

**June 12, 2017**  
**Special Meeting**  
**Board of Supervisors**

**Strategic Planning - A**  
**Discussion**

# Strategic Planning: A Discussion

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# Agenda

- Introduction
- Discussion – What is success
- Critical Planning Requirements
- Using Logic Models
- Exercise
- The Way Forward

# What is Success for a Strategic Plan

The Plans set forth a level of performance that caused some outcomes to be achieved ...***that otherwise would not have occurred***

# Considerations

- Burden without Benefit; a Fragile Process
- The Leadership Imperative: Failure is Not an Option
- Planning Process Outcomes
- Managing Change
- The Journey: Results Maturity Model

# Results Maturity Model



# Planning Failures

- Written in vague, imprecise, and ambiguous language
- Not relevant to real issues
- Lack of success criteria
- Complex, burdensome process
- Responsibility/accountability
- No direct link to other management processes
- Inadequate communication
- Legitimacy of planners
- Strategy “ownership”
- Used for decision-making capability

# Criteria for Success

1. Full leadership engagement
2. Candid assessment
3. Definitive, compelling planning elements
4. Priorities – and commitment to enforce them
5. Linkage – to budget and critical support functions
6. Collaboration
7. Accountability/Corrective Action



# Candid Assessment

- Provides context for goals and outcomes
- Identifies major issues, obstacles, and opportunities
- Produces “areas of priority emphasis”
- Provides a focus for major strategies
- Candid assessment of current capabilities
- Reconciles emerging problems with current capabilities
- Sets up near-term, mid-term, and long-term strategy

# Typical Assessment Problems

The key to an assessment lies in the “candor and courage” with which it is conducted. Most assessments fail because they...

- Tend to be superficial
- Are limited in scope
- Are limited in depth
- Exclude discussion of “sensitive topics”
- Do not address either policy or performance gap
- Concern primarily today’s problems, not emerging ones

# SWOT Analysis

- Integrates internal and external assessment to support the development of strategic direction for your program

## Internal Assessment

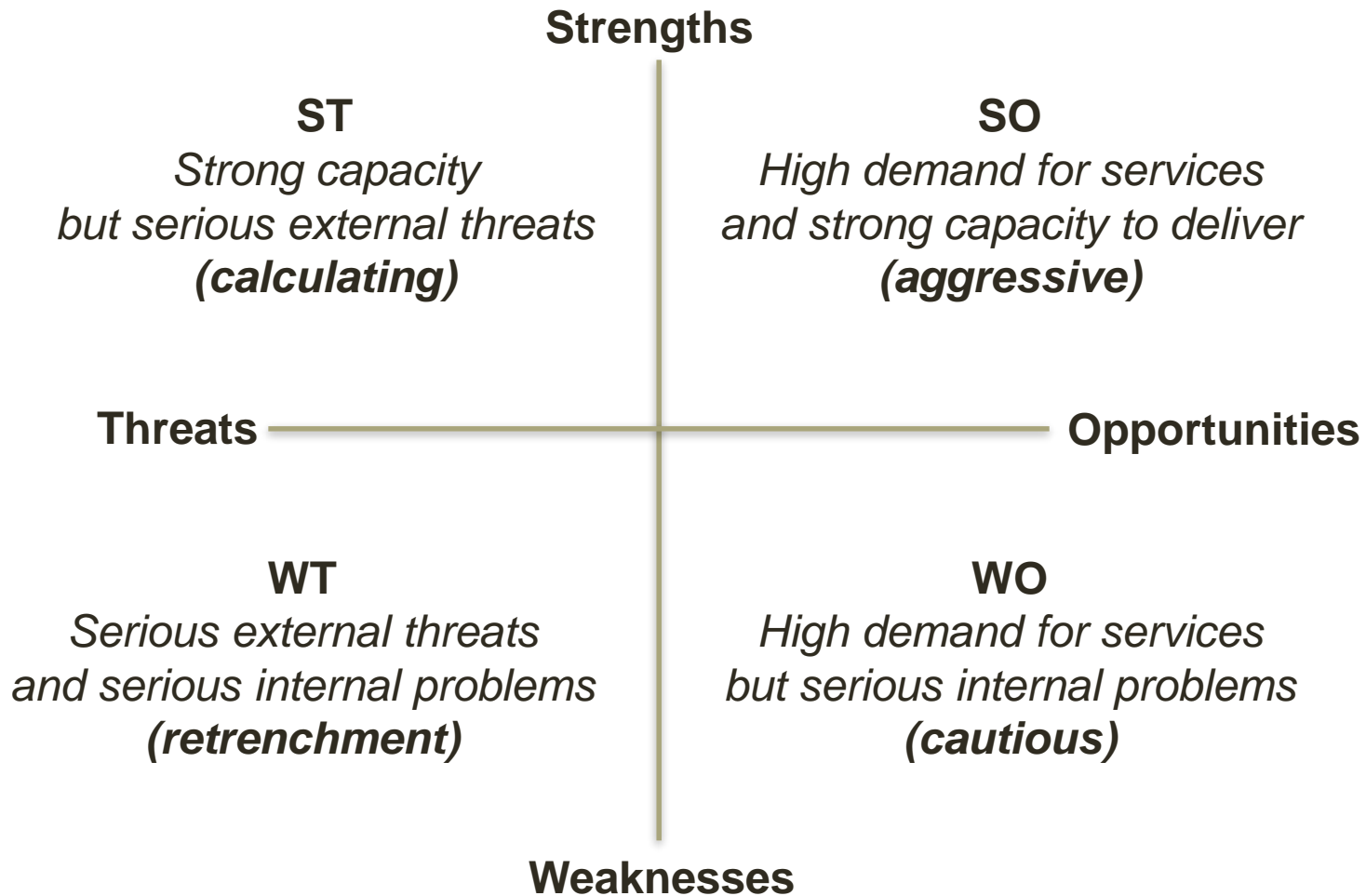
- Strengths (capabilities)
- Weaknesses (constraints, limiting factors)

## External Assessment

- Opportunities (demand for services)
- Threats (high-risk activities, adversaries)



# Implementation Strategies



# Planning Elements

- Mission/Vision
- Strategic Goals (the what)
- Strategy (the how)
- Critical Success Factors (required performance)

# Vision/Strategic Direction

- High-level guidance; the journey
- Describes the anticipated outcome and the path that will be taken to achieve it;
- The obstacle that must be overcome
- Conveys “areas of priority emphasis”
- Describes nature and scope of change that will occur within the organization
- Minimizes the “all things to all people” tendency
- the

# Strategic Goals

- Definitive statement of anticipated results
- Represent the end, or consequences, of quality performance
- External to the organization; can't be ordered, can only be achieved
- Can be presented with near term and long term objectives
- Should be developed so that achievement is measurable



# Strategy (Game Plan)

- Specifically, “tells the story”
  - How goals will be achieved
  - How obstacles will be overcome
  - How initiatives will be implemented
- Initiatives/Actions/Performance Expectations
- Support Needed
- Resources Required
- Near-Term Activities (12 Months)

# Critical Success Factors

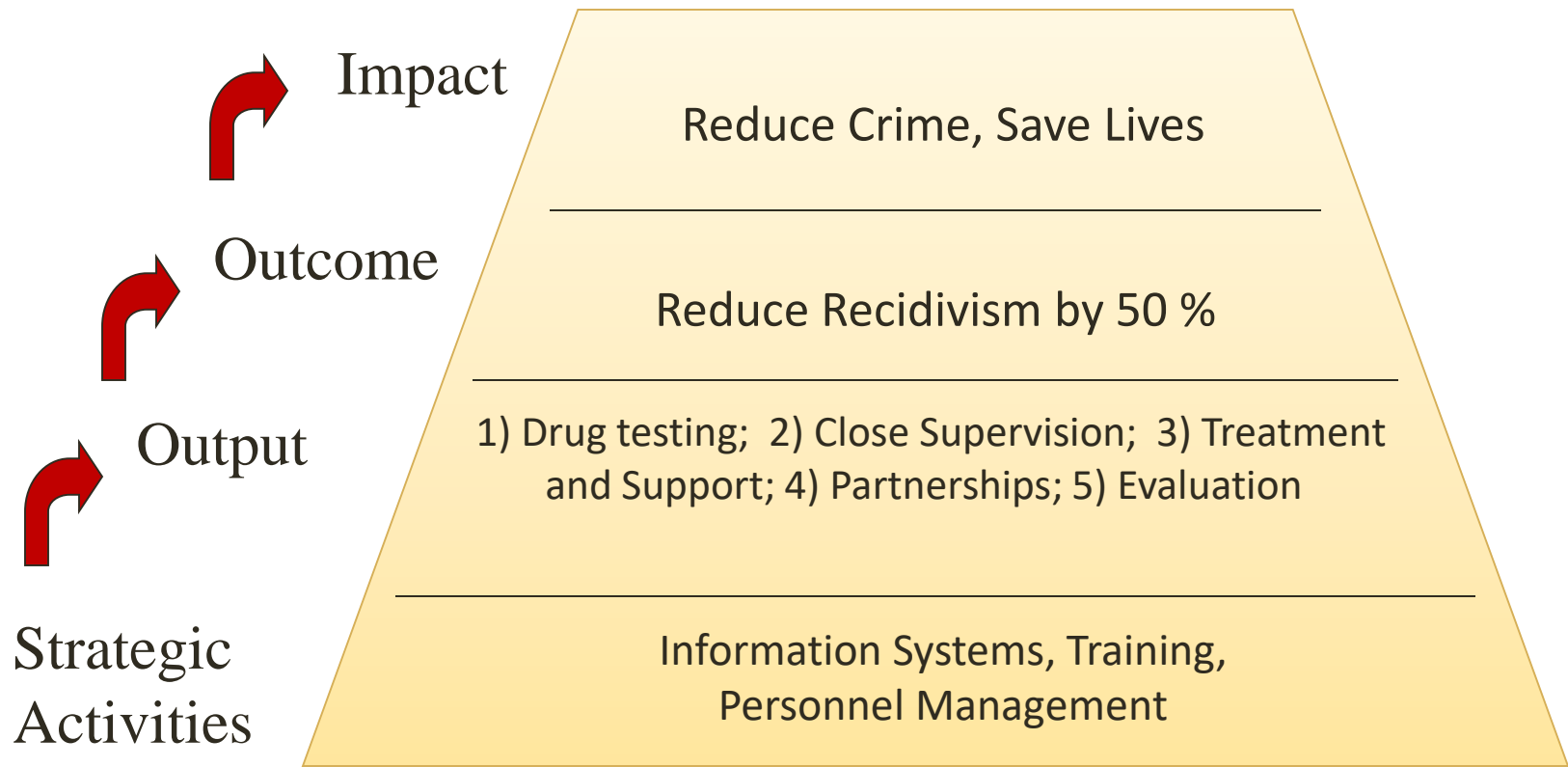
## *Strategy Operationalized:*

- Reflect performance theory
- Answer question: “what must happen to achieve goals”?
- Should represent the universe of activities required to achieve goals
- Should be limited to 3 to 5 “critical” categories – all of which must meet required performance targets

# Performance Logic Model



# Logic Model Example – CSOSA



# Monitoring Strategic Activities

**Outcome – Reduce Recidivism by 50%**

## *Output 1 – Drug Testing*

Strategic Activities



## *Output 2 - Close Supervision*

Strategic Activities



## *Output 3 – Treatment*

Strategic Activities



# Monitoring Strategic Activities

**Outcome – Reduce Recidivism by 50%**

*Output 1 – Drug Testing*



Strategic Activities



*Output 2 - Close Supervision*



Strategic Activities



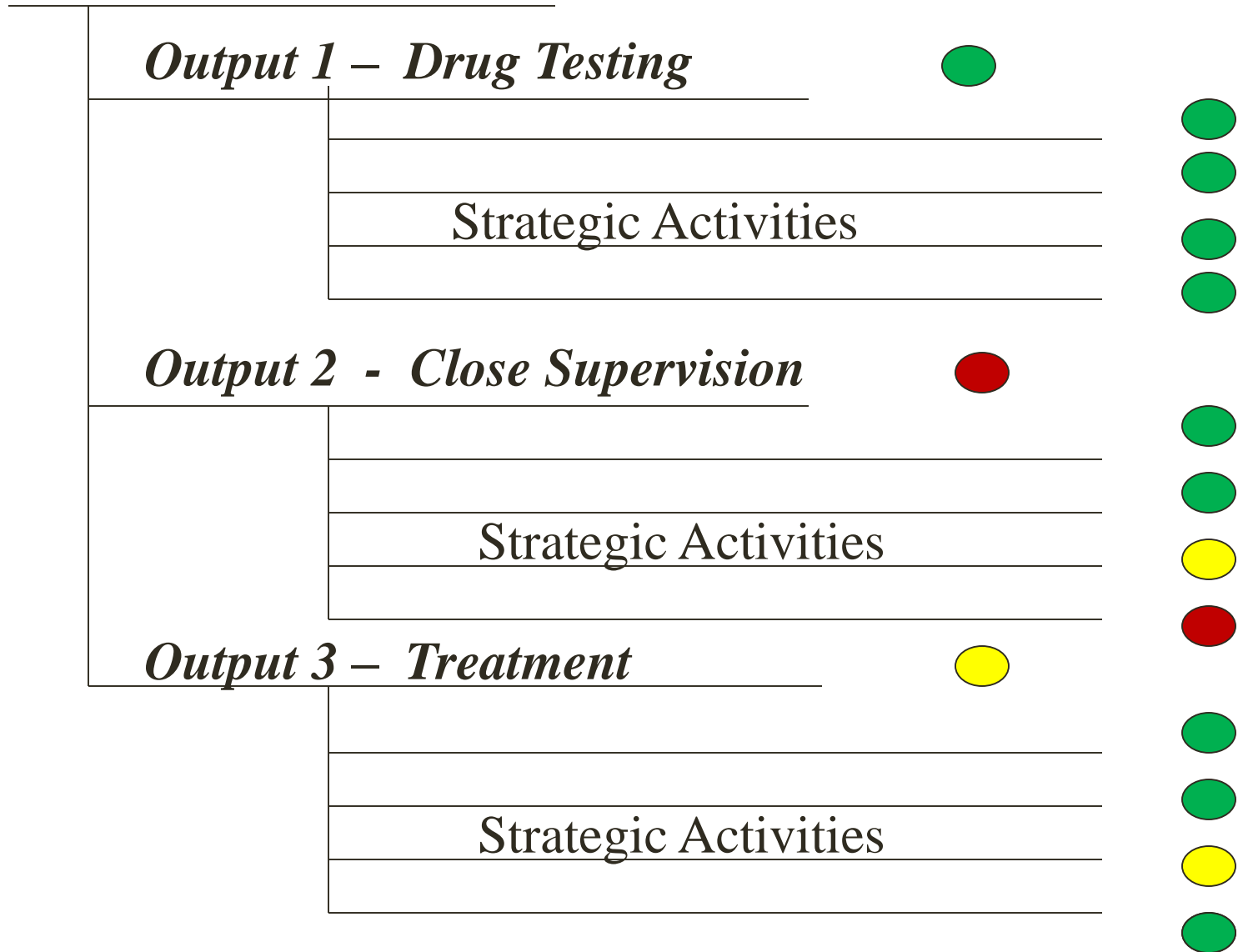
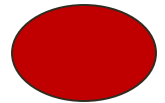
*Output 3 – Treatment*



Strategic Activities



# OUTCOME: REDUCE RECIDIVISM BY 50%




# Exercise 2: Program Logic Model

1. Program Strategic Goal? I (anticipated outcome)
2. What is preventing or limiting its achievement
3. List 3 to 5 Critical Success Factors (CSFs)
  - a) what must take place?
  - b) At what level of performance?




# Criteria for Prioritization

## C R I T E R I A


<b>Threat Issues</b> 	<b>CI Strategic Priority</b>	<b>Adverse strategic impact if unaddressed</b>	<b>Rapidly changing situation</b>	<b>Exclusive FBI jurisdiction; High expectations</b>	<b>Reactive opportunities</b>	<b>Political or management interest</b>	<b>Score</b> High 21-30 Med 11-20 Low 0-10
<b>Iranian interest in specific WMD technology</b>							
<b>French interest in US utility companies</b>							
<b>China interest in propulsion quieting</b>							
<b>Israeli activities with DOD contractors</b>							

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<b>Iranian interest in specific WMD technology</b>	X	X		X	X	X	5
<b>French interest in US utility companies</b>				X			1
<b>China interest in propulsion quieting</b>	X	X	X	X	X	X	6
<b>Israeli activities with DOD contractors</b>				X	X	X	3

# Criteria for Prioritization

C R I T E R I A							
Threat Issues 	CI Strategic Priority	Adverse strategic impact if unaddressed	Rapidly changing situation	Exclusive FBI jurisdiction; High expectations	Reactive opportunities	Political or management interest	Score High 21-30 Med 11-20 Low 0-10
Iranian interest in specific WMD technology	5	5	1	4	5	5	25
French interest in US utility companies	1	1	1	3	2	1	9
China interest in propulsion quieting	5	5	4	5	5	5	29
Israeli activities with DOD contractors	3	3	1	4	3	4	18