



**Los Angeles County Mental Health Commission**  
**2024 Retreat**  
**August 15, 2024**

**DEVELOPING ACTIONABLE GOALS with BACKWARDS PLANNING**

**Strategic Goals:**

- Operationalize the high-level strategic objectives
- Approaches or “levers” the Commission can use to make progress against its objectives
- Milestones are the accomplishments needed to achieve the goal
- Can be developed using backwards planning
- Can start to be framed as “SMART(IE)”
  - SMARTIE is a common acronym used in goal-setting to ensure they are specific, measurable, achievable, relevant, time-bound, inclusive, and equitable.

**Backwards Planning**

- Begin with the end goal in mind, and work backwards to map out the steps needed to achieve it.

**Key Questions to Guide Backwards Planning:**

- What is the definition of success?
  - Clearly define the end goal (i.e., the objective you developed previously with your group).
- What are the accomplishments along the way that lead to the big accomplishment?
  - Determine the milestones that indicate progress towards achieving your objective.
- What resources are needed? Who else needs to be involved?
  - Identify key stakeholders and collaborators and their roles
- What is the timeline?



- Identify due dates, deadlines to achieve your objective.

**Instructions:**

1. Return to your small groups
2. Refine your strategic Objective based on the Commission's feedback
3. Develop 2-4 potential, actionable goals for your strategic objective.
  - a. Develop your goals using backwards planning. What will it take to achieve your objective by June 2025?
  - b. Goals should be ambitious yet realistic; goals should be able to be implemented by June 2025.
  - c. The goals your group drafts will be presented to the Commission for review.
4. Assign one person to report out on the goals your group developed.

**Example:**

Priority Area: Training, Onboarding, and Developing Leadership among Commissioners

Objective: Ensure new Commission members are supported, encouraged to grow in their leadership, and impactfully offer their experience and expertise to the benefit of the Commission throughout their tenure.

Goal: Create an onboarding process that orients new Commissioners to the Commission's mission, mandate, and roles by December 31, 2024.



**DEVELOPING ACTIONABLE GOALS**

**Names of Commissioners:**

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**Priority Area:**

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**Refined Strategic Objective based on the Commission's Feedback:**

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**Use this space to workshop multiple revisions. Write the final one in the "Refined Strategic Objective" space above.**



## **BACKWARDS PLANNING**

**Your strategic objective is how you define success.** Answer the following key questions to develop 2-4 potential, actionable goals for your strategic objective.

1. What are the accomplishments along the way that lead to the big accomplishment?

What milestones will indicate progress towards achieving your objective?

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2. What is the timeline or deadline to achieve your objective?

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3. What resources are needed to achieve your objective?

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4. Who else needs to be involved? If possible, list specific stakeholders and their roles.

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**DEVELOPING ACTIONABLE GOALS**

**Names of Commissioners:**

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**Priority Area:**

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**Refined Strategic Objective:**

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**Potential, Actionable Goals that will Help the Commission Achieve its Strategic Objective:**

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2. 

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3. 

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4. 

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**Use this space to workshop multiple goals that will help the Commission achieve its strategic objective. Write the final 2-4 goals in the “Potential, Actionable Goals” on the previous page.**