



# Tools for 5-year Strategic Plan

Jessica J Reed, Christina DiSalvo, Jenna Barnes

**NCLC August 5, 2020**

# 5-year strategic plan grounding



Helps define direction and realistic objectives and goals.



Offers a foundation from to grow, evaluate success, and inform decision-making.



Participation of stakeholders ensures the plan reflects the values and beliefs of the community it serves.



Strategic plans are living documents. They should change over time.



Reviewing and evaluating your strategic plan regularly will help keep you accountable and on track to achieve your goals and objectives.

# Phases for 5-year plan

Getting started  
- planning to  
plan

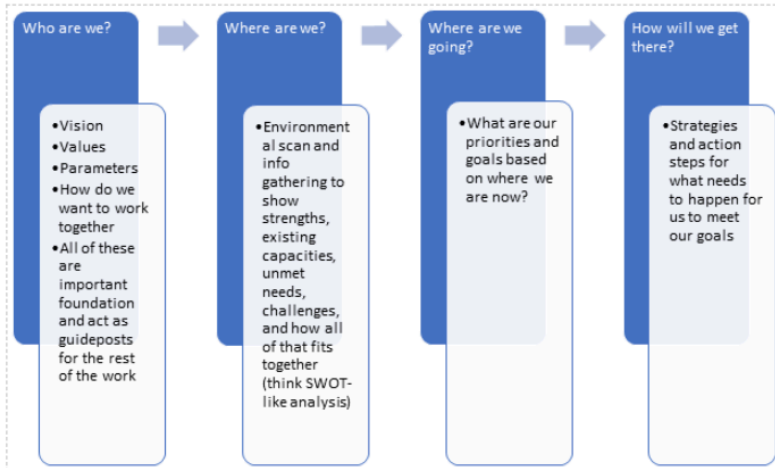
Stakeholder  
engagement

Information  
gathering

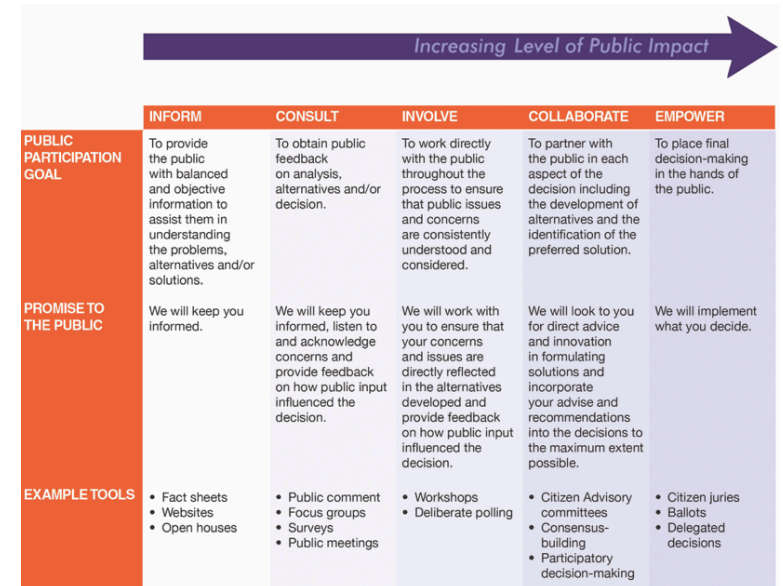
Goal setting

# Getting started – Planning to plan

## 5 year plan approach - Alexis



## IAP2 Spectrum - Alexis





# Information Gathering

## Household Data Spreadsheet

Triple P Reach Estimates										
American Community Survey: 5-year Estimates										
ACS Table Code		S0101_001_001	S0101_001_002	Calculation:	S1101_001	005F				
County	State	Total Pop	Children aged 0-17	Caregiver	Families	Stay Positive: 85% of Population	Stay Positive: 85% of Caregivers	Triple P Lvl 2-5: 20% of Families	Triple P Lvl 2-5: 25% of Families	
Alamance County	North Carolina	160,576	36,203	28,718	17,763	136,490	24,410	3,553	4,441	
Alexander County	North Carolina	37,119	7,618	5,978	3,445	31,551	5,081	689	861	
Alleghany County	North Carolina	10,973	1,943	1,730	1,036	9,327	1,471	207	259	
Anson County	North Carolina	25,306	4,936	3,133	2,027	21,510	2,663	405	507	
Ashe County	North Carolina	26,786	4,893	4,135	2,501	22,768	3,515	500	625	
Avery County	North Carolina	17,501	2,707	1,953	1,140	14,876	1,660	228	285	
Beaufort County	North Carolina	47,243	9,759	6,579	4,036	40,157	5,592	807	1,009	
Bertie County	North Carolina	19,644	3,508	2,153	1,414	16,697	1,830	283	354	
Bladen County	North Carolina	33,778	7,125	5,130	3,343	28,711	4,361	669	836	
Brunswick County	North Carolina	126,860	20,621	14,673	8,871	107,831	12,472	1,774	2,218	
Buncombe County	North Carolina	254,474	48,313	39,355	22,870	216,303	33,452	4,574	5,718	
Burke County	North Carolina	89,712	17,402	13,714	8,332	76,255	11,657	1,666	2,083	
Cabarrus County	North Carolina	201,448	52,386	44,137	25,644	171,231	37,516	5,129	6,411	
Caldwell County	North Carolina	81,779	16,870	13,694	8,136	69,512	11,640	1,627	2,034	
Gamden County	North Carolina	10,447	2,491	1,811	1,064	8,880	1,539	213	266	
Carteret County	North Carolina	68,920	12,414	11,026	6,603	58,582	9,372	1,321	1,651	
Caswell County	North Carolina	22,746	4,311	3,801	2,168	19,334	3,231	434	542	
Catawba County	North Carolina	156,729	35,357	26,728	15,879	133,220	22,719	3,176	3,970	
Chatham County	North Carolina	69,791	14,350	11,518	6,745	59,322	9,790	1,349	1,686	

## Data driven discussion tool

### Triple P Variants – by target population



# Goal Setting

## Facilitation Strategies

LS Menu 	Wicked questions 	What' debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation cafe 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

## Community Toolbox

### Developing Objectives and Strategies

**Considerations for developing objectives:**

- Objectives are specific, measurable results of an initiative. They provide specifics about how much of what will be accomplished and by when (e.g., By [date], \_\_\_\_\_ will increase/decrease by %).
- There are three basic types of objectives:
  - Process objectives:** aim to measure the extent to which progress is made toward other objectives (e.g., By 2025, establish a comprehensive plan to improve emergency preparedness.)
  - Behavioral objectives:** aim to measure changes in behaviors of people (e.g., they are doing and saying) and the products (or results) of their behavior (e.g., By 2025, the percentage of 15-19-year-old youth reporting use of alcohol in the past 30 days will decrease by 25%).
  - Community-level outcomes objectives:** aim to measure the product or result of behavior change in many people (e.g., By 2025, the percentage of people living adequate housing in X community will increase by 30%).
- Common characteristics include:**
  - Specific:** they tell how much of what by when
  - Measurable:** information can be collected, detected, or obtained from records
  - Achievable:** they are possible to achieve AND it's feasible for your group to reach them
  - Relevant:** there is a clear connection to how they fit with the overall vision and mission of the group
  - Timed:** timing by which it will be achieved is clear in the objective itself and an overall timeline
  - Challenging:** they stretch the group to set to aims on significant improvements that are important

**Instructions:**

- Identify one person to take notes while the group brainstorms ideas and one person to document the decision reached through consensus.
- Begin by drawing on expertise from the group to determine what needs to occur to see real progress toward your vision and mission. Then, together, form a list of one or two general goals (e.g., improve emergency preparedness programs, increase understanding of the causes and solutions to address school-shootings).
- Then for each goal, develop one or two objectives. Consider what would have to change to happen if you are making progress toward that goal. Describe how much of what would change and by when and state your objectives. Consider the following questions:
  - What measures of activities or outputs would help us assess whether key activities are completed?
  - What changes in behavior would we see if the effort is successful?
- Critique your objective based on SMART-C attribute and come to consensus about what the objective(s) should be. Record the agreed-upon objective below.

Goal(s):

Objective(s):

© 2018 Center for Community Health and Development, University of Kansas, USA

# Breakout Conversations



Where is your team in thinking about how to start the 5-year strategic plan?



What community strengths can you draw upon to help your strategic planning process?



What barriers do you see in the way of creating your 5-year strategic plan with full community engagement?



What do you need from the support system to be successful in engaging your community and creating a 5-year strategic plan?



# Next Steps



DOCUMENT WITH THE MENTIONED  
TOOLS AND RESOURCES AND LINKS TO  
SIM LAB



FOLLOW-UP CONVERSATION AT ANOTHER  
NCLC IF HELPFUL



THE  
**IMPACT** CENTER at  
**FRANK PORTER GRAHAM**  
**CHILD DEVELOPMENT INSTITUTE**

Will Aldridge  
Jessica Reed  
Rebecca Roppolo  
Ariel Everett  
Christina DiSalvo  
Wendy Morgan

Renée Boothroyd  
Robin Jenkins  
Jenna Armstrong  
Julie Austen  
Shannon Chaplo  
Alexis Kirk

Sandra Diehl  
Jenna Barnes  
Kimberly Ruck  
Leslie deRosset  
Jennifer Robinette  
Julie Chin  
Ximena Franco