National Association for State Community Services Programs

NASCSP 2023

WINTER TRAINING CONFERENCE
April 3 – 7 | Arlington, VA

MISSION POSSIBLE
Restoring Hope

Strategic Planning on the Yellow Brick Road

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Strategic Planning on the Yellow Brick Road

Presented by:

The Association of Nationally Certified ROMA Trainers and Implementers (ANCRT)

Workshop Presenters

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Workshop Overview

Like the tornado that took Dorothy to Oz, disruption can come out of nowhere. While we may want help from the Wizard, we sometimes forget that we already have everything we need to navigate the storm. In this session, we will propose ways to use ROMA principles to support performance management practices through the ROMA audit - which allows us to identify what we already have (like the Lion who already had courage), and what we need (like a team of people to travel together to achieve common goals). The strategic plan then becomes our yellow brick road to improved outcomes.

Workshop Objectives

Play with the understanding of the role the Strategic Plan has in guiding actions that produce results

Consider all that we have in place to navigate the system

Use ROMA principles to expand understanding of performance management

Practice with a tool to identify the status of ROMA Implementation

Participant input -- ideas from the audience

Key Strategic Planning Goals

Set the agency direction for 1 – 5 years

Assure agency direction will meet its mission

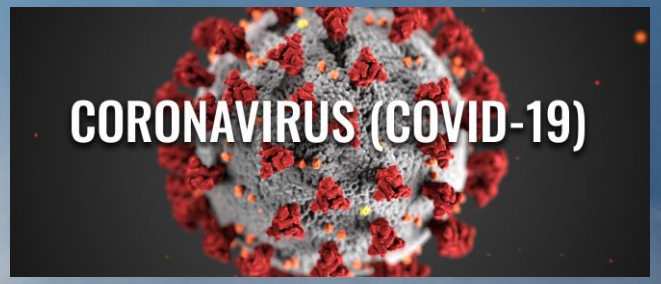
Link agency activities to identified needs

Consider how agency activities work together to achieve outcomes

Assure agency capacity to deliver services and strategies

HOUSING CRISIS

FACTORY SHOP
NOW
CLOSED


CORONAVIRUS (COVID-19)

Food Prices
Sky High!
Expensive
Moderate
Reasonable
Cheap

STAFFING
SHORTAGE

Acting without Assessment or Planning?

"We're used to cross-functionally collaboratively working on things. So all of a sudden when that needed to happen remotely, we had people that knew how to do this. We had people that could lead it."

"We had a business continuity plan that was created in 2013 that we were able to use. It was our life raft."

"After ARRA, and with the rising climate disasters, we knew we needed to have a framework for crisis responses."

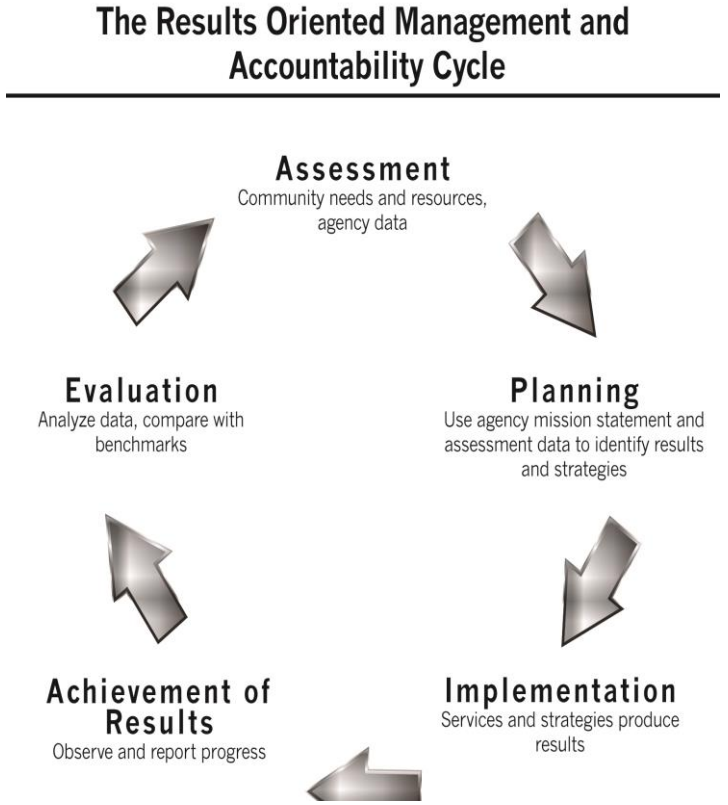
ROMA During a Crisis

The key elements of ROMA are more critical than ever when faced with a crisis.

The concept that there is “no time” for ROMA is incorrect.

ROMA will support the network to more effectively administer CARES funding.

ROMA is still ROMA in a crisis– it just may need to happen more rapidly!



Assemble Your Team

Assessment-Scarecrow! The big brains! Someone who knows, who cares, who has data.

Planning-Lion! Courage to try new things, to decide what to strengthen or abandon.

Implementation-Tin Man! Not just a heart for the work, but skills for effective and efficient delivery of services and strategies.

Reporting-Toto! Always observing!

Evaluation-Dorothy! Someone to make sense of it all! To get us back home (i.e., accomplish our Mission)

Don’t forget Glenda!

What are you doing now that demonstrates each of the items on the checklist?

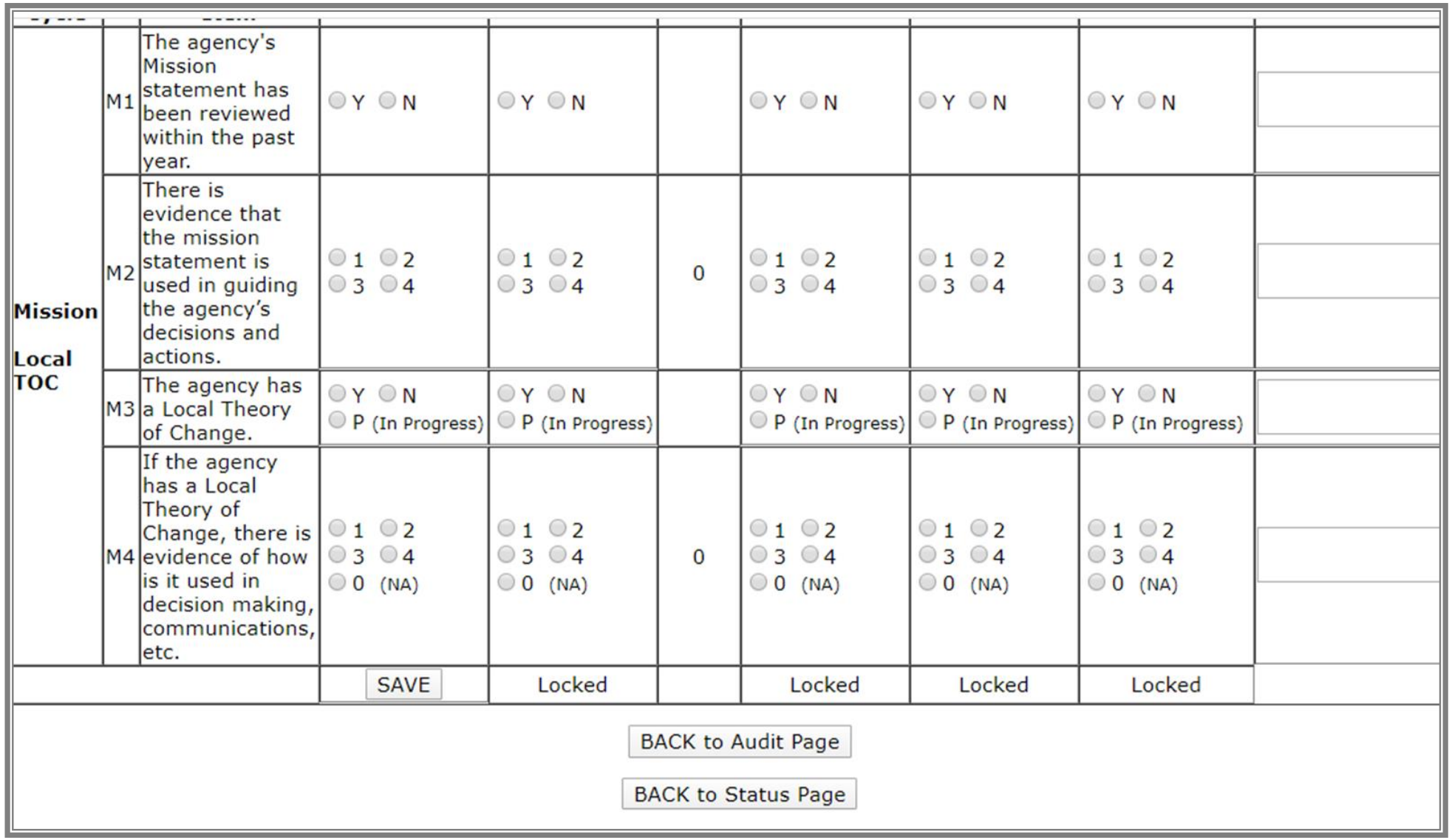
ROMA Checklist

Assessment Document for Implementation of ROMA Practices

The mission statement of your organization is the foundation for your actions and expectations.

What happens to your mission in a time of crisis?

Mission Statement



Mission **Local TOC**	M1	The agency's Mission statement has been reviewed within the past year.	○ Y ○ N	○ Y ○ N		○ Y ○ N	○ Y ○ N	○ Y ○ N	
	M2	There is evidence that the mission statement is used in guiding the agency's decisions and actions.	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	0	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	
	M3	The agency has a Local Theory of Change.	○ Y ○ N ○ P (In Progress)	○ Y ○ N ○ P (In Progress)		○ Y ○ N ○ P (In Progress)	○ Y ○ N ○ P (In Progress)	○ Y ○ N ○ P (In Progress)	
	M4	If the agency has a Local Theory of Change, there is evidence of how is it used in decision making, communications, etc.	○ 1 ○ 2 ○ 3 ○ 4 ○ 0 (NA)	○ 1 ○ 2 ○ 3 ○ 4 ○ 0 (NA)	0	○ 1 ○ 2 ○ 3 ○ 4 ○ 0 (NA)	○ 1 ○ 2 ○ 3 ○ 4 ○ 0 (NA)	○ 1 ○ 2 ○ 3 ○ 4 ○ 0 (NA)	
			SAVE	Locked		Locked	Locked	Locked	

BACK to Audit Page

BACK to Status Page

Local Community Action Theory of Change

Strategies
What will the agency do?

Outcomes
What will change?

Economic Security

Healthy Communities

Engaged Citizens

What does your agency believe about poverty?

What is the agency supposed to do about poverty in the community it serves?

What relationships are important to support the agency's goals?

Describe the Change.

How will you know?

What will you measure?

What NPIs will you use to report?

Connect your agency outcomes to the long-term goals to be achieved.

DATA ANALYSIS & REFLECTION: Describe how you collect and analyze data and how you will put the data to use.

DRAFT

After the Assessment?

Once you have a baseline you will have a better understanding of:

What is happening right now.	What is not happening.

The next step is to identify exactly what you think could change.

How will agencies **do the work of addressing** the needs?

Plans, of course, will include implementation elements:

- who will do what,
- where will it be done,
- what needs to change in service delivery

Plans also include how the agency will:

- gather data,
- report data, and
- evaluate performance throughout the life of the project.

Create a Plan – What kind of plan?

COMMUNITY ACTION PLAN

PROGRAM SPECIFIC PLAN (AKA FUNDING REQUEST)

AGENCY WIDE STRATEGIC PLAN

ROMA Cycle		ROMA Action Item	Score	Score		Score	Score	Score
	P	Note: The first four items ask about both the Agency wide strategic plan (a) and the Community Action Plan.						
	P1a	The needs (at least the top 3 to 5) identified in the CNA are addressed in the Agency Wide Strategic Plan and are connected to an **outcome** expected to be achieved. *The levels of need and outcome match.*	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	0	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4
	P1b	The needs (at least the top 3 to 5) identified in the CNA are addressed in the Community Action Plan and are connected to an **outcome** expected to be achieved. *The levels of need and outcome match.*	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	0	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4
	P2a	In the Agency Wide Strategic Plan, the needs and their related outcomes are connected to appropriate **services** for individuals and families and/or **strategies** at the community and agency level.	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	0	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4
Planning	P2b	In the Community Action Plan, the needs and their related outcomes are connected to appropriate **services** for individuals and families and/or strategies at the community and agency level.	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	0	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4	○ 1 ○ 2 ○ 3 ○ 4

Planning Elements

		strategies at the community and agency level.							
	P3a	In the Agency Wide Strategic Plan, outcome **indicators** are identified for each outcome.	1 2 3 4	1 2 3 4	0	1 2 3 4	1 2 3 4	1 2 3 4	
→	P3b	In the Community Action Plan, outcome **indicators** are identified for each outcome.	1 2 3 4	1 2 3 4	0	1 2 3 4	1 2 3 4	1 2 3 4	
→	P4a	In the Agency Wide Strategic Plan, **measurement tools** and processes are identified.	1 2 3 4	1 2 3 4	0	1 2 3 4	1 2 3 4	1 2 3 4	
→	P4b	In the Community Action Plan, **measurement tools** and processes are identified.	1 2 3 4	1 2 3 4	0	1 2 3 4	1 2 3 4	1 2 3 4	
	P5	Identifies the involvement of the Board of Directors in the planning process	1 2 3 4	1 2 3 4	0	1 2 3 4	1 2 3 4	1 2 3 4	
	P6	The agency plans are coordinated so they work together to produce an agency wide "results orientation."	1 2 3 4	1 2 3 4	0	1 2 3 4	1 2 3 4	1 2 3 4	
			SAVE	Locked		Locked	Locked	Locked	

Planning, continued

Language is important!

Outcomes

TO BE RESULTS ORIENTED OUR PLANS MUST CLEARLY IDENTIFY WHAT WE WANT TO ACHIEVE!

The identified outcomes should match back to the needs identified during the Community Assessment.

Should contribute towards accomplishing our mission.

Should reflect a change in time, status, or direction on the family, agency, and/or community level.

Should reflect our **courage** as change agents.

Services and Strategies

Services are provided to individuals and families to meet family level needs and result in family level change.

Strategies are activities and actions designed to result in Community and/or Agency Level Change.

The plan must select services and strategies with agency capacity, resource and mission in mind

-- are identified during the planning process so that staff and board can be informed, assigned, and equipped when the plan is ready to be implemented

-- Are most effective when considered how they can be implemented in combination with other activities for maximum impact

Pop quiz!

We stress the importance of identifying the level of need (family, community, agency) during the community assessment.

Why is knowing the level of need important when you come to creating your agency plan?

What would be the impact of failing to match the level of need, outcome, and service/strategy?

What happens if you try to plan to meet a community-level need with a family-level service? Or plan to meet a community-level need with an agency-level strategy?

Indicators

Key Performance Indicators – KPI

In our network we have National Performance Indicators for both Family and Community level work.

These are the standard items that our network measures to identify success

While you will want to identify Indicators that are a part of the standard NPIs to track, you can identify additional indicators as well

Measurement tools

The EVIDENCE is our documentation that something has happened.

How will we know?

What documentation needs to be collected to show that

- services were provided?
- strategies were employed?
- outcomes were achieved?

- Do these tools exist? Do we need to create them?

Will the tool allow us to collect quality data that can be turned into quality information?

Measurement processes and procedures

What processes need to be in place to observe and collect output and outcome measurement data?

How often should the measurement data be collected?

How often should it be reported on? Who will receive the reports?

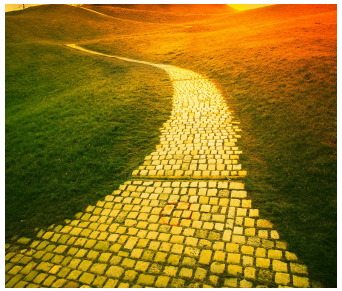
Create a Plan – What kind of plan?

COMMUNITY ACTION PLAN

PROGRAM SPECIFIC PLAN (AKA FUNDING REQUEST)

AGENCY WIDE STRATEGIC PLAN

Action Plan or Impact Pathways Plan



Planning for Implementation

More detailed planning is done by the staff who will be asked to put the plan into action.

Action steps include specific information to answer:

- *Who will be involved?*
- *What resources are needed?*
- *What will the step be put into action?*
- *How will you know it is successful?*

And then both formal and informal adaptations of the plan happen as services and strategies are implemented.

Implementing Services and Strategies

Understand the Human Resource policies and procedures related to staff qualifications, training, supervision, monitoring, etc.

Staff have access to resources for improvement of knowledge and skills

CATEGORY SEVEN: Human Resource Management

Fiscal policies and procedures are in place to assure funds are spent appropriately to support achievement of outcomes

CATEGORY EIGHT: Financial Operations and Oversight

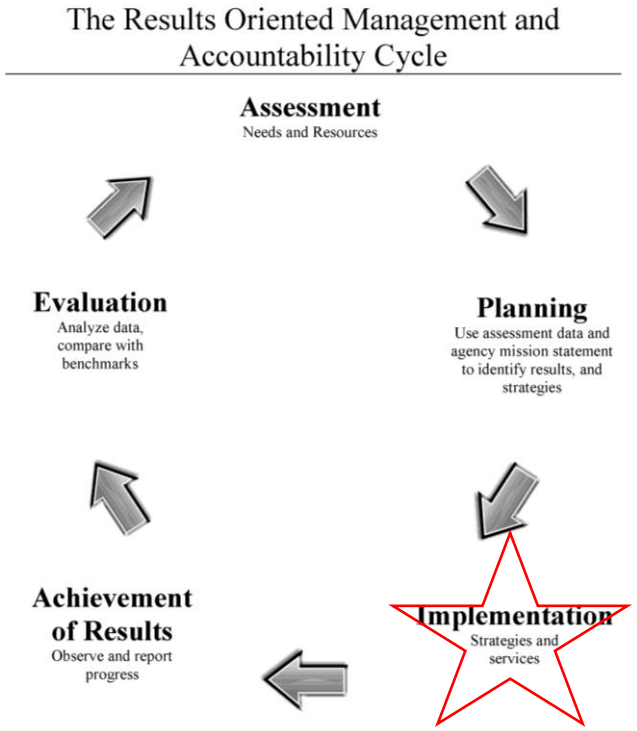
Implementation of the Plan

From the ROMA Checklist:

There are processes in place for oversight of programs to evaluate the quality of service *(such things as effectiveness and efficiency, quantity, frequency, duration).*

Planning information includes such things as How many people will be served?, Who are they? What services do they get? What changes?

How do the agency's facilities and program operations support high quality implementation of services and strategies? *(such things as safety and securing of buildings, sufficient space to conduct business, communications-both equipment and processes)*



Plan for success!

Staff are properly trained and equipped.

Staff knows what is expected of them (properly informed and assigned).

Human Resource policies and procedures are in place to provide supervision, evaluation and support to staff

Fiscal policies and procedures in place to assure funds are spent appropriately to support achievement of outcomes

There are MOUs in place for community level work

Things will change!

Changes to the needs, plans, and targets are likely to happen.

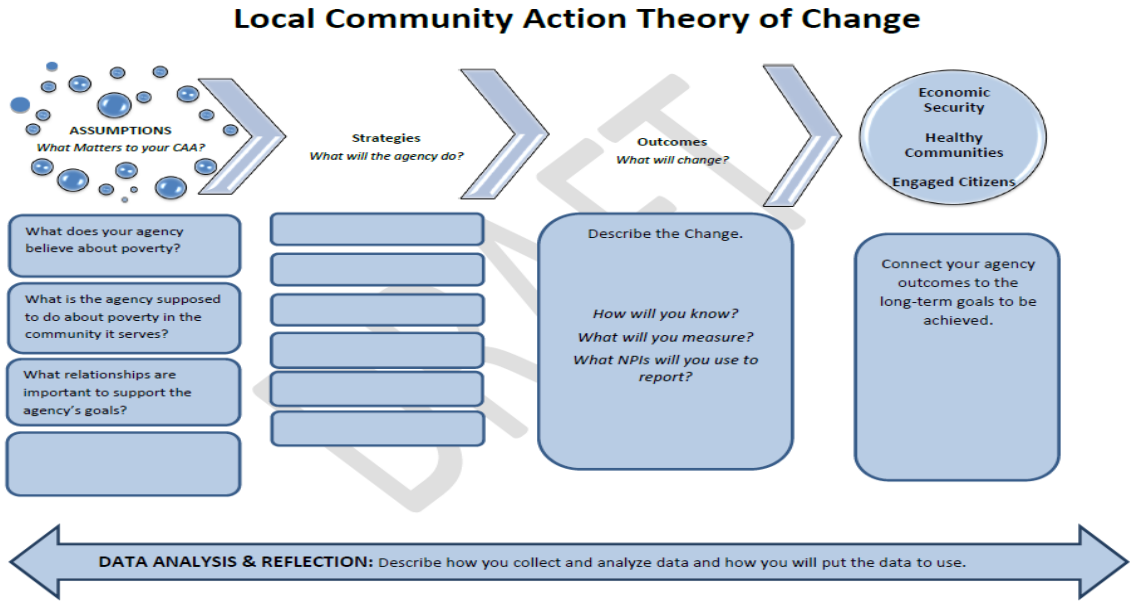
Develop a quick and easy process to allow for amendment to the plan that embraces a continuous learning process & documents lessons learned

IE, develop a check in process to update the plan

No place like home?

Analyze, Reassess and Revise Plans

What will be your guiding star?



You identified what you planned to do and now you are reporting on what you did.

Do the services and strategies you report match those identified in your plan?
Do the outcomes you report match the outcomes you planned to achieve?
Do you report expenditures in areas you planned for/budgeted?
Do the demographics you report match the population you planned to serve?

If not, why not?

What are you reporting on that is not in your plan?
What is in your plan that you are not reporting on?

What do you know?

Check between what you planned to do and what you actually did do.

Even though not in the Annual Report, still have to make sure (as part of good PM) that you have a way to compare projected services and strategies to actual services and strategies.

What worked? What didn't?

Why?

What were the contributing factors to success?

To lack of success?

Next steps

Review your plans -- Look for the **connections** between assessment and planning documents:

- Is the Plan **connected** to the needs identified in the CNA regarding **families** and **communities?** And those needs identified for the agency?
- Does the Plan include clearly stated outcomes for **families, communities,** and the **agency**? (*clearly stated changes not just describing services or strategies*)
- Does the Plan include identification of **direct family or individual services** that are clearly connected to the **needs** identified in the CNA?
- Does the Plan include identification of agency or community-level strategies that are clearly connected to the needs identified in the CNA?
- Are the **direct family or individual services** clearly connected to specific **outcomes** in the plan?
- Are **agency** **or** **community-level strategies** clearly connected to specific **outcomes** in the plan?

Next steps, continued…

How can you improve your Plan?
- Strengthen connections
- Focus on outcomes

What resources do you need?
- Staff skills? Time? Etc?

How will you use your plan?
- Monitor progress
- Identify areas that can be improved

Ideas from the audience!

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