BOPPPS STRATEGIC PLAN 2019-2028

DECEMBER 18, 2018

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3-5 Year Trends and Drivers – (revised 10/3/18)

1. RESEARCH AND DATA WILL INFORM DECISIONS
   - Continued research into evidence-based alternatives
   - Legislature and public increasingly interested in ability to demonstrate effectiveness
   - Oregon State requires that Community Corrections programs receiving state funding are evidence based
   - Increased need for gender, cultural, racial, LGBTQ, socio-economic, mental health, disabilities and cultural responsivity

   Anticipated impacts
     - Release decisions
     - How we assess sex offenders
     - Revised supervision conditions
     - Review impacts of determinate sentencing
     - Research capabilities and capacity

2. ENVIRONMENT WILL BE COLLABORATIVE
   - Stakeholders have influence in the direction of the Board

   Anticipated impacts
     - Increased collaboration between agencies and organizations

3. SUPPORT FOR ALTERNATIVES TO INCARCERATION WILL INCREASE
   - Oregon trend towards reducing length of stay for youth and adjusts and increased diversion programs
   - National recognition of the high cost of incarceration
   - Trend towards matching risks and needs
   - Some recognition that incarceration's role is both reformation and incapacitation
   - National trends towards incapacitation

   Anticipated Impacts
     - Increased pressure for release decisions
     - Increased pressure on DOC for early releases – impacting Board work load

4. TECHNOLOGY WILL EVOLVE
   - Automation investments are very expensive– limiting opportunities for later ROI
   - Opportunities exist for utilization of AI in Board cases (some off the shelf)
   - Continued move towards paperless – electronic records
   - Electronically enabled work environments will increase

   Anticipated impacts
     - Employee satisfaction could increase with e-work
     - Changes hiring profile
     - Change in expectations of new employees
     - Public will expect the Board to utilize 21st century technology

5. PUBLIC OPINION WILL INFLUENCE DECISION MAKING
   - Continued support for victims
   - Public opinion tends to be emotional and responsive to media

- Cultural sensitivity recognizes disparities based on gender, cultural, racial, LGBTQ, socio-economic and mental health and disabilities

Anticipated impacts
  - o   Incarceration could go up
  - o   Expectation that there is less disparity /greater equity in how the Board operates

6. BUDGETS WILL BE DRIVEN BY POLITICAL INFLUENCES
    - Budgets will focus more on alternatives to long-term incarceration
    - Shorter terms
    - Incarceration forecast is still increasing in Oregon
    - Not investing in rehabilitation during incarceration
    - Legislative change to Board responsibilities
    - Change to workload
    - Increased scrutiny on use of funds / fiscal oversight

10 Year Goal:
Set the national standard for parole boards in evidence informed decisions, innovative tools, conditions and processes, and effective parole board operations.

Descriptions of The Future
(what has to be true in order to achieve the 10-year goal) (revised 10/15/18)

STRATEGY
- Long term strategic focus is continuously maintained and updated; is not dependent on a single leader

OPERATING AND SUPPORTING PROCESSES
- All processes are efficient, accurate and timely
- Active continuous improvement processes
- Have a process to collect, analyze and apply research and data
- Funding process includes non-traditional sources of funds
- Processes, policies and rules are documented

DECISION MAKING
- Decision makers are willing to evaluate and change decisions and are aware of the influence of personal bias
- Decision processes are fast, simple and streamlined
- Operational discretion is delegated

TECHNOLOGY
- Software, hardware, networks and website are state of art
- Systems are flexible and adaptable to changing needs
- Jan 2019 access to responsive expert support

PEOPLE AND SKILLS
- Knowledge, skills and abilities in research and technical support
- Skilled leaders at all levels
- Constantly develop all current capabilities
- Active development of existing staff towards national standards
- Recruit for future skills and capabilities
- Encourage and set expectation that staff will have willingness to adapt, change and learn

CULTURE
- People feel, cared for, respected, and encouraged
- Risk taking, innovation and creativity are encouraged and supported
- People take personal and professional accountability

EXTERNAL INFLUENCE
- We have a recognized brand
- We are engaged in national organizations
- We have created a recognized set of standards for Parole Boards
- We are nationally recognized for our expertise and innovative practices in certain areas of Parole (e.g. speaking at national conferences, peer reviewed publications)

STRUCTURE (ROLES, JOBS, REPORTING)
- We have dedicated staff for research and analysis
- Our structure is fluid enough to allow role flexibility
- Our staff is cross trained to ensure familiarity with other roles and flexibility
- We have dedicated IT presence
- Our management team is stable

BOPPPS 10 YEAR GOAL (2028)

Set the national standard for parole boards in evidence informed decisions, innovative tools, conditions and processes, and effective parole board operations.

BOPPPS 5 YEAR GOALS, OBJECTIVES, STRATEGIES AND 2 YEAR INITIATIVES

Definitions

5 Year Goal: A general target. What, generally, are you trying to achieve. (If we achieve the 5-year goals by 2023, we will be well on the way to achieving the 10 year goal by 2028.)

5 Year Objective: Specific outcome desired. What, *specifically*, you are trying to achieve

5 Year Strategies: How, *generally*, to achieve the Goals and Objectives.

1-2 Year Strategic Initiatives: The tangible activities/actions that carry out the strategies. How, *specifically*, to achieve the Goals and Objectives.

5 Year Goal #1: BOPPPS is recognized as a national resource for innovative practices in sex offender classification and sustainable offender success

Obj 1:   12 organizations per year contact BOPPPS requesting information by 12/2022.

Obj 2:   BOPPPS is published in professional and academic journals 3x a year by 01/2020.

Obj 3**:**   BOPPPS speaks at National and/or State conferences 6x per year by 12/2023.

Goal 1 Strategies

A.   Identify BOPPPS innovative projects and present / publish
B.   Identify and apply innovations from other agencies to BOPPPS
C.   Fully implement research and evaluation program
D.   Provide staff education in support of innovation
E.   Utilize media outreach

Goal 1 Strategic Initiatives

1.   BOPPPS innovative projects – publish / present
    a.   Resource approach: amplify
    b.   Timing Jan 2019-Dec 2020
    c.   Project Lead: Sid Thompson
2.   Research agenda established
    a.   Resource approach: amplify
    b.   Timing: Jan-Feb 2019
    c.   Project Lead: Sid Thompson and Perry Waddell
3.   Establish media strategy and campaign
    a.   Resource approach: shift
    b.   Timing: July 2019–Dec 2020
    c.   Project Lead: Susi Hodgin
4.   Secure internal research capability
    a.   Resource approach: invest

b. Timing: Jan–Sep 2019
c. Project Lead: Perry Waddell
5. Research and apply others' innovative projects
a. Resource approach: amplify
b. Timing: April 2020-Dec 2021
c. Project Lead: Sid Thompson

5 Year Goal #2: BOPPPS engaged employees are meeting or exceeding organization performance targets

Obj 1:   80% of all BOPPPS measures are improving or at target by 7/2020.
Obj 2:   Problem-solving or continuous improvement resources are in place by 12/2019.

Goal 2 Strategies

A. Reinforce, refine and demonstrate measure relevancy
B. Ensure continuous improvement resources are available
C. Evaluate and prioritize workload

Goal 2 Strategic Initiatives

1. Establish process and examine workload through measures
a. Resource approach: amplify
b. Timing: Jan-Sep 2019
c. Project Lead: Susi Hodgin
2. Evaluate and prioritize competing projects
a. Resource approach: invest
b. Timing: Jan – Mar 2019
c. Project Lead: Dylan
3. Secure continuous improvement resources
a. Resource approach: amplify
b. Timing: Oct 2019-July 2020
c. Project Lead: Susi Hodgin
4. Evaluate and prioritize projects (no charter needed)
a. Resource approach: sustain
b. Timing: Jan – Mar 2020
c. Project Lead: Dylan

5 Year Goal #3: Technology is interactive with rest of criminal justice system

Obj 1:   Interagency data sharing agreements in place with DOC, Community Corrections, OYA, OHSU, CJC, and DHS by 12/2020.
Obj 2:   Statistical Analysis Software in place by 12/2019.
Obj 3:   90% of PBMIS modules are fully functional by 12/2021.

Goal 3 Strategies

A. Establish shared understanding and framework for data sharing agreement
B. Purchase and install SAS
C. Complete PBMIS fixes.

Goal 3 Strategic Initiatives

1. Monitor PMBIS progress (no charter needed)
   a. Resource approach: sustain
   b. Timing: Jan 2019-Dec 2020
   c. Project Lead: Marshall Morales
2. Purchase and install statistical software
   a. Resource approach: invest
   b. Timing: Jan-Mar 2019
   c. Project Lead: Perry Waddell
3. Establish framework and finalize detailed agreements for data sharing
   a. Resource approach: invest
   b. Timing: Apr-Dec 2020
   c. Project Lead: Sid Thompson/Perry Waddell

5 Year Goal #4: Highly skilled, motivated stable workforce

Obj 1: Gallup employee engagement overall score is 80% of the maximum score by 12/2023.
Obj 2: 100% of position descriptions and performance evaluations include culture and strategy by 03/2020.
Obj 3: Two workplace environment improvements are implemented per year by 12/2019.

Goal 4 Strategies

A. Implement improvements based on survey data
A. Complete current FTEP effort
B. Develop employee attributes and implement new hiring standards
C. Include professional development plan with performance evaluations

Goal 4 Strategic Initiatives

1. Ensure all employee performance evaluations include Professional Development plans (no charter needed)
   a. Resource approach: sustain
   b. Timing: Jan 2019 – Dec 2020
   c. Project Lead: Susi Hodgin
2. Complete FTEP for each desk (no charter needed)
   a. Resource approach: sustain
   b. Timing: Jan – Dec 2019
   c. Project Lead: Dylan Arthur
3. Identify and implement employee attributes and incorporate into hiring practices
   a. Resource approach: amplify
   b. Timing: Apr– June 2019
   c. Project Lead: Michael Hsu
4. Build culture and strategy into position descriptions and performance evaluations
   a. Resource approach: invest
   b. Timing: Jan – Mar 2019
   c. Project Lead: Kim Scott
5. Implement improvements based on WAITE recommendations
   a. Resource approach: amplify

     b.   Timing: July – Dec 2019

     c.   Project Lead: Dylan Arthur

6. Staff education plan in support of innovation
   a. Resource approach: invest
   b. Timing: Jan – Dec 2020
   c. Project Lead: Michael Hsu
7. Implement improvements based on Gallup survey
   a. Resource approach: shift
   b. Timing: Apr-Dec 2020
   c. Project Lead: Kim Scott

5 Year Goal #5. Flexible environment and innovative practices

Obj 1: 80% of employees (per quarter) involved in working "on" the business 4 hrs/week vs "in" the business by 12/2019.

Obj 2: 4 new (large and small) process or procedure ideas implemented per quarter by 12/2020.

<u>Goal 5 Strategies</u>

A. Encourage employees to work "on" the business for up to 4 hours/week
B. Identify and implement process, practice and environment improvement ideas

<u>Goal 5 Strategic Initiatives</u>

1. BOPPPS move (no charter needed)
   a. Resource approach: invest
   b. Timing: Jan-June 2019
   c. Project Lead: Perry Waddell
2. Encourage use of telecommuting and flexible schedules (no charter needed)
   a. Resource approach: sustain
   b. Timing: Jan 2019-Dec 2020
   c. Project Lead: Susi Hodgin
   d. Details of the approach:

2019-2020 Strategic Initiative Resource Categories, 23 Initiatives

2019-2020 Initiatives Distribution

Category	Value
Amplify	8
Invest	8
Sustain	6
Shift	1
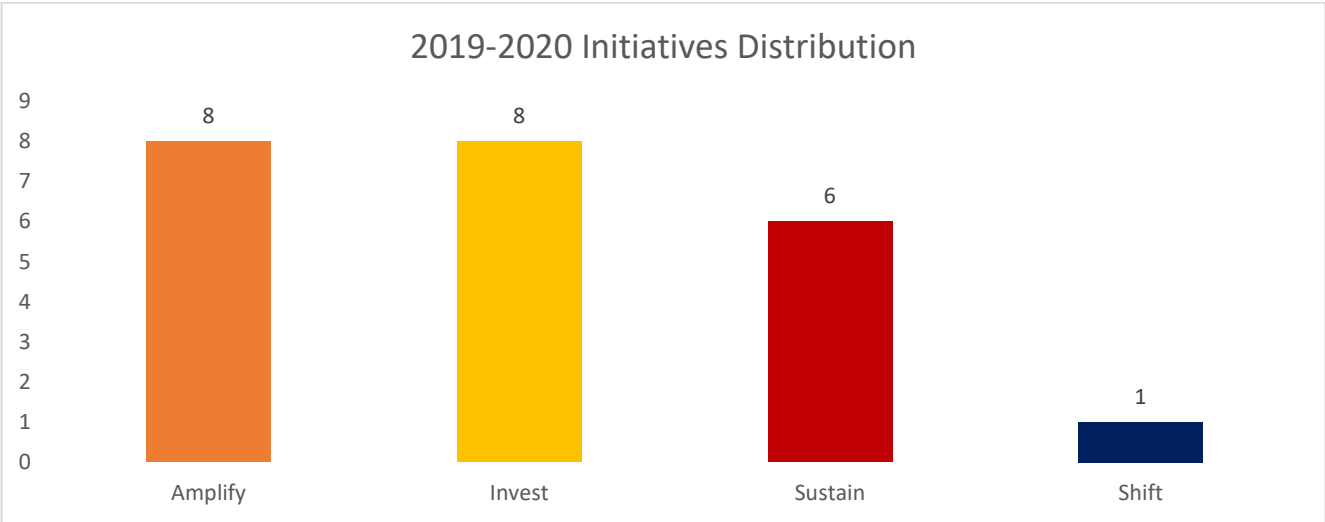
BOPPPS STRATEGIC OBJECTIVES SCORECARD

Goal #	Obj #	Calculation	Status 12/30/18	Target	Objective Owner
1	1	# of organizations per year contact BOPPPS requesting information	6	12 / year by 12/2022	Susi Hodgin
	2	BOPPPS is published in professional and academic journals	0	3x a year by 01/2020	Sid Thompson
	3	BOPPPS speaks at National and/or State conferences	2	6x per year by 12/2023	Sid Thompson
2	1	BOPPPS measures are improving or at target	Determine from scorecard	80% by 7/2020	Dylan Arthur
	2	Problem-solving or continuous improvement resources are in place	No	Yes by 12/2019	Susi Hodgin
	3	PBMIS modules are fully functional.	90%	90% by 12/2021	Marshall Morales
3	1	Interagency data sharing agreements in place with DOC, Community Corrections, OYA, OHSU, CJC, and DHS	No	Yes by 12/2020.	Sid Thompson
	2	Statistical Analysis Software in place	No	Yes by 6/31/2019	Perry Waddell
4	1	Gallup employee engagement overall score improvement	Not yet	80% of max score by 12/2023.	Kim Scott
	2	Position descriptions and performance evaluations include culture and strategy.	Not yet	100% by 03/2020.	Susi Hodgin
	3	Workplace environment improvements are implemented	3	2 per year by 12/2019	Dylan Arthur
5	1	Employees involved in working "on" the business vs "in" the business	88%	80% per quarter by 12/2019.	Kim Scott
	2	New (large and small) process or procedure ideas implemented.	6	4 per quarter by 12/2020	Susi Hodgin

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		5 Year Goals	5 Year Objectives (Owner)	Strategies	2019-2020 Strategic Initiatives
10 Year Goal **Set the national standard for parole boards in evidence informed decisions, innovative tools, conditions and processes, and effective parole board operations**		1. BOPPPS is recognized as a national resource for innovative practices in sex offender classification and sustainable offender success	Obj 1: 12 organizations per year contact BOPPPS requesting information by 12/2022. (Susi Hodgin) Obj 2: BOPPPS is published in professional and academic journals 3x a year by 01/2020. (Sid Thompson) Obj 3: BOPPPS speaks at National and/or State conferences 6x per year by 12/2023. (Sid Thompson)	A. Identify BOPPPS innovative projects and present / publish B. Identify and apply innovations from other agencies to BOPPPS C. Fully implement research and evaluation program D. Provide staff education in support of innovation E. Utilize media outreach	1. BOPPPS innovative projects – publish / present (*amplify*) (Jan 2019-Dec 2020) (Sid Thompson) 2. Research agenda established (*amplify*) (Jan-Feb 2019) (Perry Waddell/Sid Thompson) 3. Establish media strategy and campaign (*shift*) (July 2019–Dec 2020) (Susi Hodgin) 4. Secure internal research capability (*invest*) (Jan–Sep 2019) (Perry Waddell) 5. Research and apply others' innovative projects (*amplify*) (April 2020-Dec 2021) (Sid Thompson)
		2. BOPPPS engaged employees are meeting or exceeding organization performance targets	Obj 1: 80% of all BOPPPS measures are improving or at target by 7/2020. (Dylan Arthur) Obj 2: Problem solving or continuous improvement resources are in place by 12/2019. (Susi Hodgin)	A. Reinforce, refine and demonstrate measure relevancy B. Ensure continuous improvement resources are available C. Evaluate and prioritize workload	1. Establish process and examine workload through measures (*amplify*) (Jan-Sep 2019) (Susi Hodgin) 2. Evaluate and prioritize competing projects (*invest*) (Jan – Mar 2019) (Dylan Arthur) 3. Secure continuous improvement resources (*amplify*) (Oct 2019-July 2020) (Susi Hodgin) 4. Evaluate and prioritize projects (*sustain*) (Jan – Mar 2020) (Dylan Arthur)
		3. Technology is interactive with rest of criminal justice system	Obj 1: Interagency data sharing agreements in place with DOC, Community Corrections, OYA, OHSU, CJC, and DHS by 12/2020. (Sid Thompson / Perry Waddell) Obj 2: Statistical Analysis Software in place by 12/2020. (Perry Waddell) Obj 3: 90% of PBMIS modules are fully functional by 12/2021. (Marshall Morales)	A. Establish shared understanding and framework for data sharing agreement B. Purchase and install SAS C. Complete PBMIS fixes.	1. Monitor PMBIS progress (*sustain*) (Jan 2019-Dec 2020) (Marshall Morales) 2. Purchase and install statistical analysis software (*invest*) (Jan-June 2019) (Perry Waddell) 3. Establish framework and finalize detailed agreement for data sharing (*invest*) (Apr-Dec 2020) (Sid Thompson/Perry Waddell)
		4. Highly skilled, motivated, stable workforce	Obj 1: Gallup employee engagement overall score is 80% of the maximum score by 12/2023. (Kim Scott) Obj 2: 100% of position descriptions and performance evaluations include culture and strategy by 03/2020. (Susi Hodgin) Obj 3: 2 workplace environment improvements are implemented per year by 12/2019. (Dylan Arthur)	A. Implement improvements based on survey data B. Complete current FTEP effort C. Develop employee attributes and implement new hiring standards D. Include professional development plan with performance evaluations	1. Ensure all employee performance evaluations include Professional Development plans (*sustain*) (Jan 2019 – Dec 2020) (Susi Hodgin) 2. Complete FTEP for each desk (*sustain*) (Jan-Dec 2019) (Dylan Arthur) 3. Identify employee attributes and incorporate into hiring practices (*amplify*) (Apr– June 2019) (Michael Hsu) 4. Build culture and strategy into position descriptions and performance evaluations (*invest*) (Jan-Mar 2019) (Susi Hodgin) 5. Implement improvements based on WAITE recommendations (*amplify*) (July – Dec 2019) (Dylan Arthur) 6. Staff education in support of innovation (*invest*) (Jan-March 2020) (Michael Hsu) 7. Implement improvements based on Gallup survey (*shift*) (Apr–Dec 2020) (Kim Scott)
		5. Flexible environment and innovative practices	Obj 1: 80% of employees involved in working "on" the business vs "in" the business by 12/2019. (Kim Scott) Obj 2: 4 new (large and small) process or procedure ideas implemented per quarter by 12/2020. (Susi Hodgin)	A. Encourage employees to work "on" the business for up to 4 hours/week B. Identify and implement process, practice and environment improvement ideas	1. BOPPPS move (*invest*) (Jan-June 2019) (Perry Waddell) 2. Encourage use of telecommuting and flexible schedules (*sustain*) (Jan 2019-Dec 2020) (Susi Hodgin)

BOPPPS STRATEGIC INITIATIVES 2019-2020

Goal 1: BOPPPS is recognized as a national resource for innovative practices in sex offender classification and sustainable offender success
1. BOPPPS innovative projects – publish / present (*amplify*) (Jan 2019-Dec 2020) (Sid Thompson)
2. Research agenda established (*amplify*) (Jan-Feb 2019) (Perry Waddell/Sid Thompson)
3. Establish media strategy and campaign (*shift*) (July 2019–Dec 2020) (Susi Hodgin)
4. Secure internal research capability (*invest*) (Jan–Sep 2019) (Perry Waddell)
5. Research and apply others' innovative projects (*amplify*) (April 2020-Dec 2021) (Sid Thompson)

Goal 2: BOPPPS engaged employees are meeting or exceeding organization performance targets
1. Establish process and examine workload through measures (*amplify*) (Jan-Sep 2019) (Susi Hodgin)
2. Evaluate and prioritize competing projects (*invest)* (Jan – Mar 2019) (Dylan Arthur)
3. Secure continuous improvement resources (*amplify*) (Oct 2019-July 2020) (Susi Hodgin)
4. Evaluate and prioritize projects (*sustain)* (Jan – Mar 2020) (Dylan Arthur) (no charter)

Goal 3: Technology is interactive with rest of criminal justice system
1. Monitor PMBIS progress (*sustain*) (Jan 2019-Dec 2020) (Marshall Morales) (no charter)
2. Purchase and install statistical analysis software (*invest*) (Jan-June 2019) (Perry Waddell)
3. Establish framework and finalize detailed agreements for data sharing (*invest*) (Apr-Dec 2020) (Sid Thompson/Perry Waddell)

Goal 4: Highly skilled, motivated, stable workforce
1. Ensure all employee performance evaluations include Professional Development plans (*sustain*) (Jan 2019 – Dec 2020) (Susi Hodgin) (no charter)
2. Complete FTEP for each desk (*sustain*) (Jan-Dec 2019) (Dylan Arthur) (no charter)
3. Identify employee attributes and incorporate into hiring practices (*amplify*) (Apr– June 2019) (Michael Hsu)
4. Build culture and strategy into position descriptions and performance evaluations (*invest)* (Jan-Mar 2019) (Susi Hodgin)
5. Implement improvements based on WAITE recommendations (*amplify*) (July – Dec 2019) (Dylan Arthur)
6. Staff education in support of innovation (*invest*) (Jan-March 2020) (Michael Hsu)
7. Implement improvements based on Gallup survey (shift) (Apr–Dec 2020) (Kim Scott)

Goal 5: Flexible environment and innovative practices
1. BOPPPS move (*invest)* (Jan-June 2019) (Perry Waddell)
2. Encourage use of telecommuting and flexible schedules (*sustain*) (Jan 2019-Dec 2020) (Susi Hodgin) (no charter)

10 Year Goal: BOPPPS Sets National Standard for Parole Boards

STRATEGIC INITIATIVES & BREAKTHROUGHS

	Jan 2019 June	July 2019 December	Jan 2020 June	July 2020 December
BOPPPS is RECOGNIZED AS A NATIONAL RESOURCE for innovative practices in sex offender classification and sustainable offender success	1. Publish/present BOPPPS innovation and research (*amplify*) (Sid)			
	2. Research agenda (*amplify*) (Sid/Perry)			
		3. Media strategy and campaign (*shift*) (Susi)		
	4. Research capability (*invest*) (Perry)			
				5. Research and apply others' innovations and research (*amplify*) (Sid)
BOPPPS ENGAGED employees are meeting or exceeding organization performance **TARGETS**	1. Establish process and examine workload through measures (*amplify*) (Susi)			
	2. Prioritize competing projects (*invest*) (Dylan)		4. Prioritize competing projects (*sustain*) (Dylan)	
		3. Secure continuous improvement resources (*amplify*) (Susi)		
TECHNOLOGY is interactive with rest of criminal justice system	1.Monitor PBMIS progress (sustain)			
	2. Purchase and install statistical software (*invest*) (Perry)			
			3. Data sharing framework and detailed agreements (*invest*) (Sid/Perry)	
Highly skilled, motivated stable **WORKFORCE**	1. Professional development plans in all employee performance evaluations (*sustain*) (Susi)			
	2. FTEP for each desk (*sustain*) (Susi)		6.Staff education supporting innovation (invest) (Michael)	
		5.Implement improvements based on WAITE recommendations (*amplify*) (Dylan)	7. Implement improvements based on Gallup survey (*shift*) (Kim Scott)	
	3. Employee attributes and hiring practices (*amplify*) (Michael)			
	4. Build culture and strategy into PDs (*invest*) (Susi Hodgin)			
FLEXIBLE environment and **INNOVATIVE** practices	1. BOPPPS move (*invest*) (Perry)			
	2.Telecommuting and flexible schedules (*sustain*)			

MISSION
We support a safe and just Oregon by protecting citizens' rights and promoting positive offender change while maintaining accountability. Through engagement of partners, development of efficient policies, and respect for diversity, our strong, valued workforce strives for a better future for our state.

VISION
A safe and just Oregon

VALUES
- Integrity
- Team Work
- Respect
- Professionalism
- Public Service
- Adaptability

Revised 12/18/18

Date of last revision: 12/04/2018

STRATEGIC INITIATIVE NAME: **BOPPPS innovative projects: publish/present**

TYPE OF INITIATIVE ☐ performance improvement ☐ new capability

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
x Amplify __ Invest __ Sustain __ Shift

INITIATIVE **PURPOSE** [*5-7 words: generally, what will be achieved as a result of this project*]
BOPPPS publish and/or present its own research or innovations

FUNDING STRATEGY (*how will resources be obtained, from what source*)
No additional funding necessary – use internal, existing resources only

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Sid Thompson
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	M. Hsu, P. Cress, J. Taylor, P. Waddell

SCOPE
In scope
- Research
- Writing
- Presentations

REQUIREMENTS/ DELIVERABLES

Deliverable 1: APAI presentation re: Criminal Desistance Theory
Deliverable 2: Article submitted for review to peer reviewed journal
Deliverable 3: Article published in any publication
Deliverable 4: Presentation at National Conference
Deliverable 5: Eight Articles Published
Deliverable 6: Eight Presentations to National Audiences

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KEY DATES

Project start (from 2 Yr. Strategy Map)	Jan 2019
Project Team kickoff	01/04/2019
Deliverable 1: APAI presentation re: Criminal Desistance Theory	(05/01/2019)
Deliverable 2: Article submitted for review to peer reviewed journal	06/01/2019
Deliverable 3: Article published in any publication	09/01/2019
Deliverable 4: Presentation at National Conference	12/31/2019
Deliverable 5: Eight Articles Published	12/31/2020
Deliverable 6: Eight Presentations to National Audiences	12/31/2020
Project finish (from 2 Yr. Strategy Map)	Dec 31, 2020

Date of last revision: 12/ 18 / 18

TYPE OF INITIATIVE ☐ performance improvement   x new capability

STRATEGIC INITIATIVE NAME: Research Agenda

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
X Amplify   __   Invest   __   Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
General fund

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Enhance the ability of the Board to implement best practices and inform decision making

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Perry Waddell & Sid Thompson
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	SAA

SCOPE

In scope

- Determine primary and secondary research priorities

REQUIREMENTS/ DELIVERABLES

1. Review current projects
2. Project future needs as indicated by Board influences
3. Develop and deliver formal Research Agenda to BOPPPS staff

KEY DATES

Project start (from 2 Yr. Strategy Map)	Jan 1, 2019
Project Team kickoff	
Deliverable 1: Review current projects	
Deliverable 2: Project future needs as indicated by Board influences	
Deliverable 3: Develop and deliver formal Research Agenda to BOPPPS staff	

KEY DATES

Project finish (from 2 Yr. Strategy Map)	Feb 28, 2019

Date of last revision: 12/18/18

TYPE OF INITIATIVE ☐ performance improvement   X new capability

STRATEGIC INITIATIVE NAME Media Strategy and Implementation

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   __ Invest   __ Sustain   X Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
- $25,000 for branding and web design

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Strategy and action plan to reach targeted audiences supported by branding (image, recognizable identity).

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Susi Hodgins
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Jessica, Dylan, Erin

SCOPE
In scope
- Media relations
- Stakeholder relations
- Branding
- Positive press releases
- Stories about the Board

REQUIREMENTS/ DELIVERABLES
1. Identifiable brand
2. Standard information materials (including print, video)
3. Media strategy (including traditional and social media)
4. Updated interactive website

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KEY DATES

Project start (from 2 Yr. Strategy Map)	July 1, 2019
Project Team kickoff	Insert date (xx/xx/xx)
Deliverable 1: Identifiable brand	October 31, 2019
Deliverable 2: Standard information materials (including print, video)	Dec 31, 2019
Deliverable 3: Media strategy (including traditional and social media)	Dec 31, 2019
Deliverable 4: Updated interactive website	Dec 31, 2020
Project finish (from 2 Yr. Strategy Map)	Dec 31, 2020

Date of last revision: 12/10/2020

TYPE OF INITIATIVE ☐ performance improvement   x new capability

STRATEGIC INITIATIVE NAME: Internal Resource Capability

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   X Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
Legislature, if not then use existing Board budget.

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Help establish agency as a data driven agency that uses "best practices" in conducting the work for the people of Oregon.

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Perry Waddell
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Thompson, Arthur, Waddell…

SCOPE
In scope

- Topics determined by Board

REQUIREMENTS/ DELIVERABLES
1. List research items
2. Determine resources – legislative
3. Determine resource plan if not funded

DEPENDENCIES:

- Research agenda (July – Sep 2019)
- SAS project implementation (Jan-Mar 2020)
- Sign interagency agreements for data (August – December 2020)
- Begin gathering data, write analysis and report conclusions. (2020-21)

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KEY DATES

Project start (from 2 Yr. Strategy Map)	January 1, 2019
Project Team kickoff	January 2, 2019
Deliverable 1: List research items	May, 2019
Deliverable 2: Determine resources - legislative	May 30, 2019
Deliverable 2: Determine resources – non-legislative (if not funded)	August 30, 2019
Project finish (from 2 Yr. Strategy Map)	Sep 30, 2019

Date of last revision: 12/10/2018

TYPE OF INITIATIVE ☐ performance improvement ☐ new capability

STRATEGIC INITIATIVE NAME: Research and Apply Others' Innovation

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
X Amplify   __ Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
Federal Grants and Board Budget

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Enhance efficiencies and improve offender outcomes

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Sid Thompson
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	P. Waddell, D. Arthur, S. Hodgin

SCOPE
In scope

- Review meta-analysis reports and other relevant data
- Incorporate best practices and data informed programs as appropriate

REQUIREMENTS/ DELIVERABLES
Deliverable 1: Meta-analysis review report for PPS conditions for justice involved women
Deliverable 2: Meta-analysis review report for murder parole release practices
Deliverable 3: Supervision conditions based on risk
Deliverable 4: Meta-analysis review report for PPS conditions for DV conditions of supervision
Deliverable 5: Incorporate recommendations of the OJP/DOJ work related to justice involved women
Deliverable 6: Incorporate as appropriate the findings of 1, 2, 3, and 4 (ongoing)

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KEY DATES

Project start (from 2 Yr. Strategy Map)	April 1, 2020
Project Team kickoff	04/01/2020
Deliverable 1: Meta-analysis review report for PPS conditions for justice involved women	09/01/2020
Deliverable 2: Meta-analysis review report for murder parole release practices	12/31/2020
Deliverable 3: Supervision conditions based on risk	12/31/2020
Deliverable 4: Meta-analysis review report for PPS conditions for DV conditions of supervision	12/31/2021
Deliverable 5: Incorporate recommendations of the OJP/DOJ work related to justice involved women	12/31/2021
Deliverable 6: Incorporate as appropriate the findings of 1, 2, 3, and 4 (ongoing)	01/01/2021
Project finish (from 2 Yr. Strategy Map)	Dec 31, 2020

Date of last revision: 12 / 18 /18

TYPE OF INITIATIVE ☐ performance improvement   ☐ new capability

STRATEGIC INITIATIVE NAME: Establish process and examine workload through measures

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
X   Amplify   __   Invest   __   Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Manage workload – identify and solve issues

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Susi Hodgin
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Shamika, SONL, DOME

SCOPE
In scope
- Base work load
- Impact of projects on ability to complete base work load
- Balance between positions
- "relief factor"
- Other duties as assigned

REQUIREMENTS/ DELIVERABLES
1. Establish methodology for assessing workload
2. Assessment amount of work possible per role per person
3. Determination of impact of devoting 10% time to working "on the business" – per position

KEY DATES

Project start (from 2 Yr. Strategy Map)	Jan 1, 2019

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KEY DATES

Project Team kickoff	Insert date (xx/xx/xx)
Deliverable 1: Establish methodology	March 1, 2019
Deliverable 1: Assessment amount of work possible per role per person	June 15, 2019
Deliverable 2: Determination of impact of devoting 10% time to working "on the business" – per position	September 30 2019
Project finish (from 2 Yr. Strategy Map)	March 31, 2019

Date of last revision: 12/04/18

TYPE OF INITIATIVE ☐ performance improvement ☐ new capability

STRATEGIC INITIATIVE NAME **G2.2 Prioritize Competing Projects**

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   X Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
None needed.

INITIATIVE **PURPOSE** [*5-7 words: generally, what will be achieved as a result of this project*]
Prioritize multiple Board projects/ initiatives

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Dylan Arthur
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Sid, Susi, Perry, Michael, Dome Staff, Annex Staff

SCOPE

In scope

- All identified Board projects and initiatives (outside of day to day function)

REQUIREMENTS/ DELIVERABLES

1. Template and annual process
   o List of all current Board projects/ initiatives
   o Identify ORS (if applicable)
   o Identify those that affect external partners
   o Identify costs
   o Identify impact (internal/ external)
2. Decision: list projects in order of priority

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KEY DATES

Project start (from 2 Yr. Strategy Map)	January 1, 2019
Project Team kickoff	
Deliverable 1: Template and annual process • List of all current Board projects/ initiatives • Identify ORS • Identify those affected external partners • Identify costs • Identify impact (internal/ external)	1/31/19
Deliverable 2: Decision: list of projects in order of priority	6/30/19
Project finish (from 2 Yr. Strategy Map)	June 30, 2019

Date of last revision: 12/18/18

TYPE OF INITIATIVE ☐ performance improvement   x new capability

STRATEGIC INITIATIVE NAME Secure Continuous Improvement Resources

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
X   Amplify   __   Invest   __   Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
Use existing BOPPPS resources

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
To have internal resources to do problem solving and process improvement

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Susi Hodgin
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Patty, Perry, James

SCOPE
In scope

   ●

REQUIREMENTS/ DELIVERABLES
1. Determine methodology
2. Determine timeline
3. Identify people to be trained
4. Identify initial improvement projects
5. Conduct training

KEY DATES

Project start (from 2 Yr. Strategy Map)	October 1, 2019
Project Team kickoff	Insert date (xx/xx/xx)
Deliverable 1: Determine methodology	Oct 30, 2019

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KEY DATES

Deliverable 2: Determine timeline	Oct 30 2019
Deliverable 3: Identify people to be trained	Nov 30, 2019
Deliverable 4: Identify initial improvement projects	Dec 31, 2019
Deliverable 5: Conduct training - using real projects	July 2020
Project finish (from 2 Yr. Strategy Map)	July 2020

Date of last revision: 12/10/2018

TYPE OF INITIATIVE ☐ performance improvement   X new capability

STRATEGIC INITIATIVE NAME: Purchase and Install Statistical Analysis Software

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   X Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
Existing 2017-2019 budget

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Ability to analyze Board data for research, analytics and make conclusions for best practices for the agency.

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Perry Waddell and Marshall Morales
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	

SCOPE
In scope
- Purchase and installation

REQUIREMENTS/ DELIVERABLES
Deliverable 1: Determine needs (number of licenses, hardware)
Deliverable 2: Determine procurement strategy (including DOJ steps)
Deliverable 3: Purchase software
Deliverable 4: Install
Deliverable 5: Train appropriate staff for use

KEY DATES

Project start (from 2 Yr. Strategy Map)	January 1, 2020
Project Team kickoff	01/02/2019
Deliverable 1: Determine needs (number of licenses, hardware)	01/30/2019

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KEY DATES

Deliverable 2: Determine procurement strategy (including DOJ steps)	01/30/2019
Deliverable 3: Purchase software	03/31/2019
Deliverable 4: Install	5/1/2019
Deliverable 5: Train appropriate staff for use	6/30/2019
Project finish (from 2 Yr. Strategy Map)	6/30/2019

Date of last revision: 12/18/18

TYPE OF INITIATIVE ☐ performance improvement   X new capability

STRATEGIC INITIATIVE NAME Establish framework and detailed data sharing agreements

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   X Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
N/a

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
To strengthen data sharing between the Board and stakeholders

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Sid Thompson and Perry Waddell
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	SAA

SCOPE
In scope

- Determine data sharing partners and develop agreements

REQUIREMENTS/ DELIVERABLES
1. Develop data sharing partners list
2. Write agreements template and fill in the blanks
3. Have initial data sharing agreement signed and in place
4. Have remaining data sharing agreement signed and in place

KEY DATES

Project start (from 2 Yr. Strategy Map)	April 1, 2020
Project Team kickoff	
Deliverable 1: Develop data sharing partners list	April 30, 2020
Deliverable 2: Write agreements template and fill in the blanks	May 30,2020
Deliverable 3: Have initial data sharing agreement signed and in place	Sept 1, 2020

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KEY DATES

Deliverable 4: Have remaining data sharing agreement signed and in place	Dec 31, 2020
Project end date	December 31, 2020

Date of last revision: 12/4/18

TYPE OF INITIATIVE X performance improvement   ☐ new capability

STRATEGIC INITIATIVE NAME: Identify Employee Attributes and Incorporate into Hiring

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
X Amplify   __ Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
80 hours of work time
$5000 from budget for consulting (?)

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]

Develop hiring priorities; implement strategies in hiring.

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Michael Hsu
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Susi Hodgins Dylan Arthur Ed Hall Shamika Copeland James Taylor Jessica Daws Kim Scott

SCOPE
In scope
- Identifying best employee attributes
- Identifying best hiring questions to ask to hire those employees
- Identifying best recruitment strategies to find those employees
- Research into how to identify best attributes
- Look into consulting on how to implement a hiring process that reflects our goals and strategies

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REQUIREMENTS/ DELIVERABLES
1. Identifying what attribute we want to hire for
2. Implement recruiting and hiring strategy
3. Protocol to implement strategy when hiring new staff

KEY DATES

Project start (from 2 Yr. Strategy Map)	April 1, 2019
Project Team kickoff	04/08/2019
Deliverable 1: Identifying what attribute we want to hire for	05/08/2019
Deliverable 2: Implement recruiting and hiring strategy	06/08/2019
Deliverable 3: Protocol to implement strategy when hiring new staff	06/30/2019
Project finish (from 2 Yr. Strategy Map)	June 30, 2019

Date of last revision: 12 04 18

TYPE OF INITIATIVE ☐ performance improvement   ☐ new capability

STRATEGIC INITIATIVE NAME: Build Culture and Strategy into Position Descriptions and Performance Evaluations

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   X Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
Employee time – no additional funding needed

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Create environment of success for new and current staff

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Susi Hodgin
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Shamika Copeland Kim Coons Malinda Boyer Michael Hsu Adam Alexander Anna Lanham

SCOPE

In scope

- Definition of culture
- Attributes of success
- Connect this project to the Employee Attributes project – ensure they are using same concepts, don't duplicate
- Identify strategies and attributes of success needed to implement Board goals
- Identify ideas to promote attributes of success to new and existing employees
- Identify ideas to maintain attributes of success

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REQUIREMENTS/ DELIVERABLES
1. Define "culture"
2. Identify attributes of success
3. Change Position Descriptions
4. Change Employee Evaluation form

KEY DATES

Project start (from 2 Yr. Strategy Map)	January 1, 2019
Project Team kickoff	1/8/19
Deliverable 1: Define "culture"	1/15/19
Deliverable 2: Identify attributes of success	1/29/19
Deliverable 3: Change Position Descriptions	2/15/19
Deliverable 4: Change Employee Evaluation form	3/15/19
Project finish (from 2 Yr. Strategy Map)	March 31, 2019

Date of last revision: 12/4/18

TYPE OF INITIATIVE ☐ performance improvement   ☐ new capability

STRATEGIC INITIATIVE NAME: Implement WAITE Recommendations

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
X   Amplify   __   Invest   __   Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
Existing budget

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Improve work environment through a trauma informed lens

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Dylan Arthur
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Susi, Dylan, Dome staff, annex staff, Dr. Yazzie

SCOPE
In scope

- Recommendations from WAITE group
- Items tied to survey

REQUIREMENTS/ DELIVERABLES
1. Actionable items
2. Implementation plan
3. Improved work environment as indicated by survey, staff retention

KEY DATES

Project start (from 2 Yr. Strategy Map)	July 1, 2019
Project Team kickoff	July 2019
Deliverable 1: Actionable items from WAITE survey	July, 2019
Deliverable 2: Implementation plan	9/1/19

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KEY DATES

Deliverable 3: Implement at least 2 recommendations	10/31/ 2019
Project finish (from 2 Yr. Strategy Map)	December 31, 2019

Date of last revision: 12/4/2018

TYPE OF INITIATIVE X performance improvement ☐ new capability

STRATEGIC INITIATIVE NAME Staff Education Plan in Support of Innovation

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   X Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)

40 hours of staff time to put together the plan

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]

Create learning opportunities for staff; promote innovation

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Michael Hsu
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Susi Hodgin Patty Cress Perry Waddell Robyn Masella Erin Day Marshall Morales

SCOPE
In scope
- Identify subject matters to cover
- Identify monthly or quarterly presenters
- Identify conferences to attend
- Research best topics to cover
- Implement by inviting speakers, creating other learning environments

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REQUIREMENTS/ DELIVERABLES
1. Identify topics/philosophy of what "learning" will look like, with emphasis on promoting innovation in the organization
2. Identify speakers who can talk about a relevant topic quarterly
3. Identify two conferences that staff can attend yearly
4. Start implementation of strategy

KEY DATES

Project start (from 2 Yr. Strategy Map)	January 1, 2020
Project Team kickoff	1/8/2020
1. Identify topics/philosophy of what "learning" will look like, with emphasis on promoting innovation in the organization	3/8/2020
2. Identify speakers who can talk about a relevant topic quarterly	5/8/2020
3. Identify two conferences that staff can attend yearly	7/8/2020
4. Start implementation of strategy	10/8/2020
Project finish (from 2 Yr. Strategy Map)	December 31, 2020

Date of last revision: 12.4.18

TYPE OF INITIATIVE ☐ performance improvement   ☐ new capability

STRATEGIC INITIATIVE NAME Implement Improvements Based on Gallup Survey Results

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   __ Invest   Sustain   X Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)
Employee time, possible funding needed – dependent on results of survey (would fall into different project – either environmental improvements or process improvements

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]
Positive, safe and successful workplace

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Kim Scott
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	Dylan Arthur Debra Zwicker Melanie Ewell May Saechao Ed Hall Erin Day

SCOPE

In scope

- Review strengths and weaknesses of Board from Gallup results
- Identify reasons for weaknesses vs strengths
- Develop plan to improve weaknesses

REQUIREMENTS/ DELIVERABLES

1. Develop/implement plan to create positive change
2. Develop plan to eliminate negative influences and sustain positive change
3. Identify strategies for continued motivation and success

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KEY DATES

Project start (from 2 Yr. Strategy Map)	April 1, 2020
Project Team kickoff	4/15/20
Deliverable 1: Develop/implement plan to create positive change	5/13/20
Deliverable 2: Develop plan to eliminate negative influences and sustain positive change	6/10/20
Deliverable 3: Identify strategies for continued motivation and success	7/8/20
Project finish (from 2 Yr. Strategy Map)	December 31, 2020

Date of last revision: xx/xx/xx

TYPE OF INITIATIVE ☐ performance improvement   ☐ new capability

STRATEGIC INITIATIVE NAME Complete BOPPPS Move

RESOURCE CATEGORY (*check one – as identified in Strategic Plan*)
__ Amplify   X Invest   __ Sustain   __ Shift

FUNDING STRATEGY (*how will resources be obtained, from what source*)

INITIATIVE PURPOSE [*5-7 words: generally, what will be achieved as a result of this project*]

ROLES AND IDENTIFIED RESOURCES

Role	Role definition	Name
Project Lead	Person responsible for and has decision authority to identify key milestones and team members. Responsible and authority for achieving the targets, managing the project to meet milestones, and managing the project team and ensuring adoption of project team solutions.	Perry Waddell
Project Team	Staff who are responsible for achieving the outcomes, milestones and 2018 targets.	

SCOPE
In scope

-

REQUIREMENTS/ DELIVERABLES
1.
2.
3.

KEY DATES

Project start (from 2 Yr. Strategy Map)	January 1, 2019
Project Team kickoff	Insert date (xx/xx/xx)

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KEY DATES

Deliverable 1:	Insert date (xx/xx/xx)
Deliverable 2:	Insert date (xx/xx/xx)
Deliverable 3:	Insert date (xx/xx/xx)
Deliverable 4:	Insert date (xx/xx/xx)
Deliverable 5:	Insert date (xx/xx/xx)
Deliverable 6:	Insert date (xx/xx/xx)
Project finish (from 2 Yr. Strategy Map)	March 31, 2019