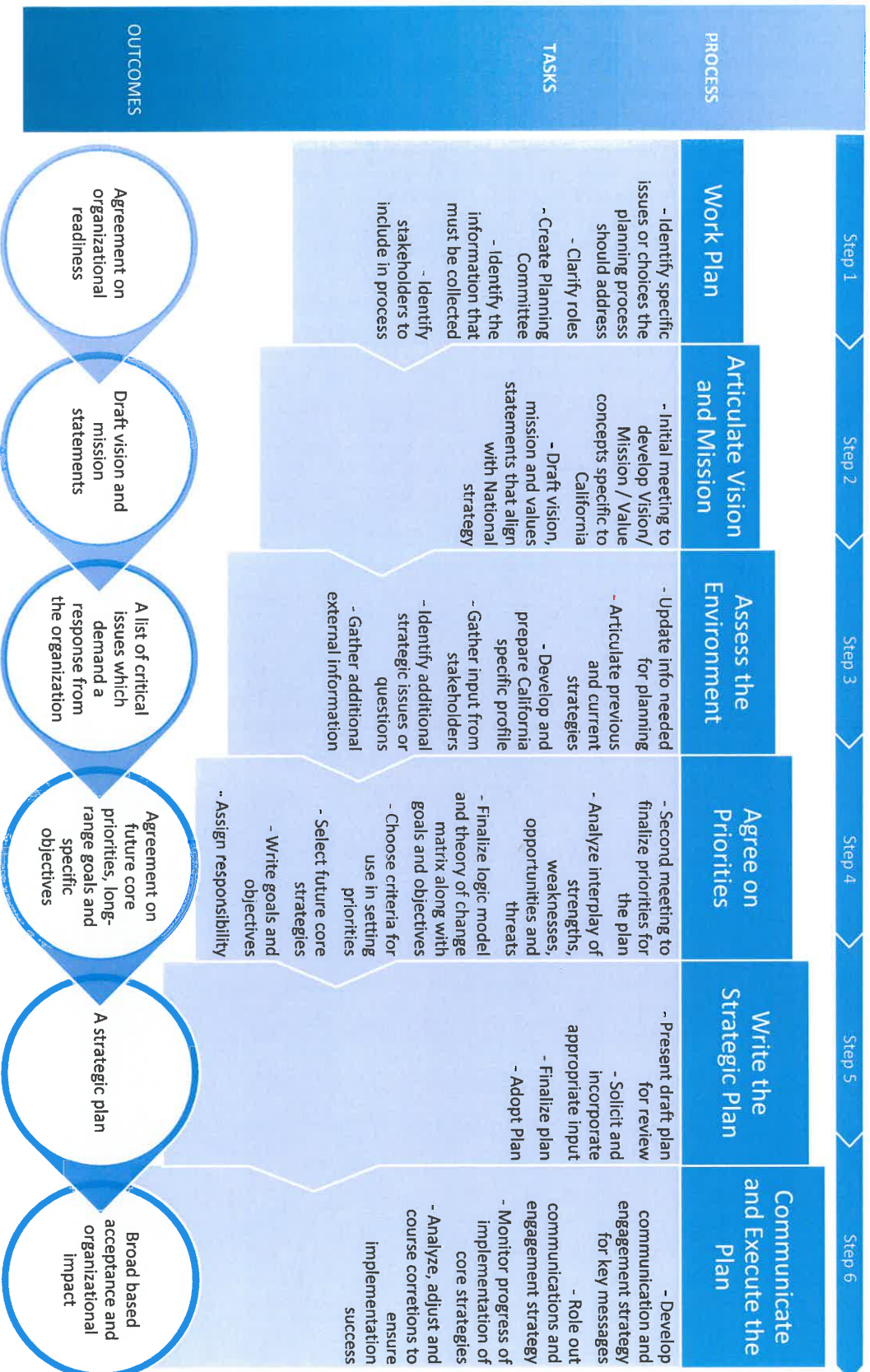


Typical Strategic Planning Process



S

STRENGTHS

- Things your company does well
- Qualities that separate you from your competitors
- Internal resources such as skilled, knowledgeable staff
- Tangible assets such as intellectual property, capital, proprietary technologies etc.

W

WEAKNESSES

- Things your company lacks
- Things your competitors do better than you
- Resource limitations
- Unclear unique selling proposition

O

OPPORTUNITIES

- Underserved markets for specific products
- Few competitors in your area
- Emerging need for your products or services
- Press/media coverage of your company

T

THREATS

- Emerging competitors
- Changing regulatory environment
- Negative press/media coverage
- Changing customer attitudes toward your company

WORLDWIDE

(internal, helpful)

(internal, harmful)

(external, helpful)

(external, harmful)

Vision, Mission, Values and Core Services Worksheet

Vision (*Expected Outcomes*)

Mission (*How to achieve*)

Values (*Basic beliefs*)

Core Services (*What we do*)

Definitions of Planning Terms

Vision Statement

A vision statement is a picture of the future. It indicates the future changes or *outcomes* expected (both internally and externally) as a direct result of an organization's work. The "community vision" describes how social conditions will change as the organization achieves its goals. The "operation vision" describes how the organization will function to effectively accomplish its mission.

Mission Statement

A mission statement tells *how to achieve* the vision. The mission statement indicates **who does what with whom, where and toward what end** – i.e., what you do, whom you serve, where you serve them and what you hope to accomplish.

Values Statement

A values statement indicates the *basic beliefs* of an organization about how people are expected to serve the community and support each other in carrying out the mission.

Outcomes

An outcome is the basic result that is expected to occur as a result of implementing a program. An outcome statement may describe expected changes in any of the following areas: client/community impact, policy/systems change, community building, and/or organization development.

Core Services

Core services are the primary activities the organization engages in that support the mission. Core services indicate *what we do*. For example, a core services could be health education delivered through a program called "Healthy Kids ABC's."

Goals

Describe what you want to achieve. (i.e., prepare senior students for the exit exam)

Objective

What you plan to do to get to your goal. These are actions that describe your intent and that are measurable. (i.e., create, develop, increase, decrease, eliminate. Increase the number of study sessions from two to five each year.) An objective states **who does what, by when, how much as measured by which criteria**. There are process objectives and impact objectives.

Tasks or Activities

What steps you need to take to achieve your objectives. These are also actions but with more specificity. (i.e., hire additional teach, rent community space, distribute flyers to students, parents and teachers)

Evaluation Indicators

Indicators are specific measures used to determine the degree of success in achieving an outcome. For example, a program whose desired outcome is that participants pursue a health lifestyle could define "health lifestyle" as not smoking, maintaining a recommended weight, blood pressure and cholesterol level, exercising at a certain level, or wearing seat belts consistently. For each outcome, there should be one or more indicators to evaluate whether a measurable change has occurred.

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