Move Beyond Planning With One Tool for Action and Alignment

May 15, 2025

PARTNERSHIP FOR PUBLIC HEALTH

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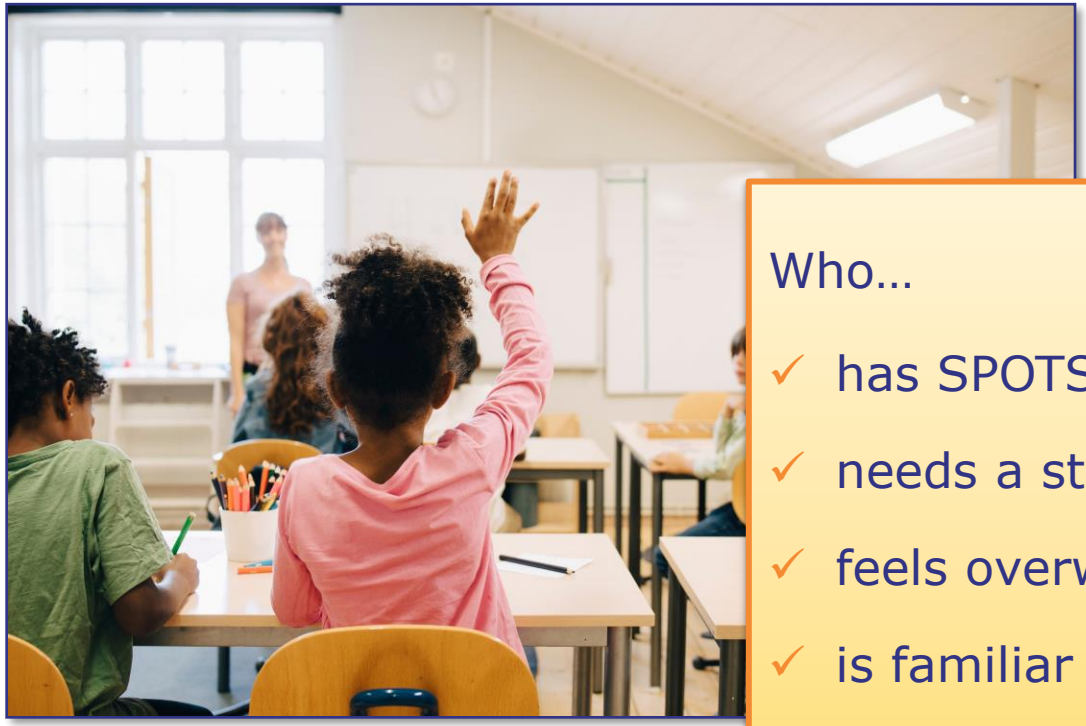
MAKING MISSIONS HAPPEN

Introductions



Who…

- ✓ has SPOTS disease
- ✓ needs a strategic plan
- ✓ feels overwhelmed with “to-do’s”
- ✓ is familiar with SMART(IE) goals

You have a plan - now what?

Strategy vs Strategic Framework

Strategy

- ✓ Plan of action
- ✓ Detailed plan for achieving success

Framework

- ✓ Structure that serves as a guide
- ✓ Set of rules and ideas for decision-making

Vision & Mission aren't enough

Vision Statement

Desired End-State

The inspirational long-term ***change*** *resulting from your work.*

Mission Statement

What You Do

How *you are going about fixing the problem or challenge.*

Supporting Structure

Impact

What changed

Deep lasting change resulting from your work

Outcomes

What happened

The step-change effect of outputs

Outputs

Immediate results

"things" your work produces (#, %)

Inputs

Resources Needed

Materials, time, money, skills, knowledge, leadership, etc.

Activities

Tasks Performed

What you do with the inputs to achieve outputs & outcomes

MapMoveMeasure™
a strategic framework for action and alignment

- **Map** the outcomes pathway leading to your vision
- **Move** supporters through activities designed to achieve your goals
- **Measure** the value of interactions at each level of engagement

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Make your vision more tangible

Make ‘SMART’ inclusive & equitable

Specific	Measurable	Attainable	Realistic	Time-bound	Inclusive	Equitable

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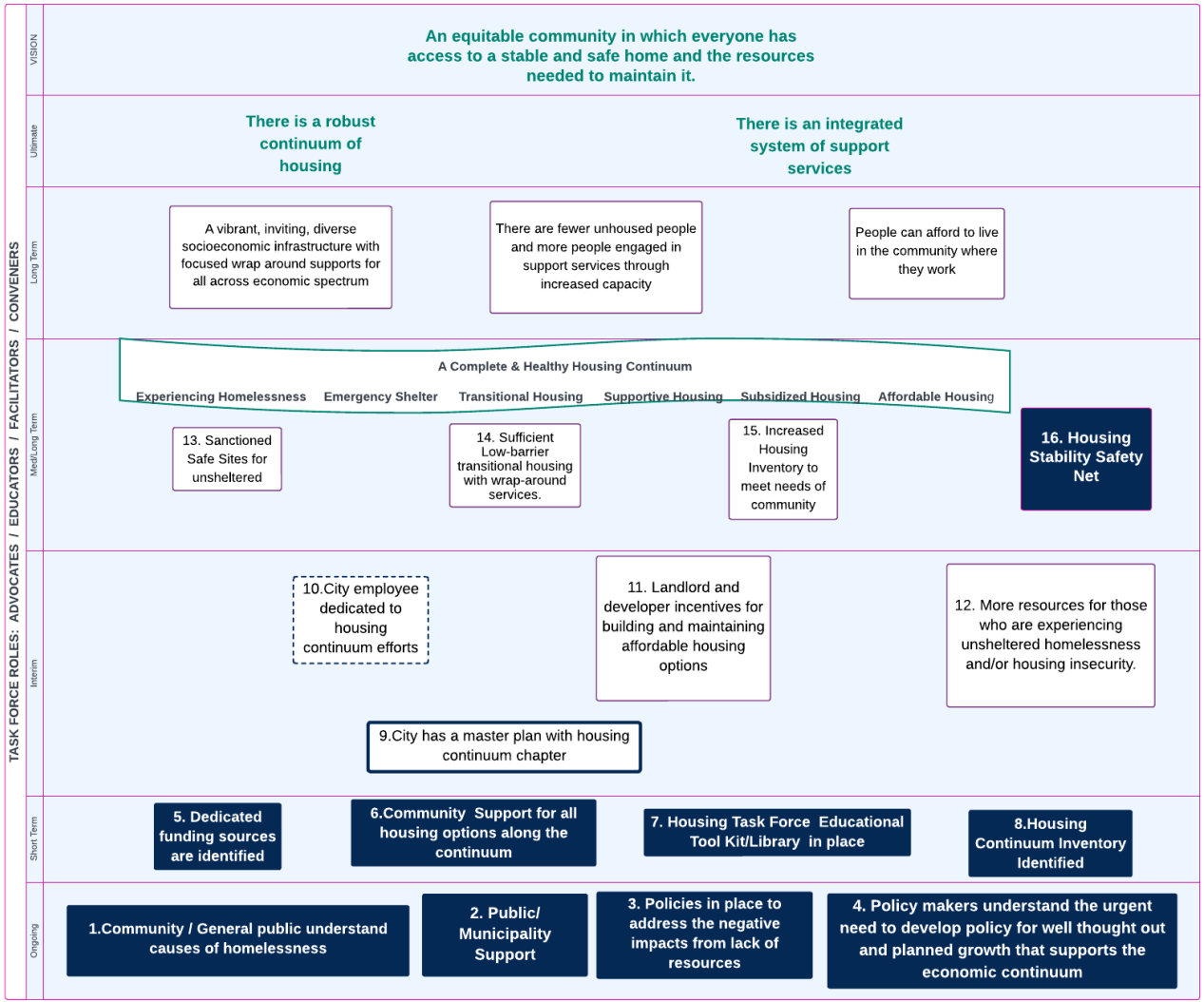
*The Management Center

Laconia Housing Task Force

- Task Force efforts felt like "building the plane while flying it“.
- This led to unproductive detours and wasted energy.
- Without a clear flight plan, members grew frustrated by the lack of progress and shared purpose.
- Moving forward, a more strategic and aligned approach is crucial for effective action and an air-worthy plane.

Laconia Housing Task Force

vision map



LACONIA HOUSING TASK FORCE

An equitable community in which everyone has access to a stable and safe home and the resources needed to maintain it.

MED/LONG TERM

13 **SANCTIONED SAFE SITES** for unsheltered

14 **SUFFICIENT LOW-BARRIER** transitional housing with wrap-around services

15 **INCREASED HOUSING INVENTORY** to meet needs of community

16 **HOUSING STABILITY SAFETY NET** created

INTERIM

9 **CITY HAS A MASTER PLAN** with housing continuum chapter

10 **CITY EMPLOYEE DEDICATED** to housing continuum efforts

11 **LANDLORD AND DEVELOPER INCENTIVES** for building and maintaining affordable housing options

12 **MORE RESOURCES** for those who are experiencing unsheltered homelessness and/or housing insecurity

SHORT TERM

5 **DEDICATED FUNDING SOURCES** for Task Force objectives are identified

6 **COMMUNITY SUPPORT** for all housing options along the continuum

7 **HOUSING TASK FORCE EDUCATIONAL TOOL KIT/LIBRARY** in place

8 **HOUSING CONTINUUM INVENTORY IDENTIFIED**

ONGOING

1 **COMMUNITY / GENERAL PUBLIC UNDERSTAND** causes of homelessness

2 **PUBLIC / MUNICIPALITY SUPPORT** for Task Force Objectives

3 **POLICIES IN PLACE** to address the negative impacts from lack of resources

4 **POLICY MAKERS IMPLEMENT** best-practice-based, effective, impactful policies

Laconia Housing Task Force SMARTIE Goals

Time-Bound: My goals between Now *(start date)* and December 31, 2024 *(end date)* are to achieve this **Specific** and **Achievable** outcome:

1. Public support and understanding for causes of homelessness and the housing continuum model

I will know success when I see it using these **Measurable** standards:

- Significant attendance at city planning/zoning board meetings by community members that affirm the continuum model
- Positive comments on press release articles consistently increase

A **Realistic** plan to achieve this goal includes these tactics/activities (consider time, resources, capacity):

Consistent press releases with education on causes of homelessness and the continuum model	By *(whom)* By *(date)*
Develop a follow up forum to the city ward forums with education and comments	
Complete and activate the FaceBook page	
Create and supply the Educational Library	By *(whom)* By *(date)*
Economic and Housing Development Director keeps Task Force 2.0 informed of projects that need public support / Call to Action	By *(whom)* By *(date)*

Thinking about **Equity and Inclusion**: Can you imagine there being any unintentional *disparate impact* along lines of power and identity? How might inequity or exclusion show up? For whom?

How could you *change the goal* to either mitigate that disparate impact or make **Equity and Inclusion** more explicit?

Laconia Housing Task Force SMARTIE Goals

Time-Bound: My goals between Now *(start date)* and December 31, 2025 *(end date)* are to achieve this **Specific** and **Achievable** outcome:

4. Policy makers implement best-practice-based, effective, impactful policies

Policy makers understand the urgent need to develop policy for well thought out and planned growth that supports the economic continuum

I will know success when I see it using these **Measurable** standards:

- Align with 1 state level advocacy org to advocate for state housing policy, e.g. NH Housing Action
- Utilize the NH Council on Housing Stability Strategic Plan to help advocate for goals in Laconia vision map
- Taskforce Presentation completed to 70 percent city departments and relevant committees

A **Realistic** plan to achieve this goal includes these tactics/activities (consider time, resources, capacity):

Research data to support the needs in the housing continuum and craft definitions for the housing continuum	By _____ *(whom)* By _____ *(date)*
Develop Educational Tool Kit focused to policy makers that is reviewed by the lived experience work group	
Request to present at city and county department and committee meetings	
Schedule presentations to departments and committees	

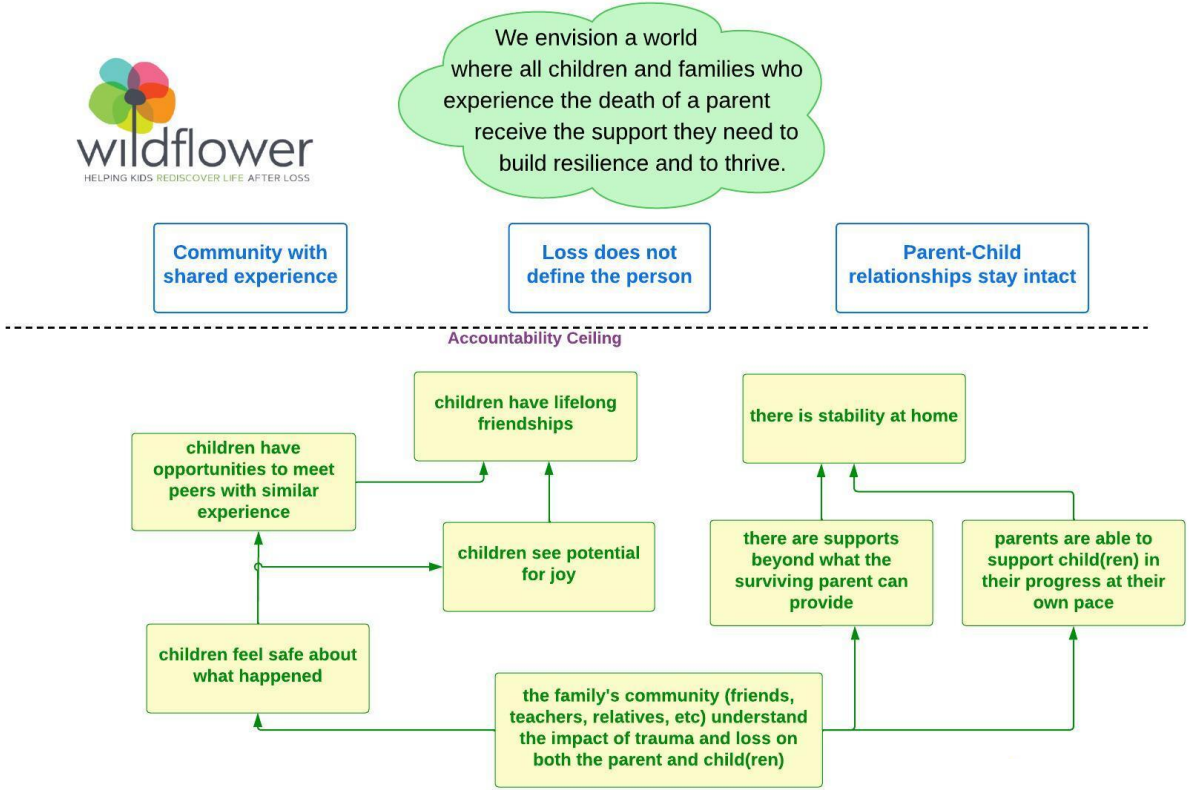
Develop a contact list for taskforce presenters	By _____ *(whom)* By _____ *(date)*
Identify the organization carries on this focus	By _____ *(whom)* By _____ *(date)*

Thinking about **Equity and Inclusion**: Can you imagine there being any unintentional *disparate impact* along lines of power and identity? How might inequity or exclusion show up? For whom?
How could you *change the goal* to either mitigate that disparate impact or make **Equity and Inclusion** more explicit?

Wildflower

Q: How to engage others when we're not "in sync" internally?

A: shared goals



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Action and Alignment

Learning this framework was an energizing and unifying experience. Everyone had arrived from a different place of understanding and by the end we were all aligned with a stronger connection to our vision.

wildflower
HELPING KIDS REDISCOVER LIFE AFTER LOSS

Having the staff and board members sitting together, sharing ideas, and really hearing each other was so valuable. That group of people hadn't been in the same room together before. I came away from the strategy session with renewed energy for our mission and for my role in the organization.

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Questions? A-ha's?

https://bit.ly/42tWWTI

The Management Center
SMARTIE worksheet

https://bit.ly/44hhIHf

Univ Minn
SMARTIE worksheet

https://bit.ly/48W5lyY

BSA Vision Map workbook

Resources!

Takeaways for Action & Alignment

- A vision map
  - ✓ makes vision tangible for supporters, members, & staff
  - ✓ aligns all stakeholders around shared goals
- SMARTIE goals
  - ✓ make your strategy actionable
  - ✓ ensure clarity, inclusivity, and timeliness
- Strategy is more effective with a framework
- Frameworks are more usable with clear goals