Developing Objectives and Strategies

**Considerations for developing objectives:**

* Objectives are specific measurable results of an initiative. They provide specifics about *how much* of *what* will be accomplished and by *when* (e.g., By (date), \_\_\_\_\_ will increase/decrease by X%.)
* There are three basic types of objectives:
  + *Process objectives*: aim to measure the extent to which progress is made toward other objectives (e.g., By 2020, establish a comprehensive plan to improve emergency preparedness.)
  + *Behavioral objectives*: aim to measure changes in behaviors of people (what they are doing and saying) and the products (or results) of their behavior (e.g., By 2025, the percentage of 15-19-year-old youth reporting use of alcohol in the past 30 days will decrease by 25%)
  + *Community-level outcomes objectives*: aim to measure the product or result of behavior change in many people (e.g., By 2025, the percentage of people living adequate housing in X community will increase by 30%.)
* Common characteristics include:
  + **S**pecific: they tell how much of what by when
  + **M**easurable: information can be collected, detected, or obtained from records
  + **A**chievable: they are possible to achieve AND it’s feasible for your group to reach them
  + **R**elevant: there is a clear connection to how they fit with the overall vision and mission of the group
  + **T**imed: timing by which it will be achieved is clear in the objective itself and an overall timeline
  + **C**hallenging: they stretch the group to set its aims on significant improvements that are important

**Instructions:**

1. Identify one person to take notes while the group brainstorms ideas and one person to document the decision reached through consensus.
2. Begin by drawing on expertise from the group to determine what needs to occur to see real progress toward your vision and mission. Then, together, form a list of *one or two* general goals (e.g., Improve emergency preparedness programs; Increase understanding of the causes and solutions to address school-shootings).
3. Then for each goal, develop *one or two objectives.* Consider what would have to change to suggest you are making progress toward that goal. Describe how much of what would change and by when and state your objectives. Consider the following questions:
   1. What measures of activities or outputs would help us assess whether key activities are completed?
   2. What changes in behavior would we see if the effort is successful?
4. Critique your objective based on SMART+C attribute and come to consensus about what the objective(s) should be. Record the agreed upon objective below.

**Goal(s):**

**Objective(s):**

**Considerations for developing strategies:**

* A strategy is a way of describing *how* you are going to get things done. It tries to broadly answer the question, “How do we get there from here?”
* A good strategy takes into account barriers and resources, stay in-line with the overall vision, mission, and objectives. Often initiatives use many different strategies to achieve their goals.
* Common characteristics of good strategies include:
  + *Give overall direction*- points to an overall path without dictating a narrow approach
  + *Fit resources and opportunities*- takes advantage of current resources and assets
  + *Minimize resistance and barriers-* good strategies attract allies and deter opponents
  + *Reaches those affected-* strategies connect interventions with those who it should benefit
  + *Advance the mission-* likely to make a difference on the mission and objectives
* Examples:
  + Increase collaboration among key sectors and stakeholders to develop improved emergency preparedness protocols
  + Increase coordination and integration of existing services to increase access to adequate housing
  + Assist schools in the development of substance abuse curriculum for health classes

**Instructions:**

1. Identify one person to take notes while the group brainstorms ideas and one person to document the decision reached through consensus.
2. Begin by considering your goals and objectives. Consider the following:
   1. What risk and/or protective factors contribute to challenges in this area? Use the “Understanding Factors that Contribute to the Problem” worksheet to generate discussion.
   2. Who are the *targets* of change (people who experience or at risk for experiencing the issue or problem) and *agents* of change (those in a position to help contribute to the solution)?
3. Generate *one or two* potential strategies that aligns with your goals and objectives, addresses factors contributing to the issue, and considers agents and targets of change. Consider the following:
   1. What resources and assets exist that can be used to achieve the vision and mission?
   2. What obstacles or resistance exist that could make it difficult?
   3. What are potential agents of change willing to do to serve the mission?
   4. Which strategies reach those especially at risk for experiencing the problem?
4. Come to consensus about which strategy/strategies to focus on for action planning and record your agreed upon strategy below.

**Risk/protective factors:**

**Targets of change:**

**Agents of change:**

**Strategy:**