



# Creating and Implementing Strategic Plans

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# Objectives

- Attributes of successful of CJCCs
- Core elements of strategic plans
- Moving from problem to plan
- Charters and Bylaws



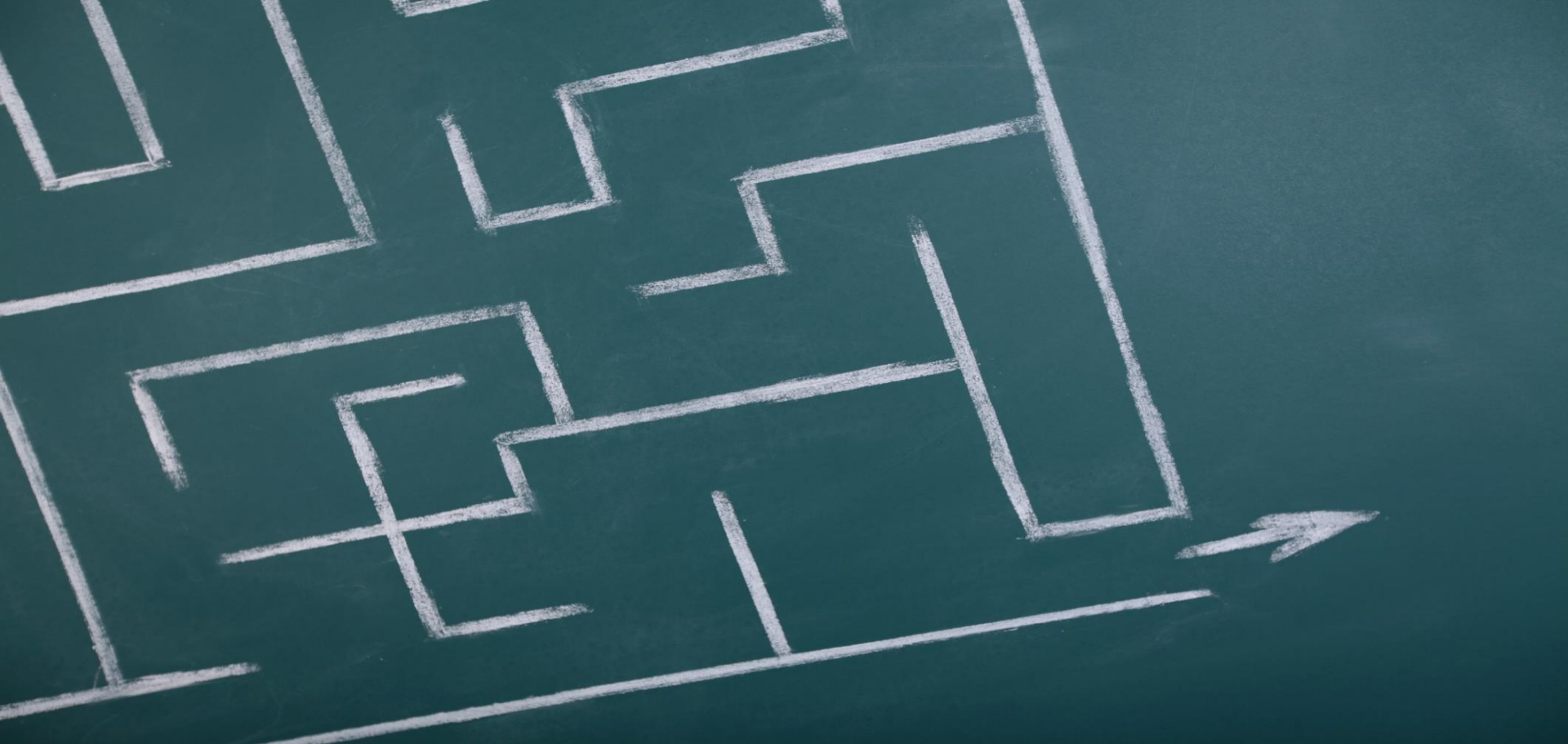
Notable Attributes

# **CRIMINAL JUSTICE COORDINATING COUNCILS**

## Successful CJCCs<sup>3</sup>

- Dedicated administrative staff
- Commitment to consensus building
- Key stakeholders are represented and attending
- Collective mission, vision, goals
- Share and use data
- Encourages innovation and effective practice
- Budgets are aligned with goals/strategies

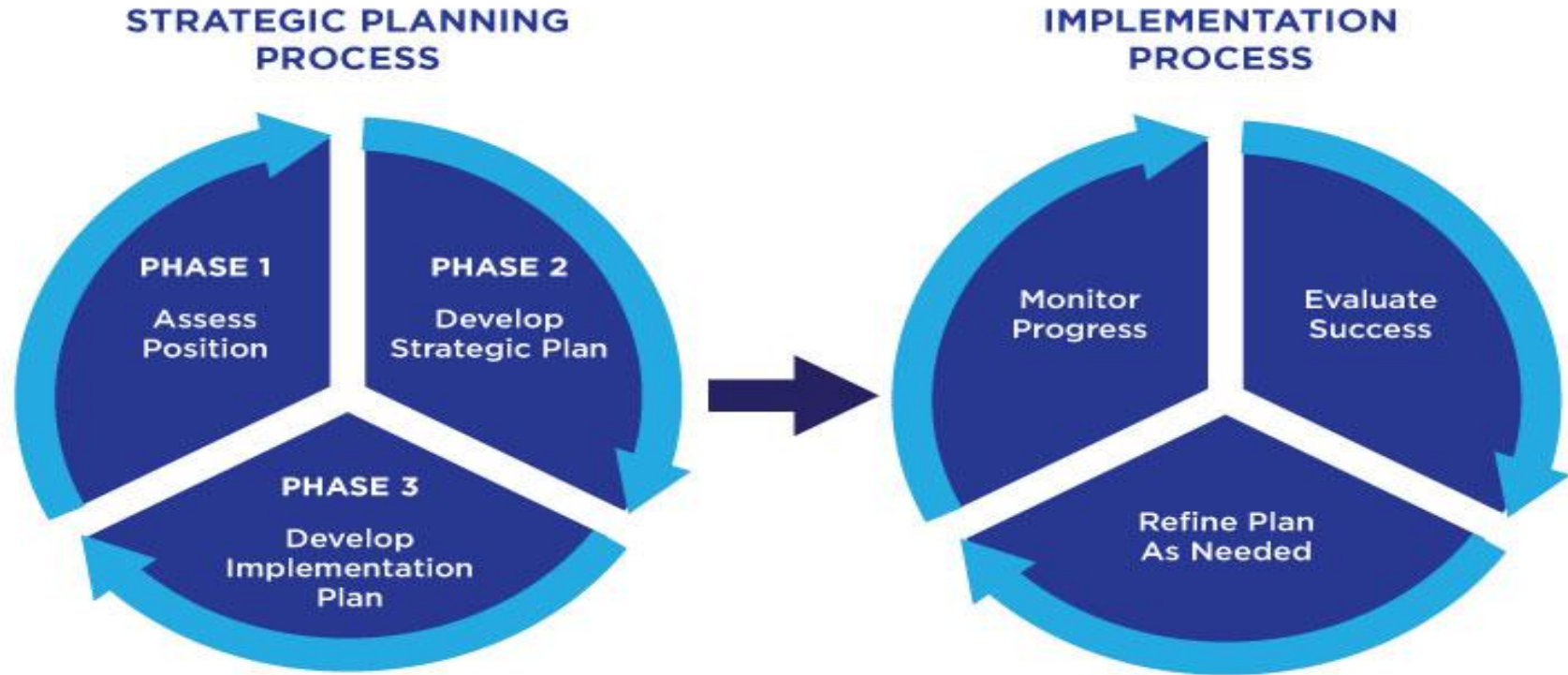




Core Elements

# STRATEGIC PLANS

## June 2017-Dec 2018



## Key elements

1. Mission statement
2. Vision statement
3. Goals
4. Objectives
5. Strategies



Mission: concise **purpose** statement

- Should answer 4 **key** questions:

1. What do we do?
2. How do we do it?
3. Whom do we do it for?
4. What value are we bringing?<sup>1</sup>

Vision: what you **aspire** to in the future



Goals: Specific **declarations** about what you hope to achieve.

Objectives: Measurable **steps** to attain your goal

Strategies: **Actions** to reach goals and objectives.



# Goals vs Objectives

BASIS FOR COMPARISON	GOALS	OBJECTIVES
Meaning	A goal is a long term purpose which a person strives to achieve.	Objectives are the achievements which can be attained only if the attempts are made in a particular direction.
What is it?	End result	Means to an end
Basis	Ideas	Facts
Time frame	Long term	Medium term to Short term
Measurement	Comparatively difficult	Easy
Materiality	Abstract	Concrete
Action	Generic	Specific

# S.M.A.R.T. Objectives

Specific

Measurable

Achievable

Results-oriented

Time bound

## S.M.A.R.T.<sup>2</sup>

## Questions

Specific

What, why, how?

Measurable

How will you document change?

Achievable

Is it possible? Have others done it successfully? Do you have the necessary knowledge, skills, abilities, and resources to accomplish it?

Results-focused

What is the reason, purpose, or benefit of the activity? What do you hope to bring about?

Time-bound

When is completion expected? Does it create a practical sense of urgency?



# Strategies / Action Plan

- What are the activities that need to be completed?
- Who will be responsible for those activities?
- What resources are needed to support implementation?
- How will you monitor progress? What data are needed?
- What challenges do you foresee? How might they be addressed/mitigated?
- What existing strengths/resources can be leveraged?

## Key elements

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Key Considerations

## **BUILDING YOUR PLAN**

# Identifying the Problem

- Scan for issues/concerns or areas for change
- In-depth analysis
  - Administrative data
  - Survey, discussions, forums
    - Practitioners
    - Community members
    - Justice-involved





# Responding to the Problem

- Additional **data** collection/analysis
- Consider promising/evidence-based **practices**
- Develop alternative **solutions** *with a clear theory of change* (Caution)



# Responding to the Problem

Topic	Questions
Data	What is available? Who has it? What does it tell us? What are the limitations of the existing data? How will those new data be collected? What new data is needed? Who should be responsible for collecting those data?
Promising/Evidence-based practices	Are there promising or evidence-based practices to address the problem identified? Where the programs/practices implemented with a population similar to the one we are examining? What challenges have other faced implementing such practices? Do we have staff/organizational capacity?
Alternative solutions (Caution)	What theory(ies) support our conclusions? What evidence exists that our idea is appropriate? What challenges do we foresee? If this involves significant adaptation of an existing proven strategy, why is adaptation necessary and how might it impact the effectiveness of the program/practice?

# Evidence-based Program Resources

1. Center for the Study of Prevention of Violence
2. Campbell Collaboration
3. Crimesolutions.gov
4. Evidence-based Policing Matrix
5. OJJDP Model Programs
6. OJJDP Coalition for Evidence-based Policy
7. SAMHSA National Registry of Evidence-based Programs and Practices

# Monitoring Implementation

- Developing performance metrics
- Continued feedback and assessment
- Formal evaluation





# Charter and Bylaws

## Advantages:

- Clarify roles and responsibilities
- Ensure continuity
- Should facilitate collaboration, not be a hinderance

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Visit our website at [www.icjia.state.il.us](http://www.icjia.state.il.us) for the latest ICJIA research and grant opportunities.

## References

1. Hull, P. (2013). Answer 4 questions to get a great mission statement. *Forbes Magazine*. Available at: <https://www.forbes.com/sites/patrickhull/2013/01/10/answer-4-questions-to-get-a-great-mission-statement/#9d4a75467f57>
2. Borrowed from: <http://www.hr.virginia.edu/uploads/documents/media/Writing SMART Goals.pdf>.
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