

Safe Communities Action Plan: Developing an Outcome-Focused Plan for Safe Communities America

Safe Communities Networking
Conference

August 15, 2012

Leadership and Synergy

- Leadership – Headway Zone
 - Doing pretty well but have potential to progress further
- Synergy – Work Zone
 - More effort is needed to maximize collaboration

What is synergy

- Synergy is the power to combine perspectives, resources, and skills of a group of people and organizations
- Making progress on leadership through building synergy

Operationalization of Partnership Synergy

Extent to which the involvement/contributions of different partners improves the ability of the partnership to:

- Think about its work in creative, holistic, and practical ways
- Develop realistic goals that are widely understood and supported
- Plan carry out comprehensive interventions that connect multiple programs, services, and sectors

Synergy continued:

- Understand and document the impact of its actions
- Incorporate the perspectives and priorities of community stakeholders, including the target population
- Communicate how actions will address community problems
- Obtain community support

What is Outcome-Focused Organizational Planning ?

- Outcome-focused planning is a strategic planning process that begins with the end result in mind, and identifies the specific action steps required to make that intended result a reality.



Benefits of outcome-focused planning:

- Participatory in nature
- Creates a realistic plan with a likelihood of success
- Planning process encourages dialogue and reflection
- Assumptions are challenged
- High level of ownership

Benefits *continued*:

- Disciplined step-by-step process
- Focused on your community
- Provides a concrete plan of action
- Can be presented graphically
- Focuses multiple stakeholders on a shared vision
- Encourages a fact-based approach
- Provides documentation

Outcomes-Focused Organizational Planning

Ten Steps to Success

1. What is your dream for the community?
2. What must be true of the coalition if it is to contribute to the achievement of that dream?
3. Who are the key groups that will play an essential role in your success?
4. What must be true of each group if it is to fulfill its intended role?
5. What changes must occur first?
6. What strategies will you use to produce those changes?
7. What action steps will have to be taken for those strategies to be successful?
8. Who will do what, when, and with whom?
9. What resources will be required?
10. How will we know the plan is working?

Lets Begin ...

- Guiding Principles:
 - All in good time – Proceed through the process step by step, and don't get ahead of yourself
 - Explore each step thoroughly – Avoid making any assumptions
 - Don't jump to possible solutions
 - Base decisions on fact
 - Stay open to ideas and perspectives – Keep asking why, and consider all the possibilities
 - Be specific
 - It's ok to return and rethink earlier steps and decisions

Planning Question #1: What is your dream for the community?



- Begin with the end in mind
- Clearly define the population you intend to benefit
- Determine the intended benefits or changes for that population – longer term outcome(s)
- View those intended outcomes as the promise you are making to those individuals – a promise you intend to keep
- The visioning process fosters commitment and ownership, and educates, engages, and motivates the participants

Planning Question #2: What must be true of the coalition if it is to contribute to the achievement of that dream?

- What are the outcomes for the coalition?
- What has to happen for the coalition to successfully fulfill its mission?
- What will success look like?
- How do you define success?
- What is the connection between your dream and coalition success?

Elements of Coalition Outcomes

- Outcomes – e.g.
 - ◆ New knowledge
 - ◆ New or increased skills
 - ◆ Changed attitudes or values
 - ◆ Modified behavior
 - ◆ Improved condition
 - ◆ New or different actions

Planning Question #3: Who are the key groups that will play an essential role in your success?

- Who do you rely on to make you successful?
- Who are your key stakeholders?
- Who are your internal key constituencies?
- Who are your external key constituencies?
- Who could you not live without as an coalition?
- Who could serve as a barrier to success?
- Who could serve as an ally in your efforts?

Planning Question #4: What must be true of each group if it is to fulfill its intended role?

- What do you want them to do?
- What do you want them not to do?
- What do you want them to know?
- What do you want them to care about?
- How do you want them to feel about you?
- What do you want them to think about you?

Planning Question #5: What changes must first occur?

- What changes in the target groups will make those longer-term changes possible?
- Why aren't they happening now?
- Before the longer-term outcomes are realized, what changes will you want to see happen?
- What stands in the way?

Planning Question #6: What strategies will you use to produce those changes?

- What strategies are you using now with each target group that should be continued?
- What strategies will overcome the existing barriers or obstacles within each target group?
- What are some effective practices elsewhere?
- What strategies will produce sustained change?
- What strategies will reinforce the desired outcomes?
- Organize the multiple strategies into an overall comprehensive strategy

Planning Question #7: What action steps will have to be taken for those strategies to be successful?

- What will it take to implement the broader strategies?
- What are the incremental steps for each strategy?
- What are the operational details?
- What are the process or operational milestones?
- Caution: Be realistic in determining what can be accomplished within certain timeframes.

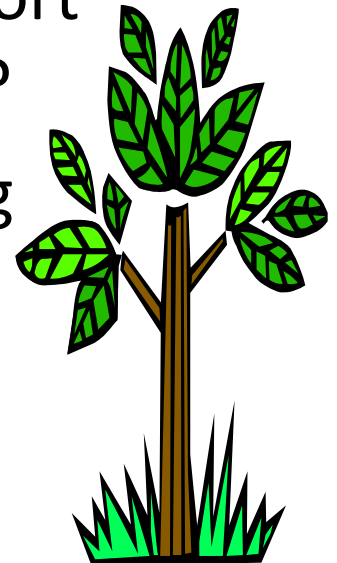
Planning Question #8: Who will do what, when, and with whom?

- Paraphrasing the sports psychologist, Robert Rotella – *The chicken certainly contributes to breakfast, but it is the pig that is truly committed.*
- Who is responsible for each step?
- What is the timeframe for each step?
- What is the timeline for the comprehensive strategy?
- Are there additional individuals and groups involved?



Planning Question #9: What resources will we need to implement the comprehensive plan?

- What resources (money, volunteers, information, space, or technology) are required to be successful?
- What resources will be needed to support the accomplishment of the action plan?
- What resources will come from ongoing operations, in-kind contributions, or new funding?



Planning Question #10: How will we know the plan is working?

- How will you monitor the operational milestones?
- How will you measure progress and success?
- What system can continually provide you with valuable data and information?
- Who will collect, manage, analyze, and report the findings?
- What will be the intended uses of the findings?



*Not everything that can be
counted counts*

*And not everything that
counts can be counted.*

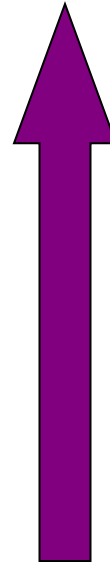
- Albert Einstein

The Conceptual Picture



The Conceptual Picture in Action

Plan



Implement

New Approaches May Include New:

- Strategies
- Partners
- Resources
- Roles and Responsibilities
- Policies and Practices

Some New Potential Partners



- Agencies
- Individuals
- Corporations
- Labor groups
- Foundations
- Media
- Colleges & universities
- Institutions
- Systems
- Service organizations
- Informal associations
- Neighborhood networks
- Faith-based groups
- ...

Some New Potential Roles

- Partner / collaborator
- Community engager
- Convener
- Leader
- Data provider & analyst
- Issue educator
- Planning specialist
- Resource mobilizer
- Philanthropic advisor
- Investor / funder
- Policy advocate
- Operations manager
- Measurement specialist
- Facilitator

Ongoing activities in support of the plan:

- Communicating with key stakeholders
- Securing the required resources –current and emerging
- Using continuous improvement tools and techniques
- Updating the coalition organizational logic model

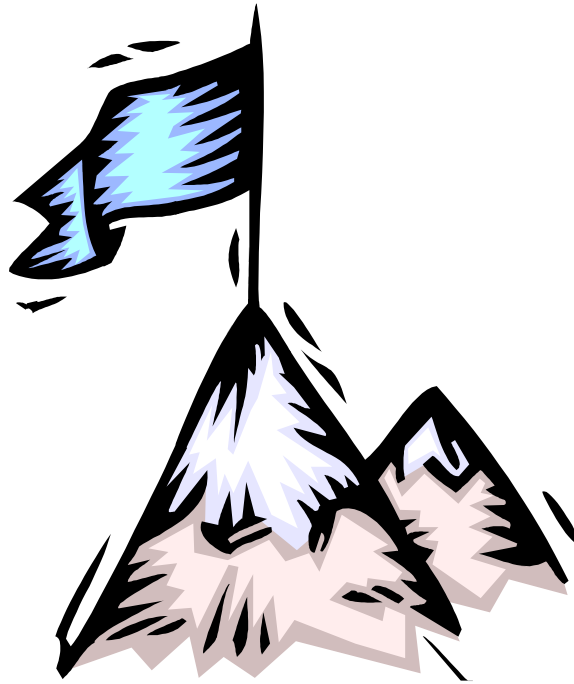


Test Your Organizational Model

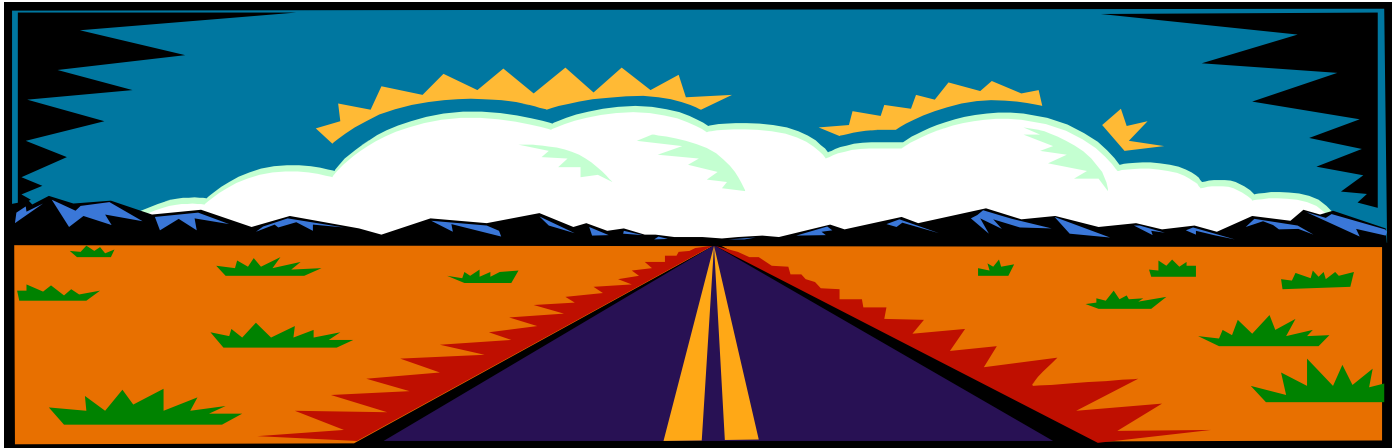
- Is your model:
 - Logical?
 - Reasonable?
 - Consistent?
 - Plausible?
 - Realistic?



Success!



Thank you for your participation. Best wishes on developing your outcome-focused plan.



Thank you to Ken Fyfe, Starfish Associates for creating this presentation and allowing me to use it for this training.