



**JusticeExperts.com**

## **Services for Justice Information Sharing**

### *Issues for Governance, Planning and Re-Organization*

Within government there are two contradictory truths about governance and planning:

- 1) It's always there and well-defined by law, and
- 2) It's continually changing.

That, albeit, is the nature of the political organization. The concept of “re-organization” is often regarded as “out of scope” or politically imprudent in light of the span of time any one administration has the opportunity to do so within a single political organization. However, there is a major fault by concept that occurs over time to most political organizations due to these set of facts: the majority of the organization is made up (from the upper middle managers down to the lowest entry-levels) of career civil servants who all too often get caught in ebbs and tides of passing administrations, or gradually drown in a sea of change for lack of leadership when sweeping reform and re-organization is critical to the effective day-to-day management of these divisions.

Favorably, it has been recognized by most progressive justice agencies and boards that changes, re-organization and planning must occur. New departments and functions such as the Homeland Security and Emergency Management divisions, new scope to projects like integrated justice information sharing, and changes in methods and use of emerging technologies have all given cause to the need for new organization, new governance models and new business planning endeavors.

**JusticeExperts.com** has dealt with these issues for many years and can assist in the specific business and planning needs, and both a process and path for accomplishing these tasks, and more, for the whole of the local, regional or statewide justice community.

**Strategic Planning for Justice Enterprise:** revisiting the vision, mission, goals, communication plan, identifying/documenting strengths, weaknesses, opportunities and threats, building upon on the strategic planning and communication efforts recommended through the CJIS Project



**A Strategic Planning Process** for individual divisions/agencies of Justice Enterprise: aligned and inherited from the governing principles and vision in the overarching Mission, Vision for Integrated Justice, specifying aligning goals and efforts of each division (including Homeland Security, traditional Criminal Justice Information and Records Systems and Information Technology).

**Assessment of Information Technology** across all divisions under the jurisdiction of the Justice Enterprise and recommendations for enhancement/alignment of IT-related assets, resources, skills, services, and infrastructure: An Enterprise Resource Management plan and a layered Enterprise Reference Model.

## Strategic Planning for the Justice Enterprise

In a vital and self-aware organization each functional areas (or division) has an on-going process for addressing its own strategic issues which then feed into an institutional strategic, business and/or program planning process at regular intervals. Uncoordinated planning efforts can lead in conflicting directions. An inter-related cycle of planning across all areas provides for a structure for communication, understanding an enterprise-wide success.

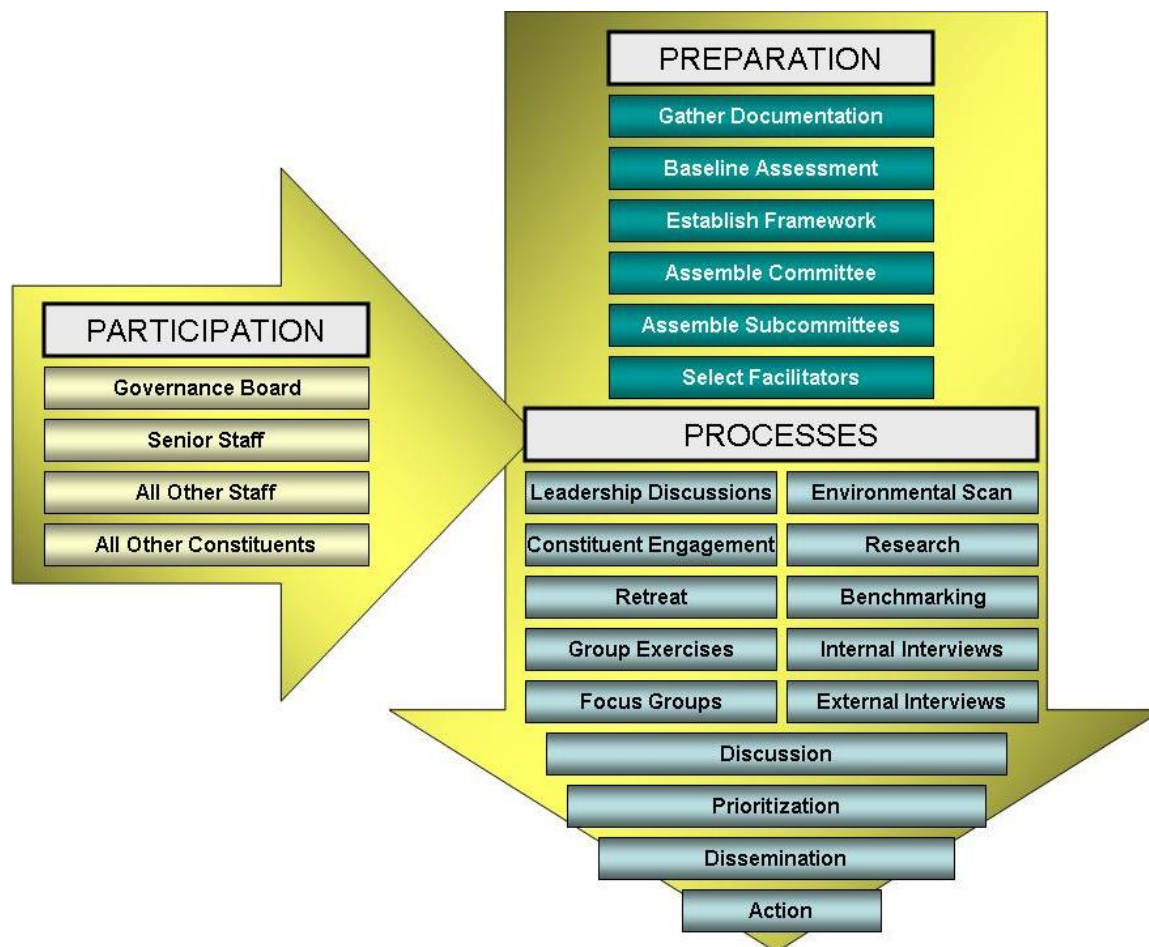


Figure 1: Integrated Planning

## Strategic Planning

There are many good models for strategic planning. Which approach will work for a specific institution depends upon the nature of the organization (many or few constituencies, and how large, engaged, and dispersed they are; size and nature of staff; role of the governing board), the prior planning experience of staff and governing board, the life-cycle stage of the organization (new, thriving, stalled, troubled), and the nature of the changes it is facing or creating. Synthesis Partnership has designed and facilitated strategic planning processes for educational and cultural institutions, public libraries, religious congregations, and other non-profits. Typical components of a planning process include: (see Figure 2)

**Figure 2: Typical Strategic Planning Components and Processes**



## Strategic Analysis

Traditional modes of strategic planning can be invaluable exercises, not only for planning, but also for board and staff development, and for consensus-building. However, when an organization has never tackled a full-blown strategic planning process, we often recommend alternative approaches. Traditional strategic planning requires a major commitment of time and energy; it can be a difficult challenge for an institution that has not yet developed a culture of planning; and it does not naturally encompass expertise-based strategic implementation. If an institution has specific issues to deal with in identity, facilities, business planning, or marketing, it is likely that a traditional strategic planning process will consume all of the available energy of the governing board and management while only getting to the first, vague stage of a solution.

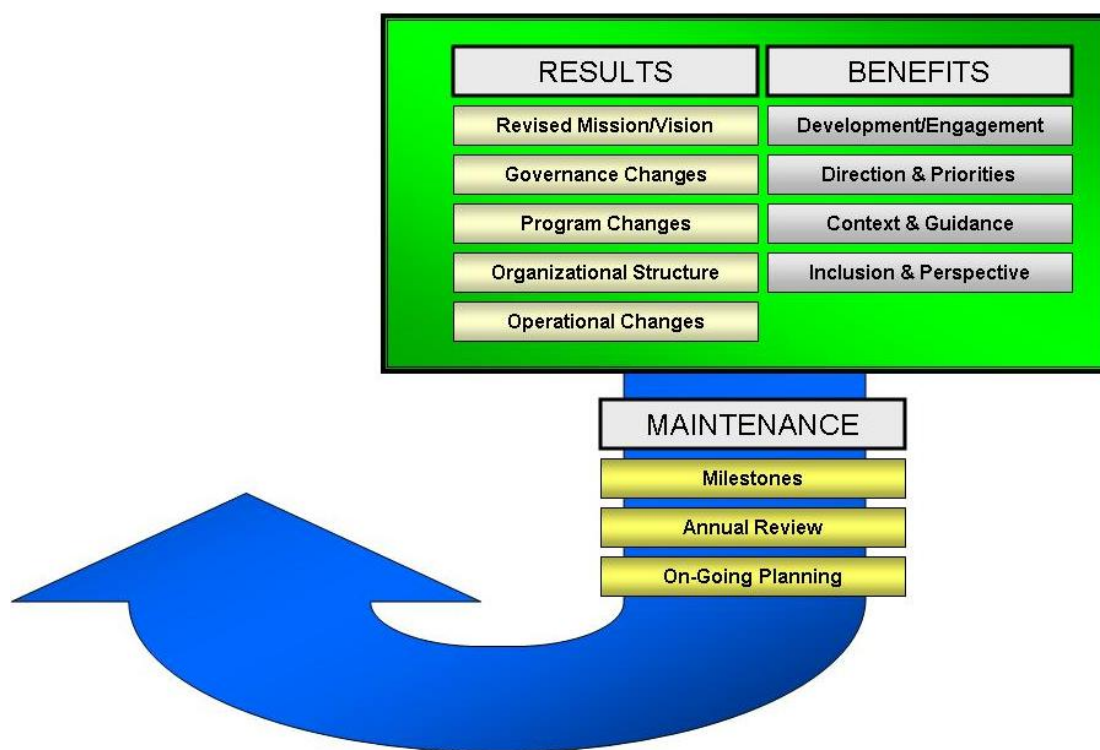
Synthesis Partnership can perform a strategic analysis, followed by highly focused strategic implementation planning. We add value efficiently by guiding management and board through issues of strategic priorities, program planning, business planning, and physical master planning; by tying all of these efforts into organizational mission and identity; and by laying out clear steps for implementation using carefully selected expertise such as fundraising, marketing, architecture and design.

Once this solid foundation has been established future strategic planning can productively assume the traditional mode, with an internally-driven, hands-on approach reinvigorating the organization with board development, self-awareness, energy and commitment.

In each assignment the facilitator must carefully to the situation, assess needs, and design a strategic analysis process that suits the specific circumstances. Generally there are many constituents who have different stakes in the organization, but facilitators work with the clients to find the most effective and efficient approach to each assignment. We identify key issues and suggest ways to address them. Above all, Synthesis Partnership is a process advisor. We make certain that our clients are asking themselves the right questions to identify their most essential strategic goals and then to use these goals as a guide for all their planning.

In the end, there are three major outcome and future process areas from the strategic planning process: Results, Benefits, and the new and on-going process of moving the planning process forward thru each division of the organization, and renewing the process on a regular or annual basis (*Figure 3*)





*Figure*

### ***3: Outputs of Strategic Planning***

#### **Process Transparency**

In any organization, effective change requires consensus. With many of our clients—especially those in education and health care, religious congregations, and others with highly empowered stakeholders—consensus within and across diverse constituencies can be especially difficult to achieve. Synthesis Partnership custom designs transparent processes for our clients. These inclusive, strategic exercises make all stakeholders feel involved and valued, and recognize and incorporate their concerns, but avoid the pitfalls of democratic (or veto-based) decision-making.

A truly transparent process can only be designed with an understanding of the organization involved. When developed carefully, it offers many positive qualities:

- A transparent process is inclusive: it implies that the work is done by a wieldy few, but is visible and accessible to all.
- A transparent process is open: If your work is done with openness, there will be enormous energy and enthusiasm throughout an institution. A broad range of people have good ideas; if all the vision comes from the administration alone, or from the governing board, frustration will likely interfere with success.

- A transparent process is responsive: It may take a top-down directive to make things happen at your institution. However if you leave latitude for feedback, you will find ways to address peripheral pressing needs with a well-focused primary goal. And just the act of asking for feedback will improve morale. (Note that this also works the other way. If your institution is paralyzed by excess democracy, a well-designed transparent process can separate participation from decision-making.)
- A transparent process is based in effective communication. (e.g. an economic model that can be read by non-financial board members; or facilities goals that are developed and expressed in strategic, not architectural terms.)
- A transparent process is replicable by being well-documented; thus it becomes not just a one-time expense but an investment that prepares for future deliberations as well as current decisions.

## Measurable Outcomes for Strategic Planning Initiatives

### Goals

Goals are specific accomplishments that must be accomplished in total, or in some combination, in order to achieve some larger, overall result preferred from the system, for example, the mission of an organization. (Going back to our reference to systems, goals are outputs from the system.)

### Strategies or Activities

These are the methods or processes required in total, or in some combination, to achieve the goals. (Going back to our reference to systems, strategies are processes in the system.)

### Objectives

Objectives are specific accomplishments that must be accomplished in total, or in some combination, to achieve the goals in the plan. Objectives are usually "milestones" along the way when implementing the strategies.

### Tasks

Particularly in small organizations, people are assigned various tasks required to implement the plan. If the scope of the plan is very small, tasks and activities are often essentially the same.

### Resources (and Budgets)

Resources include the people, materials, technologies, money, etc., required to implement the strategies or processes. The costs of these resources are often depicted in the form of a budget. (Going back to our reference to systems, resources are input to the system.)



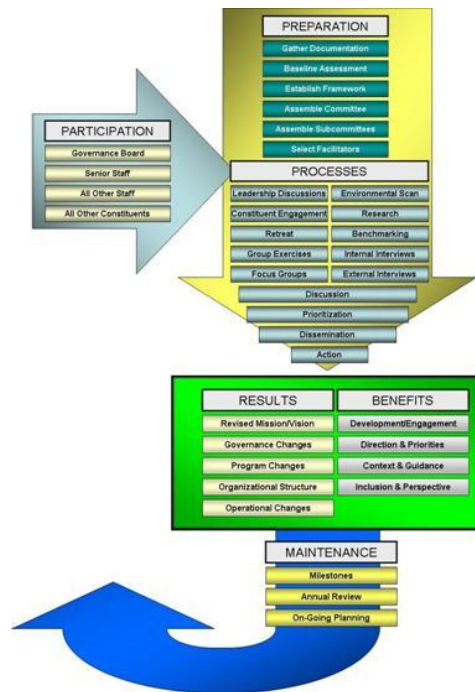
# A Strategic Planning Process for Individual Divisions/Agencies

## Basic Overview of Typical Phases in a Strategic Planning Process

Whether the system is an organization, department, business, project, etc., the basic planning process typically includes similar nature of activities carried out in similar sequence. The phases are carried out carefully or -- in some cases -- intuitively, for example, when planning a very small, straightforward effort.

The complexity of the various phases (and their duplication throughout the system) depend on the scope of the system. For example, across the divisions of a Statewide Justice System, the following phases would be carried out in the corporate offices, in each division, in each department, in each group, etc.

In some cases, the Governance Board of the Justice Enterprise may designate the degree to which components or divisions interact in the strategic planning efforts. Further, they may make certain priorities on divisions whose need for new governance, planning and re-organization is paramount to other Enterprise mission critical projects and objectives (e.g. Homeland Security, CJIS and ICJIS, etc.)



**1. Reference Overall Singular Purpose ("Mission") or Desired Result from System**  
 During planning, planners have in mind (consciously or unconsciously) some overall purpose



or result that the plan is to achieve. For example, during strategic planning, it's critical to reference the mission, or overall purpose, of the organization.

## **2. Take Stock Outside and Inside the System**

This "taking stock" is always done to some extent, whether consciously or unconsciously. For example, during strategic planning, it's important to conduct an environmental scan. This scan usually involves considering various driving forces, or major influences, that might effect the organization.

## **3. Analyze the Situation**

For example, during strategic planning, planners often conduct a "SWOT analysis". (SWOT is an acronym for considering the organization's strengths and weaknesses, and the opportunities and threats faced by the organization.) During this analysis, planners also can use a variety of assessments, or methods to "measure" the health of systems.

## **4. Establish Goals**

Based on the analysis and alignment to the overall mission of the system, planners establish a set of goals that build on strengths to take advantage of opportunities, while building up weaknesses and warding off threats.

## **5. Establish Strategies to Reach Goals**

The particular strategies (or methods to reach the goals) chosen depend on matters of affordability, practicality and efficiency.

## **6. Establish Objectives Along the Way to Achieving Goals**

Objectives are selected to be timely and indicative of progress toward goals.

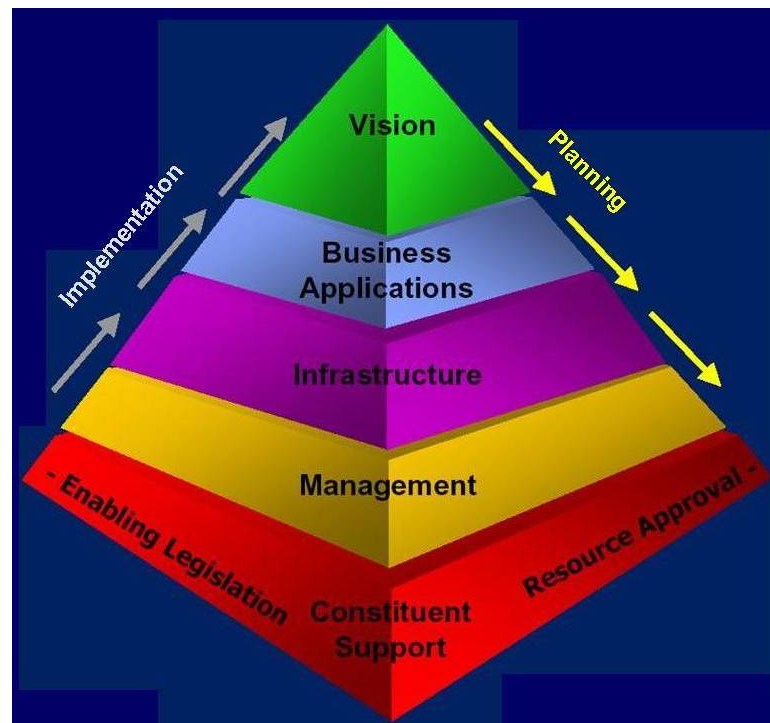
# **IT Service Assessment and Enterprise Development Process**

- **Project Initiation** (*Enterprise-wide*)
- **Documentation Review** (*Numerous*)
- **Leadership and IT Interviews** (*25-30 interviews*)
- **Baseline Development**
  - Applications and Initiatives Inventory (*30-40 applications*)
  - IT Infrastructure Standard Reference Areas (*46 components*)
  - IT Skills Inventory (*50-60 Employees*)
  - IT Organizational Analysis (*ITS and 16 Departments*)



- **Business Services Workshops** (3 workshops)
- **Infrastructure Workshops** (2 workshops)
- **Management Workshops** (3 workshops)
- **Final Report**
  - Executive Summary
  - Planning Approach
  - Assessment
  - Strategy
  - Implementation Plan for Enterprise Resource Management
  - Appendices

## Enterprise Resource Planning and Implementation



## **Planning Impacts:**

### ***Business Services***

#### **Integration**

Reduce labor, improve accuracy and timeliness of information

#### **Functionality**

Provide business-critical processes with leading-edge IT systems

#### **Consistency**

Deliver systems that look and operate the same way to provide quality and usability

### ***Infrastructure***

#### **Accessibility**

Increase availability and value of services at reduced costs

#### **Serviceability**

Manage systems that are easier to maintain and update, and which require fewer skills to support

### ***Management***

#### **Efficiency**

Maximize the use of the technology budget at the Enterprise level, while supporting departmental ownership of their business requirements

#### **Effectiveness**

Administer IT assets by focusing on business tasks that provide the highest returns on customer services and cost savings

