

CSBG Monthly Webinar: Strategic Planning

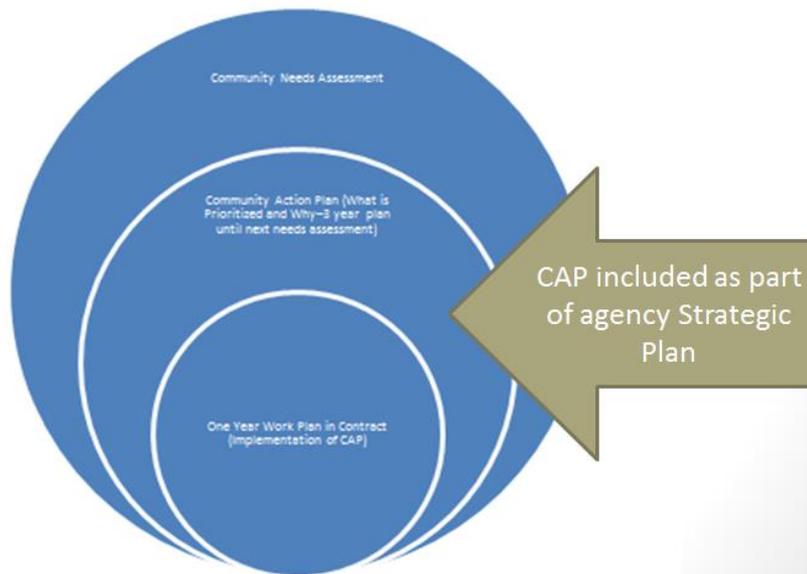
February 23, 2018

Housekeeping:

- IS/Module 1 update—all clean-up has been submitted to SCSO. Deadline for SCSO to submit to NASCSP (IS) and OCS (Module 1 in OLDC)=3/31/18.
- FY18 amendment update: 8/9 contracts enroute with DWS for final signatures
- FY17 contracts expire **3/31/18—spend down**
- Model State Plan—discussion will be held at CAP Utah board meeting 2/28/18
- A survey requesting specific input for the plan will be sent out
- Make sure using new poverty guidelines—KQ sent 1/18/18

Strategic Planning

- Required by Organizational Standards
- Connected to Community Action Plan (CAP):



Strategic Plan & Organizational Standards

Category 6 Standards

- Establishing the vision for a department is a big task and setting the course to reach it through **strategic planning** is serious business. 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 department-wide process is board-led and ongoing. A **"living, breathing" strategic plan with measurable outcomes is the goal**, rather than a plan that gets written but sits on a shelf and stagnates. If the department uses its parent agency's strategic plan, its staff and tripartite board/advisory body should participate to the greatest extent possible in that process. 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**.
- **Standard 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 5 years. If the department does not have a plan, the tripartite board/advisory body will develop the plan.
- **Standard 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.
- **Standard 6.3** The approved strategic plan, or comparable planning document, contains family, agency, and/or community goals.
- **Standard 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.
- **Standard 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

Strategic Plan & Organizational Standards

There are several other Standards that relate to strategic planning that the review team should consider to coordinate with work on other categories of the Organizational Standards, including:

- Standard 1.1** **The department demonstrates low-income individuals' participation in its activities.**
- Standard 1.2** **The department analyzes information collected directly from low-income individuals as part of the community assessment.**
- Standard 1.3** **The department has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.**

Strategic Plan & Organizational Standards

- **Standard 4.1** **The tripartite board/advisory body has reviewed the organization's mission statement within the past 5 years and assured that: 1) the mission addresses poverty; and 2) The organization's programs and services are in alignment with the mission.**
- **Standard 4.3** **The department's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the department documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.**
- **Standard 9.3** **The department has presented to the tripartite board/advisory body for review or action, at least within the past 12 months, an analysis of the department's outcomes and any operational or strategic program adjustments and improvements identified as necessary.**

Lots of Resources—Don't Reinvent the Wheel



- Karen will forward zip drive with strategic planning resources
- What is a strategic plan?
- **From CAL CAPA and Community Action Partnership:**

“The strategic plan itself is a **road map** to achieving a **shared vision** of the organization and/or community in **3-5 years**. Day-to-day, the **plan’s implementation guides an organization in fulfilling its mission**, making decisions and allocating resources. Over the **long term, the strategic plan acts as a blueprint for implementing changes that incrementally realize the organization’s vision**. By planning for change, an organization can strategically chart its own growth and revitalization in a manner that improves its effectiveness, capacity and relevance.

It is **essential to recognize what strategic planning is not. It is not a quick fix**. Neither the process nor the plan is a magic bullet or panacea for everything that ails an organization— especially if the plan winds up on the shelf. Like many quality management efforts, **strategic planning is a long-term investment with increasing returns over time**. In other words, every plan must be accompanied by commitment and action if it is to achieve meaningful results.”

From TCC Group—10 Keys to Strategic Planning:

1. Tool that provides guidance in fulfilling mission with maximum efficiency and impact
2. Should be effective and useful
3. Should identify specific goals and action steps and resources needed to accomplish—internal and external goals
4. Generally—review and revamp every 3-5 years

Strategic Planning

Understanding strategic planning in the context of CSBG and the organizational standards:

- From CAP (national partnership) CAA toolkit on strategic planning:

“The strategic planning process, typically conducted every three to five years, sets the **broad goals that guides the department’s programs and operations to meet the needs of low-income individuals, families, and communities**. The Community Action Plan (CAP), submitted annually to the State CSBG Lead Agency, **details the specific program activities** that the department will engage in over the year **as guided by the results of the needs assessment and goals of the strategic plan.**” (Note: SCSO collects the CAP with the needs assessment—and contract work plan (which is submitted annually) stems from CAP)

Strategic Plan=Broad Plan CAP=Specific strategies to meet goals determined by needs assessment and strategic plan

Strategic Planning

When considering community needs and programs—the relationship between the needs assessment/ strategic plan/ and community action plan looks like this:



From CAP (national partnership)—
broader goals for meeting community
need answered by specific programs
in CAP

Strategic Planning

- National Partnership guidance on good strategic planning:
 - Improve the department's implementation of the ROMA framework;
 - Better connect existing and future strategic plans with the CNA and CAP;
 - Strengthen the monitoring and evaluation process for the current strategic plan; and
 - Identify ways to better integrate the current strategic plan into the routine management and operational processes of the department.
- As noted before—more than just looking externally to the community—this is part of the strategic plan
- Internal focus—another arm/part of the strategic plan
 - Identification of opportunities to strengthen/improve/build capacity within your agency

Strategic Planning

The Results Oriented Management and Accountability Cycle



ROMA applies to review of internal operations as well as external programming

Strategic Planning

- Many different approaches to creating a strategic plan
(Board members should be part of this process)

Consider agency mission

Consider mandates

Gather data—community needs/agency needs

Identify agency resources

Build plan—set specific goals and include the specific
action steps and resources to be used to
achieve goals

Present to board

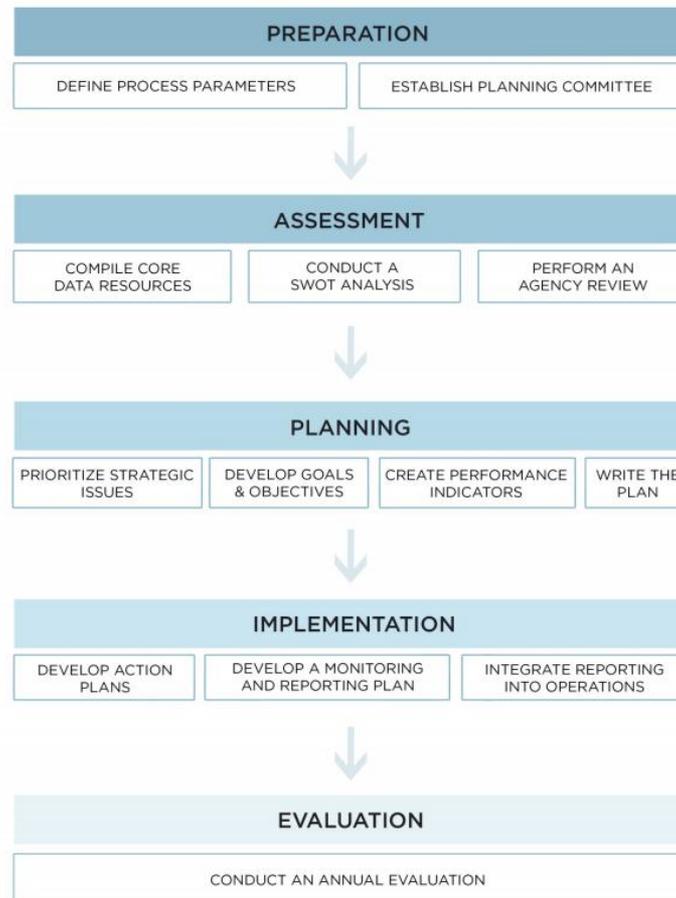
Practice ROMA—updates on progress—review and
consideration of new data—any need for revision/updating, etc.



Strategic Planning Process—CAL CAPA

Extracted from : *A Comprehensive Guide to Community Action Strategic Planning*

FIGURE 1. COMMUNITY ACTION STRATEGIC PLANNING PROCESS



Strategic Planning—OS Compliance

- From National Partnership—Strategic Planning toolkit

Examples of levels of compliance:

Public CAA:

	Unacceptable	Unsatisfactory	SATISFACTORY	Advancing	Outstanding
<i>Standard 6.1</i>	Our department has no strategic plan in place.	Our department/parent agency has a strategic plan in place but it does not specifically address CSBG-funded programs, the strategic plan is not approved by the governing board, and/or the strategic plan has not been approved by the tripartite board/advisory body within the past five years.	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 5 years. If the department does not have a plan, the tripartite board/advisory body will develop the plan.	Our department conducts a strategic planning process every three years and involves the tripartite board/advisory body throughout the process	Our department/parent agency conducts a strategic planning process every three years, involves the tripartite board/advisory body throughout the process, and engages other public agencies and/or its contractors as part of the process

Strategic Planning—OS Compliance

- From National Partnership—Strategic Planning toolkit

Examples of levels of compliance:

Private CAA:

	Unacceptable	Unsatisfactory	SATISFACTORY	Advancing	Outstanding
Standard 6.1	Our CAA has no strategic plan in place.	Our CAA has a strategic plan in place for one or more programs or departments but not the whole agency, the strategic plan is not approved by the governing board, and/or the strategic plan has not been approved by the board within the past five years.	The organization has an agency-wide strategic plan that has been approved by the governing board within the past 5 years.	Our CAA has an agency-wide strategic plan that has been approved by the governing board within the past 3 years.	Our CAA has an agency-wide strategic plan that has been approved by the governing board within the past 3 years and the governing board approves annual updates..
Standard	Our CAA has no	Our CAA has a strategic	The approved strategic plan	Our approved strategic	Our approved strategic

Questions?

