

Strategic Planning: Getting it Going and Keeping it Going

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Critical Disclaimers

- I am not a subject matter expert.
- I am an uncompromising optimist.
- I believe in the power of organizing to create change.
- I believe effective organizing builds on strengths and assets.
- I believe in the power of the Family Justice Center model.

Critical Confession

- I love strategic planning.

Objectives

- ❑ Understand the benefits of strategic planning for your Center
- ❑ Understand how different planning approaches can be employed successfully
- ❑ Understand the importance of team and organization development as part of the planning program



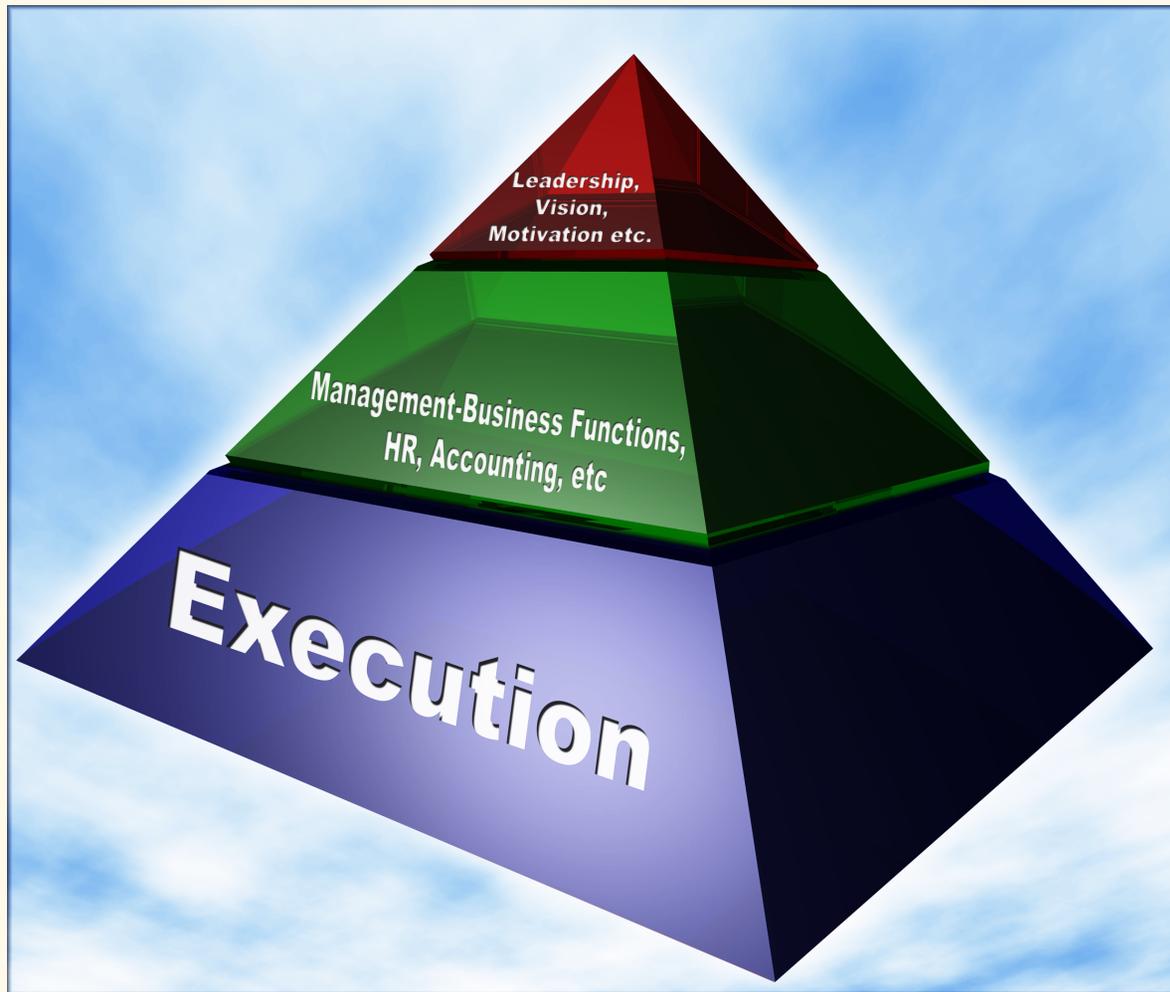
Agenda

- Assumptions
- Why Bother with Strategic Planning?
- Getting Ready
- Customized Strategic Planning
- Implementing the Plan
- Keeping it going....
- A guided strategic planning tour...

Strategic Planning

□ Is no substitute for...

Leadership!



Strategic Planning

- ...for Family Justice Centers (or any large scale multi-disciplinary, multi-stakeholder enterprise)...is a largely a process of:

Strategic Planning

- ...for Family Justice Centers (or any large scale multi-disciplinary, multi-stakeholder enterprise)...is a largely a process of:

- Relationship Building







Why Bother With Planning?

To:

- (Assess the community's readiness for a center)
- To unify and energize a diverse group of people and organizations and disparate interests, cultures, and personal styles
- To energize a diverse group of people and organizations
- Establish a process to continually focus on the big picture

Why Bother With Planning?

To:

- Provide strategic and operational problem solving
- To provide a context for team development
- To provide a platform for leadership development

Phase	Key Questions - Topics
Feasibility Study	<p>What is the Business and Program Case for a Family Justice Center? Should we commit to strategic planning for a Family Justice Center?</p>
Strategic Planning	<p>Vision. Mission. Key Goals, Objectives, and Indicators of Success. Launch pathway and first year implementation plan. What are the roles and responsibilities of each partner?</p>
Launch and Implementation	<p>How do we continually improve services to victims and families? How do we continue to develop the strength of our partnerships and support base?</p>

Getting Ready

To Do:

- Identify and include all appropriate participants
- Define and gain the commitments critical for the planning process success
- Determine the community's readiness
- Conduct a community assessment
- Find the right strategic planner
- Find the resources/funding for the planning process

Month	Key Topics		Participants	Engine Group
Month 1 (One Day)	Vision, Mission, Key Goals, Work Group Formation	Partner Roles and Responsibilities Team Building	Policymakers All Stakeholders External Supporters National Family Justice Center Alliance	Identify and Contact Stakeholders Review Planning Products
Month 2 (One Day)	Objectives Indicators of Success		Work Groups	Participate in and Lead Work Groups Review Planning Products
Month 3 (One Day)	Activities and Operations Planning		Work Groups	Participate in and Lead Work Groups Review Planning Products
Month 4 (Half Day)	Community Review Launch Plan		Policymakers All Stakeholders External Supporters National Family Justice Center Alliance	Identify and Contact Stakeholders Review Planning Products

Customized Strategic Planning

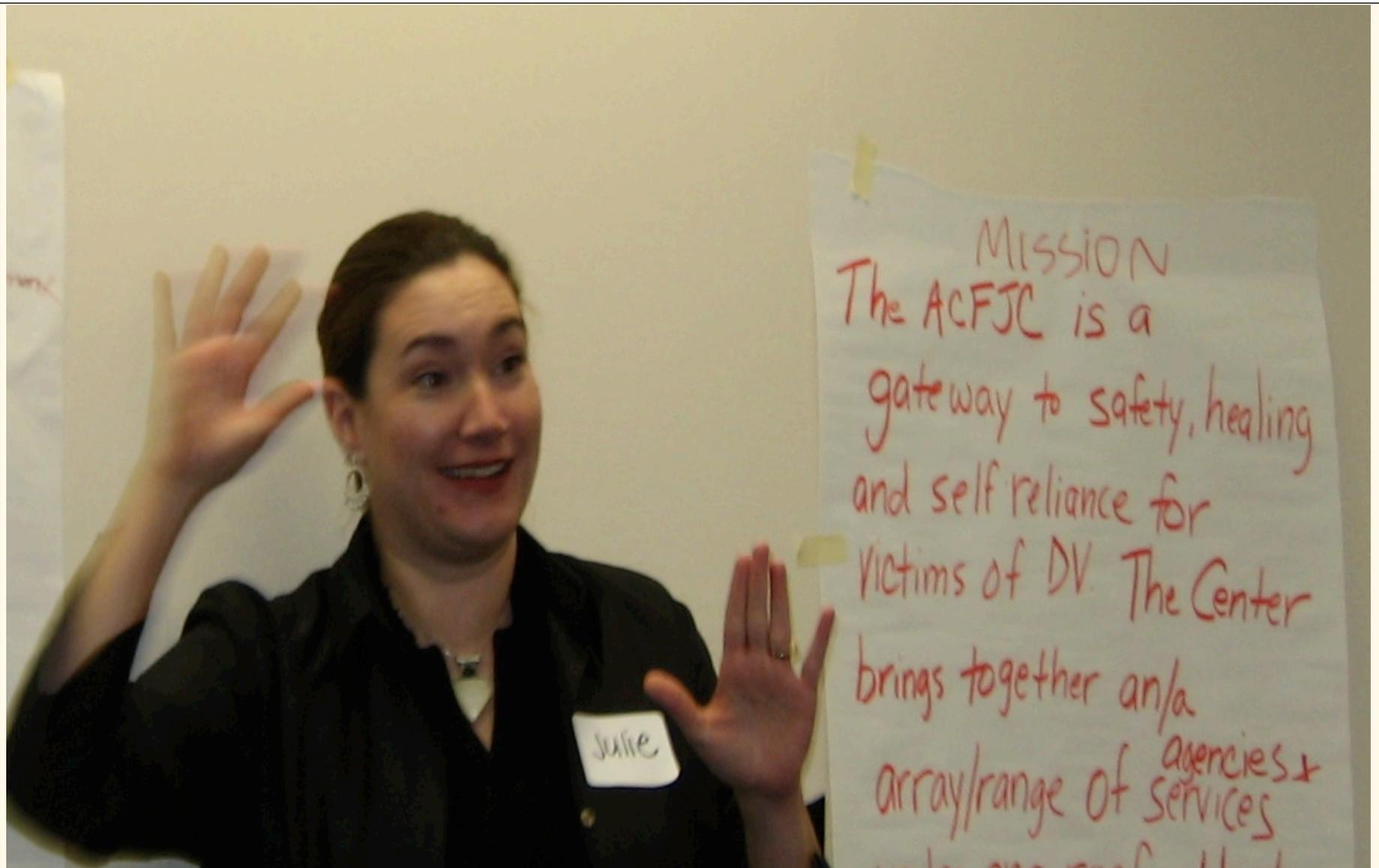
Indicators of a Good Process

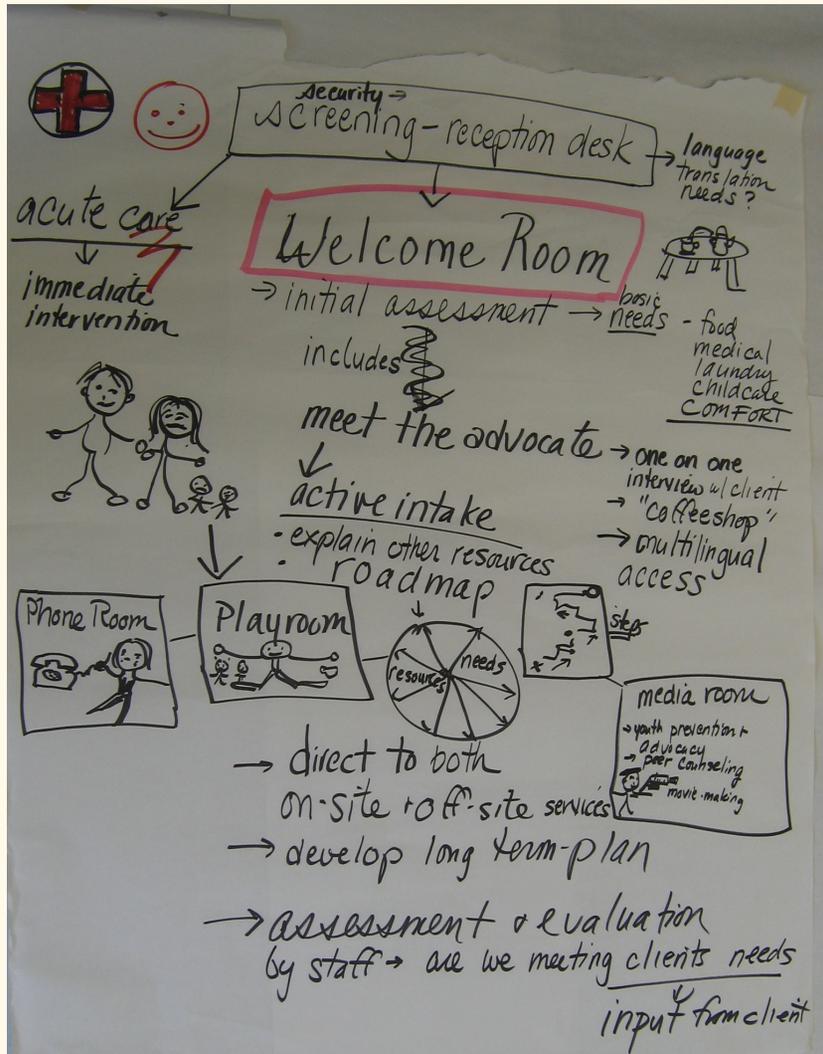
- Values, vision, mission, purpose
- Measurement (indicators)
- Workgroups of partners with specific timelines and tasks
- Increasing organizational (relationships, team) capacity
- Addresses sustainability
- Addresses Implementation

Customized Strategic Planning

The Plan Document Includes:

- Values, purpose, vision & mission
- Timelines & Gantt charts
- Individual tasks with due dates









Key Outcomes Achieved to Date in Alameda County

- Shifting the delivery system from agency-focused to victim-centered; - over 20,000 coordinated client services since opening.
- 20% reduction in domestic violence case dismissals.
- Improved inter-agency collaboration, contributing to a dramatic reduction in domestic violence homicide (from 31 in 2001 to 3 in 2007).
- Significant increase in public support for family violence services including over \$2 million secured in new public and private financial contributions.

Strategic Planning – Keeping it Going

- Practices that haven't worked
- Practices that have worked
- Participant mini-lab

Strategic planning keeping it going...

- Now that we're open, how will strategic planning help us to fully operationalize, sustain, and enhance our family justice center?



Why is ongoing strategic planning particularly important for a Family Justice Center?

- Ongoing collaborative/partnership development;
- Ongoing clarification of roles and responsibilities;
- Ongoing need for fine tuning of governance system;
and
- Ongoing need to keep people engaged in the process/
center (partners and tall trees)

Other common planning questions/ issues:

- How do we keep the dream alive?
- How do we pay for it? – fund development and sustainability –
- How do we continue to build strong community support?
- Expansion: Service Delivery, System, and Facilities...
- Monitoring and evaluation.

**Planning processes and
tools that we
recommend...**

And ones that we don't!

What were we thinking?

Practices that haven't worked.

- ❑ Lack of leadership (strategic planning is not a substitute for leadership)
- ❑ Lack of continuity
- ❑ Vague work plans
- ❑ Lack of commitment to the strategic plan or the strategic planning process
- ❑ Not following the plan – changing course midstream

FJC Strategic Planning Practices We Have Seen Work

- Strong, ongoing communication;
- Managing and creating growth;
- Reconnecting the whole tribe; and
- Monitoring and Troubleshooting

Practices We Have Seen Work

Ongoing Communication

- Best Practices:
 - Keep everyone informed
 - Include off site
- How? --- Listening for What's Needed
 - Creating a Culture of inclusion; room for everybody providing the tools to support it.
 - Build A ListServe
 - Conference calls, webinars

Practices We Have Seen Work Managing and Creating Growth

- Best Practices:
 - Use the Strategic Planning process to respond to new challenges and opportunities maintaining alignment with the FJC's strategic directions
- How? - Techniques
 - Responding to the need for countywide expansion: County of Alameda Safety, Enforcement, and Expansion (CASE²)
 - Keeping the process flexible and adjustable – intentional learning

County of Alameda Safety, Enforcement, and Expansion (CASE²)

- Key innovations:
 - Navigator system
 - Countywide linkages

Practices We Have Seen Work

Reconnecting with the Whole Tribe

- Best Practice: Keeping everyone (veterans and new people) linked to the vision (and each other)
- How – Techniques
 - ACFJC Partnership Summit
 - Semi-annual strategic plan reviews involving everyone

The Alameda County FJC Partnership Summit: Methods

- FJC-wide interviews and data gathering (pre-summit)
- ½ Day Summit Meeting using participatory techniques to analyze interview data, review FJC best practices and progress to date, and develop action plans

Random Pair (onsite and key offsite partners) Interviews - Questions

- Without being humble, what do you see as the strengths that you personally bring to your work with the Alameda County Family Justice Center?
- Again without being humble, what do you see as the strengths that your organization brings to the Alameda County Family Justice Center?
- What are you most proud of in your work to date with the Alameda County Family Justice Center?
- What do you see as the most important strengths/best practices/resources of the Alameda County Family Justice Center (both internally in how we work together, and in how we serve our clients)?
- How could the Alameda County Family Justice Center further enhance the results of your work in the future? What are your three wishes for strengthening our collective health, vitality, and capacity?
- What was the most memorable quote that came from the interview?

The Alameda County FJC Partnership Summit: Methods

Alameda County Family Justice Center Partner Interviews

Instructions:

These interviews serve two purposes: 1) they will provide excellent background material for us to support each other and the ACFJC partnership summit; and 2) they will help ACFJC partners (onsite and offsite) get to know each other better.

The answers you provide will be kept confidential and will be combined with information from other interviewees to create a "picture" of the strengths and needs of ACFJC and key items we need to focus on during our summit on March 7 and moving forward.

Name of Interviewee:

Organization:

Name of Interviewer:

Organization:

Partnership Summit Agenda

TIME	SESSION TOPIC
9:00	Convene Welcome Summit Purpose
9:15	Summit Objectives, Process, & Agenda
9:20	Introductions, Interview and Inquiry Processing
9:50	ACFJC Best Practices To Date and Areas to Strengthen/Enhance
10:30	BREAK
10:45	State of the ACFJC, Nadia Lockyer, Executive Director Presentation - Questions and Answers - Dialogue
11:15	Energizer – Team Builder
11:25	Delivery – Action Planning
12:05	Action Planning Report Out
12:30	Next Steps
12:45	Summit (E)valuation
1:00	Adjourn and Lunch



Practices We Have Seen Work

Monitoring and Troubleshooting

- Best Practice: assess progress and learn about the impact of our work.
- How?
 - Use action planning tools that can be used for monitoring – ACFJC Gantt Charts
 - Review of planned and unplanned accomplishments



- eval. collab. partnerships
 - add sex. ab. to everything incl. website
 - more chs
 - ASE classes
 - span. classes
 - learn college site

STRATEGIC PRIORITY AREA 2: COMPREHENSIVE DIRECT SERVICES

GOAL: DEVELOP AND PROVIDE A COMPREHENSIVE WRAPAROUND SYSTEM OF HIGH-QUALITY, CULTURALLY AND LINGUISTICALLY SENSITIVE CLINIC-ORIENTED SERVICES TO THE DIVERSE POPULATION OF FORMER PRISONERS AND THEIR FAMILIES.

MANAGEMENT TASK	TIMELINE (MONTH 1 = APRIL 2008)					COMPLETION DATE (OR PENDING BUDGETARY YEAR)	SUGGESTED CHANGES OR MODIFICATIONS
	M1	M2	M3	M4	M5		
REPORT SYSTEMS TEAM	4/7						
REPORT INFORMATIONAL MANAGEMENT		5/1					
REPORT GROUP		5/15					
REPORT FOR TASK FORCE CHAIRMAN AND CHAIRMAN REPORT		5/15					
OBJECTIVE 2: BY THE ACFJAC'S OPENING DAY, ESTABLISH A SERVICE DELIVERY PROTOCOL AND SYSTEM THAT INCLUDES WELCOMING, INTAKE, REFERRALS, IF NECESSARY, FOLLOW-UP, AND CLIENT FEEDBACK							<p>in process ensure onsite partners are involved, and engaged onsite</p> <p>still want to see 3</p> <p>need to disseminate out providers needs being met, satisfaction, or joining EC, + link to site</p> <p>communicating changes</p> <p>2-way link to agencies benefits + needs, how to incorporate + link to site</p> <p>focus on getting past survey</p>
OBJECTIVE 3: BY THE END OF MONTH 6, CONDUCT A MULTIPARTY PROGRESS CHECK THAT INCORPORATES CLIENTS, PARTNERS, AND COLLABORATING AGENCY STAFF							<p>conduct an interview at both times</p> <p>with survey for client's satisfaction</p> <p>OP: Outreach to Pacific Gr., BACS</p> <p>focus on getting past survey</p>
OBJECTIVE 4: BY AUGUST 31, 2008, DEVELOP A COMPREHENSIVE CULTURAL COMPETENCY PLAN							<p>Outreach comp. done in agency</p> <p>hor of 6-12 mos / no 2 wks present available</p> <p>Outreach to Pacific Gr., BACS</p>
OBJECTIVE 5: BY THE ACFJAC'S OPENING DAY, ENSURE ITS ACCESSIBILITY FOR CLIENTS WITH SPECIAL NEEDS (PHYSICAL, MENTAL, LANGUAGE/LITERACY BARRIERS, SIGHT IMPAIRMENTS)							<p>test wheelchair thru elevator - 6/9/08</p> <p>VR - pending 5/12</p> <p>TTY - (owned by deaf hope)</p> <p>e-mail - create contact info - 3/4 mos</p> <p>deaf chs - protocol in rough draft end of 4/08</p>

attract plan for clients make aware of EK? in 6 mos.

Woman in blue top and black blazer speaking and gesturing.

Woman in green shirt sitting and listening.

Laptop, projector, and other equipment on a table in the foreground.

Participant Mini-Lab

- What is your highest priority planning issue?

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