

NOTE: This is an example of a work plan, modeled after one submitted as part of a successful Professional Development Grant through the Park and Trail Partnership Program. It demonstrates that the grant awardee has given careful thought to its expectations for its executive director. It also provides a great foundation for the development of more detailed work plans.

The example below is a single staff organization that requires the leadership and management of an executive director (ED) to maintain the daily operations of the organization and successfully carry on the mission and vision set forth by the board of directors.

Sample Executive Director Work Plan

March 2017 – March 2019

The following is a guide to help the ED implement the strategic plans developed by the board. All items identified below are intended to be fulfilled by the ED in conjunction with the following organization committees; executive, stewardship, governance, outreach/education and finance.

On-going Work

- Support board members/committee members in fulfilling their roles. Assist in scheduling, planning board/committee meetings and provide members with related material.
- Manage day-to-day operations of the park/site:
 - Maintain park/site bookkeeping using the software QuickBooks under the supervision of the treasurer and accountant.
 - Maintain all appropriate organization related insurance policies.
 - Maintain park/site office space and related equipment.
 - Maintain and store originals of essential transaction documents and organizational records.
 - Maintain website and other social media outlets.
 - Comply with all federal and NYS employment, charitable solicitation, non-profit and other laws.

2017 Quarter 1:

- *Goal:* Increase number of donors/members: March 2017-ongoing
 - Actions:*
 - a) Update website
 - b) Drive traffic to website, membership drive, identifying and collecting info on potential new members/donors.
 - c) Improve communication by creating Email newsletter
 - Outcome:* Seek to collect 300 new potential contacts emails/year through website, Facebook, park/site visits and event participation. If 30% of new contacts (or 100) donate \$30 = \$3000/year

2017 Quarter 2:

- *Goal:* Cultivate business support: June 2017-ongoing

Actions:

- a) Create business “case for support” materials including sponsorship opportunities and benefit categories.
- b) Ask for Board help to reach businesses they have connection to.
- c) Identify new businesses with possible affinity for mission.
- d) Develop a strategy for working cooperatively with other local organizations as well as local municipalities.

Outcome: Two business contacts/per month. \$3000/year support: 6 businesses with average of \$500 support, one every other month

2017 Quarter 3:

- *Goal:* Bus Tours: September 2017-ongoing

Actions:

- a) Research bus companies ad market
- b) Create itineraries
- c) Create materials
- d) Contact companies and distribute materials to target audience

Outcome: One bus tour group/week for each of 26 weeks, resulting in approximately \$8,000 revenue/year.

2018 Quarter 4:

- *Goal:* Obtain grants to support Education Program or Teachers’ Institute: January 2018-ongoing

Actions:

- a) Research past funding, clean up past grants
- b) Gather a team of current teachers
- c) Prioritize, define, plan and write a grant (summer, fall 2018)
- d) Create teacher events on site to introduce more teachers to the site (summer) 2018
- e) Plan to find and fund staff to work Education Program

Outcome: \$8,000/year for 2018-19 project

Year 2018-2019

- Identify major donors within the organization with assistance of Board
- Make personal contact with one donor/week (phone call or note), 2 personal visits/month
- Schedule event for major donors
- Research new CRM program
- Develop and implement internship position(s).
- Develop volunteer program
- Develop and implement annual appeal letter to park/site stakeholders/members.