Using Bryson Model to think strategically (long term, environmental scan) vs. tactically (day to day operations)

* Non-profit model uses satisfaction from stakeholders as benchmark
* Goal-coherent plan without jargon, has clarity and brevity

**Process-**

1. Planning to Plan
   1. Who is involved?
      1. Small focused group including organization leaders, partners and stakeholders
   2. Timetable creation
      1. Set end date and work backwards to plan meetings and activities
   3. Division of labor
      1. Create work group-Strategic Planning Committee
         1. Will coordinate, collect data and prioritize goals
      2. Create focus groups
         1. Small, short feedback sessions from participants and stakeholders
      3. Create Mandate Review group
         1. Participants review mandates from funding and parent organizations to ensure plans adhere to regulations/requirements
2. Validate Mission/Vision and Values through survey
   1. Mission = purpose, why are we here, what do we accomplish?
   2. Vision = what do we aspire to become, always reaching for?
   3. Values = what is important to us?
3. Review Mandates
   1. What organizations?
   2. What are the mandates?
   3. Are we compliant?
4. Conduct an Environmental Scan (SWOT-Strengths, Weaknesses, Opportunities for Improvement, Threats)

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| --- | --- | --- | --- |
|  | **Internal – the organization has direct control over these factors** | **External – not under the direct control of the organization, but the organization has the ability to influence outcomes** |  |
| **S** | What are the organization’s strengths? | What are the organization’s opportunities for improvement? | **O** |
| **W** | What are the organization’s weaknesses? | What are the external threats to the organization? | **T** |

* 80% of energy should go into maintaining and improving what is working well
* 20% into fixing/addressing issues

1. Surveys: All done on Survey Monkey
   1. Mission/Vision Statements Survey
      1. Mission Statement
         1. The Agency’s mission statement is a succinct yet clearly expressed statement of an organization's purpose--its reason for being. A good mission statement addresses three critical areas for an organization's success:
            1. why the organization exists,
            2. who the organization serves, and
            3. what specific service the organization provides.
         2. JJAB's Current Mission Statement: *"Place your Mission Statement Here."*
         3. On the rating scale below please indicate how well you believe the current mission statement projects the purpose of the Juvenile Justice Advisory Board in Los Alamos.
            1. Totally unclear and uncompelling
            2. Somewhat unclear and uncompelling
            3. Slightly unclear and uncompelling
            4. Slightly clear and compelling
            5. Somewhat clear and compelling
            6. Very clear and compelling
         4. What do you find effective about the current mission statement?
         5. What do you find lacking in the current mission statement?
   2. Vision Statement Survey

ii. Vision Statement

* + - 1. An Agency’s vision statement is a statement of aspiration—what the Agency aspires to be in the future and what the Agency seeks to achieve. A good vision statement projects a compelling future and the dreams and hopes of the Agency. A vision statement is usually not more than a paragraph, but if well done is a powerful and inspiring paragraph.
      2. JJAB’s Current Vision Statement: “ *Place your vision statement here*”
      3. On the rating scale below please indicate how well you believe the current vision statement projects an inspiring future for the Juvenile Justice Advisory Board in Los Alamos.
         1. Totally unclear and uncompelling
         2. Somewhat unclear and uncompelling
         3. Slightly unclear and uncompelling
         4. Slightly clear and compelling
         5. Somewhat clear and compelling
         6. Very clear and compelling
      4. What do you find effective about the current vision statement?
      5. What do you find lacking in the current vision statement?
      6. What three to five words should describe the Juvenile Justice Advisory Board 5 years from now?
  1. SWOT Survey:
     1. JJAB’s strengths are usually those things which are contributing to our success or those things within the JJAB which are working extremely well. Strengths may include people, processes, attitudes, or anything else which is making a positive contribution to accomplishing the agency's mission. In the space below please identify from your perspective the 3 to 5 greatest strengths of the JJAB.
     2. The weaknesses are usually those things which detract from JJAB accomplishing its mission or are blocking success in some way. Weaknesses, also, may include people, processes, attitudes, or some other thing. In the space below please identify from your perspective the 3 to 5 greatest weaknesses of the JJAB.
     3. Opportunities are considered those things outside of JJAB’s direct control that may be used to the agency's advantage; these may include new partnerships, alliances, or sources of support outside of the JJAB. One example typically cited is the opportunity to provide additional services, support (professional or financial) to existing stakeholders, or to provide new services or existing services to new stakeholders. In the space below please offer your thoughts on the 3 to 5 greatest opportunities facing the JJAB.
     4. Threats for the purposes of this assessment are considered those things outside of JJAB’s direct control which may keep us from being successful, cause us to go off track, or actually cause JJAB to cease to exist. One example typically cited is the threat of continued decreases in funding. In the space below please offer your thoughts on the 3 to 5 greatest threats facing the JJAB.
     5. Do you have any other thoughts on how the JJAB could improve its services?

1. List of Focus Areas
   1. What are they and why?
   2. Focus Group Questions:
      1. What do you think JJAB’s mission/purpose is in *Your community*?
      2. Are JJAB services helpful, are they successful, or do they need improvement?
      3. How can we improve and what other services do you think we should provide?
2. Set Goals, Objectives and Timelines of Plan (Tactics of implementation)
   1. Monitor, Refine and Adjust
      1. Place Strategic Plan review on Agenda 2-3 times per year
      2. Update as needed
      3. Keep a checklist

**Action Items-Timeline- deadline**

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| --- | --- | --- |
| **Item** | **Person/Group** | **Timeline** |
| M/V SURVEY   * Survey questions on M/V statement, creation of survey groups  1. Board 2. Contractors 3. Customers  * Survey questions vetted before being sent out * Survey sent out |  |  |
| STEERING COMMITTEE MEETING |  |  |
| FOCUS GROUP FORMATION   * Stakeholders- * Mandate Review- * Data Collation Team (M/V, SWOT)- |  |  |
| SWOT SURVEY   * Survey questions on SWOT statement, creation of survey groups  1. Board 2. Contractors 3. Customers  * Survey questions vetted before being sent out * Survey sent out |  |  |
| STEERING COMMITTEE MEETING   * Discuss M/V survey info * Discuss SWOT survey * Focus group info * Define focus area |  |  |
| STEERING COMMITTEE MEETING FACILITATION   * Define and narrow choices to prepare for writing document * Feedback on final focus areas obtained from all planning participants |  |  |
| DRAFT PLAN SENT TO BOARD   * Comments and changes accepted |  |  |
| PLAN VOTED ON BY BOARD |  |  |
| FINAL MEETING   * Wrap up and future plan |  |  |

Feedback from other Coordinators:

Listed below is the feedback received from 3 Counties. I love Mission/Vision statements of Socorro and of Chaves Counties.

Kirstin Keller

Socorro County

Vision: The vision of the Socorro County Juvenile Justice Board is to positively impact and enhance the lives of our youth to prepare them for a productive adulthood.

Mission: The mission of the Socorro County Juvenile Justice Board is to develop a community network to serve and support the success of our youth and families in a positive, professional, and organized manner.

Lucia Serrano

Chaves County

“The vision of the Chaves County Comprehensive Strategy Board is to positively impact and enhance the lives of our youth to prepare them for a productive adulthood.”

Bianca Padilla

Key Foundational Pillars

1. A network of partners (both natural and cultivated) who share a vision for our youth and families.

2. The use of data to drive our decisions around youth issues.

3. The development of a dynamic comprehensive strategy and plan as envisioned by The New Mexico Children’s Code and Continuum Statue.

4. The ability to align, share, and mobilize community resources.

Strategic Building Blocks

1. Activities for Children, Teens, and Families

2. Substance Use/Abuse

3. Educational Opportunities and Job/Skills Training

4. Family Resiliency

5. Building Respect for Youth

Each strategic building block is highlighted on the following pages with a consistent format of;

1. The Strategic Building Block

2. Services Supporting this Building Block provided by the Community

3. Identified gaps in these services/programs.

4. What the Grant County Continuum of Youth Services provides to support this priority.