

Strategic Planning: An Action Guide

June 28, 2017

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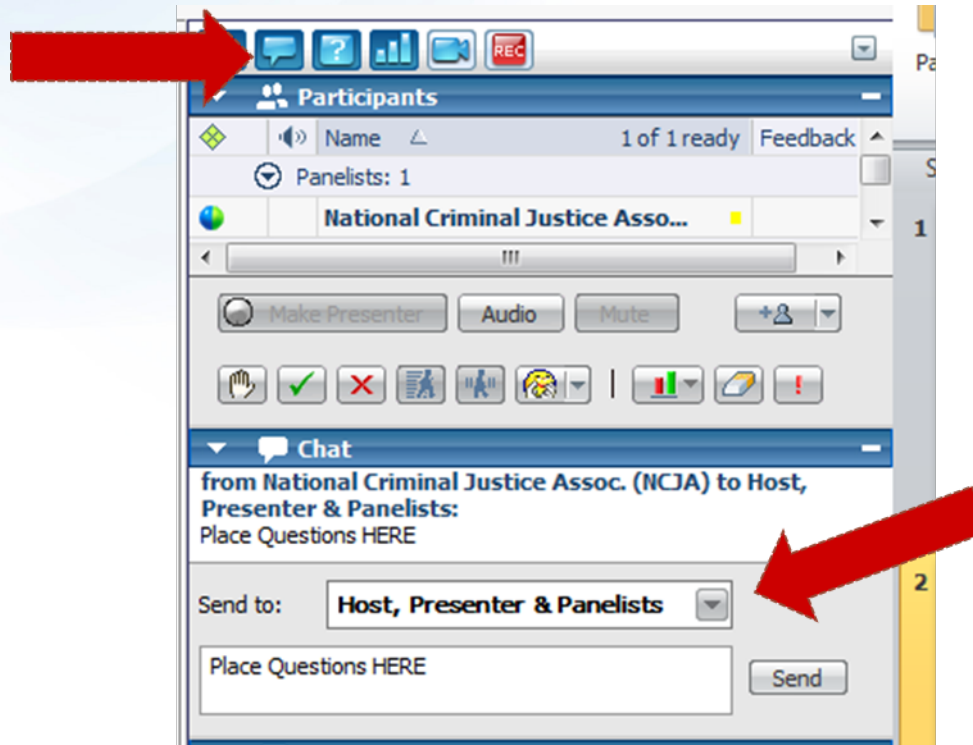
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Please remember to select **Host, Presenter & Panelists**

Moderator:

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Director of Government Affairs
National Criminal Justice Association

Presenter:



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Executive Director
Montana Board of Crime Control

Why Strategic Planning?



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Getting from Point A to Point B more effectively, efficiently, and enjoying the journey.... Learning something along the way

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New JAG Requirements for 2019

Strategic Planning vs. Strategic Thinking



You can't have one without the other.
They not only work together, but actually
require each other

Strategic Thinking



Strategic thinking – thinking outside the box – and knowing which box to be thinking about.

It is a way of viewing challenges from various perspectives to find the best solution.

Don't just think about what we can do with what we have.... But also, what **SHOULD** we be doing?

Strategic Planning



Strategic planning gives voice, action and structure to strategic thinking.

It operationalizes and implements the great ideas into realistic, measurable, time limited action steps.

Working together



Strategic planning without strategic thinking – sluggish process of setting goals and preferred outcomes. No new energy or ideas.

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Strategic Thinking INFORMS Strategic Planning

Why Plan?



Getting Started

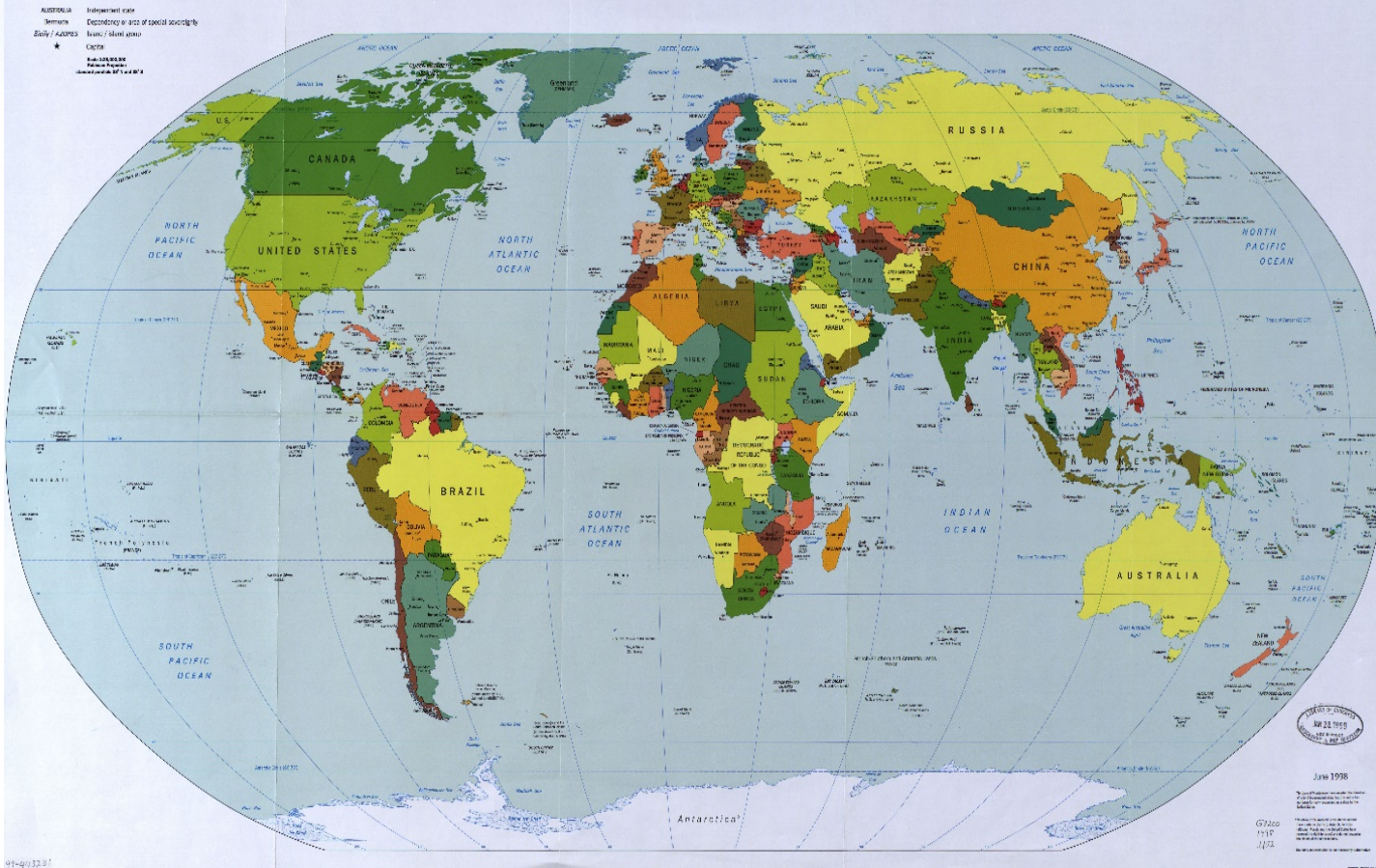
Basis of the Plan

1. Problem identification
2. Stakeholders – Key inputs
3. Data to inform decisions
4. SWOT – Strengths, Weaknesses, Opportunities, Threats
5. Resources – short/long/in-kind
6. Goals – time limited and measurable
7. Action steps – who what when
8. Outcome measures
9. Review & adapt – living document

Problem identification

Where do I want to go on vacation?

Political Map of the World, June 1998



What problems can we solve?

Which ones are our responsibility?



1. Criminal justice issues
2. Trends in law enforcement
3. Crime data
4. Legislative mandates
5. Community needs
6. Headlines
7. System logjams

Stakeholders

Who are the strategic thinkers?

1. Policy makers
2. Board of directors
3. Staff
4. Customers
5. Representatives from various JAG purpose areas
6. Citizens
7. System professionals
8. Funding partners

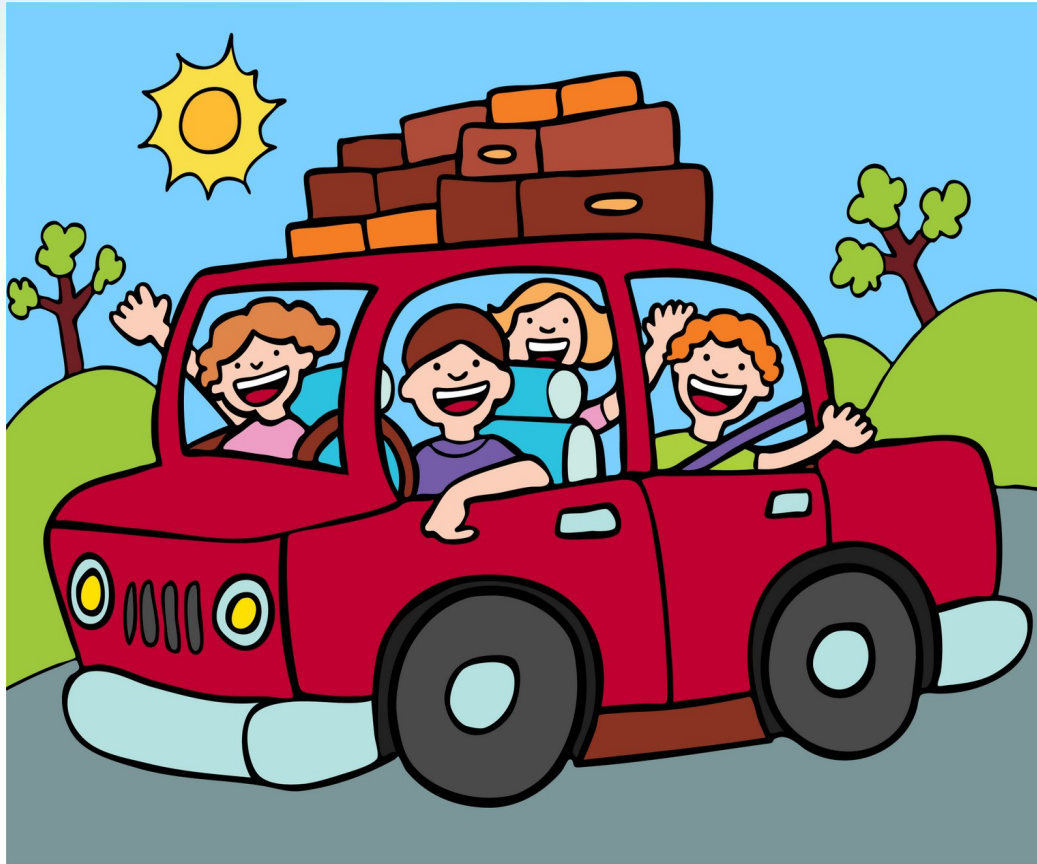
Who needs to be at the table?



New JAG Guidelines state:

The Plan shall be designed in consultation with local governments, and representatives of all segments of the criminal justice system, including judges, prosecutors, law enforcement personnel, corrections personnel, and providers of indigent defense services, victim services, juvenile justice delinquency prevention programs, community corrections, and reentry services;

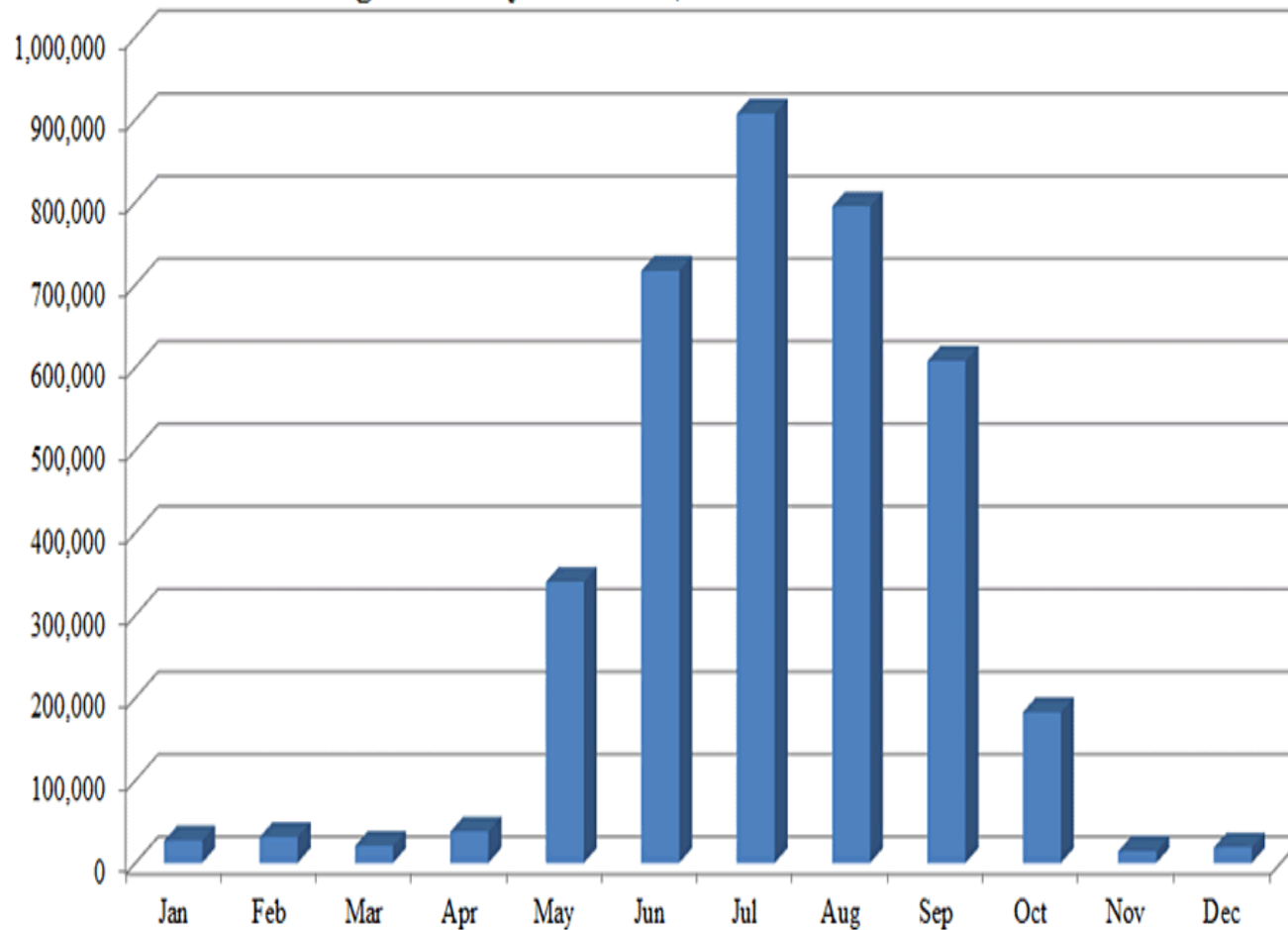
Planning my vacation



Data to drive decision making



Average Monthly Visitation, Yellowstone National Park 2012-2016



*“I want to see the colors
changing in Yellowstone Park
with my family in October 2018
and stay at the Old Faithful
Inn”*

SWOT Analysis

What is SWOT?

Strengths (Internal)

- stable budget,
- professional staffing,
- name recognition,
- power/influence

Opportunities (External)

- New federal funding available
- Increased VOCA dollars
- Justice reinvestment initiatives

Weaknesses (Internal)

- Access to data
- Lack of leadership
- Workload
- Pending retirements

Threats (External)

- State policy restrictions
- Public perception of crime
- Reductions in federal \$\$

The JAG plan shall...



Describe the barriers at the State and local level for accessing data and implementing evidence-based approaches to preventing and reducing crime and recidivism;

The Hedgehog Test



About the model



The Hedgehog Concept is based on an ancient Greek parable that states: "The fox knows many things, but the hedgehog knows one big thing."

Be the Hedgehog



Unlike the fox, the Hedgehog can simplify the world and focus on one overarching vision.

It is this principle that guides everything they do, and helps them succeed against all odds.

Ask your stakeholders...



Three Circles of the Hedgehog Concept

Resources

Short term, long term or in-kind



Short term, long term or in-kind



Boundary Spanning in MT



Goals

Montana Board of Crime Control



The Mission of the Montana Board of Crime Control is to proactively contribute to public safety, crime prevention, and victim assistance through planning, policy development and coordination of the justice system, in partnership with citizens, government and communities.

The Montana Board of Crime Control provides the
Building Blocks for Safer Communities through
Grants, Data and Partnerships.



Setting Goals



Priority issues – or goals – are those that are so important to the overall well-being of the agency that they require full and immediate attention of your team.

Your strategic plan should focus on these issues.

Setting Goals

Organization wide goals are annual statements that are

- Specific,
- Measurable,
- Attainable,
- Responsible, and
- Time bound.



Goals to Performance Targets



Clear goals convert your strategic objectives into specific performance targets or actions.

An effective goal states what, when, how and who, and is measurable.

MBCC 2017 – 2019 Strategic Goals

1. Criminal Justice and Behavioral Health information sharing is seamless across the entire justice continuum
2. Evidence based crime prevention initiatives are launched throughout the state to reduce crimes against persons, property and society
3. Services for victims of crime are accessible and are delivered through trauma informed programs and services to help victims heal and reduce future victimization
4. Early intervention, jail diversion and restorative justice initiatives are launched in communities across Montana to reduce incarceration rates and provide opportunities for justice reinvestment

MBCC 2017 – 2019 Strategic Goals



1. Criminal Justice and Behavioral Health services are seamless across the entire justice system and evidence-based crime prevention programs are implemented throughout the state to reduce crime and protect property and society
2. Services for victims of crime are accessible and are delivered through trauma informed programs and services to help victims heal and reduce future victimization
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Strategic Planning in JAG



The Byrne JAG program was amended to include a strategic planning requirement.

For 2019 applications, all state administering agencies (SAA) will be required to submit a comprehensive statewide strategic plan detailing how grants received by the state will be used to improve the administration of the criminal justice system.

Action Steps



Planning produces outputs....

1. Analysis of political climate = survey state legislature for CJS priorities
2. Research best practices = top three proven practices for jail diversion include...
3. Guiding policies for achieving goals = each goal has a team leader who will convene monthly meetings
4. Action steps – define the budget, apply for new grant funds, hire 1 FTE

The JAG plan shall....

Include a description of how the State will allocate funding to provide additional personnel, equipment, supplies, contractual support, training, technical assistance, and information systems for criminal justice, within and among each of the following uses:

JAG Allowable uses....

- A. Law enforcement programs.
- B. Prosecution and court programs.
- C. Prevention and education programs.
- D. Corrections and community corrections programs.
- E. Drug treatment and enforcement programs.
- F. Planning, evaluation, and technology improvement programs.
- G. Crime victim and witness programs (other than compensation).
- H. Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams – NEW***

Outcome Measures

Expected outcomes

Planning produces outputs, so
implementation of your strategy
should produce outcomes.

Clear goal = definable outcome



Goal –

To fund \$5million in community based mental health services this year

Outcome –

The money is spent and the year is over

Criteria –

Specific, measurable, attainable, responsible and time bound

Clear goal = definable outcome



Goal –

Fund \$5 million in community mental health services to increase independent living, support pro-social interactions and secure meaningful employment, for 5,000 people living with mental illness

Outcome –

5,000 individuals experienced improved quality of life due to this investment

Criteria –

Specific, measurable, attainable, responsible and time bound

The JAG plan shall...



Describe the process used by the State for gathering evidence-based data and developing and using evidence-based and evidence-gathering approaches in support of funding decisions;

Review & Adapt

And lastly, the JAG plan shall...

Be updated every 5 years, with annual progress reports that—

- (i) address changing circumstances in the State, if any;
- (ii) describe how the State plans to adjust funding within and among each of the uses described in subparagraphs (A) through (G) of section 501(a)(1);
- (iii) provide an ongoing assessment of need;
- (iv) discuss the accomplishment of goals identified in any plan previously prepared under this paragraph; and
- (v) reflect how the plan influenced funding decisions in the previous year.

Planning fatigue



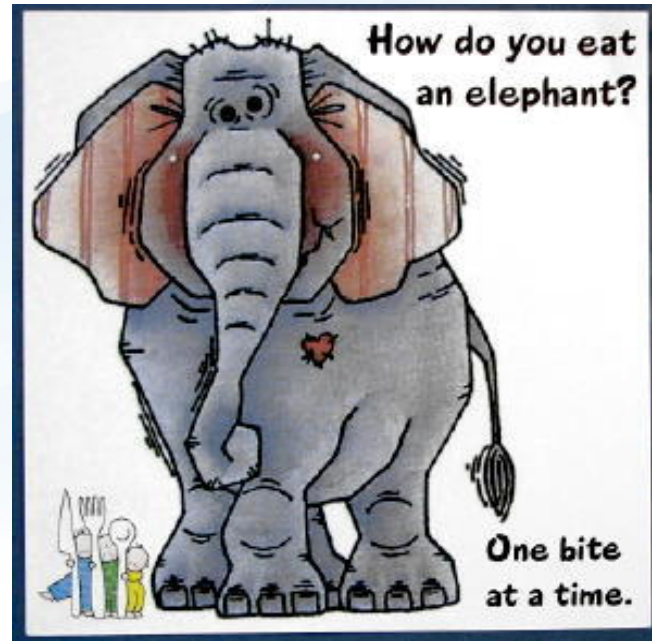


Think Bigger!!

Don't think of strategy as an event – make strategic thinking a part of day-to-day management and make strategy everyone's job.

Simple reminders – “Think Bigger”

Who else could benefit? Are there people missing? Does this matter to anyone else?



Prioritize and keep things simple – you can't be all things to all people.

Pick 3 – 4 high level goals to focus on.

Determine a few high-priority action steps to support each goal.



Process vs. punishment.

Ownership and accountability are needed but to truly achieve continuous improvement and achieve your goals, employees can't worry about being punished each time they report bad news.

Not meeting your goals is most often than not a process failure, so focus your energy there.

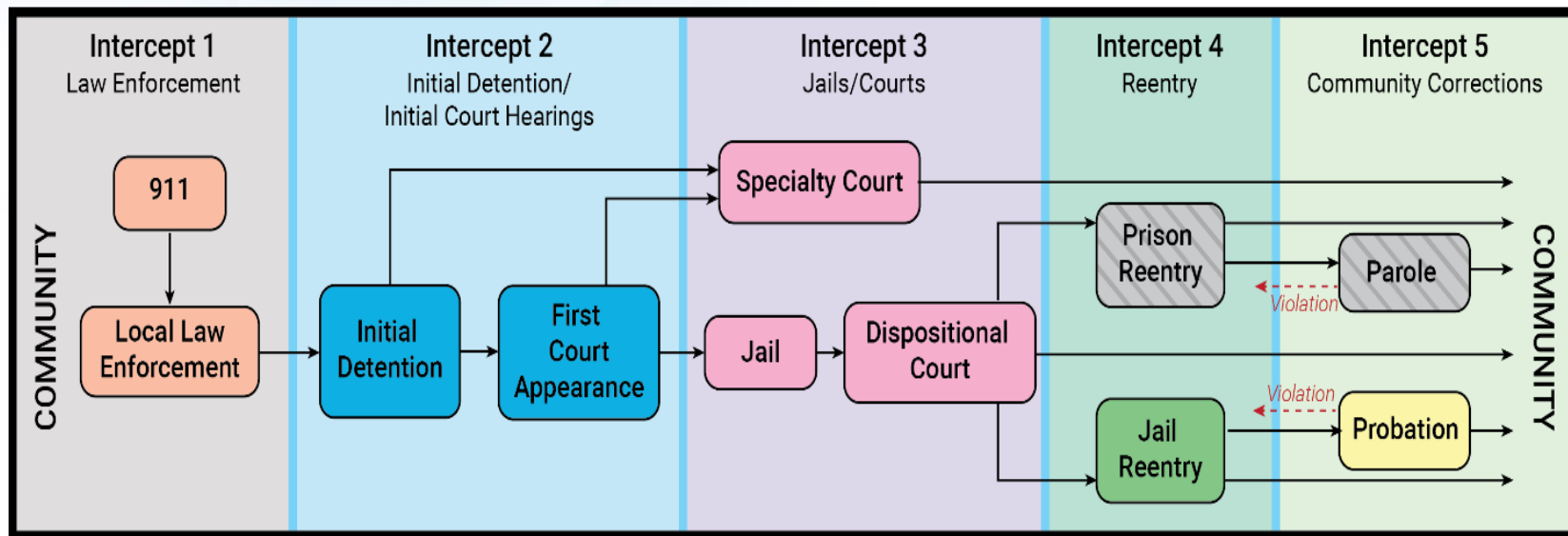


Use technology - Information sharing and communication are critical in helping turn data into information to guide the decisions of leadership.

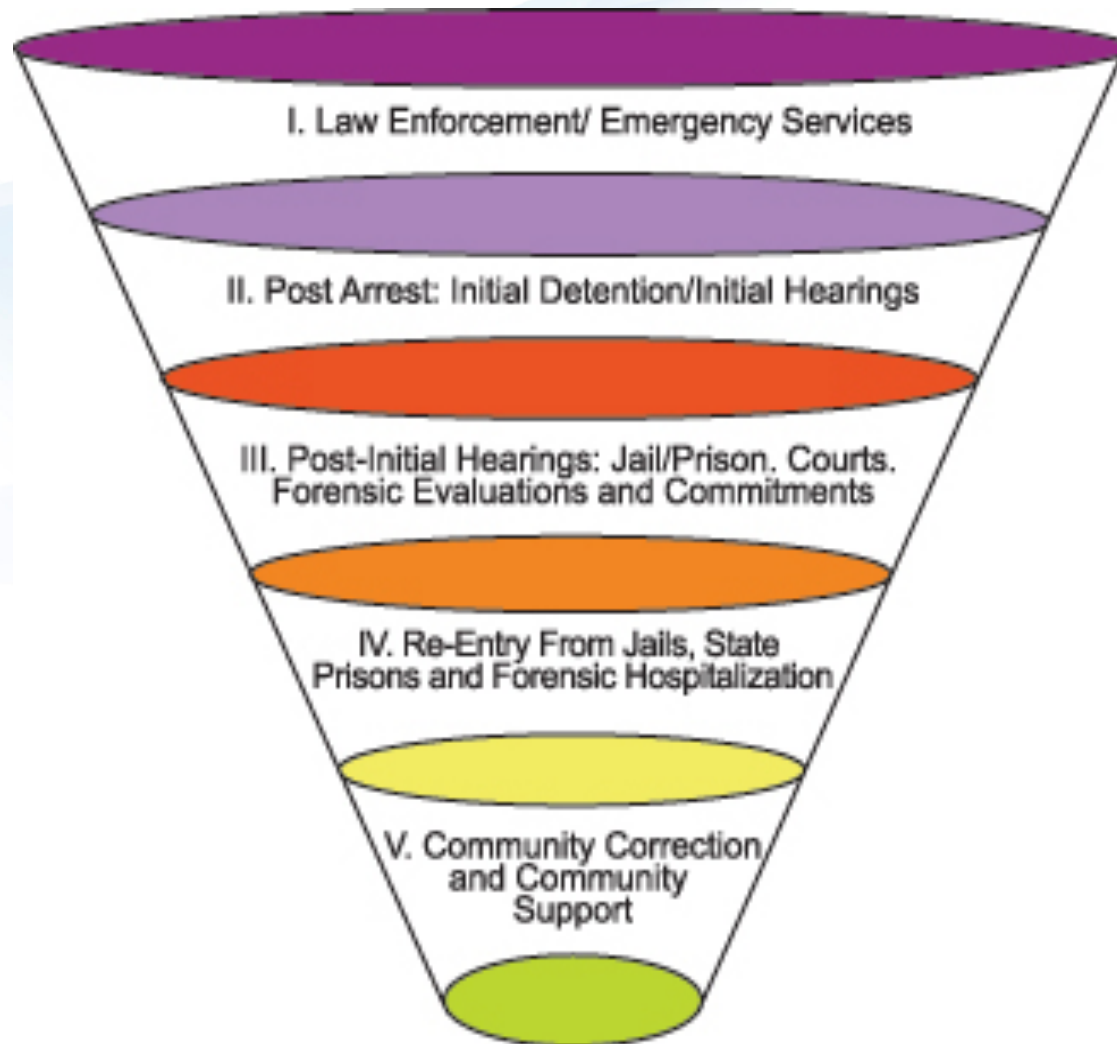
Some agencies fail to fully utilize the data they collect, instead building a single and massive data spreadsheet. This short-circuits your success – it isn't necessarily helpful to have a single analyst understand all components – but rather to have a group of strategic thinkers share, discuss and cultivate knowledge

Putting Planning into Action

Sequential Intercept Model

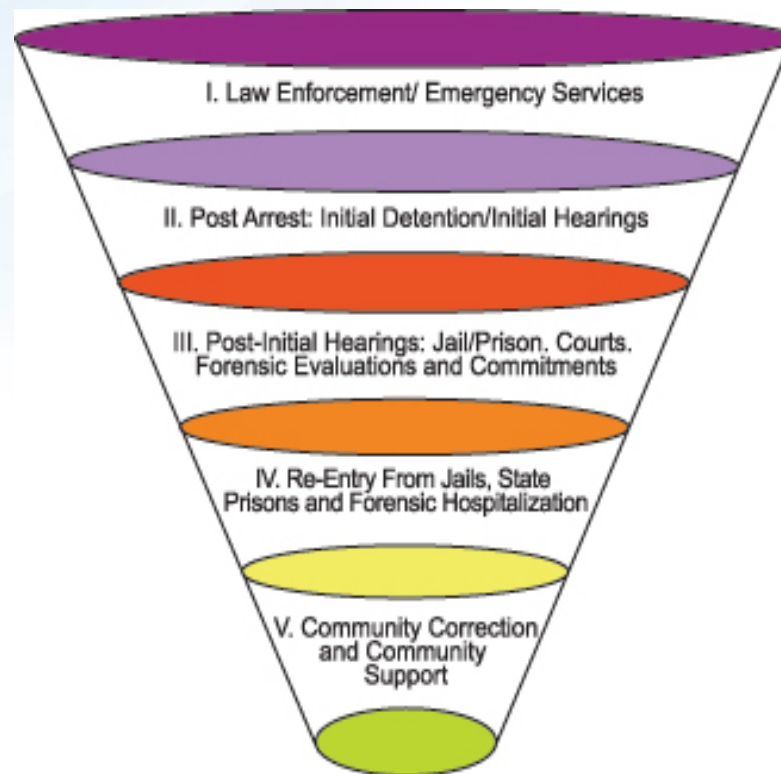


SAMHSA's GAINS Center. (2013). *Developing a comprehensive plan for behavioral health and criminal justice collaboration: The Sequential Intercept Model* (3rd ed.). Delmar, NY: Policy Research Associates, Inc.



Gaps, Needs, Costs

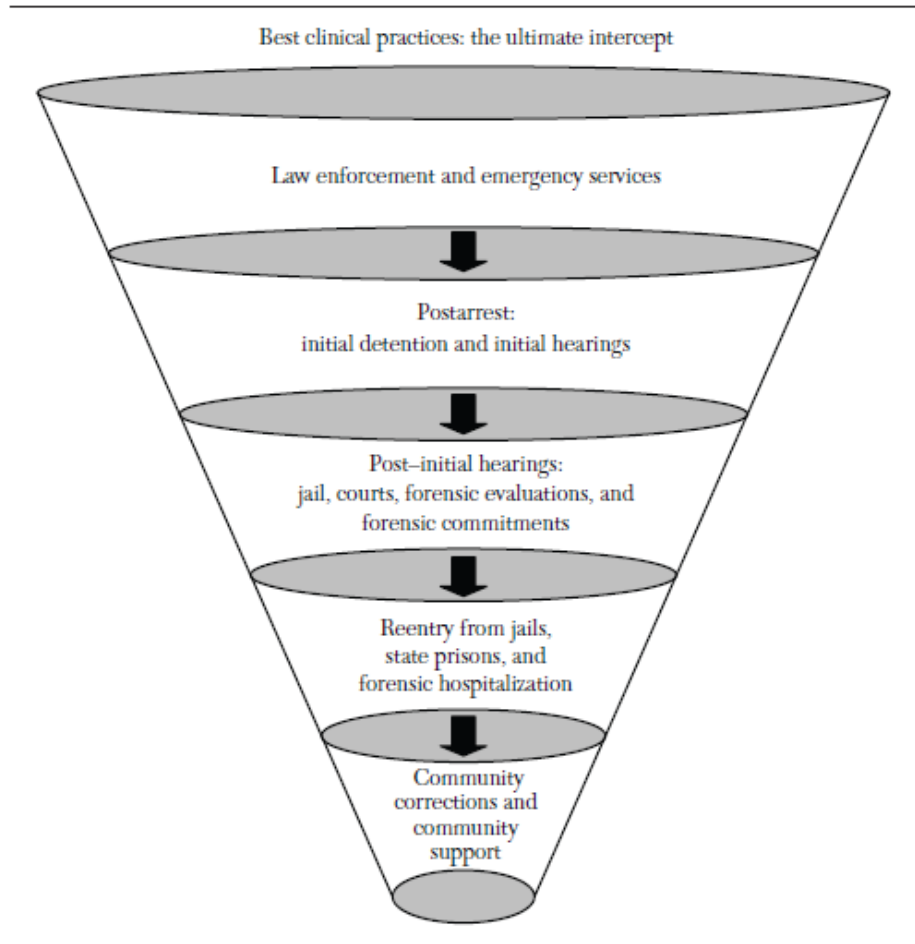
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What we HAVE

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Define the Problem



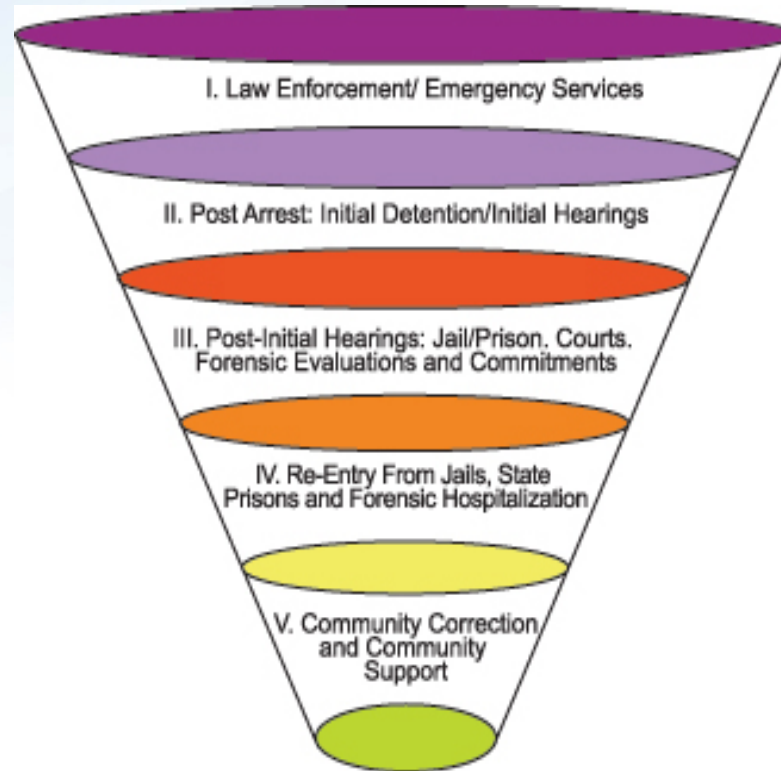
Stakeholders

1. Policy makers
2. Board of directors
3. Staff
4. Customers
5. Representatives from various JAG purpose areas
6. Citizens
7. System professionals
8. Funding partners

Data – Map the Wants and Haves

Gaps, Needs, Costs

-
-
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-
-



What we HAVE

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Conduct the SWOT

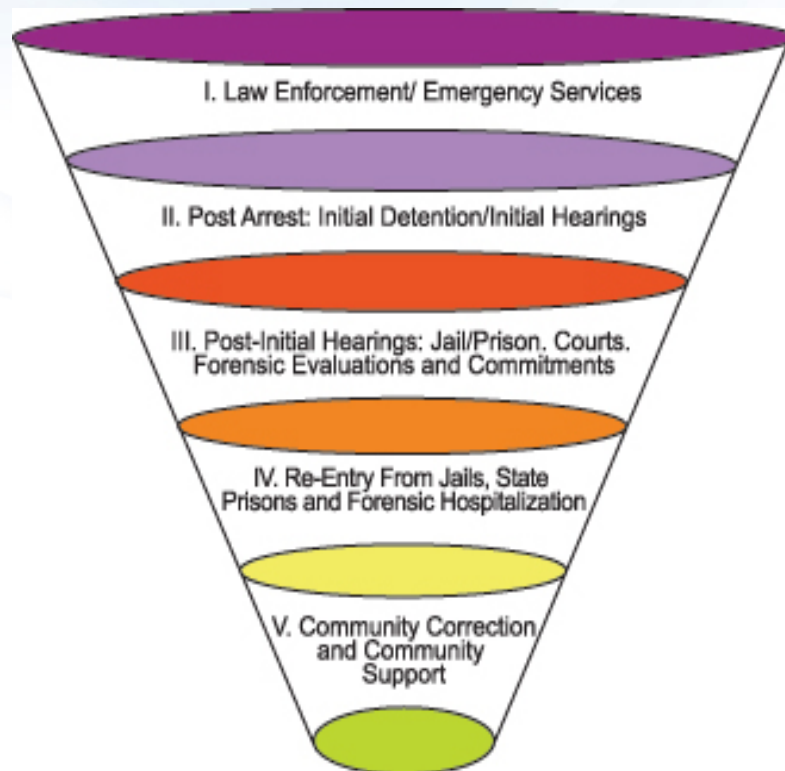
Strengths, Weaknesses (internal),

Opportunities, Threats (external)

Apply the Hedgehog Test Results



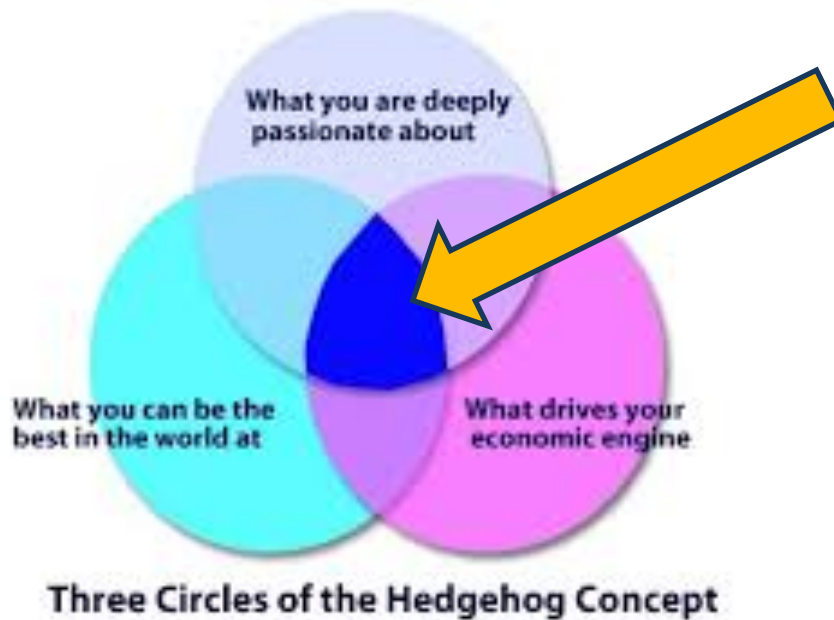
Resources



What we HAVE

- New VOCA \$
- State funding
- University partnerships
- Crisis Intervention Team (CIT)
- Crime data – NIBRS
- ??
- ??
- ??
-
-

Goals



3 or 4 annual goals

Specific, measurable, attainable, responsible and time bound.

Goals support your mission, the “sweet spot” of your hedgehog test

Action Steps

- **Who** will do the action?
- **What** will they do?
- **How** will it be completed?
- **When** do we start and finish?
- **Where** will this occur?

Outcomes

“How will I know when we’ve accomplished this goal?”

Review & Adapt

- Share the knowledge
- Problems will arise.
- New opportunities will take priority.

Challenge yourself, your team and your partners to think strategically about the future.

What is the role most necessary for us to play?

What can we do that no one else can?

Need More Help?

JAG Technical Assistance



Not later than 90 days after the date of enactment of this subsection, the Attorney General shall begin to provide technical assistance to States and local governments requesting support to develop and implement the strategic plan required under subsection (a)(6).

The Attorney General may enter into agreements with 1 or more non-governmental organizations to provide technical assistance and training under this paragraph.

Remember...

It starts with a clear definition of the problem

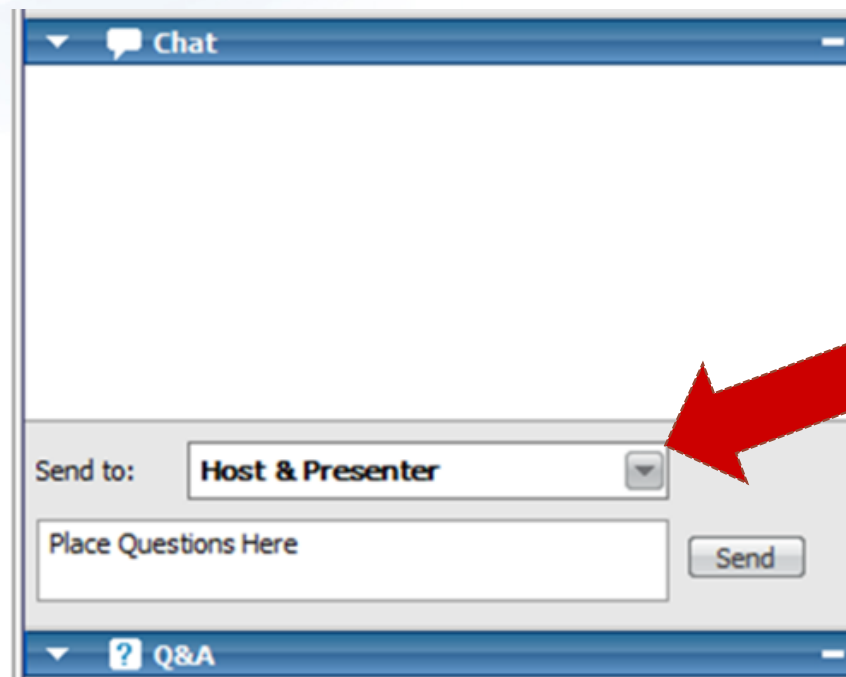


**I'll see you all in Yellowstone Park, at the
Old Faithful Inn, next October!**

Questions?

Questions?

To submit a question please use the chat feature on the right hand side of your screen.



The image shows a screenshot of a web-based chat interface. At the top is a blue header bar with a dropdown arrow and a speech bubble icon, labeled "Chat". Below this is a large white text area for messages. At the bottom of the chat window is a grey input section. It contains a "Send to:" label, a dropdown menu currently showing "Host & Presenter", a text input field with the placeholder "Place Questions Here", and a "Send" button. A large red arrow points from the right side of the screen towards the dropdown menu. Below the chat window is another blue header bar with a dropdown arrow, a question mark icon, and the label "Q&A".

Thank You for Joining Us!



Today's slides and a recording of this webinar will be available at:
<http://www.ncja.org/ncja/ncja-events/webinars>

This webinar series is supported by Grant No. 2016-DP-BX-K002 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the SMART Office, and the Office for Victims of Crime. Points of view or opinions are those of the speakers.