

Planning Terminology

Values: The principles or beliefs that guide individual or organizational thinking, actions, and decisions.

Culture: The common set of beliefs held by an organization that affects organizational behavior.

Vision: The ideal to be achieved through fulfillment of an organization's mission. What the community will look like when the organization has completely fulfilled its mission.

Mission: A definition of the purpose, niche and core business activity for the organization. Defines the specific piece of the vision that the organization will address. Also answers what the organization does not do. Distinguishes the group from any other similar organization in some way. Questions answered by the mission include:

- What social or political needs does the organization exist to fill?
- Why does it exist?
- How is the organization unique?
- What is the scope of the organization? programs? geography?
- Who are the organization's clients?
- The mission should: clarify, focus, commit, communicate, market

Goals: Broad statements about the outcomes or results we seek. Can include both programmatic outcomes (what results we seek in the community) and organizational outcomes (what results we seek within the organization).

Strategies: Overarching approaches that define how the organization will achieve the goals outlined in the plan. Strategies, unlike tactics, are very "big picture" in their orientation, and provide the potential for the best thinking in the entire plan.

Objectives: Specific, time-limited, quantifiable accomplishments that fulfill goals. Often, these are the performance measurements for a variety of facets of a particular strategy.

Activities: The programs and/or projects implemented by the group to support the strategies and achieve the objectives of the plan. Usually defined in terms of three years or less. Can be broken down over a period of time to show how the program/project will evolve with the plan.