

## **APPENDIX A**

# **DESCRIPTION OF AGENCY'S PLANNING PROCESS**

### **Agency Plan Development**

#### *Historical Overview*

In January 1992, the chief of the Inspection and Planning Service was charged with coordinating the development of the Department's first Strategic Plan. Soon after, a Strategic Planning Group (SPG) chaired by the Assistant Director (or Chief of the Inspection and Planning Service in the Assistant Director's absence) and made up of key personnel was established to assist in guiding development of the 1992 plan.

The Department's Strategic Plan was updated in 1994, 1996, and 1998 by the Inspection and Planning Service and Accounting and Budget Control with input from the various units of the Department. In response to concern that employee input was not considered during the development of the Strategic Plan, a Strategic Planning Work Group was formed for the 2000 update. This group consisted of 19 members of the major strategic areas of the Department, and was chaired by an inspector of the Office of Audit and Inspection. During the 2000 update, many logistical problems resulted from the large size of the Work Group.

These problems were overcome during development of the 2002 Strategic Plan by having the project leader from the Office of Audit and Inspection communicate directly with the Director, Assistant Directors, and the five major division chiefs. The division chiefs then delegated the tasks to the command levels they deemed appropriate to provide the best information. This approach was applied again in the 2004 and 2006 plans. In 2008, the Public Safety Commission conducted a strategic plan workshop with the Director, Assistant Director, division representatives, and Audit and Inspection personnel. The Commissioners provided comments and received updates from department personnel. The draft report was then submitted to the Public Safety Commissioners for review and comments.

#### *2010 Agency Strategic Plan*

The 2010 Strategic Plan represents a significant break from previous versions. It reflects the major reorganization of the Department implemented in 2009, to include the appointment of new leadership, the creation of new division, and the strengthening of the Department's regional structure. In addition, it endeavors to refocus Department activity on current threats and challenges more effectively and drive the ongoing implementation of more modern business practices and standards.

Ensuring these transformational changes were captured in the 2010 Strategic Plan demanded the active engagement of the Department's senior leadership in the planning process. The Director, Deputy Directors, and all Assistant Directors participated in two critical working sessions in November 2009 - the first to establish the Department's new vision, mission, values, and goals;

and the second to determine the objectives supporting the Department's new goals. Since then, this leadership team has remained actively engaged throughout all stages of the plan's development. The set of strategies for the plan was agreed upon by Assistant Directors in coordination with the Finance Division, and a lead Division was designated to coordinate additional work on each strategy. A small writing team reporting to the Chief of Staff and the Director compiled input and managed the workflow and coordination process. Divisions, Regional Commanders, Deputy Directors, and the Director refined the document through multiple drafts.

A complete, coordinated draft of the plan was finished in March 2010 in preparation for the LBB's strategic planning cycle. Since that time, the Department invested significant time and effort, especially at the senior leader level, in refining the 2010 Agency Strategic Plan and responding to Legislative Budget Board guidance. The intent of this investment was to create a document that better reflects current and emerging Department priorities, focuses the Department more effectively on results by "measuring what matters," and serves as an essential management tool for Department leaders going forward.

As a follow-on effort, the Department will develop a set of Action Plans (one per Strategy) covering the major tasks, responsibilities, and resources required to implement the DPS Agency Strategic Plan. Action Plans will also include a tiered assessment model for major capabilities related to each Strategy. The intent of these models is to establish objective criteria, based on appropriate variables, for assessing current capability levels and projecting the impact of resource increases or decreases on performance and risk. For capabilities that are below acceptable levels, Action Plans will also specify the activities or changes (e.g. in personnel, equipment, training, or funding) required for improvement.