

Appendix D. Strategic Planning Worksheet

The purpose of this worksheet is to help you organize the goals of your reentry strategy and the action steps you will need to take to achieve those goals.

To get started, discuss with your local reentry coalition the priority focus(es) of your reentry strategy—the key issues that you hope to address. The purpose of this discussion is to identify the goals that will guide your activities. Depending on the scope of your strategic plan, it might be helpful to form subcommittees or teams who will be responsible for refining the goals into clear statements and identifying the activities that will be necessary to achieve each goal.

Priorities are the key issues that your local reentry coalition seeks to influence.

Goals are statements of the critical, measurable milestones you will need to reach to address your reentry priorities.

Proposed improvements are the policy and practice changes that your local reentry coalition has identified to meet your goals. Each goal likely will be attached to multiple, proposed improvements.

Mechanisms are the methods by which the policy or practice changes will be carried out (e.g., legislative policy, administrative policy).

The **primary stakeholders and decision makers** are the people from whom your local reentry coalition needs to focus on obtaining buy-in to make the policy or practice change happen successfully.

Performance measures are the indicators your local reentry coalition will monitor to track the progress of each proposed improvement.

For each proposed improvement, your local reentry coalition should develop a set of **action steps**: time-bound, achievable activities that can be used to maintain accountability and help the coalition monitor progress. Create enough clarity within the action steps so that related tasks can be assigned easily to staff within relevant agencies and organizations to carry out.

The **person, people, or team responsible** should have the authority, capacity, and expertise to carry out the task.

The **timeframe** should be reasonable but aggressive enough to encourage momentum and signal how important each step is to the overall goal.

For each step, it is likely that **resources or input** from multiple people or organizations will be required. Document the types of resources or inputs that are necessary to overcome potential barriers, delays, or inefficiencies that may accompany each step. For example, if several action steps require the input of another agency or division, then it might be helpful to form a team that includes the agency/division as part of the “person/people/team responsible” for the activity.



The **current status/progress** column should provide a brief summary of progress made and should note any factors that may cause a delay in completing the action step on time.

EXAMPLE PRIORITY 1: Ensure that people leaving prison and jail have access to safe, secure, affordable housing

GOAL 1: Increase referrals to local housing providers by 20 percent by January 2022.

Proposed Improvement:		Institute a brief housing needs screening in the local jail		
Mechanism:		Practice change		
Primary Stakeholders and Decision Makers:		Jail administrator, jail reentry program staff, jail case managers		
Performance Measures:		<ol style="list-style-type: none"> 1. All frontline staff in the jail’s reentry program are trained on the housing needs screening tool. 2. Screening tool results are consistently used to make referral decisions to housing providers. 		
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress
Research and identify a validated housing needs screening tool	Local reentry coalition’s housing subcommittee	~ 4 months	Meeting time for housing subcommittee	In progress; narrowed options down to two tools
Incorporate screening questions into the jail’s information management system	Jail IT staff member and jail reentry program	~ 4 months	Staff time	Not yet started
Provide initial training for frontline staff on how to implement the housing needs screening tool	Jail reentry program coordinator, training academy administrator	~ 12 months	Staff time	Not yet started
Establish a schedule for booster training	Jail reentry program coordinator, training academy administrator	~ 12 months	Staff time	Not yet started
Define quality assurance procedures for implementation of screening tool	Jail reentry program coordinator in consultation with local reentry coalition housing subcommittee	~ 6 months	Staff time	Not yet started



GOAL 1: Increase referrals to local housing providers by 20 percent by January 2022.

Proposed Improvement:		Establish contracts between the jail and local housing providers		
Mechanism:		Administrative change (interagency agreements)		
Primary Stakeholders and Decision Makers:		Jail legal counsel, jail administrator, leaders of local housing providers		
Performance Measures:		Contracts are signed with housing providers that have demonstrated success with the reentry population.		
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress
Identify local housing providers that have demonstrated success with the reentry population	Local reentry coalition’s housing subcommittee	~ 4 months	Meeting time for housing subcommittee	In progress; collecting evaluation data from local housing providers
Partner with the local Continuum of Care	Local reentry coalition’s housing subcommittee	~ 4 months	Meeting time for housing subcommittee	In progress; outreaching to Continuum of Care leads
Draft and sign contracts with chosen providers	Jail administrator and legal counsel in consultation with representatives from chosen providers	~ 8 months	Federal grant award to support subcontracts with providers	Not yet started
Draft policies/processes for chosen providers and/or the Continuum of Care to conduct pre-release inreach in the jail	Jail administrator	~ 6 months	Staff time to draft procedures, meeting time to discuss procedures	Not yet started
Evaluate established contracts on an ongoing basis	Jail administrator	Every 1–2 years	Reports of housing providers’ effectiveness, meeting time with frontline staff who work directly with housing providers	Not yet started



PRIORITY 1:

GOAL 1:

Proposed Improvement:				
Mechanism:				
Primary Stakeholders and Decision Makers:				
Performance Measures:				
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress

GOAL 1:

Proposed Improvement:				
Mechanism:				
Primary Stakeholders and Decision Makers:				
Performance Measures:				
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress



PRIORITY 2:

GOAL 1:

Proposed Improvement:				
Mechanism:				
Primary Stakeholders and Decision Makers:				
Performance Measures:				
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress

GOAL 2:

Proposed Improvement:				
Mechanism:				
Primary Stakeholders and Decision Makers:				
Performance Measures:				
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress



PRIORITY 3:

GOAL 1:

Proposed Improvement:				
Mechanism:				
Primary Stakeholders and Decision Makers:				
Performance Measures:				
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress

GOAL 2:

Proposed Improvement:				
Mechanism:				
Primary Stakeholders and Decision Makers:				
Performance Measures:				
Action Step	Person/People/Team Responsible	Timeframe	Resources or Input Needed	Current Status/Progress

