



LOS ANGELES COUNTY PROBATION DEPARTMENT

STRATEGIC PLANNING OFFICE MANUAL 2008

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Subject: STRATEGIC PLANNING OFFICE MANUAL FOREWORD, BACKGROUND AND INTRODUCTION	Section Number: SPOM-100
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101 FOREWORD

As the work of the Probation Department grows more complex and comes under increasing public scrutiny, it becomes more important than ever that we plan and manage strategically and better understand our work cultures. The purpose of strategic planning is to assist the Department in establishing priorities and to better serve the needs of its constituents. A strategic plan must be flexible and practical, yet serve as a guide to implementing programs, evaluating how programs are doing, and making adjustments when necessary.

A strategic plan must reflect the thoughts, feelings, ideas, and wants of the developers and mold them along with the Department's purpose, mission, mandates and regulations into an integrated document.

Success involves a thoughtful combination of visionary creativity and rigorous analysis, balanced with consideration for technological possibilities as well as political and economic realities.

A strategic plan is not something that ought to be put on a shelf, nor should it be developed at a retreat attended only by senior management. It is something that staff at all levels must buy into and live daily. Strategic planning must be shared with staff, and the mission must be viewed as worthwhile work. Staff must know the purpose of their endeavors. To effectively and efficiently implement a strategic plan, all individuals involved in its implementation must function as a whole or the plan is destined for failure.

This manual has been put together to assist in the development and implementation of the Department's strategic plan. It is an attempt to help get the planning process started. It presents a model designed to produce higher quality work, enhance collaboration, and ultimately, help the Department move strategically toward a more positive culture that will improve the quality of life for both staff and clients.

102 BACKGROUND

The Board of Supervisors' November 1999 directive requires that all departments have a departmental strategic plan that is consistent with the countywide plan. Since that time, the Probation Department has had several draft plans. Consistent with the nature of a strategic plan being a living document, the strategic plan has taken new form and direction over the years.

FOREWORD, BACKGROUND AND INTRODUCTION

In December 2003, the Department of Justice (DOJ) completed an investigation of the Probation Department that resulted in a settlement agreement requiring the Department to take corrective action related to the agreement provisions. In September 2004, the Board of Supervisors directed the Auditor-Controller (A-C) to initiate a management and program audit of the Probation Department. In December 2005, Thompson, Cobb, Bazillo and Associates (TCBA) and the Child Welfare League of America (CWLA) issued audit reports that collectively contained 100 recommendations.

The TCBA audit recommendations focused on six areas: 1) strategic planning; 2) linking strategies to operations; 3) organization structure and leadership; 4) automated systems and technology; 5) personnel management and 6) other audit areas. The CWLA audit recommendations focused on four areas relative to the Department's programs to determine efficiency and effectiveness: 1) programming planning and implementation; 2) best practices and benchmarking; 3) performance measurement and 4) work process.

In May 2006, the A-C hired a consulting team, The Resources Company (TRC), to work with the Department to implement the management and program audit recommendations conducted by TCBA and CWLA. Since September 2006, the Department has been developing and implementing an Evidence-Based Practices (EBP) Action Plan, a "working blueprint" for enhancing the way in which the Department currently detains, supervises and treats its juvenile and adult population based on the best available research, knowledge and professional experience in the field. This EBP Action Plan provides a roadmap for integrating and implementing strategies developed by Probation during the implementation of the Department's management and program audit recommendations.

The Department is in an opportune time for strategic planning to occur and many of the critical components needed for a plan are already in place. They are as follows:

- Based on the recent audits and DOJ findings, we know where we are and have been taking great strides to make changes
- There exists a commitment to change and to strategic planning from top key management
- The Department is engaged in an overall redesign with evidence-based practices, and adopting a "what works" philosophy
- We have already revised our vision, mission, and core values to coincide with the direction the Department is headed and are undergoing changes; Currently, the primary purpose of the Department's strategic planning process is to (a) develop an initial plan, and (b) develop the organizational capacity to implement and sustain:

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- Evidence-based practices:
- Evidence-based management (EBM)

The Department, the largest probation department in the nation, is in a transitional period. In essence, we are ready for strategic planning and in the words of Chief Robert Taylor, “we must chart a course for our present and the future that establishes the worth of our work and then challenges others to furnish greater support if the desire is there to sustain and expand upon the contributions and accomplishments of Probation.”

103 INTRODUCTION

The Probation Department recognizes that we cannot merely react to issues as they emerge. If we are to again become a leader in corrections, we must begin to anticipate future change rather than react to events and external decisions. The Department needs to consider the long-term future.

Drawing on its personnel and financial resources, the Department needs to continue to grow. Resources are limited, and careful thought must be given to the allocation of these resources. To meet obligations to the profession, the public, and the County, it is essential that the Department and its bureaus use these resources in the most efficient manner by determining priorities on which to concentrate. This refers to the identification of goals, developing appropriate strategies and programs, measuring, tracking, and reporting outcomes and performance, and adjusting strategies and programs as necessary.

This manual introduces one way to do strategic planning – one that will help:

- Chart a new course for the Department that builds on the staff’s strengths, identifies what needs to change, and maintains what works.
- Assess new strategies and programs that might work even better for staff, clients, and the Department overall.
- Create a vision and summon the commitment to achieve it among both internal and external stakeholders.
- Lead and manage efforts to improve the quality of life in the Department.
- Plan how to react to changing circumstances in ways that will move the Department closer to its mission and vision.
- Develop leadership throughout the Department.

FOREWORD, BACKGROUND AND INTRODUCTION

- Enhance communications and decision making throughout the Department.
- Develop a plan to which staff can be fully committed because they have been involved in developing it.

Throughout the strategic planning process, there are four fundamental questions that the Department must ask itself.

1. Who and what are we, what do we do now, and why?
2. What do we want to be and do in the future and why?
3. How do we get from here to there?
4. How will we know when we have gotten there?

To develop a comprehensive plan for the Department that will include both long-range and strategic elements, the methods and mechanisms outlined in this manual are suggested.

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Subject: STRATEGIC PLANNING OFFICE MANUAL ORGANIZATIONAL CULTURE AND CHANGE	Section Number: SPOM-200
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201 INTRODUCTION

Many correctional facilities have managed themselves without doing strategic planning or examining their organization. However, negative reports about offender and staff behavior continue to appear in the media and the rate of recidivism remains high. Additionally, there often is a disconnect between what management sees and what staff sees.

Strategic planning and management can address these issues. They work together to facilitate a smooth operation of an organization and minimize the risk for failures.

If the Department wants to plan and manage strategically, both management and staff must understand and respect the Department's culture and history.

Without an examination of the Department's culture, we risk making erroneous assumptions, being less productive and innovative than we might want to be, and finding ourselves moving forward without the commitment of the people who will have to make the plan come alive. We might not be successful.

Strategic planning that incorporates an examination of the organization's culture can provide our entire staff an opportunity to look clearly at where we are now, determine where we want and need to be, and plan how to get there. This process should include management and staff at all levels of the organization. As we move ahead with the work of strategic planning and management, it is important to pay attention to our client culture as well as our staff culture.

The two are very much connected. If one of the ultimate goals for culture exploration and strategic planning and management is to make our facilities safe and secure, thereby improving the quality of life for both staff and clients, then examination of our client culture is an important component of work. As staff begins to see how conditions in the facilities improve for them as a result of culture examination and strategic planning, they in turn may give their best to understanding and working to change our client culture to improve the quality of life for themselves and clients.

When informed by culture examination, strategic planning can improve staff morale, rekindle enthusiasm for and pride and interest in staff work, identify and strengthen leadership throughout the facility, and enhance the quality of

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life for staff and clients. It is no longer simply strategic planning, but an ongoing process of building culture strategically.

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Subject: STRATEGIC PLANNING OFFICE MANUAL STRATEGIC PLANNING	Section Number: SPOM-300
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301 WHAT IS STRATEGIC PLANNING?

Strategic planning is a practical action-oriented tool for organizing the present on the basis of the projections of the desired future. It should produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it (Bryson). A strategic plan is a road map to lead an organization from where it is now to where it would like to be in three to five or 10 years.

Strategic planning is adaptable.

A strategic plan can be updated to make the adjustments necessary to respond to the changing circumstances and take advantage of emerging opportunities. It sets targets for performance, incorporates ways to measure progress, and provides priorities for on going operational and capital plans and budgets.

Strategic planning is planning for change in an increasing complex environment.

The notion of change is a constant in state and local governments today. Increasing demands for services, shrinking resource basis, and greater expectations for service all combine to form a dynamic environment. Strategic planning is proactive and stimulates change rather than reacting to it.

Strategic planning is part of quality management.

It requires a broad range of information gathering, an exploration of alternatives, and an emphasis on the future implications of present decisions. It facilitates communication and participation, accommodates divergent interest and values, and fosters orderly decision-making and successful implementation.

Strategic planning is not an academic process. It is not just an exercise in creating a document. Strategic planning is about:

- Fostering commitment to ongoing examination of the work and why and how we do it.
- Setting the course for daily decisions and actions as well as for the long term.

STRATEGIC PLANNING

- Creating a context for the work we do.
- Setting the tone for how the facility is managed and led.
- Ensuring that people work toward a shared mission and clearly articulated goals.

Strategic Planning That Makes a Difference

Basing current strategies on past experience can be productive but can also lead to a static organization in which people continue ineffective practices or fail to be innovative.

To be worth the time, energy, and resources that it requires, strategic planning must do more. It must make a difference in the way people lead and manage, in the decisions they make and how they make them, in the sense of commitment they bring to their work and to being the best they can be (both individually and as a staff), and in their willingness to think of the whole rather than just the part for which they are immediately responsible.

Strategic planning must be about more than putting together a document to satisfy a mandate. According to the United States Department of Justice's National Institute of Corrections "Building Culture Strategically," being strategic requires:

- Examining the culture as it is and could be, including the leadership, management, and supervision.
- Recognizing the good and the bad in what you have and how you operate.
- Exploring and ensuring a continuous flow of new ideas, methods, and practices.
- Thinking in new ways, seeing the relationships among all the parts of the Department, and planning in the context of internal and external environments.
- Taking an honest look at the challenges and the strength and competencies the Department and the staff bring to those challenges.
- Recognizing the importance of our client culture, particularly its impact on our Department's culture and security.
- Understanding the impact of the Department culture on offender behavior.

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- Establishing measures of success, tools to evaluate outcomes, and mechanisms for ongoing measurement and feedback.
- Developing a plan to manage change.
- Building long-term commitment to strategic thinking and planning throughout the Department.

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Subject: STRATEGIC PLANNING OFFICE MANUAL STRATEGIC MANAGEMENT	Section Number: SPOM-400
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401 INTRODUCTION

Strategic management is the way in which people make decisions and act on a daily basis, taking into account the organization's culture and internal environment, the external environments with which the organization interacts, and the strategic plan that directs the organization's work. People who manage strategically keep in mind how their behavior and decisions move the organization toward accomplishing its mission, vision, and strategic plan.

Strategic management asks and answers many questions, including the following:

- What patterns do we see and what patterns are emerging?
- What are the environments in which we work and how can we best work within them?
- How does our work reflect and affect the mission, vision, values, and goals of the facility and the Department?
- How can we best use our resources to build systemic change and an effective, efficient Department?
- How do we ensure that all staff has the capacity to do their jobs successfully, deal with clients effectively and fairly, and accomplish the mission, vision, and goals?

Strategic management enables an organization to bring its strategic plan to life. In contrast to operational management, which is more day-to-day and short term, strategic management guides the allocation and reallocation of resources and the shifting of priorities needed to meet the long-term goals and mission of the organization. It involves systemic change in the use of resources and in outputs and outcomes. Strategic management does not take the place of traditional management tasks and responsibilities. Instead, it creates a context for that work, based on the facility's culture, mission, vision, and external environment.

Strategic management requires an understanding of the:

- Mission, vision, goals, and culture of an organization.

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- Skills and knowledge the Department has and needs to achieve its goals.
- Internal and external environments in which people in the Department function.
- Ways to develop the skills and knowledge of the management and staff.
- Methods of adapting to internal and external environments, especially as these environments change.
- The power and responsibility each person has to affect the Department, its culture, and its achievement of its mission and vision.

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Subject: STRATEGIC PLANNING OFFICE MANUAL BENEFITS OF STRATEGIC PLANNING	Section Number: SPOM-500
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501 INTRODUCTION

In essence, strategic planning serves the organization in many ways. It helps in organizing and mobilizing resources, making decisions and solving problems, determining how to handle specific events, understanding how the decisions made will affect the future, and seeing the whole while understanding the importance of each of the parts.

Strategic planning is intended to enhance an organization's ability to think and act strategically. These benefits include:

- **Increased effectiveness** - Performance is enhanced, its mission furthered, and mandates met. Additionally increases the ability to deal with risks from the external environment and rapidly changing environment.
- **Improved understanding and better learning** – This makes the management of an organization easier by providing a framework that can guide strategy development and implementation and clearly define direction for decision making.
- **Increased efficiency** – Ensuring that the same or better results are achieved with fewer resources
- **Improved communications and public relations** – They establish a uniform vision and purpose that is shared among all members of the organization and helps them pull in the same direction.
- **Works to create an increased level of commitment** - To both the organization and its goals.
- **Setting priorities and matching resources** – To opportunities is made easier for the organization.
- **Better decision making** – This improves the decision-making in a number of different areas, including human resources recruitment, selection, and training departments.

NOTE: The potential benefits from the process are numerous, although there is no guarantee that they will be realized in practice. There are several pitfalls associated with strategic planning. First, the plan may not turn out as well as

BENEFITS OF STRATEGIC PLANNING

expected because of changes in the environment in which the plan is supposed to operate. Also, strategic planning is worthless in getting an organization out of a major crisis. And, if the planning process itself is weak, the resulting plan may be weak and not satisfactory to the organization.

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Subject: STRATEGIC PLANNING OFFICE MANUAL CHANGE	Section Number: SPOM-600
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601 INTRODUCTION

What do we need to know about change?

Strategic planning, management, and response require an understanding of not only the Department's culture, but also of the process of change itself and how to direct that process. The move toward positive change requires an honest look at the Department's current reality and the clear intention to move toward a better future.

602 ELEMENTS OF EFFECTIVE ORGANIZATIONAL CHANGE

Everyone who writes about organizational change acknowledges that it is inevitable, whether it is planned, is directed by an individual, or evolves as a result of what people see and learn. To consciously and successfully change an organization and its culture requires, at a minimum:

- A shared vision
- A well-thought-out plan
- Effective management of the work
- Skill and commitment
- Flexibility
- Effective leadership
- A willingness to learn
- A capacity to identify and modify mental models
- Ongoing communications
- Inclusion
- Respect for all people in the organization

CHANGE

According to the United States Department of Justice's National Institute of Corrections "Building Culture Strategically," all effective institutional change share the following elements:

- **Dedicated and skilled leadership and commitment throughout the organization**

These elements are especially important if the change being implemented have the potential to be transformational. In considering whether we are ready for strategic planning, one of the questions to ask is whether we are ready for strategic planning. Another question to ask is whether the Department leadership – both formal and informal – is needed for this endeavor. (Formal leaders have the authority because of their position; informal leaders have influence because of who they are and who and what they know). Beginning change and sustaining it are not the same things. They require different skills and levels of commitment. Introducing a new idea is relatively easy, but it can easily go by the wayside when the next new idea or new leader comes along. This is particularly likely to occur when those who initiate changes to facility operations do not communicate the significance or importance of those changes to the people around them. Getting compliance with change is not enough; widespread commitment will help sustain positive changes.

- **Coaching and mentoring**

Many people will require, deserve, and benefit from coaching and mentoring during a change process. Staff have the right to expect leaders to be focused on meeting staff needs and not just absorbed in accomplishing tasks. We should encourage staff to identify what they already know and what they can do and then encourage and assist staff in developing their capacity (skills, knowledge, abilities, attitudes) to implement planned changes. If leaders fail to ensure that staff have the necessary resources and willingness to make recommended changes, both the leaders' credibility and staff morale will suffer. Efforts at change may also falter.

- **Individual understanding of "What's in it for me?"**

Change occurs most readily when people know, "What's in it for me?" As people experience change, they will recognize the cost to them. To participate willingly in the process, they also have to recognize the benefit and relevance of the change to the Department and to themselves as individuals.

CHANGE

- **Modeling desired behaviors**

People who are in leadership positions during the change process must model the behaviors that will make it successful. People tend to watch and listen to others even more than they may pay attention to orders issued down the chain of command. Those directing the change need to make their intentions clear through their actions. Note that most people do not change longstanding behaviors quickly. You may see some people persist in doing things the old way, but this does not mean that the culture is not changing or that things will not eventually be different.

- **Including influential people**

If you exclude people who are influential, meaning those who have power and influence for a variety of reasons, the change process may not succeed. This is not because it was not well planned or needed, but simply because some people were excluded or had different agendas from those being proposed.

- **Measuring progress and outcomes**

A change process needs to include a plan and tools for measuring progress and outcomes. Planners need to think continuously about what success will look like and how they and others will know they have achieved it. A measurement plan and the tools to measure success are essential and need to be established early in the process.

- **Communication**

Planners need to communicate regularly and honestly, and others need to be able to have input along the way. Communication is critical to successful planning. Leaders need to listen with the intent to understand. People will talk whether or not they have accurate information. The best way to prevent rumors and misperceptions is to provide accurate information in a timely fashion and address issues as they arise. There is no substitute for effective communication that goes in all directions.

- **Conflict resolution**

Change often involves conflict. It is important to identify and resolve conflicts in a skilled and timely manner. Sometimes conflicts lead to great new ideas and new ways of seeing systems. Conflicts may help an organization open its eyes to issues that need to be addressed.

CHANGE

- **Caution in labeling people as resistant**

Describing someone as resistant is not helpful because it does not tell us much. We need to understand the cause of resistance, not just the symptoms. Resistance derives from many factors, including fear, a sense of loss and grief, loss of control, anxieties about having the skill and knowledge to make required changes, real or perceived loss of power and influence, and skepticism. Although recognizing people's resistance is important, determining the cause(s) of the resistance and working to resolve them are more important. It also is important not to spend all your time and energy trying to bring everyone along. In the long run, those who cannot or choose not to envision a new Departmental culture might have to consider alternatives.

The process of finding the solution involves articulating the values that underlie the what and why of the way things currently are done and using wisely a variety of ways of seeing, knowing, and doing.

603 LEADERSHIP, PLANNING AND CHANGE

The role of leaders in the processes of strategic planning and changing organizational culture is critical and entails some of the following:

- The change process will move forward when it is clear that the leadership (formal and informal) supports it and believes in its value.
- Although the leaders may already have a vision of where they want the Department to be, the process will move forward most effectively when the staff develops the vision collaboratively and all staff share it.
- Leaders can jump start the change process by attending to things that are relatively easy to do, may not require a lot of resources to accomplish, and would positively affect the quality of life of staff and clients.
- Leaders can help people understand the benefits and costs of planning strategically and examining Departmental culture as well as the risks of changing and not changing. They need to listen to and understand the concerns people have about what is expected of them and what they anticipate might happen to them as a result of this work.
- Leaders can help people see and listen to others' perceptions of the inevitable internal and external challenges they will face as they plan. Management and staff must limit the chance for error. Leaders need to believe and help others see that if people are not given the opportunity to try new things and make mistakes, as long as security is not a risk, innovation and strategic thinking will be stifled.

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- Leaders need to understand that it is easy for people to maintain habits of thought and action when those habits and the assumptions that underlie them are not questioned or challenged. A lack of questioning is a hindrance to strategic thinking, planning, and management. Leaders should help people become comfortable with questioning their own and others' long held beliefs and customary behaviors.
- Leaders need to be wise as much as they need to be knowledgeable. They need to understand and respect the power of the Department's culture, understand the intimate workings of the Department, and be wise in bringing change that might affect the culture. This is not in order to micromanage people, but to be able to act strategically when situations require.
- Leaders must be able to understand, appreciate, honor, and build on the past to create the future. They should capitalize on what has worked, question what has not, and develop new patterns of thinking and action to move the Department closer to achieving its mission, vision, and goals.

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701 INTRODUCTION

What is the format of a Strategic Plan? There is no prescribed detailed standard format. This manual provides recommended guidelines, but the Department may determine the format and content. The documentation must satisfy management requirements and be sufficiently detailed to provide the all internal and external stakeholders with a clear understanding of the Department's strategies.

It is the responsibility of the Department to ensure that the information available represents its current strategy.

702 STRATEGIC PLAN COMPONENTS

SAMPLE

Strategic Plan Table of Contents

Executive Summary
Table of Contents
Vision, Mission and Values Statements
Description

Internal / External Assessment Summary

Goals, Objectives, and Strategies
Expected Outcomes
Performance Indicators
Resource Assumptions

Appendix Items (required)

Methodology Statement
Internal / External Assessment Detail

Appendix Items (recommended)

Action Plans
Organizational Chart
Strategic Plan Monitoring and Tracking
System/Process
EBP Programs
Other Information

STRATEGIC PLAN FORMAT

- **Executive Summary**

This should encapsulate what the Department hopes to achieve with this plan and a brief description of the plan's context, purpose and scope. It should include the relationship to the county plan and planning goals, its relationship to the County budget and when it will be revised. It should also include the key elements of the strategic plan, and the name and number of the Department's contact persons who will respond to questions about the plan and requests for copies of the plan.

- **Table of Contents**

- **Mission Statement**

This is the reason for the Department's existence.

- **Description**

This is a summary of the Department's major duties, responsibilities and constituents served. This information will provide the reader with more background information about the Department.

- **Values**

This lists the Department's core principles and values.

- **Internal/External Assessment Summary**

This is an evaluation of key factors that influence the success of the Department in achieving its mission and goals. At a minimum the Department should provide a brief summary of the key opportunities and threats as well as strategic issues that have been identified during the internal/external assessment. Internal strengths and weaknesses are identified during the assessment, but do not need to be reported. The Department may also choose to include tables, charts, and graphs to illustrate the internal/external assessment. The Department may also want to summarize the general planning assumptions.

- **Vision**

This is the Department's image of the desired future.

- **Goals**

This is the desired end result, generally after three or more years. Department goals should reflect the most important strategic issues for the organization as a whole. They should not represent a

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comprehensive inventory of every program activity. Generally, the goals in this document only represent key goals.

- **Objectives**

These identify targets for specific action to fulfill the Department's strategic goals. The Department may have multiple objectives under a single goal. However, at a minimum, each stated goal must have at least one objective for each of the proceeding three fiscal years. Budget requests must provide the cross-reference to the specific objective in the Department's strategic plan. Therefore, the cross-reference should not appear in the strategic plan. The strategic plan is not a wish list of budget requests.

- **Performance Indicators**

These are the quantified results to be achieved. Performance measures provide a basis for assessing successful achievement of the Department's mission, vision, goals, and objectives by focusing on attainment of the objectives. However, in order to retain focus on only the most significant areas, the Department should limit the number of measures by selecting only the most pertinent measures for each objective for which data can be collected. More than three or four measures will probably be too many. At a minimum, there should be at least one key performance measure under each objective. When considered in the aggregate, the Department should strive for a balance of measures in the strategic plans, with an emphasis on outcome, efficiency, and quality measures. The use of simple input and output measures is not encouraged.

- **Resource Assumptions**

These are assumptions about resources required to implement the agency strategic plan. In this section, an agency should indicate whether they can accomplish the agency goals, annual objectives and performance targets within the existing budget or with reduced resources. It must also indicate whether additional resources must be requested. Keeping in mind that the strategic plan is not a budget document, the intent of this section on Resource Assumptions is to provide brief statements that strengthen the link between the plan and the budget. Resource assumptions for both appropriated and non-appropriated funds should be noted.

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703 APPENDIX ITEMS

Required

- **Methodology Statement**

This is a brief description of the internal planning process used and the participants involved in the development of the strategic plan. It should address the stakeholder involvement to date in building the plan's vision, goals, and objectives. It can include a brief description of how the plan was put together, identification of participants in what kinds of forums, and a list of references and/or organizations involved in the development of the plan. It may also include a description of the method by which planning actions are prioritized.

- **Internal/External Assessment Detail**

Optional

- **Organization Chart**

This is the current Organization Chart that displays the division, subdivisions and lines of authority within the Department.

- **EBP Programs**

This is the current list of EBP programs within the Department and a diagram illustrating the programs that involve various operating bureaus within the Department.

- **Action Plans**

These are the methods or strategies used to accomplish objectives and the summary of the detailed descriptions of how strategies will be implemented on an operational basis.

- **Strategic Plan Monitoring and Tracking System/Process**

This is a description of the methods the agency is using to determine if the strategic plan is being accomplished. Emphasis should be placed on describing how to progress to achieve the objective is currently being monitored by using performance measures, as well as describing the projected plan for each of the other future fiscal years. The description should also evaluate the results of past actions implemented.

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801 INTRODUCTION

Strategic planning requires concentrated effort from a variety of contributors over time. The following model combines best practices and streamlines the steps for the Department to follow as it develops a strategic plan:

Prepare

- Develop the committee
- Assess readiness
- Develop a planning process agreement

Internal/External Assessment

- Clarify organizational mandates
- Conduct stakeholder analysis
- Refine/develop mission and values
- Conduct strengths, weaknesses, opportunities, and threats analysis

Develop

- Identify strategic issues
- Formulate strategies to manage the issues
- Write Strategic Plan

Implement

- Review and adopt strategic plan
- Develop action plan
- Create a communication plan

EXHIBIT A – THE STRATEGIC PLANNING PROCESS**Evaluate**

- Reassess strategies and the strategic planning process
- Report results

802 PREPARE

Three steps need to be taken prior to addressing the “where are we now” part of the strategic plan. These steps are to develop a committee, conduct a readiness assessment and develop a process agreement.

Developing The Committee

The first step in preparing for the development of a strategic plan requires formation of a planning team composed of senior executives. This involves a broad spectrum of Department staff in various phases of the planning process.

Strategic planning is a team effort. It involves all levels and functional units of an agency.

A successful strategic planning committee should include the following team participants:

- **The Chief** provides the leadership necessary to define the mission, craft the vision, and express the principles of the agency. The Chief must lead and actively support the planning process.
- **Strategic Planning Steering Committee**, consisting of appointed Department’s management, use their knowledge of services and functional areas to work with the Chief in defining the Department’s mission, expressing the Department’s core values, and crafting an agency-wide vision. They also set goals to provide direction for the whole Department and to address identified issues, problems, and opportunities. They are responsible for monitoring overall progress and results. The team should include knowledgeable individuals from all programs or services.
- **Strategic Planning Work Groups** are established to address one or more key issue identified in the strategic planning charter.
- **Middle Managers, Program Managers, Supervisors, and Frontline Employees** who have direct program involvement and can carry the planning process into the program level. This refers to defining programs missions and principles, setting program goals and specific objectives, developing courses of action or strategies to achieve objectives, operationalizing strategies through action plans,

EXHIBIT A – THE STRATEGIC PLANNING PROCESS

establishing and maintaining performance measures, and determining needed resources.

- **Financial or Budget Managers** must analyze fiscal impacts of potential strategies, provide technical support, and use strategic plans to guide development of annual operating budgets and capital outlay budgets.
- **Facility Managers** must analyze the impacts of implementing potential strategies on the Department's physical facilities and use strategic plans to guide development of capital plans and budgets.
- **Human Resource Managers** must analyze the impacts of implementing potential strategies on the Department's workforce, training programs, and human resource management policies.
- **Information Technology System Managers** must analyze the impacts of implementing potential strategies on the Department's information technology management systems.
- **A Strategic Planner or Planning Coordinator** provides the coordination and tools for moving the Department through the planning process. He or she develops the timetable and organizes the entire process. Strategic Planner or Planning Coordinator can be a functional title, not a position.
- **A Facilitator** can help guide participants through planning sessions by assuring that all views are considered. A facilitator is a neutral party sometimes used to keep the discussion flowing. Facilitator is a functional title, not a position, and may be someone from outside the Department.

Outcomes: Strategic Planning Committee

Conduct Readiness Assessment

Once the committee is established and before the strategic planning effort has begun, a readiness assessment must be done. The purpose of such an assessment is to determine how capable the Department is of undertaking a strategic planning effort and whether additional capacity may be needed. As part of the assessment process, an initial meeting needs to be held with the committee to discuss these issues.

Any organizational, political, or resource barriers to doing strategic planning are best identified early on. If significant barriers are encountered, it may be best to postpone strategic planning until they can be resolved.

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Outcomes: Determination on whether to move forward with a strategic plan;
First Strategic Planning meeting scheduled (if moving forward)

See worksheets 1-5, labeled pages 32-39.

Develop A Planning Process Agreement

Based on the outcome of the readiness assessment and once the Department agrees to move forward with the strategic planning process, the next step is to create a planning process agreement. The purpose of this step is to develop an initial agreement about the overall strategic planning effort and main planning tasks and to authorize moving forward with the process. This initial agreement is one of the most important steps in the whole planning process.

Outcomes: A Planning Process Agreement that includes:

- The purpose of the effort
- Preferred steps in the process
- The schedule
- The form and timing of reports
- The role, and functions, of the strategic planning team
- Commitment of necessary resources to proceed with the effort

See worksheet 6, labeled pages 41-43.

803 INTERNAL/EXTERNAL ASSESSMENT

This step in the process requires an analysis and evaluation of key internal and external data and factors that influence the success of the Department in achieving its mission and goals. The components involved in this assessment are clarifying organizational mandates, conducting stakeholder analysis, developing/refining mission and values and conducting a strengths, weaknesses, opportunities, and threats (SWOT) analysis.

Clarifying Organizational Mandates

The purpose of this step is to complete an assessment of the formal and informal mandates placed on the Department and explore their implications for organizational action. Mandates detail what must or should be done based on federal, state, and local laws, codes and regulations. Mandates need to be taken into account as constraints on how and what the Department can achieve.

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Outcomes: Compilation of the Department's formal and informal mandates

See worksheets 7-8, labeled pages 44-46.

Conduct Stakeholder Analysis

This step will identify who the Department's internal and external stakeholders are, how they evaluate the Department, how they influence the Department, what the Department needs from them, and how important they are. This analysis may provide critical information on the political climate the Department is facing.

Outcomes: An inclusive list of stakeholders and an analysis of how to include them in the process.

See worksheets 9-12, labeled pages 47-51.

Develop/Refine Mission and Values

In this step, the mission statement is developed and refined and should grow out of a thorough consideration of who the Department's identified stakeholders are. As a result of this step, the mission statement should communicate where the Department wants to be. It should be meaningful and concise.

In developing and refining the values of the Department, insight into the Department's goals and values should be realized. The value statement should answer the following questions: How do we want to conduct business? How do we want to treat our stakeholders? What do we value?

Outcomes: A draft mission statement; A statement of organizational values

See worksheets 13-14, labeled pages 52-54.

Conduct Strengths, Weaknesses, Opportunities, and Threats Analysis

In this step, internal strengths and weaknesses of the organization are identified along with the external opportunities and threats. The acronym SWOT is used to refer to the four elements of this analysis. It will provide foresight into the basis of the strategies that will be taken, since they will build on current strengths and maximize opportunities.

Outcomes: An inclusive list of internal strengths and weaknesses and external threats and opportunities; A list of specific actions to deal with threats and weaknesses.

See worksheets 15-18, labeled pages 56-59.

EXHIBIT A – THE STRATEGIC PLANNING PROCESS**804 DEVELOP**

All four of the prior steps lead up to the actual development of the plan. The components involved in the plan development are identifying strategic issues, formulating strategies and writing the plan.

Identify Strategic Issues

This step may be the heart of the strategic planning process. The identified issues should be categorized. The following outline is recommended:

- Current issues that require immediate action
- Issues on the horizon that will require action in the near future
- Issues to be monitored that may or may not require action either now or in the future

Outcomes: An inclusive list of strategic issues separated into categories

See worksheets 19-22, labeled pages 60-65.

Formulate Strategies

Strategies are developed to deal with the issues identified. In this step, a set of strategies is created to address each identified issue. Strategies will range and may include purposes, policies, programs, projects, actions, decisions, and resource allocations.

Outcomes: Preparation of different strategy statements for different areas:

- Department as a whole
- Individual bureaus
- Individual departments
- Various programs

See worksheets 23-25, labeled pages 67-70.

Write Strategic Plan

The prior steps should have resulted in the Department articulating the mission and vision, priorities issues and formulating strategies. The next step is putting all this information together into one document. The designated writers of the plan can take the following steps to better create a well-written plan:

EXHIBIT A – THE STRATEGIC PLANNING PROCESS

- Organize data collected
- Review samples of similar strategic plans to provide content and formatting ideas.
- Distribute draft plans widely for input and feedback

Outcomes: Preparation of a draft a strategic plan that answers where the organization is going, how it will get there and why it needs to go that way

See worksheet 26, labeled page 72.

805 IMPLEMENT

Strategic planning is a means to an end. That is why it is critical to move from writing the plan to implementing it. The Department can only ensure that our organization actually meets its strategic goals, objectives, mission and vision by putting the plan into action. When implementing the plan, an organized approach must be taken. Three steps are critical to implementing the plan. They are to review and adopt the plan, develop an action plan and create a communication plan.

Review and Adopt the Strategic Plan

The purpose of this step is to gain a formal commitment to adopt and proceed with implementation of the plan. In this step, the plan that will be reviewed and adopted has had many revisions and includes the input and feedback received.

Outcomes: An agreed upon strategic plan to be adopted and implemented

See worksheets 27-28, labeled pages 74-75.

Develop An Action Plan

An action plan is a way to take the identified strategies and translate them into measurable actions. It is a detailed list of tasks and activities, milestones, and accountabilities. This step brings the strategies to life and creates value for the Department and its stakeholders.

Outcomes: Documentation of what needs to be done by who, when and why

See worksheets 29-32, labeled pages 77-80.

Create Communication Plan

Successful implementation of the strategic plan depends on effective communication. A communication plan should be created and communicated

EXHIBIT A – THE STRATEGIC PLANNING PROCESS

to all organizational levels. A plan has little value if it is not widely understood and accepted. It must form the basis for daily action throughout the Department. Some ideas for improving internal communications about the plan include:

- Talk about the plan at staff meetings.
- Write articles about the plan for internal newsletters.
- Distribute copies of the full plan to program managers.
- Prepare a condensed brochure version of the plan to share with all employees.
- Display the mission statement in a prominent location in the building.
- Recognize progress on achieving the plan's goals and objectives at staff meetings, in newsletters, and at other agency events. Celebrate accomplishments.

Externally, the strategic plan should be communicated to individuals and organizations that have an interest in or an effect on the Department's programs. Various marketing approaches have been used to communicate information about the plan to those outside the agency to help build awareness of and support for the plan. Eye catching visual presentations are especially effective. The Department may want to utilize the public information office to help develop marketing strategies. The following are some ideas that can be used:

- Put the mission statement on letterhead and business cards.
- Include articles about the plan in agency newsletters.
- Explain the plan at community public meetings.
- Issue press releases with highlights concerning the plan.
- Prepare a condensed version of the plan in an attractive brochure and distribute it to interested persons and organizations.
- Reference the plan in speeches to the legislature, private sector and community groups.
- Provide media interviews.
- Give presentations at conferences.
- Produce a video or special newsletter on the strategic plan.

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Outcomes: Documentation of how to market and communicate the plan

See worksheet 33, labeled page 81.

806 EVALUATE

This step involves developing a plan to measure progress and track the results of the plan. The aim is to find out what worked, what did not work and why, and to set the stage for the next round of strategic planning. Two steps are involved in this process. They are reassessing the strategies and process and reporting results.

Reassess strategies and the strategic planning process

The purpose of this step is to review the implemented strategies and the strategic planning process. An effort is made to reassess strategies in order to decide what should be done.

Outcomes: Clarification of strengths and weaknesses of the planning effort of how to market and communicate the plan

See worksheet 34-35, labeled page 83-84.

Report results

This final step in evaluating the strategic plan is to analyze the results and then present this information in a way that others can use and understand it. Some key points that reports should include are:

- Targets as well as actual results
- Explanations where performance varies significantly from previous levels or targets
- User friendly Reports
- A decision as to whether reporting results will be for separate bureaus or the whole organization
- No more information than an external audience would need

Outcomes: Evaluation reports

See worksheet 36, labeled pages 85-87.

LOS ANGELES COUNTY PROBATION DEPARTMENT

Subject: STRATEGIC PLANNING OFFICE MANUAL EXHIBIT B – WORKSHEETS	Section Number: SPOM-900
	Effective Date: September, 2007
	Approved By: Dave Leone, Quality Assurance Services Bureau Chief

WORKSHEET 1 Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)

NOTE: Each individual member of the strategic planning committee should complete a separate worksheet and then the answers should be compiled and presented to the group by the facilitator or it can be completed in a group setting with the facilitator.

I. Mission and Vision

Successful Department s possess a clear understanding of their mandates, and they have established and communicated an inspiring Department al mission and/or vision to their stakeholders.

Please comment below on any significant Department al Strengths, Weaknesses, Opportunities, or Threats in the areas of mission and vision. (Use additional space as necessary.)

S:

W:

O:

T:

EXHIBIT B – WORKSHEETS**II. Fiscal and Human Resource Management**

Successful Department s and managers achieve their mandates and fulfill their mission by effectively managing their resources.

Please comment below on any significant Department al Strengths, Weaknesses, Opportunities, or Threats in the areas of fiscal and human resources development and management. (Use additional space as necessary.)

S:

W:

O:

T:

EXHIBIT B – WORKSHEETS**III. Communications**

Successful Departments have clear, consistent messages and communications networks. *Messages* are concise, they are targeted toward specific stakeholders, and are designed to produce specific responses. *Networks* effectively convey appropriate information to targeted stakeholders, both internal and external.

Please comment below on any significant Departmental Strengths, Weaknesses, Opportunities, or Threats in the area of communications.

S:

W:

O:

T:

EXHIBIT B – WORKSHEETS**IV. Leadership, Management, and Department**

Successful Departments enjoy effective leadership and competent management and organize themselves strategically. *Leadership* means making sure that the Department is doing the right things. *Management* means making sure that those things are being done right. The *Department* should have well-defined relationships horizontally and vertically, which will help it carry out specific strategic initiatives.

Please comment below on any significant Department al Strengths, Weaknesses, Opportunities, or Threats in the areas of leadership, management, and Department .

S:

W:

O:

T:

EXHIBIT B – WORKSHEETS**WORKSHEET 2 Barriers to Strategic Planning**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

On the basis of Worksheet 1, what do you see as the *major barriers* to a successful strategic planning process? (*Examples:* lack of leadership; communication problems; resources.) How can they be addressed?

Barriers	Ways They Can Be Addressed

EXHIBIT B – WORKSHEETS**WORKSHEET 3 Expected Costs of Strategic Planning**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

1. List the costs. Direct and/or indirect, you expect to incur from strategic planning. (*Examples:* resources required to implement the process and plan; time required; Departmental conflicts and resistance to change; other stakeholder resistance.) Note the most important of these.
2. Note the ways to manage these costs.

Costs (direct and indirect)	Ways To Manage Costs

EXHIBIT B – WORKSHEETS**WORKSHEET 4 Expected Benefits of Strategic Planning**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

1. List the benefits, direct and/or indirect, you expect from strategic planning. (Examples: better use of Department 's resources; better relations with stakeholders and clients; good plan for change management.) Note the most important of these.
2. Note ways to enhance these benefits.

Benefits (Direct & Indirect)	Ways to Enhance Benefits

EXHIBIT B – WORKSHEETS**WORKSHEET 5 Should We Proceed with the Strategic Planning Process?**

NOTE: Prior to completing this worksheet review compiled answers to worksheets 1-4. The members of the strategic planning committee should utilize this worksheet. It should be completed by each individual member.

Determine whether the following readiness criteria have been met. Then discuss results and decide what to do next.

Readiness Criteria

	Yes	No
Process has strong sponsor(s)	<input type="checkbox"/>	<input type="checkbox"/>
Process has strong champion(s)	<input type="checkbox"/>	<input type="checkbox"/>
Resources are available	<input type="checkbox"/>	<input type="checkbox"/>
Process is within our mandate	<input type="checkbox"/>	<input type="checkbox"/>
Benefits outweigh costs	<input type="checkbox"/>	<input type="checkbox"/>
Process will have real value for Department	<input type="checkbox"/>	<input type="checkbox"/>

Based on the above answers, should we:

	Yes	No
Proceed	<input type="checkbox"/>	<input type="checkbox"/>
Figure out how to change each no to a yes first	<input type="checkbox"/>	<input type="checkbox"/>
Forget about strategic planning for now	<input type="checkbox"/>	<input type="checkbox"/>

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheet 6**

1. Clearly identify “whose” plan it is. Ask your process planning committee:
 - Who are the process sponsors and the process champions (or champion)?
 - What part of the Department (or community) is the plan for?
 - Is it needed?
 - Who will support it? (*Example:* A plan may be a single strategic plan for your whole Department, or it may be a divisional or departmental plan for management only. Both are legitimate if they can address your issues and meet your objectives and expectations.)
2. Make sure that the time frames for the plan and the process are realistic. If they are too long, the plan and the process will not be relevant; if they are too short, the plan will not be strategic and the process will not allow enough time to be strategic. A two-to-five- year plan horizon and a six-to-twelve month strategic planning process may be reasonable in many cases. Ask your committee :
 - What information is available, and how reliable is it?
 - What issues are driving planning needs?
 - Are they long-term (for example, capital budgeting) or short-term (for example, operations)?
 - How rapidly are changes occurring, and what will be the shelf life of a plan?
3. In planning the process:
 - Don't underestimate the level of effort and the time required to do the job well.
 - Match the time to the purpose, the process, and the necessary involvements of people in the process.
 - Allow adequate time or don't do a strategic plan.

EXHIBIT B – WORKSHEETS**WORKSHEET 6 Profile of the Planning Effort**

NOTE: Each individual member of the strategic planning committee should complete a separate worksheet and then the answers should be compiled and presented to the group by the facilitator.

1. Whose plan is it? The strategic plan is for:

- ☐ The whole Department
- ☐ The whole Department and separate plans for major divisions, units, etc.
- ☐ Part of the Department (specify division, unit, program) _____
- ☐ Other, such as a community inter-Department al network (specify) _____

2. What period will the plan cover?

- ☐ 2 years
- ☐ 5 years
- ☐ 10 years
- ☐ Other (specify) _____

3. What concerns, problems or issues do you hope the plan will address?

4. Who is sponsoring the process?

- ☐ Policy board members
- ☐ Senior managers
- ☐ Middle managers
- ☐ Others

5. Who is (are) the process champion(s)?

6. Who will you use on the project committee ?

- ☐ Policy board members
- ☐ Senior managers
- ☐ Managers
- ☐ Other staff
- ☐ Other stakeholders
- ☐ Consultants

EXHIBIT B – WORKSHEETS

7. What kind and size of committee work best in your Department? What does this mean for the composition of a strategic planning committee ?
8. Who should be involved in the development of the plan?
9. Who should be involved in the review of the plan?
10. How many hours do you wish to give to planning meetings?
- ☐ 1-12
 - ☐ 12-24
 - ☐ 24-40
 - ☐ 40+
11. Are you using consultants or other resources experts?
- ☐ Yes
 - ☐ No
 - ☐ Unsure
- If unsure, what kind of help do you need?
12. How will you coordinate with and use consultants and process experts?
13. Who will manage the overall planning effort?

EXHIBIT B – WORKSHEETS

14. What type of written plan do you envision?

- ☐ Short executive summary
- ☐ Longer and more detailed but without most tactical and operational elements
- ☐ A detailed plan including tactical and operational elements
- ☐ Other

15. What is the expected time frame for the planning process?

- ☐ 6 months
- ☐ 12 months
- ☐ Other

16. What steps will you use in your planning process? (Review with the people to be involved and refine as needed.)

Steps/Tasks	Persons/Groups Involved	Schedule

Use other sheets as necessary.

What resources do you need to complete the effort, and where will you get them?

EXHIBIT B – WORKSHEETS**WORKSHEET 7 Initial Compilation of Mandates**

NOTE: The strategic planning coordinator should complete this worksheet and then should be presented to committee members by facilitator.

Mandate	Source (Charter, Policy, Rules, Law, Norms, etc.)	Key Requirements	Effects on Department	Current Status
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date
				<input type="checkbox"/> Still Appropriate <input type="checkbox"/> Out-of-Date

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheet 8**

1. Once members complete worksheet 8, review the mandates to clarify what is required and what is allowed. Discuss the implications of the mandates for existing or potential programs, projects, and services and resource allocations.
2. Frame clear, concise mandate statement and regularly remind committee of what the Department is required to do. This ensures conformity with the mandates and identifies where there is discretionary authority and where there is not. (If mandates are an issue, they may need to be changed.)

EXHIBIT B – WORKSHEETS**WORKSHEET 8 Background for Group Discussion of Mandates**

NOTE: Each individual member of the strategic planning committee should complete a separate worksheet and then the answers should be compiled and presented by the facilitator to the group for discussion.

1. Discuss what is “mandated.” What does that mean about our purpose and nature as a Department?

2. Discuss the implications of mandates for resource availability and use.

3. Identify programs, services, and product areas not ruled out by mandates.

4. Discuss your Department ’s current mission in relation to its mandates.

5. Discuss mandates that may need to be changed, eliminated, or added.

EXHIBIT B – WORKSHEETS**WORKSHEET 9 Stakeholder Identification**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

External Stakeholders

A diagram for stakeholder identification. It features a central circle labeled "Internal Stakeholders" containing six horizontal lines for text entry. Surrounding this circle are twelve horizontal lines for text entry, arranged in a circular pattern to represent external stakeholders. The lines are positioned at approximately the 12, 2, 4, 6, 8, and 10 o'clock positions, with two lines between each major position.

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheets 10 – 14**

Stakeholders

1. After completing worksheets 10 and 11 have the members rank the identified stakeholders in terms of their importance to the Department.
2. On the basis of their analysis, evaluate the involvement of stakeholders in the strategic planning process (Worksheet 12). The plan and the process, if they are to be successful and if they are to be implemented, need to involve and “speak to” key stakeholders. One important area of involvement for both internal and external stakeholders is development of the mission statement.

Mission

1. Identify any existing mission-related materials and review with the committee prior to completing Worksheet 13.
2. Have one person or perhaps a small group prepare a draft mission statement. Circulate the draft to stakeholders for their comments. Expect to revisit the mission statement throughout the process.

Values

1. Develop an explicit statement of values that indicates how the Department wants to operate and relate to key stakeholders. Values such as respect, trust, and committee work are often emphasized in such statements. The statement should articulate a code of behavior to which the Department adheres or aspires.
2. Gather and collect any values-related material and review and discuss it. The values discussion can often identify strategic issues. Complete Worksheet 14.
3. Have one person or perhaps a small group prepare draft values statements and discuss them. Circulate drafts to key stakeholders for their comments. Expect to revisit values statements throughout the process.

EXHIBIT B – WORKSHEETS**WORKSHEET 10 External Stakeholder Analysis**

NOTE: The members of the strategic planning committee should utilize this worksheet. For each external stakeholder listed on Worksheet 9, a separate Stakeholder Analysis worksheet needs to be completed in a group setting with the facilitator.

Stakeholder:			
Criteria Used By Stakeholders to Assess Our Performance	Our Sense of Their Judgment About Our Performance		
	Very Good	Okay	Poor

How do they influence us?

What do we need from them?

How important are they?

- ☐ Extremely
- ☐ Reasonably
- ☐ Not Very
- ☐ Not at all

EXHIBIT B – WORKSHEETS**WORKSHEET 11 Internal Stakeholder Analysis**

NOTE: The members of the strategic planning committee should utilize this worksheet. For each external stakeholder listed on Worksheet 9, a separate Stakeholder Analysis worksheet needs to be completed in a group setting with the facilitator.

Stakeholder:			
Criteria Used By Stakeholders to Assess Our Performance	Our Sense of Their Judgment About Our Performance		
	Very Good	Okay	Poor

How do they influence us?

What do we need from them?

How important are they?

- ☐ Extremely
- ☐ Reasonably
- ☐ Not Very
- ☐ Not at all

EXHIBIT B – WORKSHEETS**WORKSHEET 12 Stakeholder Involvement**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Following the analyses on Worksheets 10 and 11, what do you conclude about whether, how, and when to include each stakeholder in the strategic planning process?

Internal Stakeholders**External Stakeholders**

EXHIBIT B – WORKSHEETS**WORKSHEET 13 Mission Statement**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

1. Who are we? What is our purpose? What business are we in?

2. In general, what are the basic social and political needs we exist to fill? Or: What are the basic social or political problems we exist to address?

3. In general, what do we want to do to recognize or anticipate and respond to these needs or problems?

4. How should we respond to our key stakeholders?

5. What is our philosophy and what are our core values?

6. What makes us distinct or unique?

EXHIBIT B – WORKSHEETS

7. What is our Department 's current mission?
8. Is our current mission dated, and if so, how?
9. What changes in the mission would I propose?
10. Examine the answers to the prior questions and draft a mission statement.

EXHIBIT B – WORKSHEETS**WORKSHEET 14 Values Statement**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

1. List what you consider to be the Department's key values at the present time.

2. What additional values would you like the Department to adopt, to guide the conduct of its business and its relationships with key stakeholders?

3. Having identified both current values and those you would like to see adopted, place an asterisk (*) next to the eight to ten values you consider most important.

4. Drawing on group consensus, develop working definitions of each of these eight to ten values.

5. Now consider how you want to reflect these top values in your strategic plan (for example, as a values list, as broad statements, as part of your vision statement).

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheets 15 – 18**

1. Always try, if possible, to have the committee consider what is going on *outside* the Department before it considers what is going on *inside*.
2. Encourage the committee, when it is reviewing its SWOT list, to look for patterns, important actions that might be taken immediately, and implications for the identification of strategic issues.
3. To ensure accuracy and reasonable completeness, conduct a followup analysis of the SWOT list developed by the committee.

EXHIBIT B – WORKSHEETS**WORKSHEET 15 Internal Strengths**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Fill out as many worksheets as are necessary to derive a complete list. Discuss each of the eight to ten strengths you consider of highest priority.

Strength	Description	Options for Keeping or Building on Strength

EXHIBIT B – WORKSHEETS**WORKSHEET 16 Internal Weaknesses**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Fill out as many worksheets as are necessary to derive a complete list. Discuss each of the eight to ten weaknesses you consider of highest priority.

Weakness	Description	Options for Minimizing or Overcoming Weakness

EXHIBIT B – WORKSHEETS**WORKSHEET 17 External Opportunities**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Fill out as many worksheets as are necessary to derive a complete list. Discuss the implications for the strategic planning process of the listed opportunities.

Opportunity	Description	Options for Taking Advantage of Opportunity

EXHIBIT B – WORKSHEETS**WORKSHEET 18 External Threats**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Fill out as many worksheets as are necessary to derive a complete list. Discuss the implications for the strategic planning process of the listed threats.

Threat	Description	Options for Minimizing or Overcoming Threat

EXHIBIT B – WORKSHEETS**WORKSHEET 19 Individual Strategic Issue Identification**

NOTE: Each individual member of the strategic planning committee should complete a separate worksheet using one copy of the worksheet for each of five to nine possible issues and then the answers should be compiled and presented by the facilitator to the group for discussion.

Complete a separate worksheet for each of five to nine issues.

1. What is the issue? Be sure to phrase the issue as a question that has more than one answer. The issues should be one the Department can do something about.

2. Why is this an issue? How is it related to the Department 's mission, mandates, internal strengths and weaknesses, or external opportunities and threats?

Mission

Mandates

Strengths

Weaknesses

Opportunities

Threats

3. What are the consequences of not addressing this issue?

EXHIBIT B – WORKSHEETS**WORKSHEET 20 Master List of Key Issues**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Prepare a master list of key issues phrased as questions that have more than one answer. The issues should be ones the Department can do something about.

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

EXHIBIT B – WORKSHEETS

11.

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19.

20.

EXHIBIT B – WORKSHEETS**WORKSHEET 21 Master Strategic Issues Statement**

NOTE: Each individual member of the strategic planning committee should complete a separate worksheet and then the answers should be compiled and presented by the facilitator to the group for discussion.

The master list of key issues identifies the major challenges that are likely to be the focus of the rest of the strategic planning effort. Fill out a separate worksheet for each issue on the Master List of Key Issues (Worksheet 20).

1. What is the issue? Be sure to phrase the issue as a question that has more than one answer. The issues should be one the Department can do something about.

2. Why is this an issue? How is it related to the Department 's mission, mandates, internal strengths and weaknesses, or external opportunities and threats?

Mission

Mandates

Strengths

Weaknesses

Opportunities

Threats

3. What are the consequences of not addressing this issue?

4. What should our goals be in addressing this issue?

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheet 22**

1. Decide if each issue is operational or strategic by using Worksheet 22. There is no absolute test to establish whether an issue is strategic or operational. There is a large gray area into which many issues will fall and the assessment of their strategic importance is a judgment that must be made by policy makers or top management. To assist leaders and managers in making this judgment, the questionnaire in Worksheet 22 may be applied to each issue. Generally speaking, major strategic issues will be characterized by answers that fall predominantly in columns two and three. Operational issues will tend to be characterized by answers that fall predominantly in columns one and two.
2. Decide on priorities among key issues. When everyone has indicated what they feel are the most important strategic issues facing the Department, take a vote. The issues with the highest number of points become the key issues for consideration in the strategic planning process.
3. Develop new master worksheets (Worksheet 19), if necessary, for the key issues. Consider what the Department's goals might be in addressing each issue. Also remember that every strategic issue involves some form of conflict. Among the questions to be struggled over are:
 - What will be done?
 - How will it be done?
 - When will it be done?
 - Who will do it?
 - Who will benefit by it and who will it not?

EXHIBIT B – WORKSHEETS**WORKSHEET 22 Operational Versus Strategic Issues**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Issue:	Issue is: <input type="checkbox"/> Primarily operational <input type="checkbox"/> Primarily strategic		
	Operational	←-----→	Strategic
1. Is the issue on the agenda of the Department's policy board (whether elected or appointed)?	No		Yes
2. Is the issue on the agenda of the Department's chief executive (whether elected or appointed)?	No		Yes
3. When will the strategic issues' challenge or opportunity confront you?	Right now	Next year	Two or more years from now
4. How broad an impact will the issues have?	Single unit or division		Entire Department
5. How large is your Department's financial risk/opportunity?	Minor ($\leq 10\%$ of budget)	Moderate (10-15% of budget)	Major ($\geq 25\%$ of budget)
6. Will strategies for issue resolution likely require:			
a. Development of new service goals and programs?	No		Yes
b. Significant changes in revenue sources or amounts?	No		Yes
c. Significant amendments in federal or state statutes or regulations?	No		Yes
d. Major facility additions or modifications?	No		Yes
e. Significant staff expansion?	No		Yes
7. How apparent is the best approach for issue resolution?	Obvious, ready to implement	Broad parameters, few details	Wide open
8. What is the lowest level of management that can decide how to deal with this issue?	Line staff supervisor		Head of major department
9. What are the probable consequences of not addressing this issue?	Inconvenience, inefficiency	Significant service disruption, financial losses	Major long-term service disruption and large cost/revenue setbacks
10. How many other groups are affected by this issue and must be involved in resolution?	None	1-3	4 or more
11. How sensitive of "charged" is the issue relative to community, social, political, religious, and cultural values?	Benign	Touchy	Dynamite

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheets 23 – 26**

1. Remember that what is important is strategic thinking and acting, not the particular approach to strategy formulation or the development of a formal strategic plan. Step 6 is likely to be more interactive than previous steps because of the need to find the best fit among strategies and among elements of each strategy.
2. In some circumstances, answering the last two questions of worksheet 23 may be postponed until Review and Adopt the Strategic Plan has been completed.
3. Have the committee organize the Worksheet 23 responses into coherent sets of strategies, showing how the strategies address particular issues or achieve issue-specific goals and identifying the parts of the Department that would be required to implement the strategies. (Use Worksheet 24.)
4. Make sure strategies are described in reasonable detail, to allow informed judgments to be made about their efficacy and to provide reasonable guidance for assessing the implications for implementation and for the Department in general.
5. Ask the committee to establish criteria for the evaluation of each suggested strategy. (Use Worksheet 25, one copy of which should be filled out for each strategy.)
6. Allow for consultation between the committee and key stakeholders, so that the planning committee can determine priorities among strategies for each issue or issue-related goal.
7. Develop a final strategy statement for each strategy, based on Worksheet 24.
8. Encourage the strategic planning committee to develop a draft strategic plan. Information may be drawn from prior worksheets, and Worksheet 26 may be used as a checklist for a model for the plan.

EXHIBIT B – WORKSHEETS**WORKSHEET 23 Five-Key Questions for Identifying Strategies**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Fill out a separate worksheet for each issue.

Strategic Issue:

Issue-specific goals:

1. What are the practical alternatives, dreams, or visions we might pursue to address this issue and achieve our goal?
2. What are the barriers to realizing these alternatives, dreams, or visions?
3. What major initiatives might we pursue to achieve these alternatives, dreams, or visions directly, or else indirectly through overcoming the barriers?

EXHIBIT B – WORKSHEETS

4. What are the key actions (with existing resources of people and dollars) that must be taken this year to implement the major initiatives?

5. What specific steps must be taken within the next six months to implement the major initiatives, and who is responsible for taking them?

Step

Party responsible for step

WORKSHEET 24 Strategy Statement

1. What is the purpose of the strategy?

2. What are the strategy's key elements?

3. How does the strategy address the issue and achieve issue-specific goals?

4. What parts of the Department are required to implement the strategy?

- ☐ Whole Department
- ☐ Department(s)
- ☐ Division(s)
- ☐ Unit(s)/Function(s)

EXHIBIT B – WORKSHEETS**WORKSHEET 25 Checklist of Suggested Criteria for Evaluating Strategies**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Identify the issue and goals to be addressed, and the performance measures to be used. Evaluate how well the strategy performs against the following criteria:

Issue:

Strategy:

Goals:

Objectives:

Performance measures:

Acceptability to key decision makers, stakeholders, and opinion leaders

Acceptability to the general public

Client or user impact

Relevance to the issue

Consistency with mission, values, philosophy, and culture

Coordination or integration with other strategies, programs, and activities

Technical feasibility

Cost and financing

Cost-effectiveness

Long-term impact

Risk assessment

Staff requirements

Flexibility or adaptability

Timing

Facility requirements

Other appropriate criteria

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Plan Development**

1. Appoint a lead person or small committee to produce the actual plan, and obtain the necessary reviews.
2. Even if a formal strategic plan is not prepared, consider developing a set of interrelated strategy statements describing:
 - Grand strategy
 - Departmental/Bureau strategies
 - Program, service, product/project, or business process strategies
 - Functional strategies
3. Employ a structured process to review strategy statements and formal strategic plans. Review sessions may be structured around the following agenda:
 - i. Overview of plan
 - ii. General discussion of plan and reactions to it
 - iii. Brainstorming of plan strengths and weaknesses
 - iv. Brainstorming of plan opportunities and threats
 - v. Brainstorming of modifications that would improve on strengths and opportunities and minimize or overcome weaknesses and threats
 - vi. Agreement on next steps to complete the plan

EXHIBIT B – WORKSHEETS**WORKSHEET 26 Checklists for the Strategic Plan Model**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Strategic plans vary in their content and design. The following elements might be included.

Element	See Worksheet(s):	Include	
		Yes	No
<input type="checkbox"/> Introduction, Purpose, Process, Participation	6		
<input type="checkbox"/> Mission Statement	13		
<input type="checkbox"/> Values Statement	14		
<input type="checkbox"/> Vision Statement	29		
<input type="checkbox"/> Mandates	7, 8		
<input type="checkbox"/> Environmental analysis, including SWOT analysis	15, 16, 17, 18		
<input type="checkbox"/> Strategic issues or challenges	19, 20, 21		
<input type="checkbox"/> Grand strategy statement	23, 24, 25		
<input type="checkbox"/> Goals, objectives, and performance measures	7, 8, 10, 11, 13, 14, 21, 23, 24, 25, 29		
<input type="checkbox"/> Issue-specific strategies	23, 24		
<input type="checkbox"/> Subunit strategy statements	23, 24		
<input type="checkbox"/> Program, service, product, or business process plans	23, 24		
<input type="checkbox"/> Functional strategy statements	23, 24		
<input type="checkbox"/> Staffing plans	23, 24, 30, 31, 32, 33		
<input type="checkbox"/> Financial plans	23, 24, 30, 31, 32, 33		
<input type="checkbox"/> Implementation and action plans	23, 24, 30, 31, 32, 33		
<input type="checkbox"/> Monitoring and evaluation plans	23, 24, 25, 33, 34, 35		
<input type="checkbox"/> Plans for updating all or part of the plan	33, 34, 35		

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheets 27-28**

1. Continue to pay attention to the goals, concerns, and interests of all key stakeholders. Obtain necessary resource commitments, if at all possible, prior to the formal adoption session. Remember that incentives must reward behavior that will lead to effective implementation. Assess the nature and strength of supporting and opposing coalitions. Build support for the plan. Identify one or more sponsors and champions to gain passage in the relevant arenas.
2. Have your committee assess how best to reach key stakeholders. Reduce decision-maker uncertainty about the proposed plan. Develop arguments and counterarguments in support of the proposal prior to formal review sessions. Engage formal review bodies in structured review sessions that focus on proposal strengths, weaknesses, and modifications. (Use Worksheet 28.) Remember that some people or groups may not want the plan to be adopted or implemented.
3. Be prepared to bargain and negotiate over proposal features or other issues in exchange for support. This is part of the process.

EXHIBIT B – WORKSHEETS**WORKSHEET 27 Plan Review and Adoption**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

1. Determine who needs to participate in reviewing and adopting the plan.

Plan Review

Plan Adoption

2. Assess who will support or oppose the plan.

Support

Opposition

3. What could be done to maintain support and to convert opposition to support?

EXHIBIT B – WORKSHEETS**WORKSHEET 28 Resource Allocation**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Resource Action Grid

Action:	What do we need?	How much will this cost?	Do we need additional funding to cover it?
<input type="checkbox"/> Personnel			
<input type="checkbox"/> Training			
<input type="checkbox"/> Facilities			
<input type="checkbox"/> Hardware			
<input type="checkbox"/> Software			
<input type="checkbox"/> Equipment			

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheets 29 – 32**

1. Think strategically about implementation. Consciously manage implementation so that important public and nonprofit purposes are furthered.
2. Clearly document your Department 's existing programs, services, and projects, using Worksheet 29. An understanding of what the Department is currently doing is the starting point for the effective integration of the strategic planning priorities. The Department will need to shift some or all of its efforts and resources to the higher-level priorities reflected in the strategic plan.
3. Using Worksheet 30, document the strategic plan's program, service, and project impacts. Then use Worksheet 31 to reconcile the Department 's current activities with those envisioned in the strategic plan.
4. For each strategy that has been developed through the strategic planning process, develop a clearly defined action plan (Worksheet 32) that answers the who, what, and when questions. Involve the operations and administrative stakeholders in this key step. (A phased approach to the implementation of the strategic plan may be necessary, given the Department 's resource situation and its mandates.) Action plans, which must be carefully be coordinated, should detail:
 - Specific expected results, objectives, and milestones
 - Roles and responsibilities of implementation bodies, committee s, and individuals
 - Specific action steps
 - Schedules
 - Resource requirements and sources
 - A communication process
 - A review and monitoring process
 - Accountability processes and procedures
5. If necessary for effective follow-through, replace the strategic planning committee with an implementation planning committee whose membership may be different.

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EXHIBIT B – WORKSHEETS	

WORKSHEET 29 Existing Programs, Services, and Projects: Evaluation

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Existing Programs, Services, Projects	Criteria for Priority	Priority (Low/Moderate/High)	Resources Used			
			Client and Department Impact	People	\$	Time Frame

WORKSHEET 30 Strategic Plan’s Proposed Programs, Services, and Projects: Evaluation

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Proposed Programs, Services, Projects	Criteria for Priority	Priority (Low/ Moderate/ High)	Resources Used			
			Client and Department Impact	People	\$	Time Frame

EXHIBIT B – WORKSHEETS**WORKSHEET 31 Prioritizing Programs, Services, and Projects**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Instructions: Using Worksheets 29 and 30, compile a master list of priorities that reconciles the Department's current programs, services, and projects with those proposed in the strategic plan.

Existing Priorities
That Should Be Retained
(Programs, Services, Projects)

Strategic Plan Priorities
That Should Be Pursued
(Programs, Services, Projects)

EXHIBIT B – WORKSHEETS**WORKSHEET 32 Action Planning**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

For each priority listed on Worksheet 31, explore the following aspects of an action plan:

Priority:

Relevant Strategy:

1. What specific actions must be taken to implement the strategy in the next six months to a year?
2. What are the expected results and milestones?
3. Who are the responsible parties? What are their roles and responsibilities?
4. When will the actions be taken?
5. What resources will be required and where will they be obtained?
6. How will action plan implementation be reviewed and monitored and accountability assured?

EXHIBIT B – WORKSHEETS**WORKSHEET 33 Creating a Simple Communication Plan**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Communication Plan Organizing Grid

What is the delivery method?	Who is the main stakeholder audience?	What are the main ideas we need to communicate?	What is the timeline for development and delivery?	Who is in charge of this effort?

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheets 34 – 35**

1. At some point after implementation of the strategic plan has begun, evaluate not only the plan but also the strategic planning process itself.
2. Strategy implementation is an ongoing process, not a one-time event, and the most effective way to improve it is to evaluate the success of prior efforts. Consider who should be involved in this effort (for example, key stakeholders, outside experts, strategic planning committee, implementers). (Use worksheet 34.)
3. On the basis of the evaluation and its findings, decide if a new round of strategic plans is needed and what changes might be indicated. If a new round is thought necessary, fill out Worksheet 35 as a first step in charting possible improvements.

EXHIBIT B – WORKSHEETS**WORKSHEET 34 Improving Existing Strategies**

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Strategy	Strengths	Weaknesses	Modifications That Would Improve	Summary Evaluation
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate

WORKSHEET 35 Improving the Strategic Planning Process

NOTE: The members of the strategic planning committee should utilize this worksheet. It should be completed in a group setting with the facilitator.

Planning Process Element	Strengths	Weaknesses	Modifications That Would Improve	Summary Evaluation
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate
				<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised strategy <input type="checkbox"/> Terminate

EXHIBIT B – WORKSHEETS**Facilitation Guidelines for Worksheet 36**

1. The Department can establish its own guidelines concerning how often performance information is to be collected and reported. At a minimum, data for each measure will have to be collected annually, but some measures may be calculated more frequently.
2. The Strategic Planning Committee should develop a sub committee responsible for monitoring the strategic planning process. The Department may want to designate the Program Evaluation Unit to monitor the strategic plan.
3. Reports for policy makers should be clear and concise. Reports are often easier to read if the data are presented graphically. Performance measures can also be incorporated in annual reports.
4. Make sure you fully explain your evaluation results in reports. Rarely can all the variables be measured, nor the true "cause and effect" relationships identified, but be sure to include all of the relevant information necessary for understanding.

EXHIBIT B – WORKSHEETS**WORKSHEET 36 Reporting Results**

Note: The individual or group identified to monitor the strategic planning process should utilize this worksheet. It can be modified as necessary.

Sample Monitoring Report

Date of Report:

Implementation Strategies	Date

Performance Strategies	To Date	Projected	Goal

Strategies	Accomplished	Not Accomplished

EXHIBIT B – WORKSHEETS**Findings**

Positive finding(s) (list)

1. _____
2. _____
3. _____

Negative finding(s) & general problems with this grant (list) (assume the need for a corrective action)

1. _____
2. _____
3. _____

Corrective Action(s): Who? Will do what? By when? Consequences of non-compliance?

1. _____
2. _____
3. _____

LOS ANGELES COUNTY PROBATION DEPARTMENT

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- **Action Plan**

This is a plan for the day to day operations of a business over a 1 – 12 month period. It includes a prioritized list of proposed projects, dates for completing them, the person responsible for each task, the resources needed and how results will be measured.

- **Benchmarking**

This is an ongoing process that measures an organization's performance and compares it with the performance and best practices of similar organizations.

- **Capacity**

This is the skill, knowledge and willingness to do the work.

- **Core Competencies**

These are the basic skills and approaches to work that all staff should display.

- **External Challenges**

These are the challenges that originate outside an organization. Some of the external challenges confronting correctional facilities are the actions, decisions, or policies of the central office, legislature, Governor's office, courts, victims' rights organizations, facility volunteers, media, and the public.

- **Goal**

This is a long term organizational target or direction of development. It states what the organization wants to accomplish or become over the next several years. Goals provide the basis for the decisions about the nature, scope, and relative priorities of all projects and activities. Everything the organization does should help it move toward the attainment of one or more goals.

EXHIBIT C - GLOSSARY

- **Milestone**

This is a significant date or event during execution of a project that is often associated with the end of a phase or sub-phase.

- **Mission Statement**

This is a statement of organizational purpose.

- **Objective**

This is a measurable target that must be met on the way to attaining a goal.

- **Organizational Climate**

These are the aspects of organizational culture that one can see or hear. An organization's climate is the outward manifestation of its underlying culture. Some aspects of organizational climate are the way people make decisions, who makes them, the rituals people observe, the appearance of the physical plant, who the heroes and heroines are and the stories people tell.

- **Organizational Culture**

These are the values, assumptions and beliefs the people in an organization hold that drive the way they function in that organization. An organization's culture is the source of its climate.

- **Performance Measure**

This is a means of objectively assessing and tracking the results of programs, products, services and/or progress an agency makes on its strategic initiatives.

- **Stakeholder**

This is any person, group or organization that can place a claim on an organization's attention, resources or output, or is affected by that output.

- **Strategic**

In an organization context, this is what which moves the organization toward accomplishing its mission, vision, and goals within the environments in which it functions.

EXHIBIT C - GLOSSARY

- **Strategic Issues**

These are the fundamental and primary issues the organization must address to achieve its mission and vision.

- **Strategic Management**

This is the way in which people make decisions and act on a daily basis, taking into account the organization's culture and internal environment, the external environments with which the organization interacts and the strategic plan that directs the organization's work. People who manage strategically keep in mind how their behavior and decisions move the organization toward accomplishing its mission, vision and strategic plan.

- **Strategic Planning**

This is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.

- **Strategic Response**

This is an action or set of actions taken to deal with people and events that reflect the responder's understanding of the mission, vision, and goals of the organization, the responsibilities in achieving them and the impact of his or her actions on the system both now and in the future.

- **Strategic Thinking**

This is thinking informed by a constant awareness of the context of the internal and external environments affecting one's choices. It refers to the recognition of the consequences of one's decisions and actions in the short and long term, understanding of the connection between one's decisions and the achievement of the organization's mission, vision, values, and goals, and the conscious intent to take advantage of opportunities that present themselves and transform challenges into opportunities.

- **Strategy**

This is the means by which an organization intends to accomplish a goal or objective. It summarizes a pattern across policies, programs, projects, actions, decisions and resource allocations.

EXHIBIT C - GLOSSARY

- **Values Statement**

This is a description of the code of behavior in relation to employees, other key stakeholders, and society at large to which an organization adheres or aspires. Values are related to matters such as governance, leadership, management, power, change, decision making, responsibility to and for clients, the relationship between security and treatment, and issues of gender, race, ethnic group, and religion.

- **Vision Statement**

This is a description of what an organization will look like if it succeeds in implementing its strategies and achieves its full potential.

LOS ANGELES COUNTY PROBATION DEPARTMENT

Subject: STRATEGIC PLANNING OFFICE MANUAL EXHIBIT D - BIBLIOGRAPHY	Section Number: SPOM-1100
	Effective Date: September, 2007
	Approved By: Dave Leone, Quality Assurance Services Bureau Chief

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This is not a comprehensive bibliography, but one that lists the main sources referenced. Various other internal documents and material were utilized for background information to be able to develop a process that is unique to the Probation Department. "Creating and Implementing Your Strategic Plan, A Workbook for Nonprofit Organizations" was the principle source of this manual since one of the authors, Farnum Alston, is the Department's Strategic Planning expert consultant.

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