

# **COMMUNITY EMPOWERMENT BOARD TRAINING**



## **Participant Manual**

Prepared for:

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# **Strategic Planning**



# Why Strategic Planning?



⌘ Organizations engage in Strategic Planning to:

- ☑ Assess the environment in which they must operate
- ☑ Recognize their strengths and weaknesses
- ☑ Sketch its long-term dream (vision)
- ☑ Define its reasons for existing (mission)
- ☑ Map a course for it to follow for the next 1-2 years
- ☑ Identify landmarks to gauge attainment of its objectives

# Who Must Do Strategic Planning?



- ⌘ In the private sector, both for-profit and not-for-profit organizations are expected to have a current Strategic Plan
- ⌘ In the public sector, governmental organizations are being required to create their Strategic Plans by such laws as:
  - ☑ Chief Financial Officer Act (CFO)
  - ☑ Government Performance and Results Act (GPRA)
- ⌘ Rural Development requires that each Empowerment Community Board creates its own Strategic Plan

# The Components of Strategic Planning



- ⌘ Audience
- ⌘ External Factors
- ⌘ Internal Factors
- ⌘ Vision Statement
- ⌘ Mission Statement
- ⌘ Goals
- ⌘ Objectives
- ⌘ Performance Measures

# Audience



- ⌘ Those outside your organization who consume your organization's products/services (external customers)
- ⌘ Those inside your organization or the next larger organization over you who consume your organization's products/services (internal customers)
- ⌘ Those who partner with your organization
- ⌘ Those who support your organization from afar or who have an interest in it (stakeholders)

# External Factors



- ⌘ Events or forces in your environment that might present a threat or an opportunity to your organization:
  - ☒ Physical (e.g., El Nino, flood, Asian Market collapse)
  - ☒ Political (e.g., change in Administration, reduced budget)
  - ☒ Social (e.g., factions within the community, influx/outmigration of different social groups, change in food preferences)
  - ☒ Economic (e.g., loss of manufacturer, increased unemployment, changes in farm supports)
  - ☒ Technological (e.g., growth of the Internet, new farming equipment, availability of distance learning)



# Internal Factors



## ⌘ The chief values of your organization:

☑ How you interact with one another (organizational culture):

☑ How well do you support one another?

☑ How ready are you to try something new?

☑ Do you treat one another as members of groups or as individuals?

☑ How encouraged are individuals to “march to their own drummer”?

☑ How you do business:

☑ What kind of end-states do you value?

☑ What “means to an end” do you value?

# Vision Statement



- ⌘ The “Impossible Dream” that your organization wants to make real in your community
- ⌘ The reason why all of you are willing to contribute your time and effort
- ⌘ The kind of community your organization wants to create in your corner of the world

# Strategic Planning Activity I



1. In your team, identify the members of your Board's audience, i.e., external and internal customers, partners/cooperators, and stakeholders.
2. Brainstorm for the external factors that will likely constrain your Board's activities this coming year.

# Strategic Planning Activity I



3. Brainstorm the internal factors in your organizational culture (the way you all get along) and in your operational philosophy (how you do business).
4. Create your Vision Statement by answering the questions in the sentence: "We are trying to create a future in which (Who?) will be able to enjoy (What?) (How?)."

# Mission Statement



- ⌘ Your organization's statement of purpose (why you exist)
- ⌘ An identification of the responsibilities that your organization accepts
- ⌘ A basis for ordering your organization's priorities

# Goals & Management Initiatives



- ⌘ Long-term (1-2 years) statements of what your organization plans to work on
- ⌘ Activities your organization chooses to fulfill its responsibilities
- ⌘ Ends on which your organization has determined to commit its resources for the next year or two

# Objectives



- ⌘ Short-term (6-9 months) statements of what your organization will do to attain each Goal or Management Initiative
- ⌘ Achievable steps to take on the way to each Goal
- ⌘ The basis for a project that has defined specifications, a firm schedule, and budgeted resources

# Performance Measures



- ⌘ Criteria (benchmarks) your organization will use to determine whether it is successful in attaining its Objectives
- ⌘ Outputs that your organization plans to produce
- ⌘ Outcomes (changed situations) your organization plans to bring about
- ⌘ Specific improvements in the quality of your organization's services



# Strategic Planning Activity II



1. Create your Mission Statement by filling in the blanks after the bullets in the sentence: “(Your Empowerment Community name) exists to:
  - ◆
  - ◆
  - ◆
2. Now create Goals that address each bulleted activity in your Mission Statement.

# Strategic Planning Activity II



3. Decide on one or two Management Initiatives that address your staff and their development.
4. Now create two or three Objectives for each Goal or Management Initiative you have written.
5. For each Objective specify a Performance Measure (Output, Outcome, or Service Quality) that you can use to tell how well you are doing on attaining that Objective.