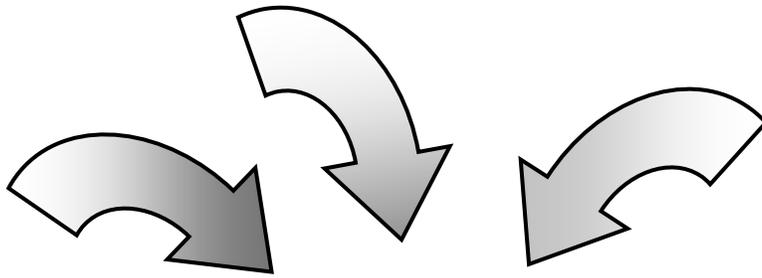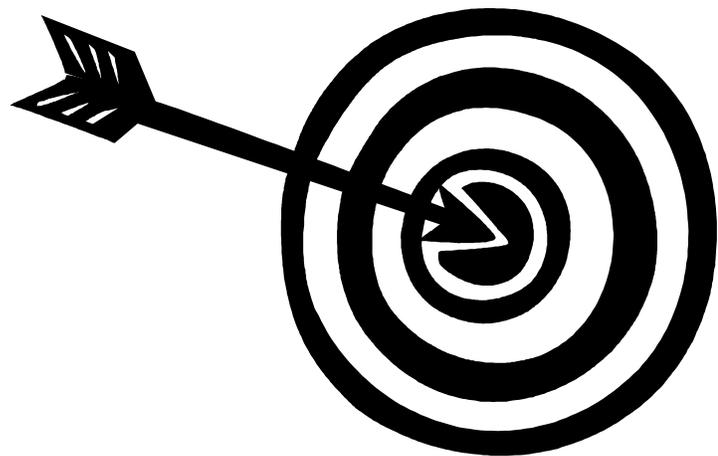*Community Initiatives:*
Building Strategies, Measuring Results

Inputs for
Action Planning

*Outcome-focused Planning for
Community Change*

Four Principles

For each component of your comprehensive initiative:

1. Be clear about your target outcome

   Define the specific result you want for a specific population

2. Uncover the underlying issues

   Pinpoint the real reasons that the target outcome isn't true already

3. Focus strategies on underlying issues

   Create lasting changes in community conditions that undermine the outcome

4. Track progress and measure results

   Obtain and use data to communicate impact and increase effectiveness

Do We Have a Well-defined Target Outcome?

Circle the code that most closely reflects the extent of your agreement with each statement.

SA = *Strongly Agree*　　　**A** = *Agree*　　　**D** = *Disagree*　　　**SD** = *Strongly Disagree*

For *this component* of our comprehensive initiative:

1. Our community coalition's target outcome defines exactly which community population we are focusing on.　　　SD　D　A　SA
   Steps our community coalition might take to make this clearer:

2. Local data and stakeholder input confirm that this population is significantly affected by the issue.　　　SD　D　A　SA

   Steps we might take to check our assumption that this population has important challenges related to the initiative's topic, issue, or goal:

3. The population does not include subsets of individuals/families who will require major differences in approach (because of location, language, special challenges, education, income, etc.).　　　SD　D　A　SA

   Steps we might take to focus on a population whose members can be assisted by similar approaches:

4. The number of individuals/families in this population is approximately _____.

   If unknown, steps we might take to learn the approximate number of individuals/families*:*

5. The population includes a large enough number of individuals/families
   to be meaningful.   SD   D   A   SA

   Steps we might take to expand the scope of our intended result:

6. It is reasonable to believe that we can influence this number of
   individuals/families.   SD   D   A   SA

   Steps we might take to narrow the scope of our intended result:

7. Our target outcome defines exactly what change in the population's
   condition or status we intend to create.   SD   D   A   SA

   Steps we might take to make this clearer:

8. Local data and stakeholder input confirm that this change will make a
   significant difference for the population.   SD   D   A   SA

   Steps we might take to test the assumption that the result we are targeting is a significant one for this population:

9. Our target outcome is meaningful for and acceptable to members of
   the population of concern.   SD   D   A   SA

   Steps we might take to involve the population of concern in our decision making:

10. All of the terms in our target outcome are clear *or* we have written
    explanations of terms that have detailed definitions.   SD   D   A   SA

    Steps we might take to identify and clarify ambiguous terms (at-risk, low-income, adequate, etc.):

11. Everyone in our coalition agrees that the target outcome is in fact the
    result we are committed to achieve.   SD   D   A   SA

    Steps we might take to increase buy-in:

12. This target outcome is one of a set of target outcomes that will combine
    to move the community toward our goal for this issue.   SD   D   A   SA

    Steps we might take to assure that this is part of a comprehensive effort:

13. United Way's resource development, marketing and communications,
    and other relevant functions have been involved in defining the target
    outcome.   SD   D   A   SA

    Steps we might take to involve them:

Have We Uncovered the Real Problems and Underlying Issues?

Circle the code that most closely reflects the extent of your agreement with each statement.

SA = *Strongly Agree* **A** = *Agree* **D** = *Disagree* **SD** = *Strongly Disagree*

For the target outcome for <u>this component</u> of our comprehensive initiative:

1. Our community coalition examined national research on conditions required for the population to achieve the intended result and barriers that often stand in the way.　　　　　　　　　SD　　D　　A　　SA

   Steps our community coalition might take to gain guidance from existing research:

2. We used local data and stakeholder input to identify what required conditions are absent and what barriers exist for our population.　　　SD　　D　　A　　SA

   Steps we might take to check on obstacles of both types:

3. We determined the biggest obstacles that keep our target outcome from being true.　　　　　　　　　　　　　　　SD　　D　　A　　SA

   Steps we might take to be sure we focus on the most critical obstacles:

4. We uncovered underlying issues that cause or contribute to those critical obstacles, focusing especially on characteristics of organizations, associations, systems, services, neighborhoods, networks, and other community factors.　　　　　　　　　　　SD　　D　　A　　SA

   Steps we might take to focus on issues in organizations, systems, neighborhoods, networks, etc.:

5. We selected a set of underlying issues to target for change.   SD   D   A   SA

   Steps we might take to be sure we focus on high-leverage issues:

6. We engaged people with relevant experience and expertise, including
   members of the population of concern, in our fact finding and priority
   setting.   SD   D   A   SA

   Steps we might take to involve the population of concern in our decision making:

7. Our decisions are based on what is true here, for this community and
   population.   SD   D   A   SA

   Steps we might take to ensure that we are guided by local research and experience:

8. We documented our findings and choices.   SD   D   A   SA

   *Steps we might take to be sure that we have records of the facts we gathered and why we made
   our decisions:*

9. United Way's resource development, marketing and communications,
   and other relevant functions have been involved in identifying obstacles
   and underlying issues.   SD   D   A   SA

   Steps we might take to involve them:

Are We Building Strategies to Create Lasting Community Change?

Circle the code that most closely reflects the extent of your agreement with each statement.

SA = *Strongly Agree*   **A** = *Agree*   **D** = *Disagree*   **SD** = *Strongly Disagree*

For the underlying issues we have targeted for change in <u>this component</u> of our comprehensive initiative:

1. Our community coalition looked at research and efforts elsewhere for ideas about what approaches we might pursue here.   SD   D   A   SA

    Steps our community coalition might take to gain ideas from existing research and experience:

2. We identified local efforts that are related to ours and decided how to coordinate with them.   SD   D   A   SA

    Steps we might take to learn about and coordinate with others:

3. We engaged people with relevant experience and expertise, including members of the population of concern, in selecting community change strategies.   SD   D   A   SA

    Steps we might take to gain input from those who can aid our fact-based decision making:

4. Our plans target changes in organizations, associations, systems, services, neighborhoods, networks, etc.   SD   D   A   SA

    Steps we might take to assure that our strategies go beyond the delivery of direct services to create fundamental community change:

5. We have described the changes we are targeting clearly, including who, what, when, how much, how long, etc.   SD   D   A   SA

    Steps we might take to define the details of the changes needed:

6. The changes we are targeting are sufficient to create the scope of change we need for a sizeable part of the population we want to help.   SD   D   A   SA

    Steps we might take to increase the scope of our impact:

7. Our plans will produce lasting changes — or if not, we are planning for how to assure continuity.   SD   D   A   SA

    Steps we might take to assure that the results we are creating continue into the future:

8. We have documented the knowledge, influence, technology, money, and other resources needed to implement and sustain the targeted changes and when we expect to need each resource.   SD   D   A   SA

    Steps we might take to identify the type, quantity, and timing of specific resource needs:

9. United Way's resource development, marketing and communications, and other relevant functions have been involved in building the strategies.   SD   D   A   SA

    Steps we might take to involve them:

Are We Prepared to Track Progress and Measure Results?

Circle the code that most closely reflects the extent of your agreement with each statement.

SA = *Strongly Agree*   **A** = *Agree*   **D** = *Disagree*   **SD** = *Strongly Disagree*

For the strategies we have planned for <u>this component</u> of our comprehensive initiative:

1. Our community coalition selected specific population and community changes to track that will help us communicate progress and results and increase our effectiveness.   SD   D   A   SA

    Steps we might take to select the most useful population and community changes to track:

2. We defined specific indicators for each change we will track.   SD   D   A   SA

    Steps our coalition might take to select specific, useful indicators:

3. We agreed on who is responsible for gathering the data on each indicator.   SD   D   A   SA

    Steps we might take to assure that all partners agree on who will do what to gather needed data:

4. We have a plan for data reporting.   SD   D   A   SA

    Steps we might take to assure that we have data we need when we need it:

5. We have a plan for discussing our findings to support communications. SD D A SA

   Steps we might take to agree on a plan for data review and follow-up focused on communications:

6. We have a plan for discussing our findings to check progress and make mid-course corrections. SD D A SA

   Steps we might take to agree on a plan for data review and follow-up focused on the effectiveness of our strategies and implementation:

7. As needed, we engaged people with relevant experience and expertise in developing our measurement plans. SD D A SA

   Steps we might take to involve people who can help us plan for measurement and use:

8. We have documented the knowledge, influence, technology, money, and other resources needed to implement the measurement plan and when we expect to need each resource. SD D A SA

   Steps we might take to identify the type, quantity, and timing of specific resource needs:

9. United Way's resource development, marketing and communications, and other relevant functions have been involved in designing our measurement plans and will be involved in reviewing and using the data. SD D A SA

   Steps we might take to involve them: