

**STRATEGIC PLANNING
FOR
CONNECTICUT YOUTH SERVICE BUREAUS**

A Director's Handbook

Prepared for the
CT Department of Education
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INTRODUCTION TO STRATEGIC PLANNING

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide the youth service bureau. It differs from action planning in that strategic planning looks to the future, sets a direction for where the bureau needs to go. Action planning is annual and often guides the funding decisions for the annual state grant.

A good strategic plan will lead to action. It builds a shared vision among the key stakeholders, including the advisory board and staff. It is sensitive to the environment surrounding the YSB. Many bureaus are municipal organizations, some are divisions within a larger city department, yet others are non-profit organizations. Each one of these structures presents unique requirements for a strategic plan.

Strategic planning is becoming a widely recognized and accepted practice among the non-profit organization community. It is newer to municipalities and yet can be a valuable tool to help local government set a course to address youth issues in the community.

A strategic planning process is an inclusive, participatory process. Stakeholders from within and outside of the bureau are identified and involved in helping identify key strengths, weaknesses and issues facing the bureau and young people and families. This information, along with a broad scale data gathering effort serves as the foundation upon which to identify key issues to be addressed within the strategic plan.

As issues are identified, direction is established. Strategic planning involved preparing for the best way to respond to circumstances – both opportunities and threats or challenges – that will face the bureau in the coming years. Strategic alternatives are explored, choices made and goals are set. As a result of the planning process, clarity emerges about the YSB's objectives and resources, mission, direction and accountability.

Essentially, a strategic planning process focuses at first on where you are – what is the current status of the bureau? Its programs? Its mission? Its mandates? The needs of youth and families in the community?

It then turns to identifying where you want to be in a set time period, generally three to five years. Finally, the plan outlines how to get to that end. It will address major areas such as governance, structure, marketing, finances and programs or service.

The result is a stronger organization, increased commitment to its goals and programs, and a clarity of what the YSB is, and needs to be for the future community.

YOUTH SERVICE BUREAU STRATEGIC PLAN FORMAT

Introduction

- Brief
- Describe process of putting the plan together
- YSB Profile/History

Status of Youth and Families in [Town] in 200x

- Summarize data – 3rd party sources
- Results of 1st party surveys
- Key points from SWOT analysis

- This is your baseline of information and can also serve as boiler plate for any data sections on grants you will seek

YSB Mission and Vision

- Put your mission statement in here.
- Put your vision statement here

Issues and Strategies

- List the critical issues identified that you will address
- List the strategies underneath those issues

Goals and Objectives

- Table format
- Goals
- Objectives per goal
- Performance measurement
- Year objective to be allocated to in the plan

TEN STEPS TO STRATEGIC PLANNING

1. Know Your Mandates
2. Develop the Strategic Planning Process
3. Gather Factual Data
4. Conduct Stakeholder Analysis and Assessment
5. Conduct the Environmental Scan
6. Develop the Strategic Issues
7. Clarify Mission and Values
8. Develop Strategic Direction
9. Set Priorities for Action
10. Implementation

Many of these steps are interchangeable in their order, depending on the bureau and the amount of work to be done. YSB directors should feel free to alter the order to serve the process best.

Step 1: Know the YSB Mandates

Good planning begins with an understanding of the requirements for the youth service bureau. All youth service bureaus that receive funding from the State of Connecticut are required to meet the standards in the enabling legislation.

Some municipalities may have enacted ordinances or other codes that govern the youth service bureau locally. These may name the bureau as a separate municipal department and/or may name an official commission or board.

Copies of all legislative mandates, state and local, should be kept in the YSB office and be a starting place for knowing what the bureau must do.

The next step in understanding the YSB mandates is to be clear about their interpretation. The state legislation was enacted in 1974 when there were no bureaus and very little service available for young people. For example, a bureau is to undertake needs assessment as an activity under the administrative core unit. In the 21st century, this looks very different than it may have in the 1970's. Other examples may be found in the direct service unit of the YSB – programs that were needed in the 1980's may not be the focus of the bureau in 2005. A bureau director should be clear about what is forbidden and what is not ruled out in order to plan effectively for his or her own organization.

While not official mandates, grants provide a set of standards that must be adhered to for the funding. These should also be considered in an overall review of the mandates.

CT YOUTH SERVICE BUREAU MANDATES
CT State legislation, Section 10-19m

Mandate	Key Requirements and/or Activity
Advisory Board	At least 7 members: 1 youth, 1 school representative, 1 police representative, 1 private youth agency rep
Perform management functions	Human resources, financial management, organizational management, grants management, monitoring of sub contractors
Conduct research to assess needs of youth, availability of existing services	Data gathering, data analysis, evaluation of programs
Resource development to improve services, fill gaps, create innovative approaches to meet assessed needs	Grant writing, fund raising, capacity building, volunteer development, collaboration, partnerships for programs
Community involvement to promote public knowledge and understanding of youth problems and needs and foster community change.	Community organizing, participate in boards and task forces, social marketing, public forums, strategic planning for change
Advocate for individual youth	Be an advocate, help youth get needs met, intervention
Advocate on behalf of groups of youth with unmet needs	Legislation development, policy development
Serve youth who are or could be in contact with justice	Juvenile Review Board, youth courts, truancy programming, re-entry programs
Serve youth without support or protective environment	Parent education, family counseling, DCF referrals
Serve youth who manifest detrimental behavior	Intervention programs, counseling, groups
Serve primary prevention needs of the community	Education, forums, alternatives, youth development programming
Have in writing materials for parents and youth for distribution	Marketing, brochures, web-site
Develop and maintain data necessary to evaluate impact of services	Data file, customer satisfaction feedback forms, pre and post tests
Submit annual application for continued state funding	Use approved application, participate in annual TA for grant preparation

Step 2: Develop the Planning Process

Once the YSB director determines that a strategic planning process is important to undertake, he or she must then determine what the process will be. Some strategic planning efforts may take several months and be involved and intensive processes, engaging many people in the community. Other strategic planning efforts are smaller in scale.

Strategic planning is not uniformly practiced in municipal government. It is a standard operational practice in the business world and is rapidly becoming one in the non profit sector. Strategic planning is often considered a best practice in organizational management. Funders may want to know that the bureau has a strategic plan.

A first step in planning is to determine what the purpose of the planning effort is. Is the effort to develop a full five year plan for the bureau that will guide its growth? This may be important for those bureaus that are non-profit organizations. Is the process being undertaken to develop some ownership among the board? Is the plan to be an effort to analyze what currently exists and determine whether the bureau is doing what it should be in 2005?

Next, the director should identify those who will be involved in the planning effort. Will a strategic planning team be developed? Who will serve on it? How frequently will it meet? The best strategic planning processes have more than the director involved. This is further discussed in the stakeholder analysis.

Many strategic planning processes rely on a consultant to facilitate the process. Will your effort require a facilitator? What functions would you want from a facilitator? As you work through the ten steps, you can decide whether a consultant will best assist you in preparing the plan.

The Strategic Planning Worksheet will help you identify the processes you wish to use in developing a strategic plan for your YSB.

YSB STRATEGIC PLANNING WORKSHEET

1. Do you want to develop a Strategic Plan for

Overall YSB

Related to specific youth issue, _____

City/Town wide youth plan

2. What time period will you plan for?

Three Years

Five years

3. How much time will be devoted to the planning process?

Short term, under 16 hours of planning meetings

Intensive, 16-30 hours, 1-3 months

Extended, More than 30 hours of planning, several months

4. Who will manage the planning effort and keep it on track?

5. Who will be included in the planning effort?

YSB director

YSB staff, specifically: _____

Advisory Board Members, specifically: _____

Others: _____

6. Will you use a consultant or other resource person in developing the plan?

Yes

No

If yes, what kinds of help will you need?

- Data Gathering
- Needs Assessment/First person data gathering
- Facilitating work sessions
- Technical assistance to the director
- Actual writing of the plan
- Other:

7. By what date will you have the plan completed? _____

8. Who needs to approve the plan?

9. When will the plan be approved?

Step 3: Gather Data

The data gathering work for strategic planning meets the administrative core functions for conducting research to assess needs of youth and availability of existing services. There are two types of data gathering:

1. Third person data
2. First person data

The research and assessment function of a youth service bureau is important to identify the extent of the problems addressed by the services provided and to identify trends and/or changes in the local demographics.

Third person data comes from objective sources. These include literature reviews, professional journals, research reports and professionally compiled statistics, such as data from the U.S. Census Bureau or state agencies. This data may be used to compare your town's results that you receive from the first person data gathering exercises. For example, there are surveys conducted with high school students by researchers, both in and out of Connecticut. Should your town implement the survey, your first person results can be compared with the third person results to provide a fuller picture of your local community.

Third party data also allows the bureau to develop benchmarks for its services, again comparing its results to relevant research, thus strengthening your efforts and results.

A key aspect to the YSBs research and assessment function is maintaining a data file on your town. A Data File contains factual information about your community, schools, youth and families and allows you to analyze it for trends and changing demographics so that the YSB remains current and relevant in the work it does. The data can inform constituencies and residents and policy leaders about youth issues facing young people in your community, making you more effective.

The following worksheets are designed to assist a YSB director in developing and maintaining a data file for the bureau.

YOUTH SERVICE BUREAU DATA FILE
 Compiled by Goff Brown Associates, LLC

MUNICIPAL DEMOGRAPHICS

Item	Number	Data Source
<i>Municipal Demographics</i>		
Population		Census 2000
Ethnic Breakdown %		
• White		
• Black		
• Hispanic		
• Asian		
• Other		
Under 25:		

Other municipal information, such as further age demographics, noticeable trends in population shifts, etc.

<i>Education</i>		
ERG Cohort		CT Department of Education
Public School student enrollment		CT Department of Education School Profiles
• Elementary		
• Middle		
• High		
Ethnic Breakdown of students		
• White		
• Black		
• Hispanic		
• Asian		
• Other		
% Students eligible for free lunch (poverty indicator)		
% students K-12 with non-English home language		
Drop Out Rate		
# Students in Special Education		CT Department of Education Special Education by District Report
Highest reason for placement		
#/% with serious emotional disturbance diagnosis		
# Suspensions		School District
# Expulsions		
Reasons for Suspension		
• #1		
• #2		
• #3		
Reasons for Expulsion		
• #1		
• #2		
• #3		
Suspensions – middle school		
Suspensions – high school		
Expulsions – middle school		
Expulsions – high school		

EDUCATION DATA: TEST SCORES

CMT Grade 4	DISTRICT	ERG COMPARISON
Reading		
Math		
Writing		
All 3 tests		
CMT Grade 6		
Reading		
Math		
Writing		
All 3 tests		
CMT Grade 8		
Reading		
Math		
Writing		
All 3 tests		
CAPT Grade 10		
Reading		
Math		
Writing		
Science		
All 4 tests		

Other Education data of note:

RISK/PROTECTIVE FACTORS

ITEM	NUMBER	DATA SOURCE
Drug Arrests		
Drug arrests juveniles		
DWI arrests		
DWI arrests underage youth		
Juvenile drug arrests		
Juvenile alcohol possession arrests		
Juveniles seen by JRB		
Reasons for JRB involvement		
<ul style="list-style-type: none"> • #1 		
<ul style="list-style-type: none"> • #2 		
<ul style="list-style-type: none"> • #3 		
Reasons for juvenile contact with police:		
<ul style="list-style-type: none"> • #1 		
<ul style="list-style-type: none"> • #2 		
<ul style="list-style-type: none"> • #3 		
DCF cases of abuse/neglect		
Other		

YOUTH SERVICE BUREAU DATA FILE RESOURCES
Compiled by Goff Brown Associates, LLC

Municipal Demographics.

Other Survey Data within last 5 years from any needs assessments done by the YSB

Other data sources:

Local workforce investment board
Regional Action Council
Local Prevention Council
Local Police Department

Web Resources

www.csde.state.ct.us/public/der/schools/index.htm

No Child Left Behind School district Reports
Graduation Rates by District

www.csde.state.ct.us/public/der/ssp/index.htm

Regular Education by District
Regular Education by School
Adult Education by District
Special Education by District

www.dmhas.state.ct.us/sig/datasources.htm

Governor's Prevention Initiative for Youth 2000 Student Survey
CT Youth Tobacco Survey 2000
Social Indicators Associated with Substance Abuse 1995-97
Social Indicators Data: CT's 169 Towns 1995-99

www.childtrendsdatbank.org

www.preventionworksct.org

Step 4: Stakeholder Assessment and Analysis – First Party Data Gathering

First party data gathering meets two requirements of the administrative core functions:

- Conduct research to assess needs of youth, availability of existing services
- Community involvement to promote public knowledge and understanding of youth problems and needs and foster community change.

Basically, the director uses first person data gathering to determine how the municipality compares to other localities in the state and elsewhere in the country. First person data gathering may be done face-to-face or via the telephone. It can be done through individual interviews or through focus groups or written surveys. You are gathering individuals' perceptions of the problems or issues.

First person data gathering is time and labor intensive. It takes time to:

- Identify what information you wish to obtain
- Prepare the format and questions you will use
- Conduct the data gathering
- Analyze the results
- Prepare a report on the results.

If the director is creating the questions, care must be taken in phrasing the questions to ensure that the response will provide you with the information you want. Open ended questions are best, but then take time to analyze. Multiple choice questions are easier to analyze, but may not provide you with emerging issues.

Another issue to consider is the sampling you will use. The sampling will “skew” the results of the questions. If, for example, you want to know how well known the bureau is and the work it does in the community-at-large, you will need to develop a process for randomly asking the question to reach as wide a sample of towns people as possible. Asking people who come to your events or participate in your programs won't provide “real” information on how well known the YSB is. Instead, an alternative might be picking a date and time where you or others stand outside a grocery store and ask people three to five easy questions. Another alternative might be obtaining a school parent list and selecting every fifth name for a phone call. Once you know what information you want to gather, you can decide on a method that will yield you good responses.

Focus groups are another valid way for conducting first party data gathering. Again, a series of open-ended questions should be developed. Focus groups need a facilitator and a recorder to capture the statement made by the participants.

Focus groups are generally small groups of no more than 12-15 people conducted in a comfortable setting that takes 45 minutes to an hour and a half. Facilitator should probe the responses to get to the depth of the response.

Once you've identified what you want to know and how you intend to collect it, you need to decide who you will collect that information from. These are your stakeholders.

A stakeholder is any person, group or organization that can place a claim on an organization's attention, resources, or output or that is affected by the output. There are two types of stakeholders:

- Internal
- External

Internal stakeholders include management, employees, advisory board, and board of directors members.

External stakeholders include community, funders, service partners, competitors, state agencies, policy makers, and clients.

Stakeholder assessment can become extremely encompassing, or can be limited, depending on the scope of your plan. It is important to identify the stakeholders and then determine how important those stakeholders are to the bureau, and the information you are looking to gather. The stakeholder assessment form is provided to assist you in conducting this assessment and identifying which stakeholders will be involved in the planning process.

INTERNAL STAKEHOLDERS

Internal Stakeholder	How does this stakeholder influence the YSB?	What does the YSB need from this stakeholder?	How important is this stakeholder? (Extremely, reasonably, not very, not at all)	Will this stakeholder be included in your planning process? How?

EXTERNAL STAKEHOLDERS

External Stakeholder	How does this stakeholder influence the YSB?	What does the YSB need from this stakeholder?	How important is this stakeholder? (Extremely, reasonably, not very, not at all)	Will this stakeholder be included in your planning process? How?

Step 5: Environmental Scan

Standard practice for strategic planning involves taking an environmental scan of the organization. This encompasses looking both internally to the organization and externally to the environment in which the organization functions. Information is sought regarding internal strengths and weaknesses of the organization and the external opportunities and challenges/threats facing the organization. This is often referred to as the SWOT or SWOC method.

The importance of gathering perceived strengths and weaknesses is to be able to build on the strong aspects of the bureau and to address the weaknesses in a manner to compensate or reduce their influence.

It is also important to understand what opportunities may arise that could impact the bureau as well as the challenges that face the YSB. YSB's have faced challenges all along their existence, including funding decisions and new competitors. Strong bureaus will be prepared and place themselves in positions where they are not doing a "knee-jerk" reaction to bad news, but have contingency plans to overcome the challenges.

The SWOC/T also allows the bureau to identify key success factors:

- What are the bureau's distinctive competencies that are difficult for others to do?
- What are the core competencies to the bureau's existence?
- What are the core capabilities within the bureau?
- advantage

One way to get at this environmental scan is to do an organizational capacity assessment. Venture Philanthropy Partners published the Capacity Assessment Framework for non-profit organizations to assess their capacity in seven different areas and to identify what strengths to build upon. VPP views strategies as a way to reach aspirations. Aligning aspirations and strengths allows an organization to focus on what is important and central, helping organizations eliminate the "other stuff". This capacity tool, which is published on the internet (www.venturephilanthropypartners.org) is a helpful tool for thinking and conducting the environmental scan.

Step 6: Develop Strategic Issues

A strategic issue is a fundamental policy question or critical challenge affecting an organization's

- Mandates,
- Mission and values,
- Product or service level and mix,
- Clients, users or payers
- Cost, financing
- Structure
- Processes
- Management

As a result of the environmental scan, the YSB will have a list of issues to address. The next step is to comb the list and separate out the operational issues from the strategic ones. Operational issues are usually current problems that have an immediate impact on the daily operation of the bureau.

Examples of operating issues include:

- Funding for a program has been cut thus requiring the bureau to reorganize the program, reduce service levels or eliminate it totally from the services.
- The school location for your program is no longer available for the after school program requiring the bureau to find a new location.

Examples of strategic issues include:

- There is an influx of immigrants into the community with limited English skills and it has resulted in some racial tensions among the youth
- There has been an increase in the number of school suspensions of middle school youth
- There is an increase in early sexual activity among youth in afternoon hours while parents are at work
- The youth service bureau is not well known by the community – most people believe it's a place for "those kids".

The difference is that there is not a quick fix for strategic issues. The issue is complex and there are many approaches to addressing it. It may require new partnerships, a refocusing of the bureau's funding, or other key actions that have long term implications for the YSB.

The strategic issues then need to be prioritized for inclusion into the bureau's strategic plan. The issues form the foundation for decisions about what will be done and what the YSB will become.

YSB's may identify the same strategic issues, but how it chooses to approach the issue will be unique to the municipality's situation. For example, many bureaus may determine that they are a best kept secret in town. For many bureau directors and advisory boards, this will be a problem that they wish to address in the strategic plan. Thus, they will decide they need to do a marketing campaign to increase their visibility.

What becomes unique is the reason behind the strategic issue – the why of the strategic issue. Some bureaus may need to develop community support in order to build a teen center in their community. A part-time bureau may need to increase its visibility in order to become a full time bureau. Yet another bureau may need to increase its service level for a program that is not operating at capacity.

Once the rationale is clear, strategies can be developed for the bureau over the life on the strategic plan setting the direction for the bureau. The strategies are the “how” of what will be done, how much will be done, when it will be done, who will do it and what will be the result when it is accomplished. This forms the action plan for the final step of the strategic planning process – implementation.

Step 7: Clarify Mission and Values

The mission statement is a declaration of organizational purpose, a means to an end. Typically it is short, targeted, activist in tone and inspiring. A mission statement will clarify the YSB's purpose. It answers five basic questions:

- Who are we?
- What needs do we meet?
- In general, what do we do to meet those needs?
- What are our philosophy, values and culture?
- What makes us distinctive and unique?

Many YSBs have mission statements that have been around a long time. Many of them are long beautifully written statements that sound good but leave the reader scratching his or her head as to what it means.

As part of the strategic planning process, bureaus ought to take a look at their mission statement to determine whether it needs revising or is find the way it is. Most times, some change will be made as the mission also needs to make sense for the strategic direction for the bureau.

The aim of mission clarification is to specify the purposes of the organization and the philosophy and values that guide it and to focus on what is truly important, not business as usual. A mission statement will have three basic elements contained within it:

1. Purpose
2. Business
3. Values

The *purpose* statement clearly identifies what the YSB seeks to accomplish and answers two key questions:

- Why does the YSB exist in my community?
- What is the ultimate result of the YSB's work?

Examples of purpose statements include:

- To reduce problems faced by youth
- To increase resiliency among youth and families

The *business* statement specifies the programs the YSB offers, in a broad way. For example:

- To provide youth development programs
- To provide youth development, recreation, and educational programs

The *values* statement identifies key beliefs held by the YSB internal stakeholders. Examples of values include:

- Commitment to improving conditions for youth

The mission clarification worksheet may be used to help frame the discussion about the YSB mission statement as it relates to the direction for its future being captured by the strategic plan.

Questions for Mission Clarification

Purpose

1. Who are we?
 - Fundamentally – not what you do
 - Clarity about your identity – distinct, central and enduring about the organization

2. What are the basic social and political needs we meet by our existence? What are the basic social or political problems we address?

Business

3. In general, what do we do to recognize, anticipate, and respond to these needs or problems?

4. How should we respond to our key stakeholders?

Values

5. What are our philosophy, values and culture?
 - Values = how the organization will conduct itself.

Step 8: Develop Strategic Direction

This is the step where the heart of the plan begins to be written. The previous seven steps all provide important background information upon which to build the bureau's strategic direction.

Visioning occurs when the YSB begins to set direction – a vision is a guiding image of success. A vision statement is more important as a guide to implementing strategy than it is to formulating it according to John Bryson (Strategic Planning for Public and Nonprofit Organizations). Strategies are driven by what the YSB is trying to accomplish. A vision statement should be realistic and credible, well articulated and easily understood, appropriate, ambitious, and responsive to change. It should orient the group's energies and serve as a guide to action. It should be consistent with the YSB's values. (Adapted from the Alliance for Non Profit Management Frequently Asked Questions).

A basic questions that can help identify your YSB's vision is "Over the next 3-5 years (or however long you want), how do we want the community to be different for youth and families?" Once you have identified your vision, strategy development follows.

Strategy development is similar to developing goals and objectives. For strategies to be successful they must:

- Be technically doable
- Be politically acceptable
- Be administratively feasible
- Fit the bureau's core values and philosophy
- Be action oriented
- Be results oriented
- Be ethical, legal and moral.

The strategies must fit under one of the strategic issues. For example, the YSB has determined that a strategic issue is improving the image of the bureau within the community. Strategic direction could include:

- Engage in a marketing campaign to increase visibility in the community about who we are and what we do.
- Promote the YSB's prevention and youth development services in order to increase the number of youth and family participants.

The strategic issue may be the same but the strategic direction differs, based on the situation of the individual bureau. These statements become your YSB's strategic goals.

Step 9: Identify Priorities

A strategic plan is a multi-year document. In developing the plan thus far, important issues have been identified that will strengthen the youth service bureau, and everything is, most likely, important to do. However, not everything can be done all at once, while you continue your operation and programming. Thus, priorities need to be established. Three guiding questions to help prioritize the goals are:

1. Which strategies and issues are most critical to address?
2. Which strategies need to be addressed before others can be addressed?
3. Which strategies will most meet the desired outcomes for the plan?

This exercise will help ascertain what strategies and actions will fall under what year of the plan. Actions should be in a logical order and be sequential to build on one another to reach the ultimate goal. Caution should be taken to not place everything in year one. Hard decisions may need to be made to delay certain activity to the second or third year of the plan.

Things to consider in developing the action agenda for the plan are as follows:

- Time frames/schedules – how will this action fit into the annual schedule for staff? When is this going to be completed?
- Responsibilities – Who will be the point person for this action?
- Action steps/activities – What specific steps may need to be taken to accomplish this?
- Expected results – What are we aiming for as a result?
- Accountability procedures – How will we know if we achieved the desired result?
- Resource requirements – What resources are needed? Staff time? Funding? Volunteers time? In kind services?
- Communications process – How we will know the work is being done? Are reports needed? How frequently will we report on the plan's progress?
- Monitoring and mid-course corrections – If things are not going as planned, what options will there be to modify?

Answering these questions will help the YSB director determine the feasibility of the goal's actions.

Step 10: Implementation Process

The process of developing a strategic plan takes time and involves many stakeholders. A YSB should not enter a strategic planning process to simply be able to say it has a plan and then ignore it until someone asks, or the plan's timeframe has ended.

One thing to keep in mind is that the action plan for each year can then serve as the YSB's administrative core unit activity for a given grant year.

Quarterly reviews of the plan are recommended to determine progress in achieving the desired results. An annual review is important to be able to gauge how much progress was made, identify barriers to completing the annual plan, and to make changes to the year two plan. Progress may be slower than you think and you may have been too ambitious in the first year. Use the annual review to assess the year, identify the original year two plan, and create a new two year action agenda.

YSB STRATEGIC PLAN TEMPLATE FOR STRATEGIC GOALS

STRATEGIC ISSUE # :

Goal :

<i>Action</i>	<i>Responsibility</i>	<i>Outcome</i>	<i>Yr 1</i>	<i>Yr 2</i>	<i>Yr 3</i>

SAMPLE STRATEGIC GOAL AND ACTION PLAN

MARKETING

Key Findings: Written materials are out of date
 Logo does not convey a strong image of the YSB
 Web site needs developing

Strategic Issue #1: How can the Youth Service Bureau effectively promote itself as a youth development organization?

Goal 1.1: Professionalize the YSB's public image (promotion) and increased perceived value (price) of programs/services.

<i>Actions</i>	<i>Responsibility</i>	<i>Outcome</i>	<i>YR1</i>	<i>YR2</i>	<i>YR3</i>
Form marketing committee from the board, staff and others.	YSB Director	Board engaged in marketing	X		
Secure cost-free marketing consultant services to review the bureau's literature, logo and make recommendations for changes.	YSB Director	Agency name and meaning are understood; agency image and materials are immediately recognizable	X		
Redesign existing agency materials (brochures, newsletter, ads, letterhead, web site) for consistency of image	YSB Director, Committee	All materials look like they came from the same place and carry a strategic message	X		
Develop an agency promotional packet for referral sources, including capability brochure, selected newspaper articles/press releases, fact sheet, program specific brochures, and a folder to hold all of the above.	YSB Director, Committee	Board members, program directors and front line staff have something professional to share with the community, referral sources, potential funders and partners	X		
Develop "at-a-glance" agency overview for consumers, and an expanded/more detailed version to serve as internal resource guide	YSB Director, Committee	Staff have something concise and professional to share and refer to in serving the community		X	

ANNUAL ACTION PLAN TEMPLATE

STRATEGIC ISSUE # :

Goal :

<i>Due Date</i>	<i>Actions</i>	<i>Steps to Take</i>	<i>Who Will Do It</i>	<i>Performance Measures</i>

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