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Strategic Planning & Program Sustainability
How do you define success?

- Community is engaged in your project goals
- Council sees that the community can’t live without your project/program
- People’s lives are positively impacted by the project
- Other?
Plan for Success

- How do we get there?

Common Themes of Success

- Practical vision and mission
- Culturally relevant
- Data driven
- Advisory board / Planning team
- Sustainability planning
Develop a Strategic Plan
Use Multi-Disciplinary Approach
Plan for Sustainability

Planning for Success
Why Engage in Strategic Planning?

- Serves as a compass for success
- Engages the values and interests of community
- Increases social investment of the community
- Enhances collaboration
- Strengthens sustainability
Develop a Strategic Plan
What is Strategic Planning?

- Mission
- Service
- Needs
- Community
- Customs
- Tradition
- Vision
- Values

Program/Project
Elements of Strategic Planning

- Vision
- Mission
- Needs Assessment/Data Collection
- Goals, Objectives, Strategies, Activities
- Partnerships – Internal & External
- Communication Plan
- Evaluation Plan
- Sustainability Plan
Community

- Ask Questions
- Gather
- Analyze
- Create Solutions
- Look for gaps
- Focus on strengths
Situation Assessment
Ask Questions – Gather Data
Gather Data

- Assessment Methods
  - Observation
  - Interviews
  - Focus groups
  - Surveys/other assessments
  - Population data
  - Others
Reflection

- What are the sources of a program’s or community’s strengths?
- What are the sources of a program’s or community’s challenges?
- What do your stakeholders say about your program?
- What community resources are available to increase strengths and decrease challenges?
Identify Program Strengths, Challenges, Opportunities and Threats

- Areas of consideration:
  - Within your own agency/organization
  - Collectively among the team
  - Within the community as a whole
Considerations to Complete the SCOT Analysis

- Cultural/traditional approaches
- Programs
- Staff
- Financial capacity
- Transportation
- Communication

- Housing
- Facilities
- Employment practices
- Environmental
- Medical
- Others?
Identify Strengths

- Strengths include:
  - Individuals and families
  - Related programs and facilities
  - Financial resources

- Look for:
  - Vision, values and hopes, talents, prior experience, community connections, etc.
Identify Gaps

- The difference between the current condition and the desired outcome.
  - Current Condition: What IS
  - Desired Outcome: What SHOULD be
Use a Multi-Disciplinary Approach

- Who are the key stakeholders in the community?
- What are the roles would they have in achieving a practical vision?

Use an Advisory Board

- Stakeholders, partners, and advisory board:
  - Explore potential barriers and solutions
  - Outline project goals
  - Outline project timeline
  - Examine budget/needs
  - Others?
Plan for Sustainability
Reflection

- What would the community look like if your program had everything needed to function?
- What factors were revealed in the assessment that you will strive to address?
Sustainability

- The long-term continuation of your Program - beyond the grant funding period.
- To have the services your program provides become a permanent part of the community’s resources.
Sustaining Your Efforts

- Who may be interested in continuing your program when the funding ends?
  - Another Tribal Department
  - Tribal or Community Nonprofit
  - Community Coalition
  - Create your own Nonprofit
Why is Sustainability Important?

- Determines what works
- Ensures continuity
- Sets program priorities
- Determines action for program needs
- Helps respond to gaps
- Helps build program capacity
- And much more ...
Sustainability Process

- Services
- Staff
- Cost
- Resources
Steps to Sustainability

- Step 1: Foster commitment
- Step 2: Clarify expectations
- Step 3: Build momentum for change
- Step 4: Instill capacity for change
Foster Commitment

- Communicate: talk about successes and challenges
- Consistency: adhere to higher standards, balance work-life, invest in the community
- Engage: educate, build partnerships
- Manage: recruit, promote, allocate resources
- Reinforce: inform, repetition, follow up
Clarify Expectations

- **Assign**: assign responsibilities, create roles
- **Train**: train everyone in the organization
- **Incent**: create incentives for achievement
- **Assess**: inventory, develop standards, benchmarks, monitor/track
- **Integrate**: mission, vision, values, roles
- **Codify**: create policies and procedures, standardize
Build Momentum for Change

- Raise awareness: frame the issues, determine what triggers responses
- Invite: ask, listen, and seek external help
- Re-envision: define sustainability and why it is important, and plan the steps to ‘get’ there
- Share: knowledge, collaborate
Instill Capacity for Change

- Learn: successes, failures, reflect
- Innovate: develop services, processes, systems
- Build capacity: cross-training, identify shared/free resources, make investments
Instill Capacity for Change

- Review your mission and vision
- Does this still ring true from when it was first developed?
- Are our services/activities in alignment with the mission and vision?
  - If not, is this an activity we should be doing?
    Or can another agency take over?
Part 2: The Reality

- Answer the questions within each box
- Project Functions
- Staff
- Cost
- Can we do it?
Review

- Conduct annual SCOT analysis
- Review your goals and objectives
  - Do the goals and objectives address the weaknesses and threats?
  - Are we doing all we can to leverage our resources and partnerships to achieve the goals and objectives?
The Next 7 Generations

Planning and Sustainability

Thank you
For planning help, contact your program manager and TTA providers.