

Organize for Success and Partnership Development

The first phase of MAPP involves two critical and interrelated activities: organizing the planning process and developing the planning partnership. The purpose of this phase is to structure a planning process that builds commitment, engages participants as active partners, uses participants' time well and results in a plan that can be realistically implemented.

Recommended Participants and Roles

Core Support Team — is responsible for most of the work in this phase as it prepares for the MAPP process and recruits participants.

MAPP Committee — is recruited and selected during this phase. The committee, which will guide and oversee the MAPP process, should be broadly representative of the community and the local public health system.

Broad Community Involvement — participants should be recruited as invitations are extended for the MAPP Committee. The community should also be informed of the impending MAPP process and opportunities for involvement that will occur throughout the planning process.

A Step-by-Step Overview

1. Determine the necessity of undertaking the MAPP process. Identify benefits and potential barriers, as well as other community initiatives that should link to MAPP.
2. Identify and organize participants. Key organizations and individuals give the process legitimacy by offering strong initial support and providing the range of expertise necessary to develop the substance of the plan. Participants should be organized in a manner that shows how activities will be accomplished and clarifies roles and responsibilities.
3. Design the planning process by answering the questions: (a) What will the process entail? (b) How long will it take? (c) What will the results be and how will we know when we are finished? and (d) Who will perform each task?
4. Assess resource needs such as meeting space, travel costs, report production, printing and consultant fees. Secure commitments.
5. Conduct a readiness assessment to determine whether all of the elements are in place for a successful planning process.
6. Determine how the process will be managed by developing tools such as a work plan and guiding assumptions.

How to Conduct the Organize for Success/Partnership Development Phase

A successful community-wide strategic planning process requires careful preparation and planning. In the first phase of MAPP, participants undertake two critical and interrelated activities: organizing the planning process and developing the planning partnership. The purpose of this phase is to structure a planning process that builds commitment, engages participants as active partners, uses participants' time well and results in a plan that can be realistically implemented. This preparation helps participants understand the activities that will be undertaken, their responsibilities, how long it will take and the results that are expected. Effectively laying the groundwork is key to gaining support for the process, staying on track, avoiding frustration and arriving at a quality result. This is a phase that should not be rushed.

Preparing for the MAPP process is important for several reasons. Some examples are listed below:

- provide a rationale for how the work will be accomplished and send a signal that participants' time will be used well;
- ensure that the appropriate participants are included;
- clarify roles and responsibilities;
- set a tone of openness and sustained commitment;
- and make the process more manageable by laying the groundwork.

A community-wide, strategic planning process — which should, ultimately, result in a community-owned plan — often begins with the leadership of one or more organizations. Given the assessment, policy development and assurance roles that local health departments (LHDs) play and given MAPP's focus on the local public health system, it is anticipated that many LHDs will initiate and support the MAPP process in their communities. At the same time, it is recognized that, in some communities, LHDs may lack the resources or inclination to initiate the MAPP process and will, instead, function more as a sponsor or participant while the process is led by another community stakeholder.

Step 1-Determine the Necessity of Undertaking the MAPP Process

Several key elements should be in place before beginning the MAPP process. These include:

1. understanding why a community-wide strategic plan is needed, what benefits can be expected, and what results can be achieved;
2. understanding any relevant prior experience that the lead organization(s) and potential community participants have had with planning efforts;
3. identifying organizations and individuals that will sponsor, support, or participate in the planning process;
4. assessing the expectations or concerns of key participants about issues that must be addressed (or avoided), who should be included, or preferences for how to proceed;
5. outlining a planning process that fits the needs and concerns of the community;
6. gauging how long the process will take and how much time each participant will be expected to contribute;
7. identifying the resources necessary for carrying out MAPP; and
8. determining the availability of staff and technical support.

The Organize for Success/Partnership Development phase will help to assure that these elements are in place and that the community is ready to begin the MAPP process.

Step 2 — Identify and Organize Participants

During this step, give careful consideration to who should be recruited and how they should be organized. Representatives of the lead organizations that initiate the effort generally conduct this step, but as new individuals are recruited, they should assist in identifying and recruiting other participants. Activities during this step include:

- identifying participants,
- selecting and recruiting participants,
- understanding and addressing stakeholder expectations, and
- organizing participation.

Two types of participants are needed for a successful MAPP process: sponsors and other stakeholders. While it is likely that your sponsors are also stakeholders, it is important to distinguish between the two types of participants.

Sponsors are key organizations and individuals that offer strong initial support. Sponsors serve the following purposes. They give legitimacy to the effort by demonstrating public support and endorsing the initiative. They demonstrate the importance and feasibility of the effort through participation and active involvement in the planning process. They support the process through resource commitment (e.g., funding, in-kind use of facilities and services, and donation of staff time). They provide a management or leadership role in the planning process by assuming a lead role in managing the process or chairing the planning group. Having multiple sponsors is essential. Broad sponsorship builds broad ownership and prevents the planning effort from becoming too closely identified with any single organization — something that might limit the participation and cooperation of other key organizations. Sponsors also play a key role in serving as advisors in organizing the process, as well as recruiting a broad range of participants.

Stakeholders are all persons, agencies and organizations with an investment or ‘stake’ in the health of the community and the local public health system. This broad definition includes persons and organizations that benefit from and/or participate in the delivery of services that promote the public’s health and overall well-being.

Participants may be recruited based on a variety of considerations, including the following:

They represent the local public health system — Strengthening the local public health system requires the participation of all entities contributing to public health in a community. The Essential Public Health Services, a statement of the core processes used in public health to promote health and prevent disease, provide a meaningful framework for identifying potential MAPP participants.

They represent a broad range of sectors in the community — Because MAPP requires broad-based involvement aimed at developing a community-owned plan, representation from multiple sectors of the community is needed.

Develop a list of potential stakeholders including criteria such as:

- expertise or other key resources/assets that may be needed for the planning process and/ or for implementation;
- diversity and inclusiveness, especially related to culture, ethnicity, and other potential sources of divisiveness in your community; and
- long-term availability and interest.

Using this information, generate a candidate list (see Participant Selection Worksheet) that identifies potential organizations and individuals, areas of representation (e.g., community, business, etc.), the Essential Services they provide, and other criteria.

Once a candidate list is generated, select participants that will provide a broad range of perspectives, represent a variety of groups, sectors, and activities within the community and bring the necessary resources and enthusiasm to the table. Give careful consideration to who is the most appropriate individual from each organization. Second-level managers — as opposed to the heads of organizations — are often the best individuals to represent larger organizations, as they may have more time to contribute and are sometimes more effective at “marketing” the process within their organizations. Also seek to include individuals who may not be affiliated with any specific community organization.

Before recruiting participants, identify the number of participants desired and the roles that need to be filled. The number of participants is intricately tied to the manageability of the process. A common structure that balances participation and manageability is to establish a smaller support group (the Core Support Team) and a larger planning committee (the MAPP Committee).

Subcommittees — which may be convened as the community proceeds through the MAPP process — can oversee specific activities. Broad community participation, via community meetings, focus groups, and other mechanisms, is also necessary to ensure that the process results in a community-driven and -owned initiative.

During this step, it is also important to consider and address stakeholder expectations. Each stakeholder's organizational philosophy, mission, and goals form the basis for stakeholder expectations — which are often unspoken undercurrents that might influence the planning process in either a positive or negative manner. If the goals and agendas of participants go unstated, they may emerge at inopportune times during the process. Thus, it is essential to identify stakeholder expectations early. The best way to bring this information to the surface is through open discussion of the MAPP process, the intended results and the expectations for organizational participation. Continue to address stakeholder expectations as they emerge throughout the MAPP process.

Once participants are identified, give consideration to how participation will be organized. Approaches to organization vary widely and no single structure is best. The options available range from the informal (e.g., inclusive membership, voice/hand voting processes, discussion-focused agenda, and irregular meeting schedules) to the highly formal (e.g., development of a charter and established membership, meeting minutes and formal voting, and use of parliamentary rules of order). A hybrid of these approaches may strike the necessary balance (i.e., the formal use of meeting minutes and regularly scheduled meetings, combined with voice/hand voting processes, inclusive membership policies and a discussion-focused agenda).

When organizing the planning process, consider the following:

What are the **expectations of our participants**? Do they prefer formal or informal meetings? What level of participation can we expect from them? Will participants be willing to serve on more than one subcommittee? What kind of overlap should there be among subcommittee membership and MAPP Committee membership?

What **time constraints do participants face**? What is their availability for meetings (bi-weekly, monthly)? Should meetings be scheduled regularly or should we identify meeting dates as we proceed through the process? How long should meetings run? How willing are participants to do "homework" between meetings? What are their expectations for the timeframe of the planning process?

What **meeting logistics should be considered** (such as size of the geographical area, travel required for meetings, and meeting locations)?

Step 3 — Design the Planning Process

Designing a process involves answering the following questions:

What will the process entail? MAPP provides good guidance for a community health improvement process, but adjustments should be made to tailor the process to specific community needs and concerns. Review the guidance for the entire MAPP process and consider whether a customized approach is needed. Adjustments to MAPP might include a simplified process for communities with little prior planning experience or limited on-site technical support or for those that want to take a learning approach, an accelerated process that fits within a shortened timeframe, a focused process that deals with a limited number of predetermined issues or a process that links to or builds from previous or current community activities.

How long will it take? Determine the anticipated time period for the planning process. Identifying a timeframe helps to plan work activities and is also important for recruiting participants. Participants will want to know that the timeline for the initial effort is finite. When identifying the anticipated timeframe, consider the following:

- expectations of participants
- the range of issues that will be considered
- the number of participants and structure for participation
- the participants' experience with planning efforts
- the availability and skill of technical support
- the availability of existing information that can be used to inform the process

Providing a timeline should not suggest that strategic planning is a one-time effort. Indeed, to be successful, strategic planning must be ongoing and integrated into the routine activities of the participating organizations and community members. Therefore, while a timeframe may be specified, the resulting actions (the implementation and evaluation activities of the Action Cycle) should be ongoing. It is expected that a new way of thinking will result so that continual improvement is emphasized.

Because the manner in which the MAPP Assessments and other phases are implemented will affect the timeline, communities should determine the level of detail and type of community activities needed for each phase. Also consider the time commitment of participants. A shorter timeframe may require two-hour committee meetings every other week, with individual and smaller group preparation time in between. A longer timeframe may accommodate less frequent meetings. Also, consider activities that may take significant time and identify methods to address this. The example timeline work plan shows how the entire process can be conducted over an 18-month timeframe. Moving beyond a two-year timeframe for the initial effort is not recommended as momentum may be lost and participation may dwindle.

What results are we seeking and how will we know when we are finished? Results of a successful planning process include progress toward an effective local public health system, a sustainable community planning partnership, and, ultimately, improved community health status. Specifying intermediate results establishes milestones, keeps the project on track, and helps participants to assess progress and know what to expect. Identify products that will be developed throughout the process, such as vision and values statements, lists of challenges and opportunities, survey or focus group reports and a community plan. These products offer valuable, tangible evidence that progress is being made.

A planning report is an important result of the Formulate Goals and Strategies phase. Give some initial thought to its format and timing. Will it be a short executive summary or a lengthy analytical piece? Both may be useful. Will it be developed entirely during the Formulate Goals and Strategies phase, or will several interim reports be combined to form the strategic plan? Will the document be produced by staff, a participant committee or a consultant? How will it be disseminated? All sponsors and other key participants should be consulted on these issues.

Who will be responsible for carrying out specific activities? While the planning effort is undertaken by the participants, additional support may be needed for conducting the MAPP process and gathering and analyzing information. MAPP is designed so that a community can complete the process without outside technical assistance. However, technical assistance may be valuable in tailoring the process to changing circumstances and facilitating a complex process.

Consider the following sources of technical assistance:

Obtain a consultant with experience and expertise in strategic planning (e.g., a consultant or a faculty member from a local university). It is important to achieve a good match between the community's needs and the consultant's skills and approach. Also, ensure that the consultant is familiar with public health practices and community health improvement processes.

Borrow the services of planners from other organizations such as local health councils, hospitals, large businesses, associations, or government agencies. These organizations may or may not be participants in your process.

Train staff from one or more of the participating organizations in the techniques of community strategic planning, using outside technical assistance and advice where needed.

Step 4 — Assess Resource Needs and Secure Commitments

While the principal resources for the planning effort are participant time and energy, other resources may be needed as well. These include meeting space and refreshments, report reproduction and printing and any educational and training materials.

To successfully estimate necessary resources, a solid understanding of planning activities should be established. A simple budget should serve as both a program and fiscal document, ensuring that funding or in-kind contributions for anticipated resources will be available when needed.

In addition, by identifying the resources that may be needed to complete the planning effort, budgeting brings a closer sense of reality to the process, particularly to decision-makers. Preparing a budget before the process begins helps to reduce the inclination to "squeeze" existing resources. Securing resources from participating organizations is one of the first tests of commitment to the process. Contributions from participant stakeholders might include donated supplies, meeting space, consulting services, and staff time for report preparation or other activities.

Step 5 — Conduct a Readiness Assessment

The information collected in the previous four steps should provide a clear picture of the pieces that need to be in place to begin the MAPP process. The Core Support Team should use the **Readiness Assessment Worksheet** to confirm that the community is prepared to begin the MAPP process. The Readiness Assessment identifies both the essential factors to undertaking a MAPP process (critical elements) as well as those that may not be essential, but would enhance the planning effort (desirable elements).

At the conclusion of the readiness assessment, one of several possibilities will emerge:

- All the elements are in place; proceed with strategic planning.
- Proceed with caution, addressing gaps and concerns.
- Wait for a better time to begin, using the time now for preparation and putting all the pieces in place.
- Limit the scope of the planning process, using this experience to set the stage for broader strategic planning at some future time.

When all of the critical elements are in place, it is time to complete the last step and begin the planning process. If even one critical element is missing, however, it is advisable to remedy that deficiency before beginning. If not all of the desired elements are in place, proceed with caution, giving attention to how gaps will be addressed.

Step 6 — Manage the Process

The final step is to consider how the process will be managed as it moves along. Managing the process involves paying attention to details so that trusting relationships are built, synergy is maximized, and creative attention is maintained. Meeting and conference logistics, coordinating schedules and activities, circulating materials for review, and clarifying assignments are details that can make or break the planning process.

The following three tools are helpful in managing the process:

The project proposal organizes the process into one document that outlines the project from inception through completion. The proposal is also useful for orienting participants to the process and generating additional support or sponsorship.

The project work plan lays out the major activities of the planning process and the anticipated timeframe for their completion. In addition to serving as a management tool for project staff, the work plan makes the process more predictable and task-oriented for everyone. The purpose of the work plan is to guide, not dictate, the planning process. As this process unfolds, revisit the work plan periodically to assess progress and consistency with the original timeline. Revise the work plan as needed. As stated earlier, it is important to incorporate concepts or elements that help customize the process to the community's needs. As the work plan is developed, build in opportunities to celebrate achievements and recognize successes throughout the entire process. The work plan should be developed by members of the Core Support Team. Once completed, present the work plan to the full MAPP Committee for approval. See the example timeline work plan.

The guiding assumptions, which are an extension of the project plan, are initial assumptions or "givens" upon which the project is grounded. Examples of guiding assumptions include the agreement to address specific concerns about which key sponsors feel strongly or the importance of focusing on the whole community and on the public health system as opposed to a single organization.

The proposal, work plan and guiding assumptions together constitute an initial "contract" between the participants and sponsors that will provide the planning process with sufficient direction to launch the initiative. Other tools include master calendars and mailing lists, sample letters of invitation and meeting announcements, written meeting agendas, the use of sign-in sheets and the development of project binders for participants. In addition to being useful tools for process management, these also serve to create a record of participants, work and progress.

Guidance for Participant Identification

MAPP is intended to result in the development and implementation of a community-wide strategic plan for community health improvement. Therefore, for the plan to be realistically implemented, it must be developed through broad participation by persons who share the commitment to and responsibility for the community's health and overall well-being. It is unlikely that key implementers will simply adopt the recommendations of a plan for which they had no input. The commitment to implementation will come from the sense of ownership that results from participating in the plan's development.

Framework for Participant Selection

Consider the following issues when identifying and recruiting participants for the MAPP process:

Who plays a role in the local public health system? It is important to include individuals who have a hand in providing public health services. The Essential Public Health Services framework (described below) provides a good starting point.

What broad, cross-sectorial participation is needed? The MAPP Committee should be representative of the overall community. A broad, cross-section of residents and organizations is needed for members to be truly representative of the perceptions, interest and needs of the entire community.

What other criteria do they meet? Consider other issues, such as expertise and access to key assets and resources, the need for diversity and inclusiveness and long-term availability and interest.

Identifying Possible Participants through the Essential Public Health Services

The Essential Public Health Services provide a useful framework for determining who is responsible for the community's health and well-being. The services reflect core processes used in public health to promote health and prevent disease. Thus potential participants in the MAPP process would include individuals, organizations and other entities that contribute to the delivery of one or more of the ten services identified below.

1. Monitor health status to identify community health problems
2. Diagnose and investigate health problems and health hazards in the community
3. Inform, educate and empower people about health issues
4. Mobilize community partnerships to identify and solve health problems
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety
7. Link people who need personal health services and assure the provision of health care when otherwise unavailable
8. Assure a competent public health and personal healthcare workforce
9. Evaluate effectiveness, accessibility and quality of personal and population-based health services
10. Research new insights and innovative solutions to health problems.

The Essential Services will be used further in MAPP's Local Public Health System Assessment as a framework for measuring the performance and capacity of the public health system. Because MAPP results in a strategic plan for improving community health and for creating and strengthening the local public health system, all entities that contribute to the Essential Services should be included throughout the process.

Identifying a Broad Cross-Section of Representation

The following is a list of groups, sectors, and types of organizations that should be considered for

participation in the MAPP process. Benefits of inclusion and other considerations are also detailed.

Community representatives: The participation of community members in the MAPP process is essential, not only for obtaining a complete understanding of the community's needs and interests, but also for the development and implementation of workable strategies. In addition to receiving public health services, community members may participate in the delivery of essential services, for instance, informing others about health issues. Community representatives might best be defined as residents and/or consumers of public health services. Representatives might be identified through outreach to clubs and other neighborhood organizations or from the clientele of local providers. It is important to distinguish community representatives from representatives of community-based providers who, while important, may bring a formal provider perspective to the process. Seek diverse representation and new viewpoints, being careful not to limit participation to those who typically represent a community.

Governmental agencies: In addition to the county health department, other agencies contribute to the health of a community. Other governmental agencies may address such issues as aging, social services, environmental protection, mental health, substance abuse, sanitation, and economic development. Including these organizations in the MAPP process helps to more broadly establish and enforce policies that protect the community's health and leverage resources.

Medical care providers: Medical care providers might be represented through local hospitals, health systems; community health centers, emergency medical services, managed care organizations and professional associations representing nurses, physicians, etc. Participation in the MAPP process increases these representatives' awareness of and appreciation for traditional public health activities, fostering a stronger integration of medical care and public health services.

Education: The MAPP process may benefit from participation by local schools and institutions of higher learning. Outside of the family, schools are one of the few institutions with regular and sustained access to young people. Schools often contribute directly to the essential public health services and can provide the larger public health community with access to this important population. The relationship between education, economic opportunity and health status suggests that schools are an important partner in the MAPP process. Finally, institutions of higher education, such as community colleges, universities, schools of public health, nursing and medicine, contribute to several essential services related to assuring a competent workforce, evaluation of services and research.

Criminal justice: In many communities, the criminal justice and law enforcement systems are valuable partners for public health. The increasing recognition of violence as a public health issue, coupled with the longstanding concerns about substance abuse, provides points of common interest for the public health and criminal justice systems. Additionally, correctional health programs are a vehicle for the delivery of public health services while community policing programs may provide a mechanism for further community engagement. Other possible participants might come from the local court system and sheriff's office.

Environmental organizations: While public health work is often prompted by environmental factors (e.g., asthma and lead poisoning), representation from environmental organizations is sometimes overlooked in participatory and collaborative public health initiatives. Appropriate representatives might be found in community-based and non-governmental agencies, forest services, and fish and wildlife departments.

Faith community: In many areas, the faith community can be a powerful force for broadly disseminating public health messages and engaging residents in healthy behaviors. In addition to

neighborhood churches and synagogues, representatives of larger religious membership organizations might be included in the MAPP process.

Business community: By providing employment and economic livelihood, businesses play a critical role in community health and well-being. Through employee wellness programs, worksite safety initiatives, and other activities, the business community contributes to the delivery of some essential public health services. The need for productive and healthy employees and reduced health care costs should provide the business community with incentive to participate.

Philanthropy: Local foundations might participate on the MAPP Committee as supporters of public health services and programs. Through its participation, the philanthropic community becomes aware of the needs and preferred strategies identified through the process and also recognizes that efforts in the community are being coordinated. The knowledge gained through the MAPP process may then be used to encourage subsequent grant-making efforts.

Other Participants: Other organizations or sectors may also be appropriate for participation in the MAPP process. These might include policy and advocacy organizations and coalitions that focus on specific or broader public health issues. Consider representatives that, while not explicitly focused on public health, have the potential to contribute to the health of the community. These might include organizations concerned with issues such as job training, youth development, housing, community economic development, etc. Finally, consider inviting representatives from the media. These individuals may provide valuable advice and input throughout the process and may be helpful in disseminating information and engaging the community.

Participation and Roles Matrix

Below is a matrix that depicts the type of participation recommended for each phase of MAPP. The following terms are used:

Core Support Team — a small group of individuals from the lead agencies that are responsible for organizing the process and moving it forward. Often this includes the primary individual(s) that provide staff support to the committee, the facilitator, and the committee chair.

MAPP Committee — the committee that provides guidance throughout the entire process. This should be a broad group comprised of representatives from many sectors, including community residents. It is recommended that this be comprised of 15-20 individuals, although many communities have successfully convened committees of up to 30 individuals.

Subcommittees — for several phases of MAPP, specifically the MAPP Assessments, it is recommended that subcommittees be designated to oversee the work that is being done. The subcommittee should include representation from the MAPP committee. Other individuals from outside the MAPP Committee may be recruited for their expertise, skills, or knowledge. Generally, subcommittees are comprised of 5-8 individuals, but some phases (such as the MAPP Assessments) may require larger membership.

Community — broad community participation is a vital concept throughout the MAPP process. While residents should be recruited to participate on the MAPP Committee, activities should include deliberate ways of gaining broader community participation. This will ensure that the community's input is a driving factor throughout the MAPP process and that the community ultimately feels ownership in the final results.

Organization and Roles by MAPP Phase

MAPP Phase	Organization and Roles in Each Phase			
	Core Support Team	MAPP Committee	Subcommittees	Community
Organize for Success/ Partnership Development	Organize and plan the process Identify resources Conduct readiness assessment Recruit membership for the committee	Committee is convened during this phase Members provide input into other recruits Approve plan for MAPP process (as determined by Core Support Team) Identify additional resources	None recommended	Community residents should be recruited to participate in committee Broader community should be made aware of the new initiative
Visioning	Plan visioning sessions Ensure facilitation and work with the facilitator in preparing Summarize the results of the meeting(s) Draft vision and values statements	Oversee and participate in the Visioning phase Develop plan for gaining broad community participation and identify community representatives	None recommended; however, some committees may want to designate a subcommittee to conduct the activities identified for the core support team	Broad community participation is essential. Announcements should be made broadly through community mechanisms (media, etc.) Visioning session logistics should promote broad community participation

MAPP Phase	Organization and Roles in Each Phase			
	Core Support Team	MAPP Committee	Subcommittees	Community
Community Themes and Strengths Assessment	Support Committee and Subcommittee activities	Oversee subcommittee activities Provide recommendations for gaining broad community participation Participate in activities as needed	Subcommittee to oversee activities is recommended Identify appropriate activities and plan how to undertake them Oversee implementation of activities Compile results	Broad community participation is essential Announcements should be made broadly through community mechanisms (media, etc.) All activities should promote broad community participation
Local Public Health System Assessment	Support Committee and Subcommittee activities.	Participate in Essential Services Orientation session Respond to performance measures instrument Discuss results/identify challenges and opportunities	Subcommittee may be convened to oversee local public health system assessment (LPHSA) Prepare for LPHSA activities and ensure effective implementation Ensure facilitation/recording of all sessions	Community participation should occur through the committee, but additional community participants can be recruited if desired
Community Health Status Assessment	Support Committee and Subcommittee activities Assist with collection and analysis of data, compilation of community health profile, and dissemination/presentation of results to community	Oversee subcommittee activities Identify sources for data Select locally-appropriate indicators Provide input into Community Health Profile development	Subcommittee, with expertise in data, should oversee the community health status assessment (CHSA) Collect and analyze data Compile Community Health Profile Present/disseminate results to community	The Community Health Profile should be presented to and disseminated throughout the community Community participation should occur through the committee, but additional community participants may be recruited if desired
Forces of Change Assessment	Prepare for and plan brainstorming session(s) Ensure facilitation Summarize and compile the results of the meetings	Entire committee should participate in brainstorming session(s) Identify threats and opportunities for each force	None recommended, however, some committees may want to designate a subcommittee to conduct the activities identified for the core support team	Community participation should occur through the committee, but additional community participants may be recruited if desired
Identify Strategic Issues	Prepare compilation of results from four MAPP Assessments Staff meeting(s) at which strategic issues are identified Summarize the results of the meeting(s)	Entire committee should participate in meeting(s) at which strategic issues are identified and analyzed	Small groups can be charged with specific tasks	None recommended

MAPP Phase	Organization and Roles in Each Phase			
	Core Support Team	MAPP Committee	Subcommittees	Community
Formulate Goals and Strategies	<p>Staff meeting(s)</p> <p>Prepare information to assist in developing strategies and goals</p> <p>Summarize the results of the meeting(s)</p> <p>Draft the planning report</p>	<p>Entire committee should participate in meeting(s) at which strategies and goals are selected and confirmed</p> <p>Oversee development of the planning report and adopt the plan</p>	<p>None recommended, although if desired, small groups may be formed to discuss each strategic issue in-depth and identify the goals, strategies, and barriers</p>	<p>Community buy-in of strategies and goals should occur</p>
The Action Cycle	<p>Provide support to assure process sustains itself and action occurs</p> <p>Recruit additional participants as needed</p>	<p>Oversee action planning, implementation, and evaluation</p> <p>Oversee recruitment of additional participants as needed</p>	<p>Subcommittee(s) should be formed to oversee implementation and evaluation</p> <p>Small groups may be formed to oversee action plans for each strategy</p>	<p>Broad community awareness of implementation</p> <p>Community participation in action plan implementation</p>

Example Timeline for the MAPP Process

The example timeline/workplan below uses an 18-month timeframe. The activities included under each phase are examples of activities that could be conducted. As emphasized throughout the MAPP guidance, communities should implement each phase in the way that best meets their community characteristics and needs. The timeline focuses on the planning aspect of MAPP; the implementation and evaluation activities (the Action Cycle) should be sustained long after the MAPP timeline below ends.

The darker shading shows the timeline for each entire phase; the lighter shading underneath shows the timeline for various activities within each phase.

MAPP Phase / Description of Activity	Month (using a 1 ½ year timeline)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Organize for Success / Partnership Development																		
• Determine why the MAPP process is needed																		
• Identify, organize, and recruit participants																		
• Design the planning process																		
• Assess resource needs																		
• Conduct a readiness assessment																		
• Develop a workplan, timeline, and other tools																		
Visioning																		
• Prepare for and design the visioning process																		
• Hold visioning sessions																		
• Celebrate successes and achievements to date																		
4 MAPP Assessments																		
Community Themes and Strengths Assessment																		
• Identify subcommittee, approaches, and resources																		
• Hold community dialogues and focus groups																		
• Develop/disseminate/collect a community survey																		
• Conduct interviews with residents / key leaders																		
• Compile results/identify challenges and opportunities																		

MAPP Phase / Description of Activity	Month (using a 1 ½ year timeline)
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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
Local Health System Assessment																			
• Prepare for the LHSA/ establish subcommittee																			
• Discuss the Essential Services/identify org. activities																			
• Respond to the performance measures instrument																			
• Discuss results/identify challenges and opportunities																			
Community Health Status Assessment																			
• Conduct data collection of core indicators																			
• Select and collect additional indicators																			
• Analyze the data / create a health profile																			
• Disseminate health profile																			
• Establish a system to monitor data over time																			
• Identify CHSA challenges and opportunities																			
Forces of Change Assessment																			
• Prepare for the Forces of Change Assessment																			
• Hold brainstorming session with committee																			
• Simplify list / identify threats and opportunities																			
Identify Strategic Issues																			
• Celebrate successes and completion of assessments																			
• Identify potential strategic issues																			
• Discuss issues-why they are strategic and urgency																			
• Consolidate strategic issues																			

MAPP Phase / Description of Activity	Month (using a 1 ½ year timeline)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
• Arrange issues in priority order																		
Formulate Goals and Strategies																		
• Develop goal statements																		
• Develop strategy alternatives and barriers																		
• Explore implementation details																		
• Select and adopt strategies																		
• Draft the planning report																		
• Celebrate successes and recognize achievements																		
The Action Cycle*																		
• Organize for action																		
• Develop objectives and agree on accountability																		
• Develop action plans																		
• Coordinate action plans and implement																		
• Prepare for evaluation / determine the methodology																		
• Gather evidence and justify conclusions																		
• Share results																		

* The Action Cycle should continue after the timeline ends; activities should be incorporated into organizational activities and be sustained throughout the community.

Organizing the Planning Effort: Reasons, Benefits, and Sponsorship Worksheet

1. Why are you conducting a planning process? What critical issues do you hope to address?

2. What benefits and results do you expect to achieve?

3. Who is sponsoring the process? What form will sponsorship take?

Organizing the Planning Effort: Barriers Worksheet

What are the potential barriers to a successful planning process? How might they be overcome?

Barriers	Ways they can be addressed

Readiness Assessment Worksheet

Critical Elements:

	Yes	No
Process has strong sponsors	___	___
Process has effective champions	___	___
Support outweighs opposition	___	___
Key resources are identified	___	___
Core participants are willing/available	___	___
There is general agreement on purpose and outcomes	___	___
There is general agreement on how to proceed	___	___
Scope of the planning effort is reasonable	___	___
Staff and technical support have been identified	___	___

Desired Elements:

Purpose and benefits are well-understood	___	___
Participants understand strategic planning	___	___
All needed resources are in place	___	___
Outside technical assistance has been lined up	___	___
Participation and organizational structure is clear	___	___
Roles and responsibilities are clear	___	___
A planning process has been specified	___	___
Time frame has been specified in a workplan	___	___
A strategic planning proposal has been drafted	___	___