

Implementation Planning Overview

Champions: Who are the people who will be the champion for the strategies and/or goals?

Assign someone to champion each goal and or strategy. This means this person is responsible for ensuring the work gets accomplished. (They don't have to do the work, they are checking in on the work.) This person may also report on challenges that occur or resources needed.

Timeline: When do you anticipate completion of the strategies?

With consideration of the tactics, predict a completion date for each strategy. If the strategy is ongoing, predict when the process to do the ongoing strategy will be completed. Plan your strategy timeline with capacity and known organization or community events in mind.

Tactics & Resources: What are the next actions and details necessary to move forward with the plan? What are the financial and people resources needed?

- What do we need to do to implement this strategy?
 - What are the challenges?
 - What are bright spots? What is already happening or working?
- What resources do we have to implement this strategy?
- What resources do we need to implement this strategy?
- How will we know we're done?

Agreements:

What structures do we need to put in place to ensure the plan stays alive?

- Who will be the group that is ultimately responsible for keeping the plan top of mind at the board level? At the staff level?
- How will we structure our board agenda to keep our strategic plan in the forefront of our work?
- What committees or teams do we need to support the plan and achieve the work?

What process steps do we need to put in place to ensure this plan stays alive?

- How often will we review the strategic plan:
 - As a staff?
 - As a leadership team?
 - As a board?
- What are our agreed-upon metrics or measures we will use to gauge success? (See the second page for more details.)

Measures of Success

Adapted from Measures for Strategic Planning by Trina Willard, founder of Knowledge Advisory Group, these are different types of measures you can use to chart progress for your strategic initiatives or changes. When adopting measures, consider using a mix of measures. If you focus only on outcomes/impacts, you may miss crucial steps or data points that help you achieve impact. Likewise, if you only use process measures, then it feels like data for data's sake, disconnected from a deeper purpose or vision.

Process measures – Measure of steps in a process - Did it happen?

- Best to use when starting something new
- Easy if done proactively; systematically build into daily activity
- Examples:
 - Convene task force (evidence: invitations, meeting minutes)
 - Build a process (Evidence: process documentation, training deck)
 - Make a decision (evidence: board approval)

Feedback Measures - When you gather input from others

- Best to use when you seek external opinions
- Examples:
 - Satisfaction (evidence: survey results)
 - Helpfulness of staff (evidence: focus group output)

Benchmark measures – When you need to reach a certain level or comparison

- Used when needed for political means
- Limits to usefulness
- Examples:
 - SOL or reading levels (evidence: publicly reported data)

Outcome Measures – When you need to portray value, including non-monetary

- About impact with client or impact on a system
- Best to use when you wish to demonstrate change with your clients or in a system
- Examples:
 - Change in access
 - Change in awareness
 - Change in knowledge
 - Change in attitudes
 - Change in skill
 - Change in behavior