

## Selecting Strategic Actions for Your MAP

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A few different tools can help you select strategic actions for your logic model.

### Feasibility versus Impact Matrix

To create this matrix, Mobility Coalition members should use butcher block paper or a platform like Jamboard, Miro, or Mural to draw a matrix that has two axes like the one below. One axis will describe the feasibility of a strategic action and the other will describe its potential impact.

As you think about feasibility, consider the following:

1. **Politics and election cycles:** Might the current administration adopt this strategic action? If you are in an election year, might a new mayor or county executive could be convinced to continue work on this action?
2. **Funding:** Are funds available you can use for this strategic action? If so, do they come from a source that is renewed every year, or would you need to reapply for funds to sustain the work? If funds are not already available for this action, could you obtain funds for the work?
3. **Buy-in and support:** Do you have the staff or partnerships to adopt this strategic action? Do your key organizational partners support this strategy? If not, could they be brought on board? Do you have community support for this action? Do your nonprofit and CBO partners have the capacity to deliver specific strategies?
4. **Infrastructure:** Do you have the necessary infrastructure (i.e., space, equipment, technology, staffing) to properly execute this strategy?

As you think about impact, consider the following:

1. **Targeting:** Is this action going to reach the intended group(s)? Will it reduce disparities?
2. **Root causes:** Will this strategy redress the root causes of a problem?
3. **Scale:** Is this action big enough to reach all of those who need it?
4. **Systems change:** Is this action going to change practices, values, or norms? Is it going to remove structural barriers and redress inequities?

Coalition members will place all of the strategic actions on the matrix. The Mobility Coalition might decide to advance the actions that fall on the right side of the matrix. These will be the most feasible to implement, are most likely to achieve the impact the coalition is hoping to create, or are lower impact but highly feasible to complete and therefore could be good quick wins.

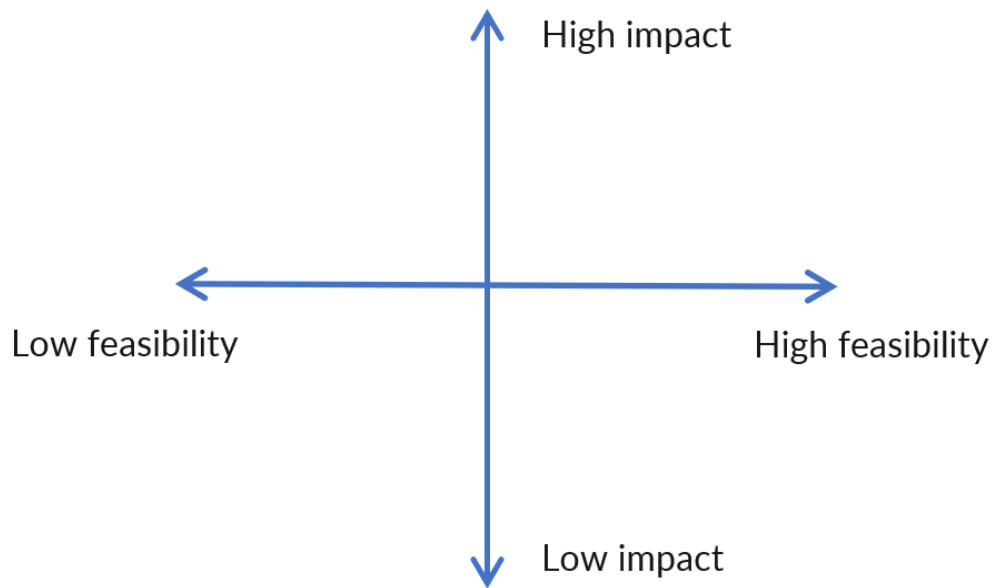


Figure 18: Feasibility versus impact matrix

### Forcefield Analysis

Another exercise that can be used to determine whether you have enough support for a strategic action is a forcefield analysis. This is a tool for understanding the various forces working in favor of or against a specific strategic action. Here are the steps for conducting a forcefield analysis and an example:

*Step 1: Write down your proposed strategic action or the issue you'd like to change*

At the top of the table, write down the strategic action that you'd like the group to discuss.

*Step 2: Identify forces for the proposed action or change*

Think about the kinds of forces already driving change on this idea or that would support change. These can be internal and external (e.g., strong partnerships) and can be people, organizations, programs, policies, or conditions that will support the action.

*Step 3: Identify forces against the action or change*

Now brainstorm the forces already resisting this type of idea or change or that would not support changing the way things work (e.g., limited resources for sustainable funding).

Let's create a sample table on how a city might boost wealth among people of color by increasing homeownership.

	Force for change	Force against change
<b>People or organizations</b>	<p>Nonprofit organizations</p> <ul style="list-style-type: none"> <li>▪ Forest City Neighborhood Housing Services</li> <li>▪ Boys and Girls Club</li> <li>▪ Habitat for Humanity</li> </ul> <p>Funders</p> <ul style="list-style-type: none"> <li>▪ Forest City Community Foundation</li> <li>▪ Forest City United Way</li> </ul> <p>Public Partners:</p> <ul style="list-style-type: none"> <li>▪ City Hall</li> <li>▪ Forest City Public Library</li> <li>▪ Forest City Public Schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Forest City Landlords Association</li> <li>▪ Several community members</li> <li>▪ Resistors within City Hall</li> </ul>
<b>Programs or policies</b>	<ul style="list-style-type: none"> <li>▪ Continuum of Care</li> <li>▪ State Housing Development Authority down-payment assistance program and flexible mortgage options.</li> <li>▪ Forest City Neighborhood Housing Services programs on homeownership counseling, financial coaching</li> </ul>	<ul style="list-style-type: none"> <li>▪ Zoning laws that are inhibiting the supply of housing</li> <li>▪ Housing commission lacks the authority to move the needle on housing and only plays an advisory role</li> <li>▪</li> </ul>
<b>Conditions</b>	<ul style="list-style-type: none"> <li>▪ Affordable home prices relative to the state</li> <li>▪ 145 residential vacant lots in the Land Bank</li> <li>▪ Buy-in from the City</li> <li>▪ Group of renters that can be pipelined into homeownership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Large median income gap between white- and black-headed households (\$60K and \$30K, respectively)</li> <li>▪ Largely segregated neighborhoods</li> </ul>