

Technical Assistance Guide Category Six: Strategic Planning



Presented by:

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Agenda

- Overview of the TA Guide
- Guidance on conducting the review process
- Discussion of Standards 6.1-6.5
- Questions

Overview of TA Guide Structure

Purpose is to:

- Assist with definition, intent, and documentation of the Standards
 - Section A covers definition and intent
 - Section B covers interpretation and documentation
- Provide resources to go “beyond compliance”
 - Section C provides diagnostic questions
 - Section D provides resources

Category Six: Strategic Planning

Considerations for the review process

- Make sure the review process for Category Six is connected to reviews for other standards
- Look for opportunities to connect the review process into ongoing agency activities
- Consider including a team of staff
- Ensure all staff know how to assess compliance
- Use uniform documentation processes
- Set up a process for managing recommendations
- Ensure uniform processes for archiving reviews

Category Six: Strategic Planning

Options for going “beyond compliance”:

- Short discussion of strengths and opportunities for improvement
- Review of resource materials (e.g. guides, examples of other community assessments)
- Interviews/focus group with key staff
- Interviews/focus group with outside partners and experts

Standard 6.1

The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.

6.1 Guidance on Definition and Intent

- Strategic plan focuses on the CAAs medium to long term goals
- Distinct from an operational plan
- Should be grounded in the needs assessment and connected to the community action plan
- No one process, but typically involves
 - Convening a planning committee
 - Research and outreach to key stakeholders
 - Retreat or similar facilitated meeting
 - Implementation phase

6.1 Guidance on Interpretation

- “In process” strategic plans should satisfy the standard
- A current strategic plan without board approval does not satisfy the standard
- Program or division level plans do not satisfy the standard
- Approval by a board sub-committee does not satisfy the standard

6.1 Guidance on Documentation

Requires two types of documentation:

1. Agency wide strategic plan
 - Copy of strategic plan with date
2. Board approval
 - Board minutes noting approval
 - Communication from the board

6.1 Beyond Compliance

- How well is the needs assessment integrated into the strategic plan?
- Is there a strategic planning board committee?
- Does the CAA have a formal structure and process for implementing the strategic plan?
 - Are there regular meetings to assess progress?
 - Are staff assigned responsibility for acting on goals?
- Is there a scorecard or similar mechanism to track progress?

Standard 6.2

The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.

6.2 Guidance on Definition and Intent

- Strategic plans should focus on program and operational goals
- Strategic plans should be aligned with the overall mission and vision of the agency
- The six national goals should inform the goals of the strategic plan

6.2 Guidance on Interpretation

- Addressing the three objectives in other planning processes (e.g. the community action plan) does not satisfy the standard unless they are reflected in the strategic plan
- Elements of the strategic plan that address the three objectives “by effect” (e.g. a goal to strengthen relationships with other stakeholders that will in turn address the three objectives) may not satisfy the standard

6.2 Guidance on Documentation

- Highlighted sections of the strategic plan that directly address one or more of the three goals
- Brief narrative that explains how the strategic plan addresses one or more of the three goals and a copy of the strategic plan

6.2 Beyond Compliance

- Does the strategic plan incorporate or address the sic national goals?
- Does the strategic planning process include looking at innovative program models and new service delivery strategies?
- Does the strategic plan address the root causes of poverty in the community?
- Is outcome data from programs incorporated into the regular review of strategic planning goals?

Standard 6.3

The approved strategic plan contains family, agency, and/or community goals.

6.3 Guidance on Definition and Intent

- Strategic plans and planning processes should incorporate the ROMA framework
- Incorporating family, agency, and community goals helps provide a holistic perspective on agency strategy

6.3 Guidance on Interpretation

- Addressing the three goals in other planning processes (e.g. the community action plan) does not satisfy the standard unless they are reflected in the strategic plan
- If the strategic plan does not contain one or more of three goals, but an operational plan does, the agency risks not complying with the standard

6.3 Guidance on Documentation

- Highlighted sections of the strategic plan that directly address one or more of the three goals
- Brief narrative that explains how the strategic plan addresses one or more of the three goals and a copy of the strategic plan

6.3 Beyond Compliance

- Did the agency use a certified ROMA trainer throughout the strategic planning process?
- Does the strategic plan include an operational plan that clearly details how the agency will meet the three goals across its different strategic plan objectives?
- Does the agency track the outcomes necessary to determine if it meets the three goals across its different strategic plan objectives

Standard 6.4

Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.

6.4 Guidance on Definition and Intent

- Data gathered as part of the community assessment should be incorporated into the strategic plan
- “Knowing the customer” is critical to implementing the ROMA framework
- Strategic plan goals should be driven by agency, stakeholder, and customer input
- Engaging customers during the needs assessment and strategic planning process builds key relationships and opportunities for participation in other activities

6.4 Guidance on Interpretation

- The agency gathers either customer satisfaction data or customer input, but not both as part of the needs assessment and strategic planning process
- The agency gathers customer satisfaction data and customer input, but did not gather them as part of the community assessment
- The agency gathers customer satisfaction data and customer input, but did not include them as part of the strategic planning process

6.4 Guidance on Documentation

Requires three types of documentation:

- (1) Customer satisfaction data
 - Copy of customer satisfaction survey
 - Results of customer satisfaction surveys
- (2) Customer input
 - List of methods used to gather customer input
 - Samples of customer input
- (3) Use of customer satisfaction data and input in strategic planning process
 - Agendas of strategic planning committee meetings
 - Highlighted sections of strategic plan
 - Narrative description

6.4 Beyond Compliance

- Does the agency routinely gather customer satisfaction data?
- Does the agency have a clear structure and process (e.g. quality improvement committee) for incorporating customer satisfaction data into program and organizational planning processes?
- Does the agency have a clear structure and process for incorporating customer feedback (e.g. advisory council) into program and organizational planning processes?
- Does the board have a committee that reviews customer satisfaction data and feedback?

Standard 6.5

The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.

6.5 Guidance on Definition and Intent

- The board should play a regular role in the review of progress on the strategic plan
- Agencies should have structures and processes in place to hold themselves accountable for progress on the strategic plan

6.5 Guidance on Interpretation

- The agency provides an update on progress meeting the goals of the strategic plan to a board committee but not the full board
- The agency provides episodic updates but not a complete report on progress meeting the goals of the strategic plan

6.5 Guidance on Documentation

- Copies of presentation made to the board on progress towards meeting the goals of the strategic plan
- Board minutes reflecting review of the update

6.5 Beyond Compliance

- Does the agency provide the board with quarterly updates?
- Does the agency provide adequate time for board discussion of the update?
- Does the act on feedback from the board about progress towards meeting the goals of the strategic plan?

Organizational Standards

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