Tell the story

(re)Define and embrace the organization's purpose

Identify barriers preventing fulfillment of the purpose

Analyze the data

Establish a strategy for removing the identified barriers

Execute the strategy

Developing a strategic plan using a Mission Aligned Data Driven mentality

Strategic Planning Checklist

Frequency

☐ COMPLIANCE: The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years - **OS 6.1, NASCSP, CAP, ROMA**

☐ BEST PRACTICE: The strategic plan is completed every three years, directly following the completion of the Community Assessment, Risk Assessment, and SWOT Analysis

☐ BEST PRACTICE: During leadership transitions, a new plan is completed that includes input from both the outgoing and incoming executives

Preparation

☐ The organization has established a planning committee large enough to add a variety of perspectives, yet small enough to ensure productivities - 8 to 12 members preferred

    ☐ A board member representing each sector
    ☐ The Executive Director/CEO
    ☐ Finance Director/CFO
    ☐ Human Resource Director
    ☐ Program Director(s)
    ☐ Staff members with an expertise in planning, evaluation, regulatory compliance, etc.
    ☐ ROMA Certified Trainers/Implementers
    ☐ Front-Line Staff

☐ Establish timelines for completion

☐ Identify internal resources (staff skills/time availability) that can be used to develop the document

☐ Identify the amount of funding available to invest in the development of the plan

☐ Determine the need for external assistance

☐ Complete and review appropriate research
    ☐ Community Assessment
    ☐ Risk Assessment
    ☐ SWOT Analysis

☐ Review other documents for familiarization
    ☐ Compliance Requirements
    ☐ Foundational Documents (Bylaws, Articles, etc.)
    ☐ CSBG Organizational Standards Evaluations
    ☐ Head Start Performance Reviews
    ☐ Audits/Monitoring Reviews
    ☐ Program Performance Reports
    ☐ Customer Satisfaction Surveys
    ☐ Staff Satisfaction Surveys

Establish the Foundation

- [ ] *Identify and discuss the PROBLEM that the organization was created to address.*
    - [ ] *Discuss what the problem looks like in the community (assumptions)*
    - [ ] *Review the verified CONDITIONS of poverty from the Community Assessment*
- [ ] *Identify and discuss what the community would look like if these conditions were eliminated*
    - [ ] *Use the feedback as a basis for developing the agency's VISION statement*
- [ ] *Discuss what the organization's role is in eliminating the problem - **OS 4.1***
    - [ ] *Address the problem*
    - [ ] *Identify the **population** the organization will be targeting*
    - [ ] *Identify the **change/outcome** the organization will be working to achieve*
    - [ ] *Identify the **strategic approach** the organization will be using to achieve the primary outcome*
    - [ ] *Identify who the organization will be working with to achieve the outcome (**Relationship**)*
    - [ ] *Make sure the statement is something that everyone can understand*
    - [ ] *Make sure the statement is short enough for your team to remember/embrace*
- [ ] *Using the mission statement, identify 3-5 high-level goals that the organization will use to organize its strategies - **OS 6.2, OS 6.3***
    - [ ] *Family Level Goals (address personal barriers from the Community Assessment)*
    - [ ] *Community Level Goals (address infrastructural barriers from the Community Assessment)*
    - [ ] *Agency Level Goals (address organizational barriers from the SWOT analysis)*

Selecting Family/Community Level Strategies

- [ ] *Identify the barriers that prevent the organization from being successful in the achievement of its goals and, ultimately, the fulfillment of its mission*
- [ ] *Identify the issues that will be addressed by other organizations*
- [ ] *Identify the strategies the organization is currently implementing*
    - [ ] *Does the community have a continued need for the services operated under this strategy?*
    - [ ] *Is the strategy in alignment with the organizational mission?*
    - [ ] *Does the organization have the resources to continue operating the strategy?*
    - [ ] *Discuss opportunities to strengthen programs for increased enrollment or achievement.*
- [ ] *Identify any unmet needs that exist in the community that are in alignment with the agency mission*
    - [ ] *Discuss the agency's ability to address the unmet need*
- [ ] *Based on the established mission, community needs, and agency resources, select the issues that can and should be directly addressed by the organization*
    - [ ] *Create a name for each strategy*
    - [ ] *Identify a PRIMARY OUTCOME the organization will use to measure ultimate success*
    - [ ] *Identify the activities that will be used to achieve the primary outcome*
    - [ ] *Identify secondary outcomes/indicators that may occur as a result of the strategy*
    - [ ] *Document the resources that will be dedicated to the implementation of the strategy*
    - [ ] *FAMILY LEVEL: Identify the projected number who can be enrolled with the resources available*
    - [ ] *Identify the projected success with the resources available*
    - [ ] *Identify the measurement tools that will be used verify achievement of outcomes/indicators*

Selecting Agency Level Strategies

- [ ] *Discuss areas of non-compliance, risk, complacency, growth, and innovation that the agency can control*
  - *Board Governance (Structure, Engagement, Skills)*
  - *Leadership (Structure, Engagement, Skills)*
  - *Human Resources (Numbers, Structure, Engagement, Morale, Skills)*
  - *Finance (Funding, Expenditures, Reserves)*
  - *Partnerships (Relationships, Collaboration)*
  - *Strategic Operations (Customer Access, Customer Satisfaction, Performance, Internal Collaboration)*
  - *Analytics (Collection, Aggregation, Quality, Analytics, Reporting)*
  - *Public Relations (Outreach, Storytelling)*
- [ ] *Discuss opportunities and threats that are outside of the control of the organization*
  - *Political (the impact of government)*
  - *Economic (growth, decline, recession, etc.)*
  - *Social (population growth/reduction, demographic changes, culture changes, etc.)*
  - *Technological (innovations, limitations, etc.)*
  - *Legal (laws, policies, etc.)*
  - *Environmental (the impact of weather/climate on farming, tourism, etc.)*
- [ ] *Map identified elements into the SWOT grid*
- [ ] *Discuss priorities among the identified weaknesses and threats*
- [ ] *Identify strategies based on prioritized needs and threats*
  - *Create a name for each strategy*
  - *Identify a PRIMARY OUTCOME the organization will use to measure ultimate success*
  - *Identify the activities that will be used to achieve the primary outcome*
  - *Identify secondary outcomes/indicators that may occur as a result of the strategy*
  - *Document the resources that will be dedicated to the implementation of the strategy*
  - *Identify the benchmark that will be used to measure success*
  - *Identify the measurement tools that will be used verify achievement of outcomes/indicators*

Identify the Data Process

- [ ] *Identify the method for each element of the data process*
  - *Collection (Software, Personnel, Processes, etc.)*
  - *Quality Assurance (Personnel, Processes, etc.)*
  - *Aggregation (Software, Personnel, Processes, etc.)*
  - *Leadership Interaction (Frequency, Response, etc.)*
  - *Board Interaction (Frequency, Response, etc.) - **OS 6.5, OS 9.3***

Storytelling

- [ ] *Discuss WHO needs to know the organization's story (customers, politicians, community members, etc.)*
- [ ] *Discuss WHY each group needs to know the story (fundraising, volunteer recruitment, partnerships, etc.)*
- [ ] *Discuss WHAT each group needs to know about the agency*
- [ ] *Discuss HOW the organization will ensure each group is made aware of the agency's work*

Final Considerations

- [ ] *Discuss/document how the organization will implement each element of the ROMA Cycle - **OS 4.3***
  - *Assessment of community needs*
  - *Planning to meet identified needs*
  - *Implementation of programs and services to meet identified needs in accordance with the plan*
  - *Collection of data*
  - *Analysis of data*
- [ ] *Identify the ROMA professional that will assist the organization during implementation - **OS 4.3***

Approval

- [ ] *Present the current/revised mission statement to the board for adoption - **OS 4.1***
- [ ] *Present the final draft of the plan to the board for review/adoption*

Distribution

- [ ] *Enter the plan into the appropriate software system/dashboard*
- [ ] *Share details of the plan with appropriate team members*

Monitoring

- [ ] *Review the organization's progress on a regular basis*
- [ ] *Compare progress with projections throughout implementation, making adjustments as necessary*