

3



STRATEGIC PLANNING FUNDAMENTALS

Dr. Jennifer R. Madden

THE RESEARCH SUGGESTS



1. Grant Writing FUNdamentals (7/24/24)

2. Grant Writing Toolkit (7/30/24)

next steps on the
JOURNEY

4. Strategic Planning Toolkit (11/7/24)

5. Organizational Goal Setting (2/6/25)

6. Planning your Work, Working your Plan (2/20/25)



*Strategic
Planning
FUNdamentals
(TODAY!)*

AGENDA: STRATEGIC PLANNING FUNDAMENTALS

- A. Why develop a Strategic Plan
- B. Five (5) steps of the Strategic Plan
 - ▶ Get Organized
 - ▶ Take Stock
 - ▶ Develop a Strategy
 - ▶ Draft & Refine Plan
 - ▶ Implement & Monitor Performance
- C. “To-Go” Toolbox
 - ▶ Definitions (Vision, Mission, Values, Goals)
 - ▶ What Makes a Great Strategic Plan
 - ▶ Logic Model Information

Chat Storm



*Core Concept &
Toolbox Icon*



LEARNING OBJECTIVES

- ▶ Identify the fundamentals of strategic planning.
- ▶ Understand the keys to a successful strategic planning process.
- ▶ Understand how to have a stronger plan utilizing several Strategic Planning Tools:
 - ▶ What Makes a Great Strategic Plan Summary (for better insight)
 - ▶ Logic Model Information (for better implementation)
 - ▶ Definitions (Vision, Mission, Values, Goals) (for better understanding)



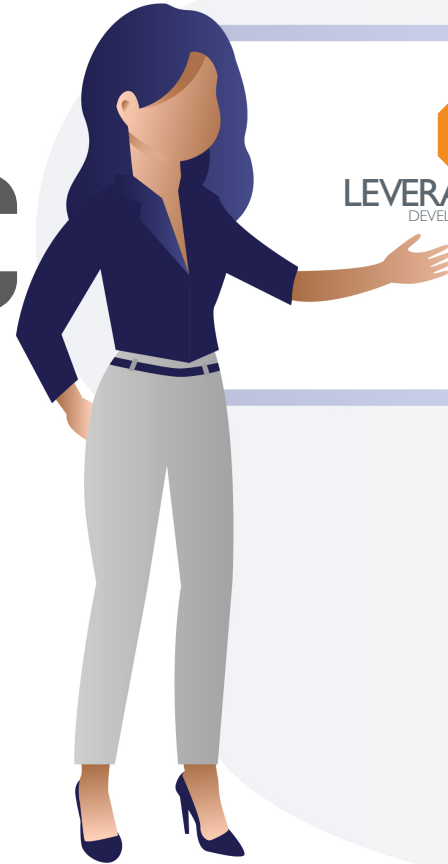
“If you were part of the training last year, what questions have arisen for you over the year?”

A

Why Develop a **STRATEGIC PLAN?**



*Does your organization have a
current strategic plan?*



“Strategic planning builds power and connections with the community served and strengthens organizational credibility and effectiveness.”

Chupp, Madden, Yankey & Coombs, 2022




STRATEGIC PLANNING

- Helps an organization
 - Fulfill their mission
 - Meet requirements
 - Satisfy constituents
 - Create value
- A time to
 - Set priorities
 - Build consensus
 - Revisit/review mission

STRATEGIC PLANNING



- ▶ Focuses on the near future (3 to 5 years)
- ▶ Ties to an implementations plan
 - ▶ Outlines goals and SMART objectives
 - ▶ Tighter timeframes (monthly, quarterly)
 - ▶ Can identify responsible persons or departments
- ▶ Builds consensus

 *Additional discussion on SMART & SMARTIE Objectives November 7th Strategic Planning Toolkit.*



If you have a Strategic Plan or not...

*What are the top two (2) reasons
why your organization might need a
strategic plan?*

SIX (6) BENEFITS OF STRATEGIC PLANNING

1. Promotion of strategic thinking, acting, and learning through forward-looking conversations among key actors
2. Improved organizational decision-making
3. Enhanced organizational effectiveness linking resource allocations to outputs and outcomes.

SIX (6) BENEFITS OF STRATEGIC PLANNING

4. Directly benefits the people involved by producing needed results (for example programs or services)
5. Greater awareness of unmet needs and unresolved issues
6. Benefits the people involved in the process, both those internal to the organization and external stakeholders. Those involved can experience improved morale, increased expertise and greater teamwork and collaboration with others through their participation.

SUMMARY: WHY DEVELOP A STRATEGIC PLAN?



- To improve performance
- To stimulate forward thinking and clarify future direction
- To solve major organizational problems
- To survive—even flourish—with less
- To build teamwork and expertise
- To influence rather than be influenced
- To meet the requirements of others



QUESTIONS?



B STRATEGIC PLANNING PROCESS

5 Steps





STEP 1: GET ORGANIZED

STEP 1: GET ORGANIZED

- Review previous strategic plans and work
- Strategic Planning Committee for approval of: approach, critical research, stakeholders, and timeline
- Decision on community meeting/convening; electronic survey development and deployment; individual interviews.
- Finalize approach, survey development, individual interviews

STAKEHOLDER RESOURCES: IDENTIFICATION & ANALYSIS

- A stakeholder is a person, group, or organization that can place a claim on the organization's resources, attention, or output or is affected by that output
- It is important to determine how stakeholders evaluate and influence the organization, what the organization needs from them, and how important they are
- A stakeholder analysis will provide insightful information (e.g., the political situation facing the organization)
- A stakeholder can be internal or external to the organization

toolbox

*Identify two (2)
to four (4)
stakeholders.*



**PLACE
RESPONSES
IN THE CHAT**

STAKEHOLDER IDENTIFICATION & MANAGEMENT

Organizational	Political	Customer
Team	Elected Officials	Clients
Peers	Competing Constituencies	Constituency
Employees & Supervisors	Associations	Primary End User
Leadership & Sponsor	Collaborators & Competitors	Secondary End User

toolbox

https://docs.google.com/spreadsheets/d/1eLtc0Oj5NB0oa-FbAkN25528DrC9d_1X71lZJNUkrps/edit?usp=sharing

INFLUENCE	<p><i>Low interest/availability & High Influence</i></p> <p>2</p>	<p><i>High interest/availability & High Influence</i></p> <p>1</p>
	<p>3</p> <p><i>Low interest/availability & Low Influence</i></p>	<p>4</p> <p><i>High interest/availability & Low Influence</i></p>
	INTEREST / AVAILABILITY	

MANAGING EXPECTATIONS

- Once you have identified stakeholders, managing expectations can be a part of your strategy
- Map the identified stakeholders based upon:
 - Interest/availability
 - Influence

toolbox

<p><i>Low interest/availability & High Influence</i></p> <p>2</p>	<p><i>High interest/availability & High Influence</i></p> <p>1</p>
<p><i>Low interest/availability & Low Influence</i></p> <p>3</p>	<p><i>High interest/availability & Low Influence</i></p> <p>4</p>

INTEREST / AVAILABILITY

Map the two (2) to four (4) stakeholders you identified.



**PLACE
RESPONSES
IN THE CHAT**

(Quadrant 1... 2... 3 or 4?)

INFLUENCE

<p>Keep Satisfied</p> <p><i>Low interest/availability & High Influence</i></p> <p>2</p>	<p>Actively Engage</p> <p><i>High interest/availability & High Influence</i></p> <p>1</p>
<p>Monitor</p> <p><i>Low interest/availability & Low Influence</i></p> <p>3</p>	<p>Keep Informed</p> <p><i>High interest/availability & Low Influence</i></p> <p>4</p>

INTEREST / AVAILABILITY

STAKEHOLDER MAPPING

- Managing Stakeholders Expectations
- Four approaches based upon mapping:
 - Keep Satisfied
 - Actively Engage
 - Monitor
 - Keep Informed

toolbox

STAKEHOLDER IMPORTANCE & POSITIONING

- On a scale of -5 to 5 (-5, -4, -3, -2, -1, neutral, 1, 2, 3, 4, 5) rate the *Position (or support) of the issue/project of the Stakeholder*
- On a scale of 1 to 10 rate the *Importance of the Stakeholder*
- Example:

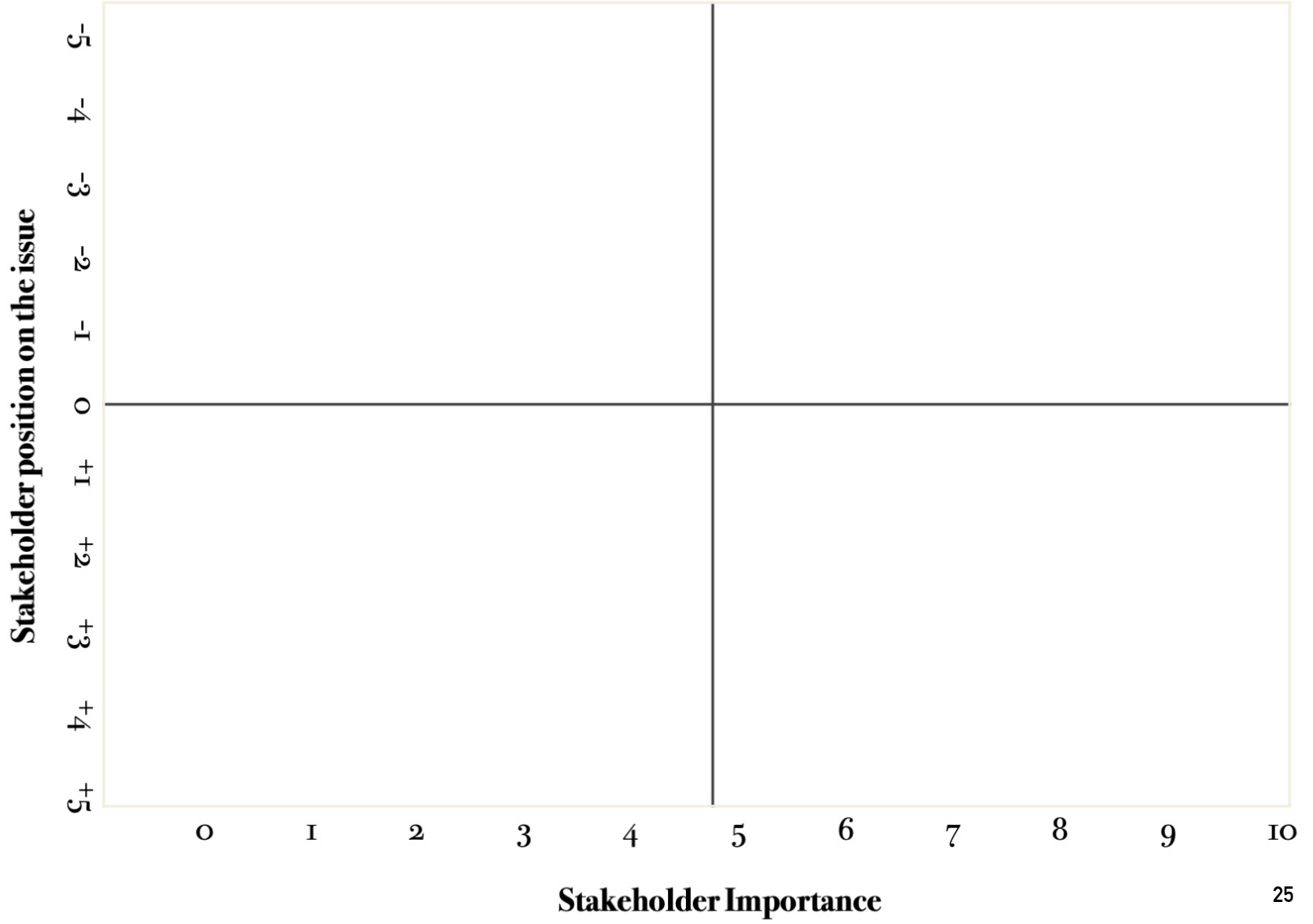
toolbox

Stakeholder	Position/Support	Importance
Resident	4	6
Library	-2	3
Mayor	-1	9

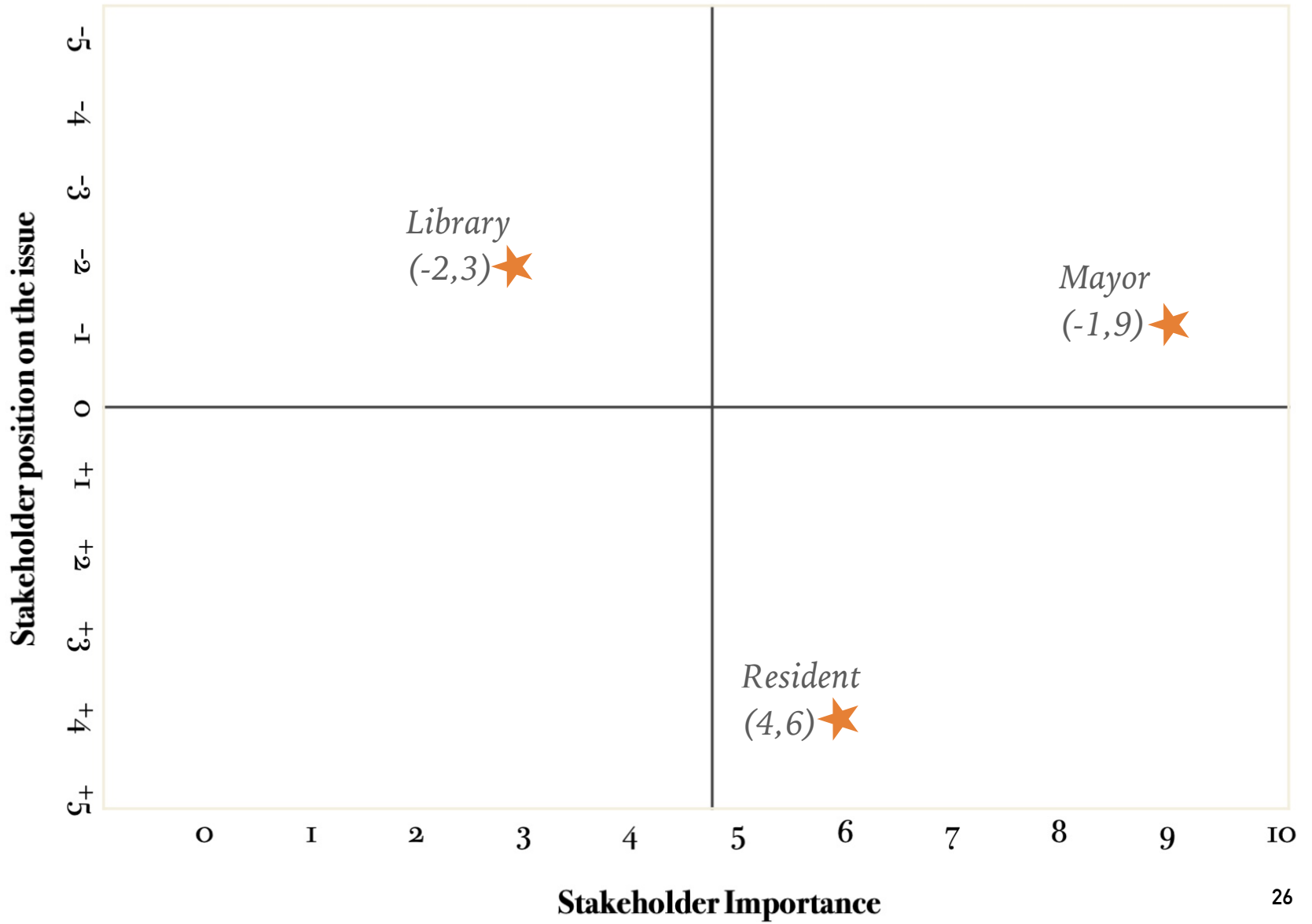
STAKEHOLDER IMPORTANCE & POSITIONING

Rate the identified stakeholders

Stakeholder	Position/Support (-5 to 5)	Importance (1 to 10)

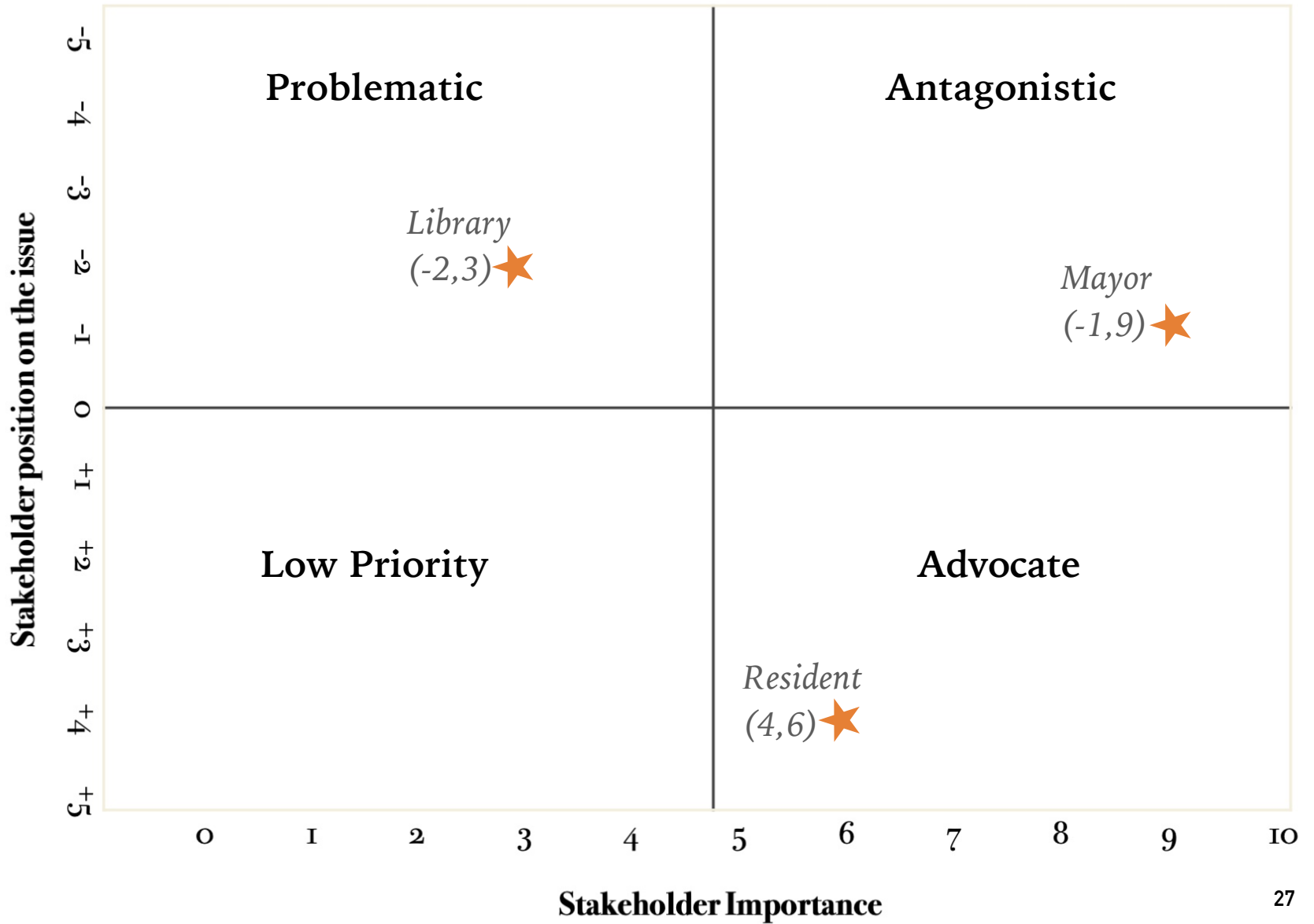


Example



INSIGHT

Example



BUILDING A STAKEHOLDER STRATEGY

- What steps can you take you move more stakeholders into the advocate category?
- How clear is their understanding of our work, our role, and the need for this project?
- How do they influence us?
- What do we need from them for this project to be a success?
- How important are they to our success?
- How can we win them to our side? What can they take back?

SURVEY RESOURCES

- ▶ Survey Monkey — <https://www.surveymonkey.com/>
- ▶ Google Forms — <https://www.google.com/forms/about/>
- ▶ Jotform — <https://www.jotform.com/>
- ▶ More secure option:
 - ▶ Typeform — <https://www.typeform.com/>

toolbox

SURVEY QUESTIONS EXAMPLE

- ▶ Example 1: Service Provider Survey
 - ▶ What is the greatest barrier for getting your population housed
 - ▶ How can we amplify your voice?
 - ▶ How can we help share the success of your organization?

toolbox

SURVEY QUESTIONS EXAMPLE

- ▶ Example 2
 - ▶ It's February, 2027 (three years from now). If we have exceeded your expectations, what have we achieved?
 - ▶ What three critical issues must we make a priority in order to [CORE MISSION OF ORGANIZATION] in our [TARGET GEOGRAPHY]?
 - ▶ What deliverables or measures (up to three) should we be accountable for that demonstrates added value in reducing or sustaining [KEY GOAL] in our [TARGET GEOGRAPHY]?

toolbox

INDIVIDUAL INTERVIEW QUESTIONS EXAMPLE

- Interview Questions
 - From your perspective, what do you think are the key strengths of [organization]?
 - From your perspective, what do you think are the real opportunities for [organization]?
 - In what ways might you see strong collaboration between your organization and [organization]?
 - [Alternative] How do you see our organizations continuing to work together or do you see new ways to collaborate?
 - Why?
- Probe/Tips:
 - Say more about that...
 - Can you think of a time when... (storytelling)
 - Feel free to ask for confirmation/validation

toolbox



STEP 2: TAKE STOCK

A: SWOT ANALYSIS (FULL)

B: RESEARCH

C: ENVIRONMENTAL SCAN

D: ORGANIZATIONAL ASSESSMENT

STEP 2: TAKE STOCK

- Visioning
- **Mission** (i.e., what Organization was created to do); **Mandates** (i.e., what Organization is required to do); and **Stakeholders** (i.e., who Organization is expected to do for)
- Situational (SWOT) Analysis
 - Strengths & Weaknesses (Internal Assessment)
 - Opportunities & Threats (External Assessment)
- Steps



Additional discussion on SWOT Analysis on November 7th Strategic Planning Toolkit.

STEP 2: TAKE STOCK

➤ Research

- To be effective in their work, nonprofit organizations must demonstrate impact both qualitatively (through stories) and quantitatively (through numbers).
- Nonprofit organizations often secure and retain funding and support using anecdotal stories and images, but this qualitative information must also be grounded quantitatively.
- The research component of the strategic planning process is critical because it identifies evidence-based solutions that will enable the Organization to thrive.

RECALL: RESEARCH

➤ Census data — data.census.gov



oakland, california



SEARCH

Oakland city, California

People and Population

Race and Ethnicity

Health

Education

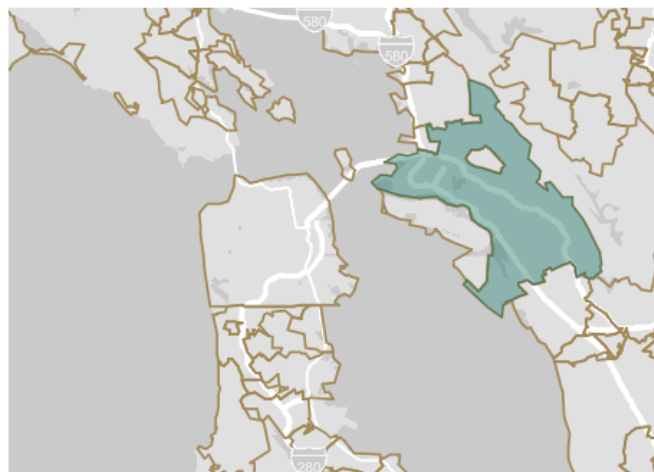
Business and Economy

Employment

Income and Poverty

Oakland city, California

Place in California



Oakland city, California is a city, town, place equivalent (CDP), or township located in California. Oakland city, California has a total area of 55.9 square miles.

toolbox



POPULATION
421,042



MEDIAN HOUSEHOLD INCOME
\$68,442



POVERTY RATE
17.6%



EMPLOYMENT RATE
63.8%

36

Send Feedback



STEP 2: TAKE STOCK

- Market Assessment (Environmental Scan)
 - Identify and assess changes in the needs and perceptions of the organization's market and constituents:
 - Who are the organization constituents/stakeholders?
 - What are the needs, perceptions and service expectations of the constituents/stakeholders?
 - What are the emerging market trends?
 - What are the implications?
 - How to effectively respond to changes and discover opportunities?
- PEST analysis—Political, economic, social, and technological

STEP 2: TAKE STOCK

- Organizational Assessment
 - Operations
 - Staff Development & Volunteer Management
 - Program Planning
 - Marketing, Messaging & Communications
 - Outreach & Engagement
 - Financial Management & Budgeting
 - Resource Development & Fund Raising



*Where is your internal
pain point?*



STEP 3: DEVELOP A STRATEGY

STEP 3: DEVELOP STRATEGY

- Information gathered (e.g., research, SWOT analysis, focus group meetings, assessments) will be utilized to develop the logic model or work plan.
- With the logic model in place, designing a sustainable system is possible
- Organization can identify what resources and support are needed, and the logic model can serve as a guide for prioritizing and organizing investment, and for promoting comprehensive, integrated, and collaborative strategic implementation to align stakeholders on objectives and impact.



*Additional discussion on SWOT
Analysis on November 7th Strategic
Planning Toolkit.*



STEP 4: DRAFT & REFINES STRATEGIC PLAN

STEP 4: DRAFT & REFINE STRATEGIC PLAN

- ▶ Iterative Process



STEP 5: IMPLEMENT THE STRATEGIC PLAN & MONITOR PERFORMANCE

STEP 5: IMPLEMENT THE STRATEGIC PLAN & MONITOR PERFORMANCE

- Strategic Plan will include implementation plan outlining action steps (tasks linked to individuals with specific dates and deliverables)



QUESTIONS?



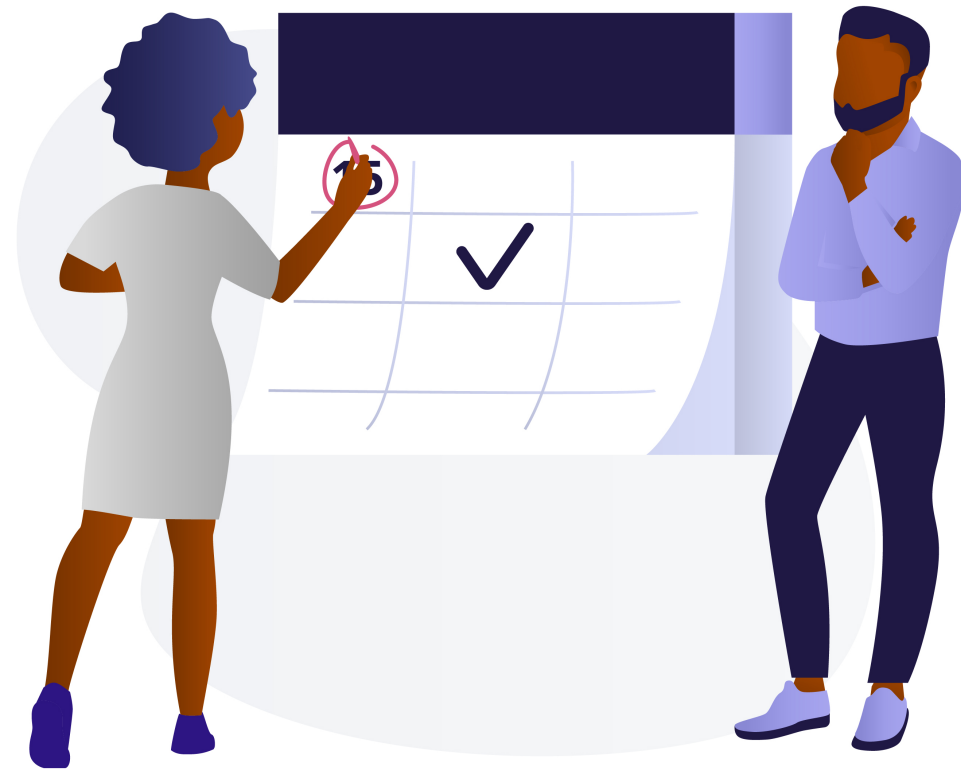


ACTION STEPS:

TO DO NEXT 3 DAYS

TO DO NEXT 3 WEEKS

TO DO NEXT 3 MONTHS





Next in the Capacity Building Training Series

10:00 AM to 11:30 AM

Thursday, November 7th — Strategic Planning Toolkit

Thursday, February 6, 2025 — Organizational Goal Setting

Thursday, February 20, 2025 — Planning your Work, Working your Plan



Thank You!
Dr. Jennifer R. Madden



Because I am third generation builder and every bricoleur needs a toolbox...

BRICOLAGE

“Karl Weick (1993, p. 352) suggests designers are skillful at bricolage (i.e. the ability to utilize the resources available to perform necessary tasks), and bricoleurs (the persons involved in bricolage) are more effective because of these skills (Lévi-Strauss, 1966).”

C *toolbox* *to-go*

RESOURCE BUNDLE

- Definitions
 - Vision, Mission, Values, Goals
- What Makes a Great Strategic Plan?
- Logic Model Information
 - What is a Logic Model
 - Why use a Logic Model
 - Logic Model alignment with Strategic Planning
 - Specific Use

**DEFINITIONS:
VISION
MISSION
VALUES
GOALS**

toolbox



VISION

Vision is what success looks like for your organization. It is what your organization aspires to be in the future.

It is how the world will look like once you've accomplished your mission.



MISSION

Mission is the reason why your organization exists.

It is the visible and tangible effect you want your organization to create for your customers and the world.



VALUES

The shared set of beliefs that determine the culture of an organization.



GOALS

Organizational goals are the measurable long-term and short-term steps that will be carried out on a daily, weekly, monthly or yearly basis.



WHAT MAKES A GREAT STRATEGIC PLAN?

toolbox



Use of Data

- ☹️ Opinions and perceptions only
- 😐 Ad-hoc data, raw lists/charts
- 😊 Meaningful, compelling data synthesized

Resources

- ☹️ Unclear, more hope than reality
- 😐 Clear fundraising plan
- 😊 More strategic use of existing resources, plus creative search

Goal Clarity

- ☹️ Vague
- 😐 Over/Under-reaching
- 😊 Clear, feasibly ambitious

Internal / External Focus

- ☹️ Externally-focused
- 😐 Internally-focused
- 😊 Strategic blend of internal and external focus

Defining Focus

- ☹️ Narrow, single focus
- 😐 Multi-focus, but categorical
- 😊 Comprehensive, integrated; synergy strategy

Results Focus

- ☹️ Non-existent
- 😐 Vague
- 😊 Clear, SMART results and outcomes

Flexibility

- ☹️ Static, snapshot planning
- 😐 Prepared to react to change
- 😊 Dynamic realities embraced & anticipated

Priorities / Starting Points

- ☹️ Priorities unclear
- 😐 Arbitrary or overly-opportunistic priorities
- 😊 Strategic points of entry

Strategy

- ☹️ Needs/Deficit-focused
- 😐 Assets-focused only
- 😊 Build on assets, realistic on needs

Problem Orientation

- ☹️ Reactive
- 😐 Preventative
- 😊 Promotion and proactive

Use of Previous Plans

- ☹️ Ignore
- 😐 Tweak and update
- 😊 Review, evaluate, start fresh

Timelines

- ☹️ Non-existent
- 😐 Unrealistic
- 😊 Detailed and realistic



Stop... Not good, proceed with caution



Better, but not ideal



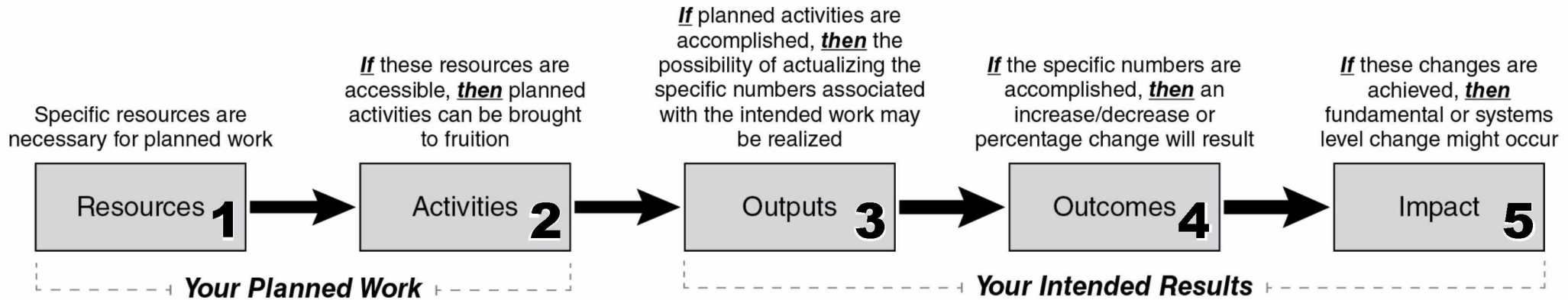
Go... Ideal approach

LOGIC MODELS

toolbox



LOGIC MODEL



WHAT IS A LOGIC MODEL?

- A visual representation of a pathway
- A diagram that specifies the steps from having a vision to long-term outcomes
- A model that links the building blocks of a process from start to finish
- An action tool to support program design, implementation and evaluation

WHY USE A LOGIC MODEL?

- To think through and communicate the objectives and strategies
- To consider the sequence and logic of a process
- To clarify assumptions
- To consider needed resources
- To align vision and objectives to reality

LOGIC MODELS ALIGN WITH STRATEGIC PLANNING

- Prioritizes and organizes strategic investments
- Avoids strategic mistakes
- Promotes comprehensive, integrated, collaborative strategic implementation
- Gets stakeholders on the same page about objectives, strategy and priorities
- Creates a guide for ongoing course correction

SPECIFIC USES



- for planning
- to maximize resource use
- to engage community/stakeholder input
- for external communication
- for evaluation
- and... to raise funds!!

OUTPUTS | OUTCOMES | IMPACT

- Outputs
 - the direct products of your activities
 - “units” of activity
- Outcomes
 - the changes observed in your targets
 - what is different due to the activity?
 - can be measured in % change
- Impact
 - fundamental results

Resources	Activities	Outputs	Outcomes	Impact
<p>Residents</p> <p>Community Organizer</p> <p>Volunteers</p> <p>Supplies</p> <p>Community Center</p>	<p>Organize block clubs</p> <p>Community meetings</p>	<p>6 block clubs created</p> <p>12 community meetings</p>	<p>Increase civic engagement</p> <p>Increase awareness about activities in the community</p> <p>Build neighborhood connections</p> <p>Increase awareness and engagement of citywide activities and resources</p>	<p>Thriving community residents engaged in community building</p>

RESOURCES

ACTIVITIES

OUTPUTS

OUTCOMES

IMPACT

Carol Boddy
 Myron Bennett
 Councilman
 Residents
 CHI Resident
 Leadership
 Neighborhood
 Leadership Institute
 Funders
 Advisory Council
 Members
 Churches
 Businesses
 Block Clubs
 Community Based
 Organizations
 Consultants

Develop communication ideas that emerged from the community meeting

Gain input and support from key stakeholders around sustainable marketing strategies

Review and revise current logo, marketing materials

Align marketing material with future direction of the CHI initiative

Identify communication consultant and resident to partner

3 stakeholder meetings to develop logo, and marketing materials appeal to the broader community in particular, persons under 40

Develop short and long-term messages that provide CHI and resident leadership clear consistent messaging to improve community relations

Develop communication, branding and marketing committee targeting young adults and youth

Variety of marketing materials developed that appeals to the different age demographics in the community and reflects CHI, inclusive of H.E.A.L.

Residents understand importance of the CHI

Develop consistent messaging to improve engagement from broader community

Increase youth voice and engagement with opportunities that promotes H.E.A.L. and other

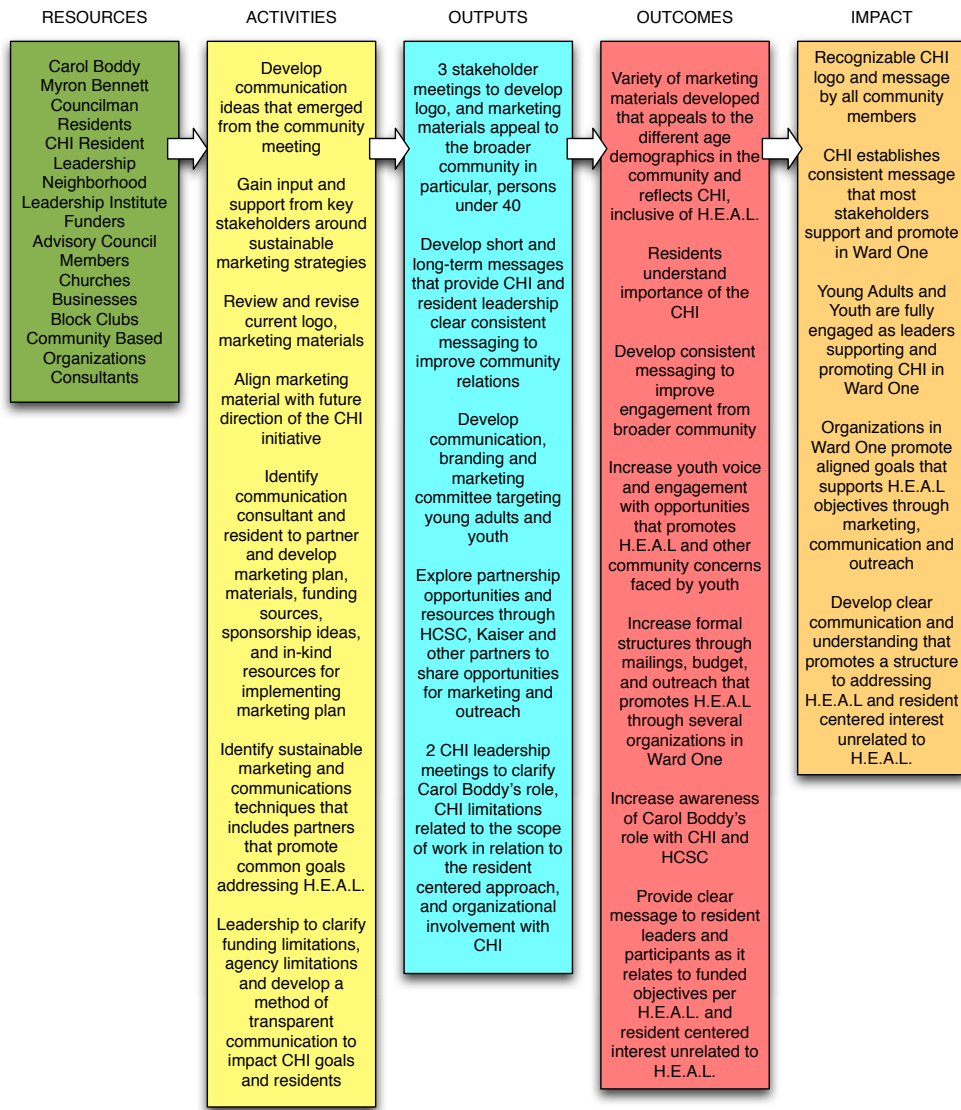
Recognizable CHI logo and message by all community members

CHI establishes consistent message that most stakeholders support and promote in Ward One

Young Adults and Youth are fully engaged as leaders supporting and promoting CHI in Ward One

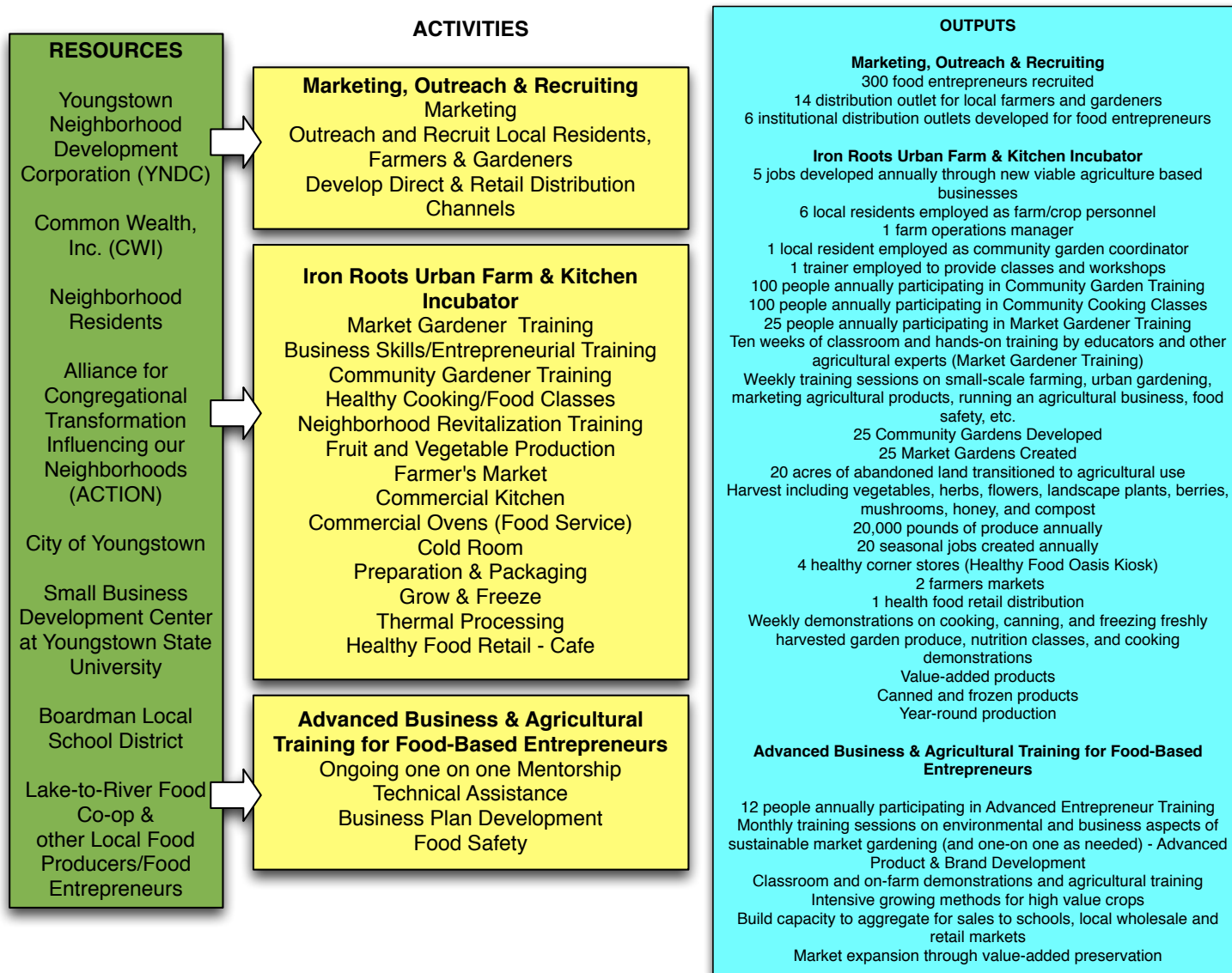
Organizations in Ward One promote aligned goals that supports H.E.A.L objectives through marketing,⁶⁵ communication and

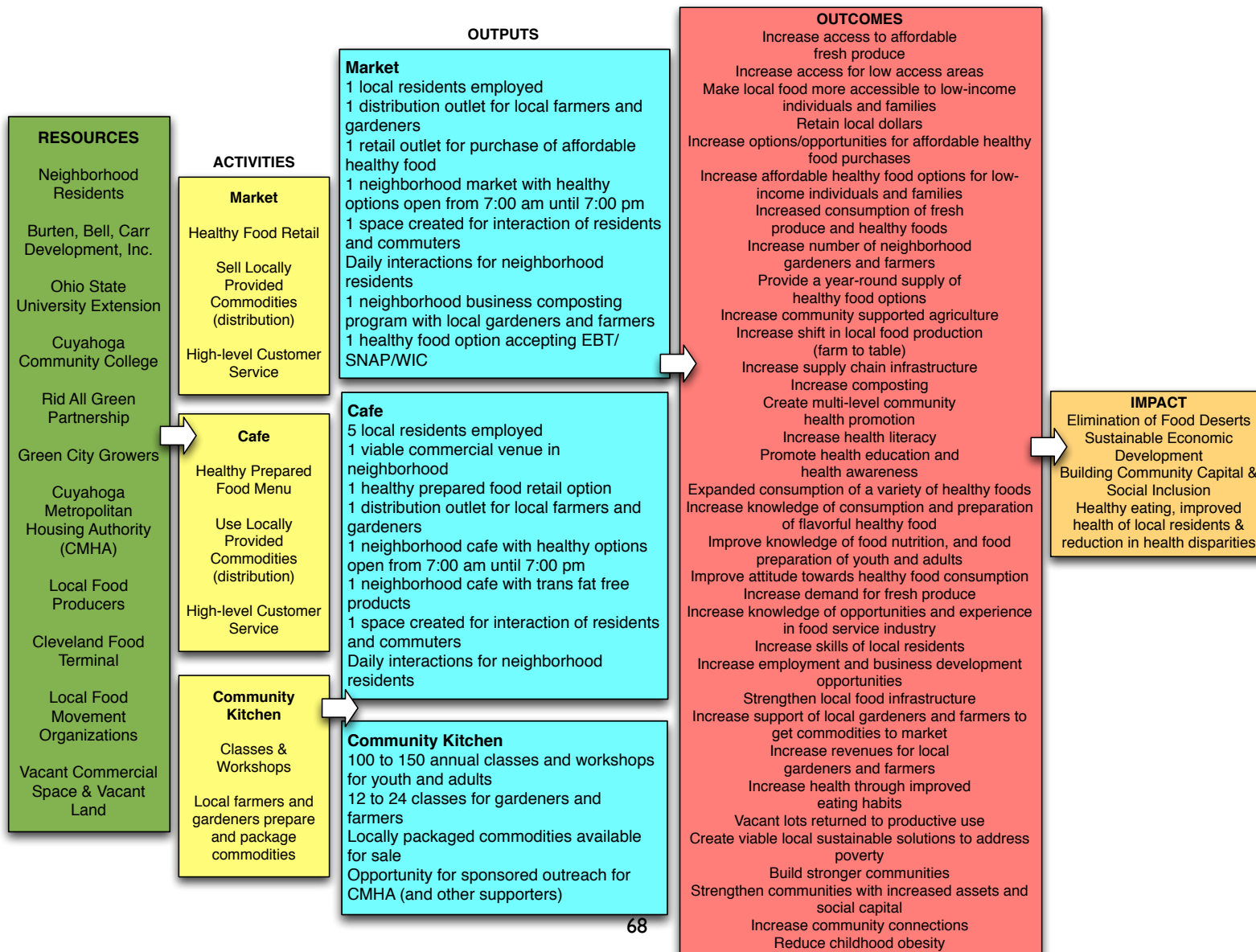
Community Health Initiative (CHI)



Develop a Communication and Marketing Plan

Marketing & Communications Plan	Timing	Start	End
Develop communication ideas that emerged from the community meetings	1 to 3 months	April 2011	Ongoing
Gain input and support from key stakeholders around sustainable marketing strategies.	3 months	April 2011	July 2011
Review and revise current logo, marketing materials	3 months	May 2011	August 2011
Align marketing material with future direction of CHI	3 months	May 2011	August 2011
Identify communication consultant and resident to partner and develop marketing plan, materials, funding sources, sponsorship ideas, and in-kind resources for implementing marketing plan	9 months	March 2011	January 2012
Identify sustainable marketing and communications techniques that includes partners that promote common goals addressing H.E.A.L.	3 months	April 2011	Ongoing
Leadership to clarify funding limitations, agency limitations and develop a method of transparent communication to impact CHI goals and residents.	3 months	March 2011	June 2011







START A LOGIC MODEL

*For a program...
focusing on activities
and outputs*

Resources	Activities	Outputs	Outcomes	Impact