



The Planning Study

The Best Tool In Your Operational Toolbox

Presented by

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WPO Development



If you don't know
where you are going,
any path
will get you there.



The Planning Study: The Best Tool In Your Operational Toolbox





What is a Planning Study?

- Planning Study
- Mission Planning Study
- Program Study
- Needs Assessment Study



Purpose of the Study

To aid The Salvation Army in identifying and develop strategies for:

- Current mission strengths and challenges
- Community trends that impact Army's mission
- Current and emerging community needs
- Current/Future Operational Opportunities



Methodology

Interviews - TSA Administration / Staff / Key Community Leaders



Collection & Analysis of Socioeconomic Data – COMMAND PROFILE™



Analysis of Salvation Army Financial & Program Data



Review of Army Facilities & Locations



- Demographic Trends
- Census Information
- Lifestyle Summaries / Projections
- Character Attributes / Trends



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Prepared For:
The Salvation Army
1955 Broadway
Macon, GA 31206



Central Georgia Area Command

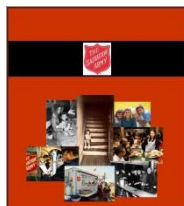
Mission Planning Study



Comprehensive Area Overview

Prepared for
The Salvation Army
Central Georgia Area Command

Research Area
Bibb, Crawford, Houston, Jones,
Monroe, Peach & Twiggs Counties



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10

Table of Contents

INTERVIEW	1
SNAPSHOT	2
FINGERPRINT	3
TRENDS	4
POPULATION	4
HOUSEHOLDS	4
POPULATION BY RACE/ETHNICITY	4
POPULATION BY GENDER	4
AGE	4
INCOME	4
POPULATION BY PHASE OF LIFE	5
POPULATION BY AGE (DETAIL)	5
CENSUS	6
MARITAL STATUS	6
FAMILY STRUCTURE	6
GROUP QUARTERS	7
RACE/ETHNICITY	7
EDUCATION	8
OCCUPATION	8
EMPLOYMENT	9
POVERTY AND RETIREMENT INCOME	9
HOUSING	10
TRANSPORTATION	12
U.S. LIFESTYLES	13
ETHOS	15
FAITH INVOLVEMENT	15
RELIGIOUS PREFERENCE	15
LEADERSHIP PREFERENCE	15
PRIMARY CONCERNS	16
KEY VALUES	17
HOUSEHOLD CONTRIBUTIONS	17

ethos™

Description	Study Area	U.S. Average	U.S. Comparative Index
▲ Indicates the study area percentage is more than 1.1 times the U.S. average ↓ Indicates the study area percentage is less than 0.9 times the U.S. average			
FAITH INVOLVEMENT INDICATOR			
Estimated 2012 Households Likely to Be:			
Strongly Involved with Their Faith	37.1%	35.4%	105
Somewhat Involved with Their Faith	30.3%	29.9%	102
Not Involved with Their Faith	32.3%	34.7%	93
Estimated 2012 Households Likely to Have:			
Increased Their Involvement with Their Faith in the Last 10 Years	26.4%	22.1%	119
Decreased Their Involvement with Their Faith in the Last 10 Years	22.3%	23.7%	94
RELIGIOUS PREFERENCE INDICATOR			
Estimated 2012 Households Likely to Prefer:			
▲ Adventist	0.6%	0.5%	122
▲ Baptist	24.2%	16.1%	151
↓ Catholic	18.0%	23.7%	76
↓ Congregational	0.8%	2.0%	38
↓ Eastern Religions (Buddhist/Hindu/Shinto/Islam)	0.3%	0.4%	66
▲ Episcopal	3.6%	2.9%	126
▲ Holiness	1.4%	0.8%	168
↓ Jehovah's Witnesses	0.7%	1.1%	69
▲ Judean	4.1%	3.3%	130
↓ Lutheran	4.6%	7.2%	64
▲ Methodist	13.0%	10.1%	128
↓ Mormon	0.5%	1.8%	28
↓ New Age	0.6%	0.6%	96
↓ Non-Denominational / Independent	6.3%	6.9%	91
↓ Orthodox	0.3%	0.3%	83
▲ Presbyterian	2.8%	2.4%	116
↓ Presbyterian / Reformed	4.9%	4.6%	107
↓ Unitarian / Universalist	0.4%	0.7%	60
↓ Interested but No Preference	3.4%	3.9%	87
↓ Not Interested and No Preference	10.0%	11.1%	90
Likely to Have Changed Their Preference in the Last 10 Years	18.3%	16.8%	109
LEADERSHIP PREFERENCE INDICATOR			
Estimated 2012 Households Likely to Prefer A Leader Who:			
↓ Tells them what to do	3.5%	4.0%	88
Lets them do what they want and is supportive	11.1%	11.7%	95
Lets them do what they want and stays out of the way	4.9%	4.8%	102
Works with them on deciding what to do and helps them do it	80.6%	79.6%	101

Page 15

U.S. CENSUS

NIELSEN

CLAIRTAS MICROVISION

PRISM

NATIONAL FAMILY OPINION SURVEY (NFO)

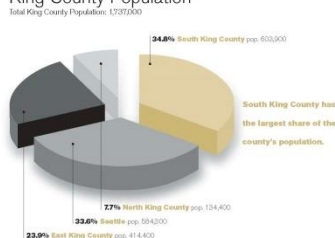
PERCEPT



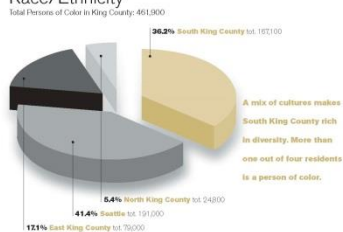
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King County Population

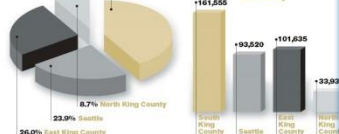


Race/Ethnicity



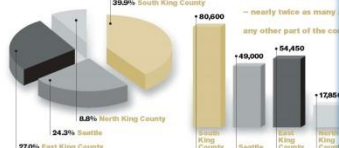
Children

Percent Share of Children in King County



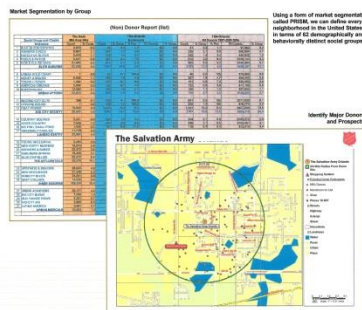
Households with Children

Percent Share of King County Households with Children



Strategic Market Analysis

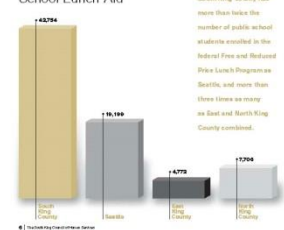
Once we have helped you to identify your key donor segments, WPO will help you develop strategies and implement tactics that address donor needs. After identifying the most likely prospects for giving, the task becomes strategizing the best method for delivery of the message. WPO offers fully integrated, creative marketing and fund raising campaigns.



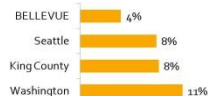
A matter of need: One family's story

Yara and Yara moved to South King County from East Africa in 2011. Having a son born in the U.S. was their first experience with a U.S. birth certificate. They are beginning to learn the ways of the U.S. and are grateful for the help they receive from the community. Yara and Yara are grateful for the help they receive from the community. Yara and Yara are grateful for the help they receive from the community.

School Lunch Aid

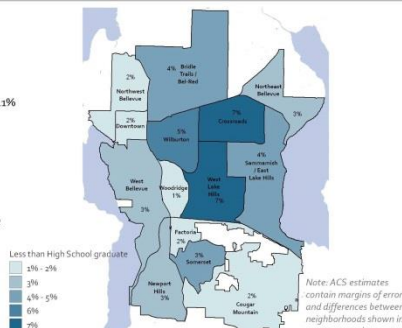


Percent of 25 yr + with less than a High School diploma



Bellevue has one of the lowest percentages of residents with less than a high school diploma in the state.

Despite Bellevue's low percentage of residents with less than a high school diploma, Crossroads and West Lake Hills had percentages as high as seven percent



Source: U.S. Census Bureau, 2005-2009 American Community Survey

Vanderburgh County

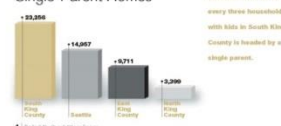
EXECUTIVE VIEW		VIEW ALL		Better		Worse		Neutral		No Data	
TOPIC	INDICATOR	MORE INFO		Are We Getting Better?		Is Indiana Getting Better?		Rank in Indiana		How Do We Compare?	
		2009	% Change Between Years	2011	2009	% Change Between Years	2011	2009	% Change Between Years	2011	2009
	Total Population	+	2009	2.5%	2011	2009	1.8%	2011	7 th	N/A	
	Median Age	+	2009	1.6%	2011	2009	1.1%	2011	73 rd	1.9%	
	% Minority Population	+	2009	15.5%	2011	2009	8.5%	2011	9 th	-20.6%	
	4-year Public High School Graduation Rate	+	2009	2.5%	2012	2009	6.9%	2012	86 th	-6.9%	
	% Pop with High School Diploma or More	+	2009	1.6%	2011	2009	1.1%	2011	24 th	1.5%	
	% Free/Reduced Lunch Students	+	2009	6.6%	2013	2009	17.6%	2013	10 th	16.4%	
	Poverty Rate	+	2009	9.8%	2011	2009	7.1%	2011	24 th	9.3%	
	Median Family Income	+	2009	1.1%	2011	2009	2.2%	2011	39 th	-3.7%	
	Unemployment Rate	+	2009	11.0%	2011	2009	16.4%	2011	82 nd	-24.6%	
	% All Households with High Housing Costs	+	2009	0.2%	2012	2009	0.5%	2012	11 th	6.4%	
	Adult Smoking Rate	+	2008	7.2%	2011	2008	7.1%	2011	30 th	8.8%	
	Adult Obesity Rate	+	2009	12.1%	2010	2009	12.6%	2010	34 th	3.3%	
	% Births with First Trimester Prenatal Care	+	2009	6.7%	2011	2009	8.0%	2011	28 th	12.2%	

* This report cannot be calculated due to a number of the baseline year. Click the + for more details to learn the data values the baseline year.

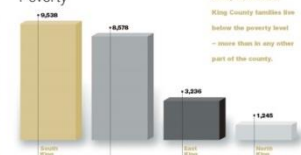
*This percent cannot be calculated due to a value of 0 in the baseline year. Click the - for more details to view the data values for the measures.



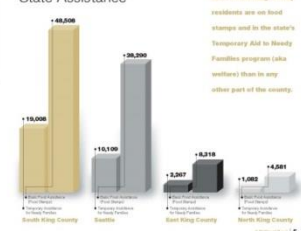
Single-Parent Homes



Poverty



Slate Assistance





Key Issues to be Addressed

1. The Salvation Army's Role as a Service Provider
2. Program Effectiveness
3. The Salvation Army's Image in the Community
4. Significant Community Trends and Projections
5. Unmet and Underserved Community Needs
6. Community Support for Salvation Army Activities
7. Salvation Army Facility & Capital Development Needs
8. **Organizational Structure & Operations**



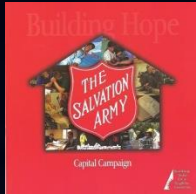
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Task	Start	End
Phase I: Pre-Planning Activities	1	4
Phase II: Internal Assessment	4	8
Phase III: External Assessment	8	12
Phase IV: Assessment/Analysis	12	14
Phase V: Develop Final Report	14	16

Time Table

<u>Phase I</u>	<u>Pre-Planning Activities</u> <ul style="list-style-type: none"> Initial site visit with Administration ID & select Planning Committee participants Establish planning parameters/priorities Initial planning meeting - Overview of planning process and specific study components Gathering of information relative to current programs and operations
<u>Phase II</u>	<u>Internal Assessment</u> <ul style="list-style-type: none"> Tour of facilities/programs Administration interviews/survey Advisory Board interviews/surveys Officer interviews/survey Staff interviews/survey Internal Focus groups Financial and program stat analysis Planning meeting to discuss preliminary findings
<u>Phase III</u>	<u>External Assessment</u> <ul style="list-style-type: none"> Key stakeholder/agency interviews/surveys Community leaders interviews/surveys Community needs assessment analysis (<u>Targeted to each location</u>) External Focus Groups Demographics/projections analysis (<u>Targeted to each location</u>) Collection of reports and other planning materials from City, County, United Way and other sources Planning meeting to discuss preliminary findings
<u>Phase IV</u>	<u>Assessment/Analysis</u> <ul style="list-style-type: none"> Data review/integration Develop facility and program matrix Develop preliminary report of findings and recommendations Planning meeting to discuss preliminary overall report
<u>Phase V</u>	<u>Develop Final Report of Findings and Recommendations</u> <ul style="list-style-type: none"> Visioning Meeting with Administration, Advisory Board, Officers and Key Staff

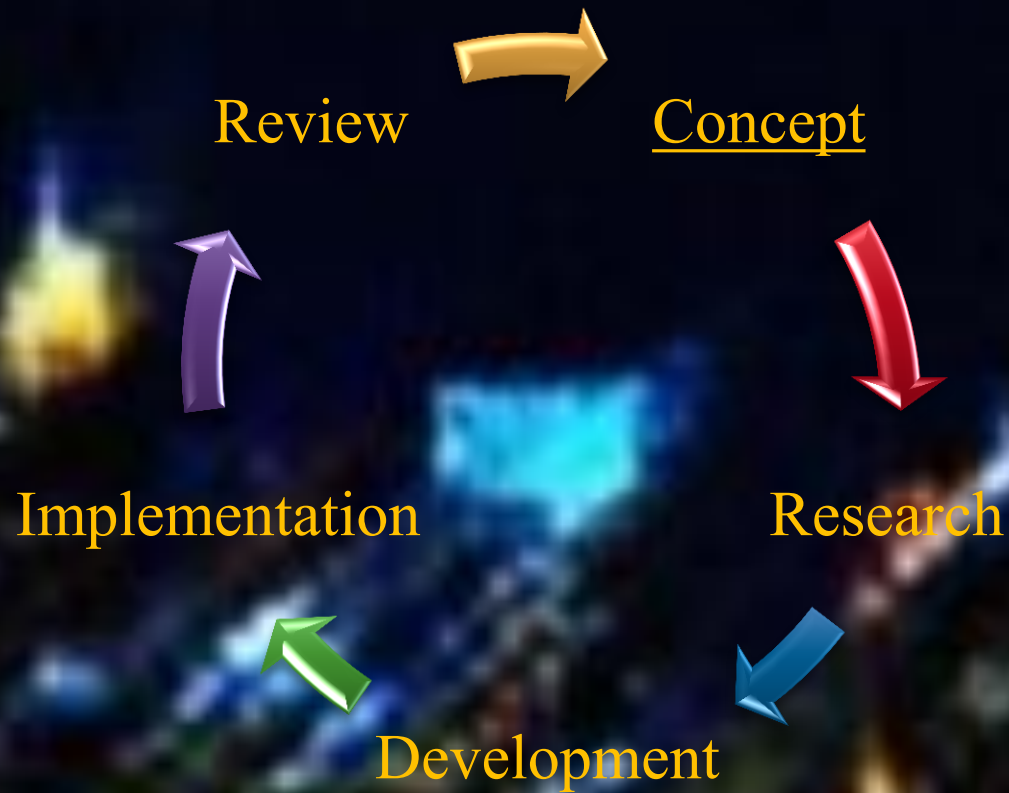


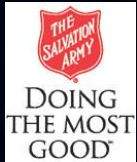
Why Do You Need A Planning Study?

1. Establishes where you are as an organization
2. Engages the administration / Board / community in the planning process
3. Creates ownership in the Army's programs / services
4. Develops a roadmap for current and future operations
5. Helps to create continuity in operations
6. Builds the case for why funders should support programs
7. **Clarifies your local mission and community impact**



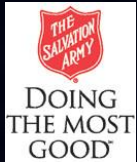
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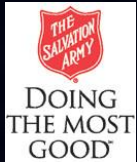
Trends – General Strengths

1. Name recognition
2. Trust in the organization – “Culture Code”
3. Financial stewardship / use of funding
4. Safety net programs / availability
5. Christmas Kettles / Assistance
6. Disaster services
7. **Christian based organization**



Trends – General Challenges

1. Low profile
2. Funding of operations
3. Infrastructure is aging
4. Officer / staff continuity
5. Increased competition
6. Collaboration with other agencies
7. **Ability to react quickly to opportunities**



How to Get Started

A Good Planning Study Starts with The Advisory Board

**Work with your Commanding Officer locally to
initiate discussions on developing a plan**

**Contact Divisional Headquarters and they
will provide directions on how to do
a study in your community**



Questions & Discussion



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