

Big Picture:

Where are you now?

Where do you want to be?

How will you get there?

Stages of the Pathway to Action

1. Planning Stage – decide on the process you will use to move through the stages of the Pathway to Action
2. Problem Stage – agree on what problems are and why they exist
3. Vision Stage – agree on an image of success
4. Solution Stage – agree on solution(s) that everyone is willing to support
5. Implementation Stage – agree on an action plan for implementing solutions; carry out the action plan

Questions for Planning

1. *What* am I going to do?
2. *How* am I going to do it?
3. *Who* should be involved?
4. *When* will I do it?
5. *Where* will I do it?
6. How will I know whether I am *successful*?

Definitions

Vision: A description of what success will look like.

Example: Santa Cruz County will be an informed, responsive community that is united in its efforts to create an environment free from oppression for women, youth and children.

Mission: A description of an organization's purpose and who it serves.

Example: To promote social change through outreach, education, community organizing and advocacy in order to create communities free from domestic violence and sexual assault.

Strategy: A general priority or direction an organization will follow to accomplish its mission.

Example: Outreach to isolated households.

Goal: A broad statement about what an organization is trying to accomplish.

Example: To raise awareness about domestic violence and its prevention.

Objective: A Specific, Measurable, Achievable, Relevant and Time-bound statement that supports the achievement of a goal.

Example: By 9/03, 30% of residents will indicate that they have followed up on a referral given to them by the Outreach Worker.

Activity: A specific step taken to achieve an objective.

Example: Conduct 600-800 door-to-door outreach visits to 60-80 residents in the target neighborhoods to provide information and education about domestic violence.

Strategic Planning: A process of determining what an organization intends to be in the future and how it will get there. Focuses on long-term goals.

Work Plan (Action Plan): A specific plan about how an organization will move toward the future defined in the strategic plan. Focuses on short-term goals.

SMART Objectives

A good objective is:

Specific – clearly states the change you are trying to create and who you are trying to affect.

Measurable – the desired change can easily be measured

Achievable – is a realistic change to aim for

Relevant – relates to your vision, mission and goal(s)

Time-bound – has a specific timeline for achieving

Types of Objectives

a. Operating – intent to improve general operation of organization/group

Example 1: To sponsor two in-service trainings to 10 staff by December 2003.

Example 2: To obtain \$50,000 in funding from the California Endowment by December 2003.

b. Process – count of activities/services provided

Example 1: To facilitate 5 Dialogues by December 2003.

Example 2: To conduct outreach to 500 community members by December 2003.

c. Outcome/Impact – effect of activities conducted; change in knowledge, behaviors, skills

Example 1: To increase participation in Dialogue sessions by 25% by December 2003.

Example 2: To increase the number of community members involved in decision-making processes by 25% by December 2003.

Action Plan Template (I)

Goal ____:				
Objective ____:				
Task #	Activities	Start/End Date	Who is Responsible	Method of Tracking/Evaluation

Sample Action Plan (I)

Goal I: To sustain community members' involvement in Santa Cruz County's Civic Engagement Project.				
Objective 1: Increase the number of community members participating in First 5 Commission meetings by 10% by the end of December 2003.				
Task #	Description	Start/End Date	Who is Responsible	Method of Tracking/Evaluation
1.1	Count number of community members in attendance at February Commission meeting (establish baseline).	3/1/03	CE Coordinator	Attendance sheet
1.2	Identify barriers to community members attending Commission meetings.	3/1/03 – 4/1/03	Outreach Worker	Focus group
1.3	Develop bilingual flyer with calendar of Commission meetings.	3/15/03 – 4/15/03	CE Coordinator	Flyer completed
1.4	Attend Parent Action meetings to distribute flyers.	4/15/03 – 7/1/03	Outreach Worker	Outreach schedule
1.5	Arrange transportation, childcare and food for community members attending Commission meetings.	4/15/03 – 12/31/03	CE Coordinator	Transportation logs; invoices/receipts
1.6	Count number of community members in attendance at monthly Commission meetings.	3/1/03 – 12/31/03	CE Coordinator	Attendance sheet

Action Plan Template (II)

Goal # _____: _____

Objective # _____: _____

Activities/Person Responsible/Timeline

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Tracking/Evaluation

Action Plan Sample (II)

Goal # 1: To sustain community members' involvement in Santa Cruz County's Civic Engagement Project.

Objective # 1: Increase the number of community members participating in First 5 Commission meetings by 10% by the end of December 2003.

Activities/Person Responsible/Timeline

1. CE Coordinator will count the number of community members in attendance at the February Commission meeting (establish baseline) by 3/1/03.
2. Outreach Worker will identify barriers to community members attending Commission meetings by 4/1/03.
3. CE Coordinator will develop bilingual flyer with calendar of Commission meetings by 4/15/03.
4. Outreach Worker will attend Parent Action meetings to distribute flyers between 4/15/03 – 7/1/03.
5. CE Coordinator will arrange transportation, childcare and food for community members attending Commission meetings between 4/15/03 – 12/31/03.
6. CE Coordinator will count the number of community members in attendance at monthly Commission meetings between 3/1/03 – 12/31/03.

Tracking/Evaluation

Use attendance sheets, focus groups, completed flyer, outreach schedule, transportation logs and receipts to document and evaluate success.
