the Month program 2. By December 31, 2020, begin to offer a variety of interactive, intergenerational exhibits, including a virtual tour, and a mockup of the ship's interior for visitors to "experience" 3. By June 1, 2021, offer a program of summer family activities	Sue Dave
➤ Outreach	1. Develop a comprehensive Community Outreach plan by December 2020.	Maggie

**Your next step in developing a comprehensive strategic plan is to create detailed action steps (strategies) that will systematically take you to your goals. strategies can be as simple or as elaborate, as necessary. Each goal will drive the complexity of the plan to get there. Some will be "just do it," others will require significant time and a variety of resources.**

## Consultant Notes

- Suggest that you add a goal focused on Board development and succession under the “Volunteers” priority area. Orientation, training, and engagement would fall under development. Recruitment, quality, quantity, and capacity would fall under succession.
- Suggest that you add a goal focused on fundraising under the “Business Plan” priority area. Understanding the critical nature of this function, it deserves the added attention, as opposed to being one of several elements of an overall business plan.
- Collaborate. It’s not just a nice idea...It’s good business and, these days, almost a mandate. The objective is to look for the “win-win” opportunities, and there is no shortage of organizations who would enjoy being a part of/benefitting from your mission.
- Take time to discuss and plan for the “What ifs.” What if the pandemic get’s worse? What if there is sudden turnover of the Board? What if a storm significantly damages the ship? What if the President resigns/can no longer serve? What if we are the recipients of a very large financial windfall?
- You need a compelling story to get the attention of the public. The story should answer the question, “Why should I support (care about, be interested in) the Overfalls Foundation?” The mission and the vision don’t do that for you. This would be the foundation of both fundraising and marketing programs.
- Keep the strategic planning process alive. Every board meeting agenda should have progress updates on each of your goals. In general, board meetings should be 80% - 90% future-oriented. We can’t change what happened yesterday, but we can learn from it. So, let’s use that knowledge to prepare for tomorrow
- To track progress, consider utilizing a simple Balanced Scorecard for consistency, communication, and accountability.
- Prioritize your goals. Taking on too much could result in volunteer burnout and/or turnover, as well as diminish your performance.
- Results happen over time, not overnight. Be patient. Work hard. Stay together.
- Never forget that everything begins and ends with People. They are your most valuable asset.
- All business decisions and actions need to be guided by your **Mission, Vision and Values**. It is why you exist, what you aspire to accomplish, and what you stand for.

“At 211 degrees, water is hot. At 212 degrees, it boils. And with boiling water, comes steam. And with steam, you can power a locomotive. One extra degree can make all the difference.”

Where could you turn things up that one extra degree?



**MISSION**

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**VISION**

*“To provide a world-class museum experience that honors, preserves and promotes the valuable contributions of the United States lightship service to this nation’s history.*

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