Reading 1:

**An Overview of Strategic Planning or "VMOSA" (Vision, Mission, Objectives, Strategies, and Action Plans):**

* VMOSA (Vision, Mission, Objectives, Strategies, and Action Plans) is a practical planning process used to help community groups define a vision and develop practical ways to enact change.
* need to be tried and tested and revised, then tried and tested and revised again.
* obtain feedback from community members and add and subtract elements of your plan based on that feedback.
* Advantages:
  + It makes good ideas possible by laying out what needs to happen in order to achieve your vision.
  + build consensus
  + is much more likely to address the community’s real needs and desires
  + community ownership of the vision and mission
  + set and achieve short term goals, while keeping sight of your long-term vision

**VISION (THE DREAM):**

* what your organization believes are the ideal conditions for your community (vision statements)

**MISSION (THE WHAT AND WHY):**

* what the group is going to do, and why it's going to do that.
* similar to vision statements, but they're more concrete, and they are definitely more "action-oriented" than vision statements.
* might refer to a problem or a goal
* don't go into a lot of detail, they start to hint - very broadly - at how your organization might go about fixing the problems it has noted.

**OBJECTIVES (HOW MUCH OF WHAT WILL BE ACCOMPLISHED BY WHEN):**

* refer to specific measurable results
* how much of what will be accomplished by when.
* Behavioral objectives: These objectives look at changing the behaviors of people (what they are doing and saying) and the products (or results) of their behaviors.
* Community-level outcome objectives: related to behavioral outcome objectives but are more focused more on a community level instead of an individual level.
* Process objectives: refer to the implementation of activities necessary to achieve other objectives.
* different types of objectives aren't mutually exclusive

**STRATEGIES (THE HOW)**

* how the initiative will reach its objectives.
* range from the very broad, which encompass people and resources from many different parts of the community, to the very specific, which aim at carefully defined areas.
* Providing information and enhancing skills
* Enhancing services and support
* Modify access, barriers, and opportunities
* Change the consequences of efforts
* Modify policies

**ACTION PLAN (WHAT CHANGE WILL HAPPEN; WHO WILL DO WHAT BY WHEN TO MAKE IT HAPPEN)**

* describes in great detail exactly how strategies will be implemented to accomplish the objectives developed earlier in this process.
* The plan refers to: a) specific (community and systems) changes to be sought, and b) the specific action steps necessary to bring about changes in all of the relevant sectors, or parts, of the community.
* The key aspects of the intervention or (community and systems) changes to be sought are outlined
* Action steps are developed for each component of the intervention or (community and systems) changes to be sought.
* Action step(s): What will happen
* Person(s) responsible: Who will do what
* Date to be completed: Timing of each action step
* Resources required: Resources and support (both what is needed and what's available)
* Barriers or resistance, and a plan to overcome them!
* Collaborators: Who else should know about this action

Reading 2:

**The Roles of Mission, Vision, and Values**

**Mission, Vision, and Values**

* Mission and vision both relate to an organization’s purpose and are typically communicated in some written form
* Mission and vision are statements from the organization that answer questions about who we are, what do we value, and where we’re going.
* A mission statement communicates the organization’s reason for being, and how it aims to serve its key stakeholders.
* Mission statements are often longer than vision statements.
* Sometimes mission statements also include a summation of the firm’s values
* Values are the beliefs of an individual or group
* A vision statement is a future-oriented declaration of the organization’s purpose and aspirations.
* the mission statement lays out the organization’s “purpose for being,” and the vision statement then says, “based on that purpose, this is what we want to become.”
* strategy should flow directly from the vision
* the strategy is intended to achieve the vision and thus satisfy the organization’s mission
* vision statements are relatively brief
* mission statements are longer than vision statements, often because they convey the organizations core values
* Mission statements answer the questions of “Who are we?” and “What does our organization value?” Vision statements typically take the form of relatively brief, future-oriented statements—vision statements answer the question “Where is this organization going?”
* Sometimes add values statement to reaffirms or states outright the organization’s values that might not be evident in the mission or vision statements

**Roles Played by Mission and Vision**

* communicate the purpose of the organization to stakeholders
* inform strategy development
* develop the measurable goals and objectives by which to gauge the success of the organization’s strategy.
* First, mission and vision provide a vehicle for communicating an organization’s purpose and values to all key stakeholders.
* meaning is widely understood, shared, and internalized.
* Second, mission and vision create a target for strategy development
* Vision statements also provide a bridge between the mission and the strategy and foster a spirit of continuous innovation and improvement.
* Third, mission and vision provide a high-level guide, and the strategy provides a specific guide