

Beyond the Basics: Conducting a Strategic Planning Training

Region VIII ROMA Trainers & Implementers
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Objectives

- Review key concepts and training objectives for the strategic planning process
- Solicit questions and ideas for additional training content



Big Picture Concepts

- Each agency should have an agency wide strategic plan
 - Standard 6.1 - The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.
- The strategic plan is comprehensive
 - Covers all programs and services and includes both internal (agency) and external (family-community) outcomes

Big Picture Concepts

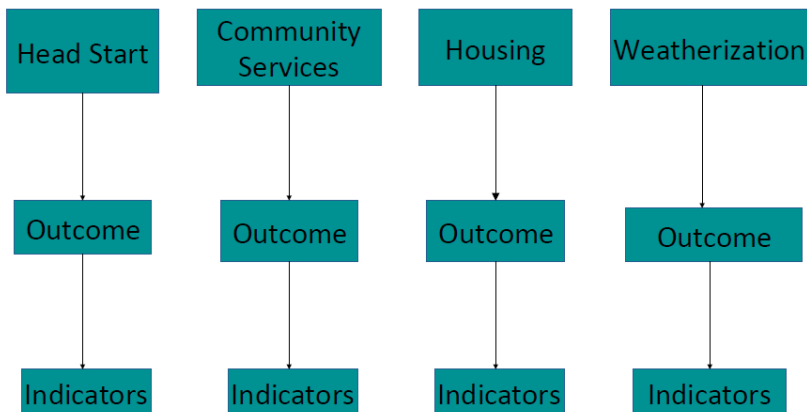
- The strategic plan connects directly to the needs assessment
 - Both are stages in the overall ROMA cycle
 - The strategic plan represents the agency response to the CAN
 - It looks both at internal functioning of the agency and at the community's needs.
- The Community Action Plan is the “operational” plan

Big Picture Concepts

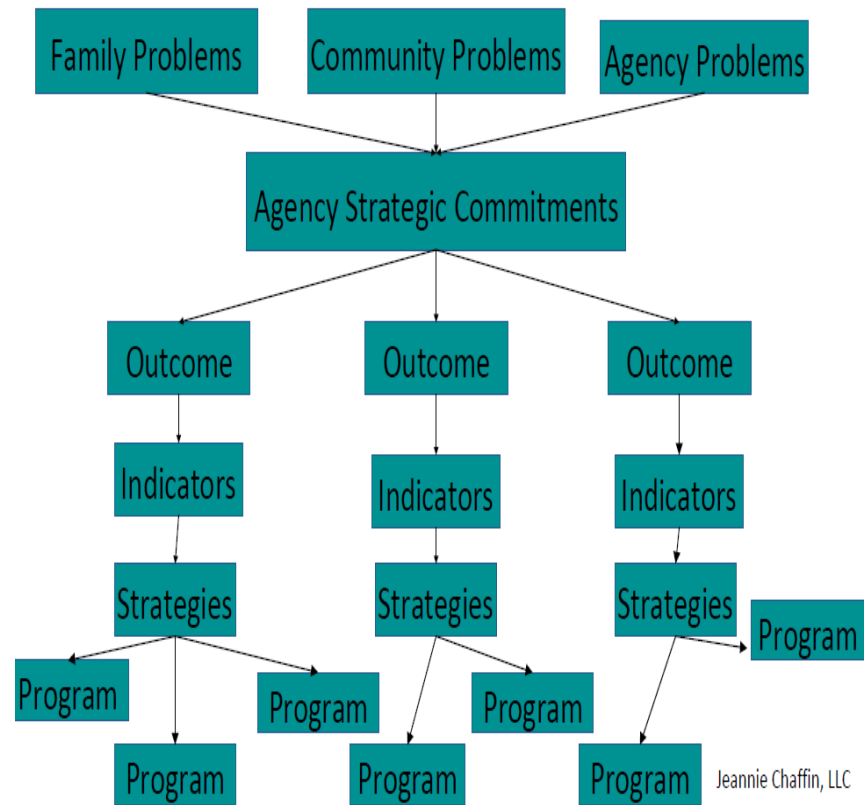
- It helps the agency to think about which levels of needs to address
 - The CNA helps identify levels of needs and their connections, the strategic plan describes how to address them
- Ideally it includes an agency level theory of change
 - A ToC is why the agency thinks what it does will work, aiding in evaluation and helping integrate services

Two Views of Agency Outcomes

Program Outcomes Identified in Silos



Integrated View of Agency Outcomes



Jeannie Chaffin, LLC

Step One: Prepare to Plan

- Know the timing of the planning cycle
 - Begin preparing 6-12 months in advance; ideally start right after the CNA
- The initial focus is on readiness and preparation
 - Get board buy-in and build their capacity
 - Organize the planning committee and build their capacity

Step One: Prepare to Plan

- Know the roles of the stakeholders
 - The board provides strategic direction
 - The ED/CEO provides overall leadership
 - Staff do the legwork
 - Consultants manage the process – they do not provide the content
- Help your agency think through timing and readiness
 - Surface issues affecting readiness and choose the target date

Step One: Prepare to Plan

- Know the values of the planning process – they're key to buy-in
 - Strategic planning should be inclusive, participatory, and collaborative



Step One Exercises

- Readiness checklist
 - Use the checklist in the training as an initial “screen” for issues, then conduct with the leadership team and board



Step Two: Gather Information

- Develop a “library” of existing information
 - Know what documents your agency has
 - Help think through how staff will use the information
- Know the basics of a SWOT analysis
 - The SWOT is a good method to get broad participation
 - Be familiar with different process options
 - The ultimate product is to synthesize individual data points into key themes

Step Two: Gather Information

- Conduct a vision, mission, and values review
 - Typically done with the board and leadership team
 - Discussion of the vision helps “set the stage” and articulate the agency’s purpose
 - Review ROMA materials on mission statements
 - Focus of the mission discussion is on addressing needs, identifying core business areas, and alignment of programs and services
 - Discussion of values helps identify staff needs, customer service issues, and organizational culture

Step Two Exercises

- Conduct a practice SWOT analysis
 - Use the exercise to help think through process options
- Review the vision, mission, and values statements
 - Does the exercise reveal any potential issues with mission focus and alignment of programs?
 - Identify ways that staff can discuss the three topics to strengthen agency identity

Step Three: Create the Plan

- Be familiar with process options
 - Remember the values of an inclusive, participatory, and collaborative process
- Know ROMA and strategic planning terminology
 - Goals: “Mini-vision statements” for core business areas
 - Outcomes: What the agency will achieve under the strategic priorities
 - Strategies: How the agency will achieve outcomes
 - Action plans: Typically developed after the

Step Three: Create the Plan

- Know the format of the strategic plan
 - Understand the “flow” of the plan
 - Programs and services map to outcomes
 - Strategies explain how the “pieces” of programs and services fit together
 - Strategies can be within a goal and also cut across multiple goals
 - Outcomes map to goals
 - Goals map to needs

Step Three: Create the Plan

- The transition to implementation is critical
 - Does the plan include enough information to assure that there is an agency structure in place to move the ideas in the plan into action.
 - Of course, anything new will have to be clearly identified and integrated – include the new structure (individual, working group) and process (action plan)

Step Three Exercises

- Writing goals, outcomes, and strategies
 - Review ROMA training materials
 - Make sure to have good examples
- Writing action plans
 - Make sure to discuss the structure used to implement the plan

Step Four: Share the Plan

- Identify the stakeholders with whom to share the plan
 - Key partners, community-based organizations, funders, and policy makers
- Use the plan to raise awareness of the agency
 - Develop different versions of the plan to share
 - Use social media and other communications methods to disseminate the plan

Step Five: Monitor the Plan

- Develop a reporting mechanism
 - Use a strategic plan scorecard
 - Report on outcomes identified in the plan
 - Include program and “process” outcomes
- Use a system of “dual accountability”
 - Staff report to the leadership team
 - Leadership team reports to the board
 - Reports happen quarterly or semi-annually

Step Five: Monitor the Plan

- Revisit the plan annually with the board
 - Build a review of the plan into a board retreat or similar event



Step Five Exercises

- Develop a strategic plan scorecard
 - Start with current reports to funders and the board



More Information

- Draft of Full PowerPoint: [Beyond the Basics - Strategic Planning .](#)
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Strategic Planning Webinar Series

- Strategic Planning Overview & Preparation webinar [recording](#)
- Gathering Data for the Strategic Plan webinar [recording](#)
- Developing and Outcomes Focused Strategic Plan webinar [recording](#)
- Implementing the Strategic Plan webinar [recording](#)

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