# Brown County Community Leadership Co-Operative

PDSA Based Project to "Create" the Strategic Plan

A project is a temporary endeavor undertaken to create a unique product, service or result. *All actions (projects) are accomplished through a process.* A process transforms inputs into outputs that meet the expectations (outcomes) of stakeholders. The Plan, Do, Study, Act (PDSA) Cycle is a template that is commonly used in the area of quality management to develop and improve processes.
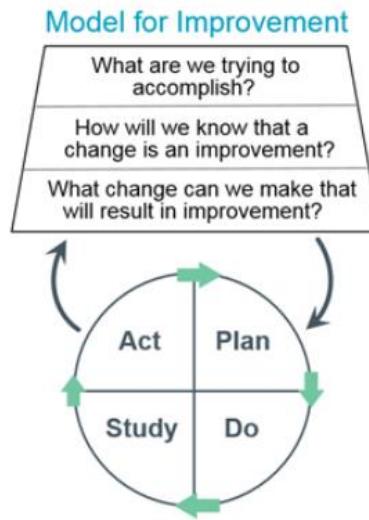
PLAN. Develop a Strategic Plan.   Identify: Organization, Description, Stakeholders, Vision, Mission, Values, Goals, Objectives, Plan of Action and Milestones (POAM)

Organization: BC Leadership Co-Op. A cooperative (also known as co-operative, co-op, or coop) is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations." (Wikipedia)

Description. The BC Leadership Co-Operative includes leaders throughout the community that share a common vision and support a common language and standardized approach for supporting action that results in outcomes where everyone gains or at least, are not any worse off in the long-term.

- **Stakeholders** – everyone that will be effected by what we do over the near, mid, and long-term, e.g., over the life cycle of the program.

    o **Direct Customers** – receive the service or product

    o **Internal** – Provide the service or product

    o **Indirect** – Others that support or have an interest in the production and delivery of the service or product

STAKEHOLDER MATRIX

Stakeholder Groups (1)	Needs ?	Services/Product provided ?	Expectations ?	Feedback Measures?
DIRECT				
Community *Non-Profit, Profit, Government, Schools*	Support, recognition, money, volunteers, positive impacts	Support for SWOT, Strategic Planning, Project Mgmt, State of the County Assessment, Information, Network (Connections)	Successful projects and sustainable programs	Success Stories – Brown County Democrat and shared on social media
INTERNAL				
HCI Team *SCORE* *CRC*	Support network, Proven practices, methods, tools Shared vision, common language	Information, Support and Collaboration, Training Guides, Network of Volunteers Mentors	Successful projects and sustainable programs	Success Stories – Brown County Democrat and shared on social media
INDIRECT				
Other counties, cities, towns	Better (more perfect) communities	Success Stories	Inspiration and examples they can apply	Positive results – Quantitative and Qualitative
OCRA, Purdue, Ball State, RDC	Meet grant requirements; Sustainable programs	Proof of concept – Food Project Proof of concept – Leader Co-Op	Successful Capstone project, sustainable programs	Positive trends – CVIs, State of the County Assessments

(1) Initial list of stakeholders has been collected (See minutes – Feb 28, 2018 meeting).

- **Vision.** *To partner with a diverse group of current and aspiring leaders to form a more collaborative Brown County that strives to address the needs and values of its citizens. (HCI Jan 14, 2019 Meeting notes)*

  - **Note:** Vision should link to "needs" and "expectations". (See also Maslow hierarchy of needs/matrix (Enclosure 2).

- **Mission**. *To engage the Brown County community to foster county-wide collaboration and leadership. (HCI Jan 14, 2019 Meeting notes)*

    - **Note**: Mission should link to the support and services to be provided

- **Values. TBD – Examples:**

- o *Collaboration* "Collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome (Wikipedia)

- o *Integrity* – Integrity is the quality of being honest and having strong moral principles, or moral uprightness. (Wikipedia)

- o *Transparency* is operating in such a way that it is easy for others to see what actions are performed; the perceived quality of intentionally sharing information (Wikipedia)

- o *Continual Learning* - the process of acquiring new, or modifying existing, knowledge, behaviors, skills, values, or preferences (Wikipedia)

- **Goals, Objectives, Plan of Action and Milestones** (POAM). *See Encl 1: Goals, Objectives, Timelines included in the HCI Capstone Application)*

Leadership Co-Op Master Plan

	Actions	Group	Plan	Do	Study	Act	Comments
			x = completed				
1.0	Manage Co-Op Program Requirements	Board of Directors	?				See Program and Capstone Applications, Minutes
1.1	Marketing and Branding (Communications)	Brandon	?				
1.2	Partnerships and outreach	JoAnne, Shirley and Jan	?				
1.3	Engagement Committee	Nancy, Jim, Darren, Levi and Yolanda	?				
1.4	Research Committee	Torrie, Levi, Tim	?				
1.4.1	**Validate Proof of Concept as it applies to the Food Project**	All	WIP				
1.4.1.1	Draft the aim, approach, stakeholder matrix	Torrie, Tim, Levi	x				See minutes – Feb 11
2.0	Validate Proof of Concept as it applies to the Leadership Co-Op, (PDSA - SWOT, Strategic Plan	Tim					
2.1	Update/Develop SWOT Process	Tim	WIP				
2.2	Develop Strategic Plan - Ldr Co-Op	Tim	WIP				Goal 1, Obj 1 Develop mission, vision, goals & values of the Cooperative
2.3	Develop Update Leadership Framework	Tim	WIP				
3.0	Validate Proof of Concept as it applies to other projects	All	WIP				

2. **DO** – Committees develop and execute their POAMs that identifies the tasks they need to accomplish in support of the strategy. (Note

- **Plan** – Identify the tasks that need to be performed by whom and when to accomplish the respective goals and objectives
- **Do** – Update status on POAM

	Goal/Objective/Task	Individual	Start Date	Stop Date	Comments
1.01	**Goal 1, Obj 1**. Develop mission, vision, goals & values of the Cooperative	Tim	Dec 2018	Nov 2019	WIP
1.1	Develop PDSA based Strategic Plan	Tim	Dec 2018	Ongoing	

- **Study** - Compare actual to expected results.

- **Act** – Identify: What worked? What did not? What needs to be done differently?

Enclosure 1 – Goals, Objectives, Timelines included in the HCI Capstone Application

Goals, Objectives, Timeline

GOALS AND OBJECTIVES (activities)	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV
GOAL 1. Support & foster collaboration between new & existing leaders by establishing the Brown County Leadership Cooperative											
GOAL 1 OBJECTIVES											
1.Model the use of proven planning processes in the organization and planning of the BCLC	X										
a. Develop mission, vision, goals & values of the Cooperative	X										
b. Develop a unified message for the community that describes the BCLC & its goals	X	X									
c. Establish an organizational structure (governance) with committees, obligations, ground rules, etc.	X										
d. Identify skill sets needed for success	X										
e. Determine procedures for member outreach and recruitment	X	X									
f. Develop plans for sustainability & funding sources	X	X									
2. Identify nonprofit partners in the community & discuss working relationships	X	X									
a. Meet with Brown County Community Foundation (BCCF) to discuss fiscal arrangements and potential 'home' for the BCLC	X										
b. Meet with LEAP to discuss a partnership using new graduates for community projects	X	X									
c. Meet with BCCF to discuss assistance in our granting process	X	X									
3. Begin development of a webpage to share the mission & projects of BCLC		X	X	X	X						
a. Identify a partner that would be willing to host our webpage, i.e. RDC or BCCF		X									
b. Determine funding for webpage		X	X	X	X						
c. Develop a plan to keep the information current	X	X	X								

d. Identify a webmaster for the organization	X	X									
e. Develop a plan to maintain a database of organizations/contacts & their interests	X	X	X								
4. Begin development of a branding and marketing strategy for BCLC	X	X	X	X							
a. Develop an 'elevator' pitch for the community	X	X									
b. Determine how information on BCLC will be shared with the community	X	X									
GOAL 2. Introduce a common language for planning & improvement that can be used for every "project" and improves competency, transparency & effectiveness of community leaders											
GOAL 2 OBJECTIVES											
<mark>1. Identify the stakeholders and potential partners in an identified category of need (FOOD)</mark>	X	X									
a. Identify & contact individuals & organizations working in the food sector in Brown County	X	X									
b. Gather information on/from those groups to assess services & products currently provided (food inventory)	X	X									
c. Compile the information into a preliminary report on food resources & needs in Brown County		X									
d. Share the report with those in the food sector		X									
e. Host a roundtable discussion to collect input from those stakeholders		X									
2. Develop leadership capability through support for planning and execution		X	X	X	X	X	X				
a. Engage & support the food stakeholders in a collaborative analysis & visioning process			X	X	X	X	X	X	X		
b. Facilitate a discussion using SWOT analysis to identify areas of need within food sector (resources & priorities)			X	X							
c. Assist in compiling the information & developing a report to be shared with the community			X	X							
d. Identify gaps in data that need to be filled by community input			X	X							
e. Develop a marketing plan & timeline to disseminate the report & gather feedback			X	X							

1) Provide website information & updates throughout the process			X	X						
2) Provide articles & letters to the editor for the Democrat newspaper			X	X	X					
3) Use social media to disseminate information throughout the process			X	X	X	X				
GOAL 3. Increase collaboration and communication between leaders and citizens										
GOAL 3 OBJECTIVES										
1. Conduct a variety of community informational activities to share the food inventory information & identify community priorities			X	X	X	X	X			
a. Develop paper & electronic surveys & other engagement materials			X	X	X					
b. Use a food questionnaire at locations that disseminate food, i.e. groceries, Mother's Cupboard, farmers markets, etc.			X	X	X					
c. Determine target populations, target neighborhoods & best way to reach them			X	X	X					
d. Develop news releases & website updates			X	X	X	X				
e. Assist in organizing & hosting a food summit if needed					X	X				
f. Re-evaluate food SWOT based on community input						X				
g. Determine community priorities based on all the information gathered						X				
h. Develop an updated food report for the community & disseminate widely						X	X			

GOAL 4. Support and assist identified community projects that reflect the needs and priorities of the community										
GOAL 4 OBJECTIVES										
1. Fund community supported food project(s)								X	X	X
a. Develop criteria & application for BCLC- supported food project(s)							X	X		
b. Solicit grant proposals for food sector projects based on community priorities							X	X		
c. Identify potential projects through the Community Foundation grant process							X	X		
d. Determine funding & other possible sources of funding							X	X		

Objective	Leadership	Political / Govt	Economic	Security	Social	Information	Infrastructure	Physical Environment	Time
e. Fund project(s) & assist with implementation where necessary									
f. Market the projects being funded								X	X
g. Conduct internal & external review & reflection to determine improvements to process								X	X
GOAL 5. Communicate and expand support for the Leadership Cooperative									
GOAL 5 OBJECTIVES									
1. Share success of projects with community								X	X
2. Maintain directory of co-op volunteers								X	X
3. Sustain and expand the website								X	X
4. Continue to look for partnership opportunities								X	X
5. Plan for additional growth & funding sources (Gift VII & Partnership)									X
6. Provide links to available community resources									X
7. Provide links to community information & events									X

Enclosure 2   Needs

	Maslow Hierarchy of Needs	Leadership	Political / Govt	Economic	Security	Social	Information	Infrastructure	Physical Environment	Time	CULTURE
Self-fulfillment needs	Self-Actualization (the need for development, creativity)	x	x			x	x			x	Quality Leaders and Organizations
Psychological Needs	Esteem/Ego (the need for self-esteem, power, recognition, prestige	x	x	x		x	x			x	Family & Community Expectations and Culture
	Social (the need for being loved, belonging, inclusion	x	x				x			x	
Basic Needs	Security (the need for safety, shelter, stability	x	x	x	x		x	x	x	x	Government and Non-Profit
	Physical (The need for air, water, food, rest, health)	x	x	x	x		x	x	x	x	