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Christine Rodrigues has more than twenty-five years of experience in nonprofit and corporate management, strategic planning, and program development. As the CEO of R&P Associates LLC, she provides a variety of strategy, marketing, and executive support services to nonprofit organizations.

In 2019 Christine partnered with the Paul K. Longmore Institute on Disability to facilitate an 11-month planning process for the City of San Francisco's Department of Disability and Adult Services to assess the needs and desires of local people with disabilities and provide a road map for how the city will choose partners and develop programming for the nation's first city-run center devoted to disability culture. You can find the final report on the city's website at https://www.sfhsa.org/file/10046.

Christine has facilitated successful strategic planning processes for other nonprofits that include Side by Side, The Paul K. Longmore Institute on Disability, The Grateful Garment Project, Friends of Ruwenzori Foundation, Warriors at Ease, the Ukiah Garden Club, and the Health Leadership Network of Lake County. Before starting her consulting business, Christine was the Director of SparkPoint Marin, a United Way-funded financial empowerment program for low-income people in the Bay Area. In addition to quadrupling the size of the Marin location in just three years, she codeveloped the training and certification program for SparkPoint partner staff throughout the seven-county region.

Christine has also served as Director of Development for three large non-profit organizations, where she developed a track record for integrating brand messaging with individual fundraising campaigns and developing the back-end technology and operational systems to ensure sustained giving.

Christine earned an MBA from the Anderson School of Business at University of California, Los Angeles, and a BA in Communications from The Pennsylvania State University, University Park. She is currently a member of the Ukiah Natural Foods Co-Op Board of Directors and was formerly the Board President of Development Executives Roundtable in San Francisco.



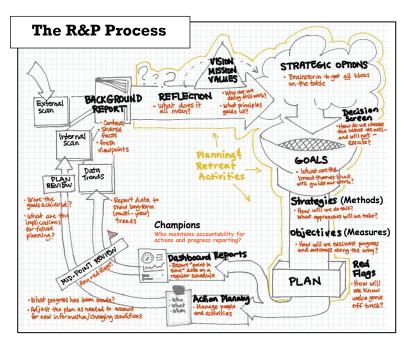
STRATEGIC PLANNING

When many people hear the term strategic planning, they think of sitting in a conference room for a day-long retreat. But good strategic planning is far more than a single meeting – it is a long-term, cyclical process of discovery, reflection, quality decision-making, accountability, and measurement.

One of the keys to a good strategic plan is the development of a thorough **background report**, which ensures that participants are operating from a shared set of facts and that they have all the information needed to answer the big questions facing their organization.

Because planning decisions are always anchored to an organization's **values, vision and mission**, the planning process will often involve developing or updating these statements to ensure that they provide clear direction to stakeholders.

Many groups do a great job of generating strategic options (a long list of ideas for the plan) but have a harder time choosing which of these ideas will advance to the final plan. Since most organizations have limited resources, R&P's planning process is designed to not only get all the ideas out on the table, but also to identify what **decision screen** criteria will be used to select (or reject) the various options. Once the major **goals** of the plan have been identified, it's critical to then develop the **methods** that will be used to achieve those goals, what **measures** will be used to evaluate the effectiveness of those methods, and what **red flags** can be built in to provide early warning if the plan is going off track.



During the period of the plan's implementation, it's also important to identify the **champions** who will guide the work, decide how to maintain **accountability** for completing plan activities, and develop a way to **track and report** on progress and outcomes along the way.

The R&P planning process is highly collaborative, and its success depends on the active engagement of all participants.