

Strategic Planning Toolkit



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Strategic Planning & The Organizational Standards

Community Services Block Grant (CSBG) – CSBG provides funds to alleviate the causes and conditions of poverty in communities.

Information Memorandums 138 - Establishment of Organizational Standards for CSBG Eligible Entities

Organizational Standards – are the standards by which CAA are monitored for organizational operations and practices.

CSBG eligible entities take on this task by looking both at internal functioning and at the community's needs. An efficient organization knows where it is headed, how the board and staff fit into that future, and how it will measure its success in achieving what it has set out to do. This agency-wide process is board-led and ongoing. A "living, breathing" strategic plan with measurable outcomes is the goal. Often set with an ambitious vision, strategic plans set the tone for the staff and board and are a key leadership and management tool for the organization. See below the standards that are related to the strategic plan.

Std.	Public	Private
6.1	The department has a strategic plan, or comparable planning document, in place that has been reviewed and accepted by the tripartite board/advisory body within the past five years. If the department does not have a plan, the tripartite board/advisory body will develop the plan.	The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.
6.2	The approved strategic plan, or comparable planning document, addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.	
6.3	The approved strategic plan, or comparable planning document, contains family, agency, and/or community goals.	The approved strategic plan contains family, agency, and/or community goals.
6.4	Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process, or comparable planning process.	Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.
6.5	The tripartite board/advisory body has received an update(s) on progress meeting the goals of the strategic plan/comparable planning document within the past 12 months	The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.

Strategic Plan Outline

Section 1: Organization Overview

- Mission
- Vision
- Geographic Community Profile
- Programs and Services (Form C1)
- Summary of Current Resources (Form C2)
- Funding Sources (Form C1)

Section 2: Outcomes - Community Needs Assessment & SWOT Analysis Overview

- Community Needs Assessment Key Findings (including Root Cause) (Form D)
- SWOT Analysis (Form F)
 - Strengths
 - Barriers/Weaknesses
 - Opportunities
 - Threats
- Customer Satisfaction and Feedback Data Summarized (Form E)

Section 3: Short-term, mid-range, and long-term strategies (Form G)

- Goals/Objectives
- Performance Indicators
- Timelines
- Responsibilities
- Resources

Section 4: Measure progress and evaluate strategies.

- Annual Board Monitoring Plan

Review of Mission and Vision - FORM SP – A

Mission - A mission statement is a concise explanation of an organization's reason for existence and describes its purpose, intention, and overall objectives. The mission statement supports the vision and serves to communicate purpose and direction to employees, customers, vendors, and other stakeholders.

Organization's Current Mission

If no longer viable, what is the revised mission?

Vision - is an aspirational statement that creates a mental image of the ideal state that the organization wishes to achieve.

Organization's Current Vision

If no longer viable, what is the revised vision?

Geographic Community Profile - FORM SP – B

Activity: (a) Insert the Community Overview text from the Community Needs Assessment or (b) complete the questions below.

Define your service delivery area (target area):

Define your target population for the proposed CNA:

Program Services & Funding - FORM SP – C1

Activity: Develop a list of services provided and the related funding sources.

Organization Resources

Services Provided	Funding Source

Organization Resources - FORM SP – C2

Activity: Develop a list of the organizations' resources. This should include resource types such as human resources, major partnerships, and physical structures.

Organization Resources	Type of Resource

Community Needs Assessment Results & Root Cause - FORM SP – D

Please add the most current Community Needs Assessment results that delineate the communities current needs and the root cause.

Identified Community Need	Root Cause	Level: Community, Family, Agency

Customer Satisfaction - FORM SP -E

According to Standard 6.4, customer satisfaction data and customer input collected as part of the community assessment are required to be included in the strategic planning process. This can be achieved by including them in the quantitative survey or through the qualitative process by including them in the focus group or during individual interviews. Below are a few questions that can be used for the survey or during the focus group or interviews.

Customer Service Survey Tool Questions

Below are examples of quantitative questions where rating scales are required:

- How would you rate the support you received during your visit with _____ Community Action Agency?
- How satisfied are you with the support you received?
- Please rate the overall support experience.
- How would you rate the quality of our services?

The suggested rating scales for each question are:

- Very Dissatisfied (Rating value 1)
- Dissatisfied (Rating value 2)
- Neither Satisfied (Rating value 3)
- Satisfied (Rating value 4)
- Very Satisfied (Rating value 5)

Below are examples of qualitative questions:

- Was the community support representative able to assist you with the reason for your visit? [Yes No] Please explain.
- How would you like us to improve our community supports offered?
- Are you happy with the time taken to resolve your issue? Why or why not?
- Is there anything we can do to improve service?
- What services would you like to see in the future?

SWOT Analysis - FORM SP -F

A SWOT analysis helps you assess internal factors that might affect your agency's (strengths and weaknesses) and external factors (opportunities and threats). A SWOT Analysis assesses your organization's position before you decide on any new strategy.

Strengths	Weakness	Opportunity	Threat
What are your CAAs assets?	What areas do you need improvement on?	What external changes will bring you opportunities?	What are the negative aspects of the current landscape?
Which one of those assets is the strongest?	What are the things you need to avoid?	Can you take advantage of the local resources?	What are the obstacles you are facing in the current mission?
What is the unique thing about your CAA?	What services do other CAAs provide that stand out that are not currently being offered by your CAA?	Can you provide the missing resources for your community members?	Are your key staff members satisfied with their positions?
What are the skills of your team as it relates to their strengths?	Are there skills or knowledge that your CAA team lacks?	What are the obstacles you are facing in the current mission?	Do you see them being poached by your rivals?
What are the things that other people say your agency does well?	Are you able to provide services to all of your community members?	Are the government regulations going to affect you?	Are the government regulations going to affect you?
		What are the chances of a natural disaster affecting your production?	What are the chances of a natural disaster affecting your CAA services?
			Will political instability hurt you?

CAP Analysis - FORM SP -G

Complete this form by extracting information from your past CAP report.

Remove obstacles and solve problems which block the achievement of self-sufficiency {including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under Part A of Title IV of the Social Security Act)?	
Secure and maintain meaningful employment?	
Attain an adequate education , with particular attention toward improving literacy skills of the low-income families in the communities involved, which may include carrying out family literacy initiatives?	
Make better use of available income?	
Obtain and maintain adequate housing and a suitable living environment?	
Obtain emergency assistance through loans, grants, or other means to meet immediate and urgent family and individual needs?	
Achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partnerships to - (I) document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication; and (II) strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts?	
Address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing crime, such as programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation and entrepreneurship programs) and after-school child care programs?	

Make more effective use of and to coordinate with, other programs related to the purposes of this subtitle (including State welfare reform efforts)	
Inform custodial parents in single-parent families that participate in programs, activities, or services carried out or provided under this subtitle about the availability of child support services; and refer eligible parents to the child support offices of State and local governments?	
Provide on an emergency basis for the provision of such supplies and services, nutritious food and related services , as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals?	
Coordinate and establish linkages between governmental and other social services programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services?	
Ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under Title XX.VI, The Low-Income Home Energy Assistance Program of Public Law 97.35 (relating to low-income home energy assistance) are conducted in communities?	
Ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under Title XX.VI, The Low-Income Home Energy Assistance Program of Public Law 97.35 (relating to low-income home energy assistance) are conducted in communities?	
Ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under Title XX.VI, The Low-Income Home Energy Assistance Program of Public Law 97.35 (relating to low-income home energy assistance) are conducted in communities?	
Coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations?	
Establish procedures under which a low-income individual, community organization, or religious organization, or representative	

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of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation?	
To Participate in the Results Oriented Management and Accountability System for measuring performance and results in promoting self-sufficiency, family stability, and community revitalization?	
Please describe how often your agency collects CSBG required data elements?	

CAP Outcome Summary - FORM SP - H

From SP-G extract information to complete the fields below.

CAP Goal	Identified Need	Program:	Domain	Outcome Starting Statement:	Outcome Ending Statement:
Services and Referrals					
Associated Services:					

Developing the Strategic Plan Components - FORM SP - I

Narrative statement: Develop a narrative statement that comments on the current situation, why this is a priority, and what you hope to achieve in this area over the next five years

Activity: Utilizing the information gathered from the CNA, SWOT analysis, and customer service satisfaction survey results, complete the chart below. The goals identified should be SMART (see glossary for more details on SMART goals).

Goal						
Represents (Choose one)	Family, Agency, and/or Community					
Objective	Activities*	Timeline	Lead Responsibility	Resources	Performance Indicator (Evaluation Method)	
Budget						

*Not required during initial planning meeting

Annual Strategic Plan Board Report - FORM SP - J

The Strategic Plan Board Report Form is included as a part of an organization's strategic plan to document the reporting and tracking of the progress during the past year,

Sample

- The management staff will develop annual goals each year in January that move the organization toward the accomplishment of the outcomes set forth in the plan.
- The board's annual goals will be set to align with the strategic plan.
- Leadership from management staff and the board will report on progress made toward plan annual goals on a quarterly basis, using a dashboard format where the status of each initiative is clearly indicated.
- Full reports will take place in January and July, with targeted discussion, problem-solving, and midcourse corrections for specific items of concern taking place in April and October.
- Currently, the plan has a five-year timeframe. At the midway point of the plan, the board will discuss whether the plan remains useful to the organization. If circumstances indicate that it would be valuable, a decision may be made to undertake strategic planning at the three-year point rather than waiting until year five.

Activity: Design an annual Board Report process that aligns with the size and format of your organization. It is suggested that the process, at minimum, include a checkpoint at the 6 and 12-month period.

Developing Reporting Plan To Track Outcomes - FORM SP - K

Activity: Utilizing the information gathered from your form SP- G complete the following sections: Goal, Objective, and Performance Indicator. The report should also include and update on the progress towards achieving the objective and ultimately the goal. The information shared in the updates section should include successes and any obstacles towards achieving the objectives.

Goal				
Objective	Performance Indicator (Evaluation Method)	Current Status (Not started, In Progress, Complete)	% Complete	Update (if applicable, include Challenges and needs)

Strategic Plan Glossary Terms

Strategic Priorities - Broad statements about the organization's strategic priorities— 3-5 major areas where the organization needs to focus to meet your mission over the next five years.

Goals - A goal is roughly similar to a purpose or aim, the anticipated result that guides a reaction, or an end, which is an object, either a physical object or an abstract object, with intrinsic value.

SMART is a best practice framework for setting goals. A SMART goal should be specific, measurable, achievable, realistic and time-bound. By setting a goal, an individual is making a roadmap for a specific target.

Example:

Simple: The CAA will increase the availability of housing.

SMART: The CAA will develop partnerships with local housing agencies to increase the availability of affordable housing by 2% by annually.

Objectives - More specific statements about how you will meet your broad goal statements. —who will do what and when?

Resources - Indicates resources needed to achieve the objective, such as money for printing, staff time, new computer, etc.

Root Cause - The fundamental reason for the occurrence of a problem. Understanding the root cause of an issue provides a basis for solving the problem. It can be used to explore social causes and uncover multiple solutions for a problem.

Types of Strategies:

Strategy is a coordinated set of actions designed to create and sustain a competitive advantage or achieve the mission.

- **Programmatic** strategies determine what approaches will be taken and what programs and initiatives are needed to achieve specific outcomes or results.
- **Operational** strategies define how work will be completed – what systems, policies, procedures, and administrative tools will be used to achieve the programmatic and organizational strategies.

- **Organizational** strategy is built on the mission, vision, trends, competitors, partners, and market position. The programmatic and operational strategies are consistent and align with the organizational strategy.

Programmatic Strategies

1. Expand programs across our entire service region.
2. Ensure services and initiatives meet identified needs.
3. Increase employee engagement.

Operational Strategies

1. Create a local Theory of Change that defines our service delivery model.
2. Connect social determinants of health to agency initiatives and outcomes.
3. Increase the use of trauma-informed practices.
4. Improve impact and outcomes.

Organizational Strategies

1. Implement optimal configuration for effectively and efficiently meeting organizational needs.
2. Implement a coordinated communication strategy to highlight the impact of programming and increase community awareness of TCCA.
3. Generate new funding in ways that do not overburden limited staffing and resources.
4. Define how our subsidiary, Keystone Community Development Corporation, can be used to support and enhance the revitalization efforts of the agency.
5. Increase non-Community Services Block Grant resources for direct service programming.

Need by Level

The three levels are defined as :

- ▶ Family - does the need concern individuals and families who have identified things in their own life that is lacking,
- ▶ Agency - did the data identify areas (programs and services) where the agency does not have resources or capacity to respond to an identified need or
- ▶ Community - does the issue impact the community as a whole, not just customers or potential customers of the agency?

Example 1 - Employment

- ▶ Community Level: There is a lack of good-paying jobs in our community.
- ▶ Family level: Individuals do not have good-paying jobs.

- ▶ Agency Level: Our CAA does not have the resources to provide appropriate job training to help low-income individuals secure available jobs.

Example 2 - Identified need: Increase in drug abuse

- ▶ Community Level: There is a lack of drug abuse services in the community.
- ▶ Family level: Individuals need drug abuse counseling and treatment.
- ▶ Agency Level: Our CAA does not have experienced staff to work with the increase in demand related to drug abuse issues.