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Program Development and Strategic Planning

Planning to Succeed

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The Strategic Planning Process

Phases of Development

Strategic Planning Overview

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The Strategic Planning Process

Phase 1 Get ready
Phase 2 Articulate mission, vision, and values
Phase 3 Assess your situation
Phase 4 Agree on priorities
Phase 5 Write the strategic plan
Phase 6 Implement the strategic plan
Phase 7 Evaluate and monitor the strategic plan

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Phase 1: Get Ready

- Identify specific issues or choices that the planning process should address.
- Decide on the basic process to use, including roles and participation.
- Identify the information that must be collected to help make sound decisions.

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How Do We Get Started?

- Requires commitment by leadership
- If leadership is not taking the initiative then you can identify potential benefits and help them understand the need for planning
- Success lies in involvement from all parts of the organization

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Reasons for Planning

- Prepare a draft of issues, choices, and questions the organization is facing.
- Is strategic planning the appropriate way to deal with them?

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Planning for Success

- Conditions for success
- What if some of the conditions are missing?

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Meet Your Organizational Needs

- Time and intensity
- Leadership
- Division of labor

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Meet Your Organizational Needs

- Determine who will author your document
- Use of large-group retreats
- Consultant

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Develop a Work plan

- Determine the scope & focus of your efforts
- Outline activities involved with the process
- Identify who will lead the process

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Develop a Work plan

- Determine who is involved and how
- Establish and develop timelines
- Assess levels of resistance & previous efforts

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Phase 2: Articulate Mission, Vision, & Values

A primary reason for initiating a strategic planning process;

Establish – or reaffirm – a shared understanding of why an organization exists and its aspirations for the future

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Vision, Mission, & Values

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Why Do We Need a Mission Statement?

- Provides answers to questions about what the organization does, why it exists, who it serves.
- Communicates the essence of an organization to its members and the general public.

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Write Your Mission Statement

Should include:

- Purpose- describe ultimate result the organization is trying to achieve
- Business- describes what the organization does, i.e., primary methods used to achieve purpose

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Write Your Mission Statement

Restrictive	Reflects an End Statement
Provide counseling to youths ages 13 – 18.	Increase the mental health of youth in our community.

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Write Your Mission Statement

What is the Means (Business)?	Why? To What End (Purpose)?
We build housing.	We build housing in order to decrease homelessness.
We put on art shows featuring artists who are developmentally disabled.	Our mission is to increase the visibility of artists with developmental disabilities.

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Write Your Mission Statement

- Grant Based: To promote early identification of families at risk of child abuse and neglect through the building of collaboration and mutual respect among Tribal agencies (ICWA, TANF, Family Violence Prevention) and with state, county, and tribal agencies serving Indian children.
- "Creating a healthy and loving community that promotes the reclamation of our tradition and culture involving youth, adults, and elders."

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Write Your Vision Statement

- Guiding image of success
- Answers question "what will success look like?"

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Write Your Vision Statement

Your statement should challenge and inspire your organization/community to stretch its capabilities and achieve its purpose.

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Write Your Vision Statement

External Vision

Focuses on how the world will be improved if your organization/community achieves its purpose.

Internal Vision

Describes what the your organization/community will look like when it is operating effectively and efficiently to support the achievement of your external vision.

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Write Your Vision Statement

- Grant Based example: It is the vision of this project that Indian tribes will develop their individual capacities to self-determine their future based upon their unique culture and values so that Indian children grow up in a stable and safe environment that promotes their healthy development and preparation to become productive citizens and parents.

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Write Your Values Statement

- Articulate the fundamental values that guide your organization/council
- Values usually focus on service, quality, people, and work norms.
- Explicit values help in recruiting and selecting staff and board members who share the values of your organization

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Write Your Values Statement

- Be prepared to have some heartfelt debates during the discussion of your organization's values and beliefs.
- Take your time, clarify where there is agreement and where there is disagreement, and strive to reach agreement.

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Write Your Values Statement

Example: Colusa Value Statement
We believe in…

- Life Balance
- Open Communication
- Youth Involvement
- Integrity
- Trust and Trustworthiness
- Accountability
- Commitment to the Family
- Preserving our Heritage and Culture
- Caring for our Elders
- Members of a Larger Community
- Safe, Comfortable Community

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Phase 3: Asses Your Situation Overview

- Review the history and current scope and scale of the organization
- Gather new information for the environmental assessment
-
- Summarize your findings

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Prepare a History & Descriptive Profile of Operations

- List key events in the organization's development in a timeline format
- List all specific program activities and services
- Prepare an infrastructure profile

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Infrastructure Profile

- Include information on basic management and operation functions that support current programs or activities.
- Briefly summarize sources and use of funds, analysis of financial condition, and other related organizational and management data.

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Articulate Previous and Current Strategies

- Look at previous and current strategies that the organization has successfully or unsuccessfully used.
- Make explicit unspoken strategies and incorporate them into the deliberate consideration of the organization's future directions.

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Developing Core Strategies

- Help the reader understand where the organization will be primarily focusing its resources for the time frame of the strategic plan.
- Strategies communicate what priorities are most important for the organization.
- Strategic plans should contain three to five core strategies.

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Environmental (Situational) Assessment

Focuses on the major *external forces* and *internal forces* to identify major issues, challenges and problems, and assess their implications.

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Environmental Assessment

Gather information from documents and other sources:

- Relevant objective data such as records, reports, census data, audited financial statements, etc.
- Ask staff and board for feedback on the organization's strengths, weaknesses, opportunities, and threats.

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Environmental Assessment

A key portion of the *external* assessment can be referred to as a **PEST** analysis.

The *internal* assessment is often referred to as the **SWOT** analysis.

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PEST Analysis

- Political and Legal Changes
- Economic Changes
- Social and Demographic Changes
- Technological Changes

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SWOT Analysis

(Strengths, Weaknesses, Opportunities, Threats)

- Broad overview of the most important internal strengths and weaknesses and the most important external opportunities and threats.
- A SWOT analysis can be done at the level of the whole organization or of each program.

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SWOT Analysis
(Strengths, Weaknesses, Opportunities, Threats)

Internal Strengths

List your organization's internal strengths?

"What do we do well?"

Internal Weaknesses

List your organization's internal weaknesses.

"Where can we improve?"

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SWOT Analysis
(Strengths, Weaknesses, Opportunities, Threats)

External Opportunities

List external opportunities that exist with respect to pursuing your mission.

"What changes are taking place in our environment that might allow us to better achieve our mission?"

External Threats

List external threats that might hinder the pursuit of your mission.

"What changes in the environment do we need to guard against or prepare for in doing our work?"

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Summarize Information into a Situation Assessment

- Summarize the data collected
- Identify emerging themes and/or priorities

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Summarize Information into a Situation Assessment

- Organize your data around the framework of mission, finances, administrative capacity, and governance.
- Organize your data around the strategic issues identified at the beginning of your planning process.

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Summarize Information into a Situation Assessment

- Use SWOT structure to summarize your findings.
- Should your organization consider doing things differently, more of, less of or the same?

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Summarize Information into a Situation Assessment

- Are there things your organization should consider starting or stopping?
- What discussions still need to happen? How and when will those discussions happen?

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Phase 4: Agree on Priorities

- Stop exploring and ground the discussion in reality
- Time to choose a course of action
- Decision-making methods may be consensus, vote, or other means

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Analyze Data, Review Process to Date, & Update Work plan

- Has your group learned anything that changes your understanding of your initial questions?
- Are there any additional or reframed questions that need to be addressed?
- Does your workplan need to be modified?

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Develop Your Future Core Strategies

- articulate your organization's future direction
- communicate how and where you will focus your resources in the future

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Developing Goals, Strategies & Action Steps

- Goals are major targets or anticipated outcomes.
- Strategies are specific and measurable actions to support each goal.
- Action steps identify what is necessary to achieve your strategies.

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Goals

Goals are major targets or anticipated outcomes.

- Written as explicit statements that support the achievement of your mission
- Well-defined goal statements are verifiable, achievable, valuable, and action oriented

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Developing Core Strategies

- *Every positive situation in life and business bears the seeds of its own reversal.*
- Find sustainable advantages and strategies- slow the erosion of advantages, and continually seek new ways to approach the situation as needed.
- Core strategies are used for gaining third party funding (grants, etc) then synergize the your goals with funder goals.

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Strategies

Strategies are specific and measurable actions to support each goal.

- A description of how your organization will accomplish the goals
- Should be clear to those who must interpret
- Are the strategies consistent and clearly aligned to support the goals?
- Consider evidenced based, best practices or duplicating successful strategies

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Develop Your Future Core Strategies

State 3-5 core strategies and also address:

- The assumptions, facts, and values that support the proposed strategy
- The possible obstacles that you may face in implementing the strategy
- What triggers (warning signs) might encourage the organization to reevaluate the suggested strategy

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Action Steps

Tactics are the detailed steps to achieve the strategies.

- Expressed as a singular statement to accomplish a specific objective
- Usually identify the who, what, when, where and how
- Typically there are 5 – 10 action steps for each strategy

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Agree on Administrative, Financial, & Governance Priorities

- Finances- resource development, financial management systems
- Administrative Functions- Staffing and benefits, marketing/public relations, infrastructure (management information systems, technology, and facilities), planning and evaluation
- Governance Functions- Board of Directors

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Phase 5: Write the Strategic Plan

- Develop concrete measures for what the organization wants to specifically achieve and the resources needed
- Articulate goals and objectives in writing

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Understand the Financial Implications of Your Decisions

- Develop long-range financial projections
- Budget strategically
- Estimate program and other costs
- Develop a long-range fundraising plan

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Write the Strategic Planning Document

- Identify the writer of the plan
- Choose what to include in the strategic plan and its format
- Develop a review process for the document

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Write the Strategic Planning Document
Create Goals and Objectives

Goals and objectives must be written so they can be monitored.

Goals are outcomes (ends) statement that guide the organization's programs, administrative, financial, and governance functions.

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Write the Strategic Planning Document
Create Goals and Objectives

Objectives are precise, measurable, and time-phased results that support achievement of the goals.

- process objectives – to develop, to implement, to establish, to conduct
- outcome objectives – to increase, to decrease, to improve

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Write the Strategic Planning Document
Create Goals and Objectives

Standard Form for an Objective

(verb noting direction of change) + (area of change) +

(target population) + (degree of change) + time frame

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Write the Strategic Planning Document
Create Goals and Objectives

Standard form:	**Example using standard form**
Direction of change	To reduce
Area of change	unemployment status
Target population	for our graduating students
Degree of change	so that 75% gain full-time employment
Time frame	within six months of graduation.

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Adopt the Strategic Plan and Next Steps

- Present at meetings
- Share credit and input
- Ask for feedback
- Share credit and input
- Adopt the plan
- Prepare to implement

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Finalizing & Adopting Your Strategic Plan

- Have the plan formally adopted by the board of directors or tribal council
- The executive summary or a condensed version of the plan should be prepared and sent out to members and other stakeholders

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Common Obstacles Encountered

- No one wants to write the plan
- Some issues are still unresolved
- People are still working on the mission statement

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Phase 6: Implement the Strategic Plan

Barriers to implementation:

- Difficulty of translating big ideas into specific operational steps
- Difficulty of maintaining focus

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Plan to Manage Change

Two major barriers to implementation:

1. It's difficult to translate big ideas into specific operational steps.

2. It's difficult to maintain the focus that was achieved through the planning process.

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Plan to Manage Change

Identify the changes that may occur:

- the skills needs
- systems and structures
- organization culture changes

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Develop a Detailed Annual Operation Plan

- Develop a first year operating plan based on the strategic plan, and
- prepare a supporting annual budget.

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Develop a Detailed Annual Operation Plan

A detailed annual operation plan should include:

- objectives
- action steps
- timelines
- responsibilities

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Develop a Detailed Annual Operation Plan

Describes:

- what services will be provided,
- what types of action will be conducted to provide these services, and
- who is responsible for taking the actions

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Develop a Detailed Annual Operation Plan

Three important characteristics:

1. Develop an appropriate level of detail
2. Create a format that allows for periodic reports on progress toward the specific goals and objectives
3. Use a structure that allows a user to easily see that it is consistent with the priorities of the strategic plan

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Develop a Detailed Annual Operation Plan

- State the strategic goal to be addressed
- Create activities or action steps required to accomplish the goal
- Establish time frames
- Indicate who is responsible for taking action
- Note progress to-date

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Phase 7: Evaluate & Monitor the Strategic Plan

- Reflect on the process and put in place monitoring processes
- Establish benchmarks
- Assign monitoring responsibility
- Develop and submit a progress report

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Monitor the Strategic Plan & Update as Needed

Monitor and affirm/update/revise your plan at least once a year.

Focus on the following questions:

- Is the current strategic plan on target?
- What has or has not been accomplished?

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Monitor the Strategic Plan & Update as Needed

- Are the assumptions of the internal and external environment still valid?
- What are the current issues facing our organization?

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Monitor the Strategic Plan & Update as Needed

- Do any changing or new priorities need to be added to the strategic plan?
- Are there new performance targets and/or modified intermediate checkpoints that need to be looked at?

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Strategic Planning Process

Sample Table of Contents

I. Introduction - President of the Board or Tribal Council Chair

II. Executive Summary/Strategic Plan Highlights

III. Organization/Tribal History and Profile

IV. Organizational Chart

V. Mission, Vision, and Values Statements

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Strategic Planning Process
Sample Table of Contents

VI. Environmental Assessment
VII. Summary of Core Strategies
VIII. Financial, Administrative, and Governance Goals and Objectives

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Strategic Planning Process
Sample Table of Contents

IX. Possible Appendices:

- Summary of client surveys, community interviews, etc.
- Membership of board/council & planning committee
- Long-range budget projections

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