# 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.
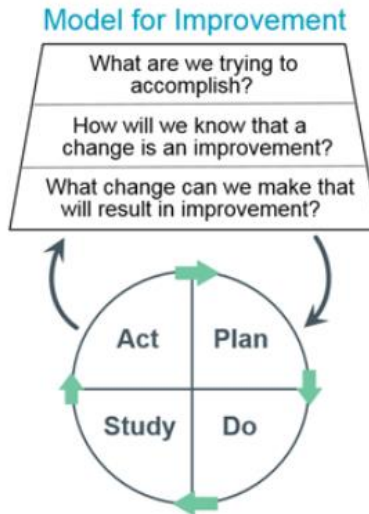
PLAN. Develop a Strategic Plan.   Identify: Organization, Description, Stakeholders, Vision, Mission, Values, Goals, Objectives, Plan of Action and Milestones (POAM)

Organization: BC Leadership Co-Operative. 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*	Effective Leadership Support, recognition, money, volunteers, positive impacts	BCLC – Guide and 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
		Bi-monthly support sessions – 2nd and 4th Monday at the library		
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				
OCRA, BCCF, 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
Other counties, cities, towns	Better (more perfect) communities	Success Stories	Inspiration and examples they can apply	Positive results – Quantitative and Qualitative

(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)

    o **Note:** Vision should align 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 align to the support and services to be provided

- **Values. WIP – Examples:**

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

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

  - *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)

  - *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	Lead	Plan	Do	Study	Act	Comments
				B - began, E - ended				
1.0		Goal 1						
	1.1	Objective 1	Tim	B				
	1.2	Objective 2	All team members develop at least one project					
	1.3	Objective 3	Brandon	B				
	1.4	Objective 4	Brandon	B				
2.0		Goal 2						
	2.1	Objective 1						
	2.3	Objective 2						
3.0		Goal 3						
	3.1	Objective 1						
4.0		Goal 4						
	4.1	Objective 1						
5.0		Goal 5						
	5.1	Objective 1						
	5.2	Objective 2						
	5.3	Objective 3						
	5.4	Objective 4						

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

- **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 (Project Plans)

*	PLAN	DO			STUDY/ACT
	Goal/Objective/Task	Individual	Start Date	Stop Date	Comments

- **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											
a. Develop mission, vision, goals & values of the Cooperative											
b. Develop a unified message for the community that describes the BCLC & its goals											
c. Establish an organizational structure (governance) with committees, obligations, ground rules, etc.											
d. Identify skill sets needed for success											
e. Determine procedures for member outreach and recruitment											
f. Develop plans for sustainability & funding sources											
g. **Develop a non-profit 501c3**											
2. **Projects.** Identify nonprofit partners (govt, non govt) in the community, discuss working relationships, **solicit and offer support for immediate application of the BCLC approach and method.**											
a. Meet with Brown County Community Foundation (BCCF) to discuss **interim** fiscal arrangements.											
b. Meet with LEAP to discuss a partnership in **recruiting** new graduates for community projects that **have identified a specific need or opportunity.**											
c. Meet with BCCF to discuss assistance in our granting process and **future BCCF grants to support projects**											
3. Begin development of a webpage to share the mission & projects of BCLC											
a. Identify a **partner (vendor)** that would be willing to host our webpage,											

b. Determine funding for webpage													
c. Develop a plan to keep the information current													
d. Identify a webmaster for the organization													
e. Develop a plan to maintain a database of organizations/contacts & their interests													
4. Begin development of a branding and marketing strategy for BCLC													
a. Develop an 'elevator' pitch for the community													
b. Determine how information on BCLC will be shared with the community													
GOAL 2. Introduce a common language for planning & improvement that can be used for every "project" and improves competency, transparency & effectiveness of community leaders. *This can include support for a sector or category that* could *involve multiple organizations, programs. and projects.*													
GOAL 2 OBJECTIVES													
1. Identify the respective sector, stakeholders and potential partners													
a. Identify & contact individuals & organizations													
b. Gather information on/from those groups to assess services & products currently provided													
c. Compile the information into a preliminary report and include on the webpage													
d. Share the report and webpage													
e. As connections become apparent, host a roundtable discussion to collect input from those stakeholders with the intent of applying the BCLC method to the respective category.													
2. Develop leadership capability through support for planning and execution in support of a category (food, shelter, govt, etc),													
a. Engage & support stakeholders in a collaborative analysis & visioning process													
b. Facilitate a discussion using SWOT analysis to identify areas of need within the respective sector (resources & priorities)													
c. Assist in compiling the information & developing a													

report to be shared with the community													
d. Identify gaps in data that need to be filled by community input													
e. Develop a marketing plan & timeline to disseminate the report & gather feedback													
1) Provide website information & updates throughout the process													
2) Provide articles & letters to the editor for the Democrat newspaper													
3) Use social media to disseminate information throughout the process													

GOAL 3. Increase collaboration and communication between leaders and citizens

GOAL 3 OBJECTIVES													
1. Conduct a variety of community informational activities to share information & identify community priorities (state of the county report)													
a. Develop paper & electronic surveys & other engagement materials													
b. Use questionnaires and place at convenient and relevant locations													
c. Determine target populations, target neighborhoods & best way to reach them													
d. Develop news releases & website updates													
e. Assist in organizing & hosting summits if needed													
f. Re-evaluate SWOT (s) based on community input													
g. Determine community priorities based on all the information gathered													
h. Develop an updated food report for the community & disseminate widely													

GOAL 4. Support and assist identified community projects that reflect the needs and priorities of the community

GOAL 4 OBJECTIVES													
1. Fund community supported projects													
a. Develop criteria & application for BCLC- supported project(s)													
b. Solicit grant proposals for projects based on community priorities													
c. Identify potential projects													

through the Community Foundation grant process									
d. Determine funding & other possible sources of funding									
e. Fund project(s) & assist with implementation where necessary									
f. Market the projects being funded									
g. Conduct internal & external review & reflection to determine improvements to process									
GOAL 5. Communicate and expand support for the Leadership Cooperative									
GOAL 5 OBJECTIVES									
1. Share success of projects with community									
2. Maintain directory of co-op volunteers									
3. Sustain and expand the website									
a. Provide links to available community resources									
b. Provide links to community information & events									
3. Continue to look for partnership opportunities									
4. Plan for additional growth & funding sources (Gift VII & Partnership)									

Enclosure 2 Needs

			CULTURE								
Maslow Hierarchy of Needs		Leadership	Political / Govt	Economic	Security	Social	Information	Infrastructure	Physical Environment	Time	
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	Familily & 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	

Enclosure 3 – Brown County SWOT

Example: Brown County SWOT -included in Hometown Collaborative Initiative (HCI) Presentation

March 30, 2017. HCI Application

April 12, 2017. HCI Presentation with notes

2018 -- HCI Survey Results

- Brown Survey Report_Final 2.28.2018

- HCI Community Forum Results March 7 2018