

CJI is a division of Community Resources for Justice, Inc.



Second Chance Act Grantee

Strategic Planning Presentation

Presenters

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Questions that beg for a strategic plan

- What are we trying to accomplish?
- Where do we go from here?
- What is this going to look like in a few years?
- How does this project relate to those around us?

What does a strategic plan do?

- It provides direction for an organization or a project
- It links the project's (or organization's) role in the community with the steps that will be taken to fulfill that role
- It lays out your intended goals and activities for all interested stakeholders

Steps to strategic planning

1. Decide on a planning structure
2. Select a planning team
3. Provide background information
4. Develop vision and mission statements

Steps to strategic planning

5. Conduct environmental scan and gap analysis
6. Develop strategic goals
7. Develop objectives
8. Document and disseminate
9. Go to work

Lessons Learned....

- Carefully choose your *convener* and *facilitator*
- Communicate, engage, and communicate some more
- Create a sense of urgency
- Don't stop until you have deadlines and accountability
- Balance ambition and realism

Step 1: Planning structure

- What's the timeline and schedule to produce the strategic plan?
- Who will lead the planning process?
- What work needs to be done?
- What content expertise is needed to get the work done?
- Will we need working groups or sub-committees?
- How will decisions be made?

Step 2: Who participates in strategic planning?

- Individuals representing organizations
- Cross-section of organization(s) involved in the project
- Executive management must be at the table
- Mid-level managers
- Line staff
- Union representation

Who participates in strategic planning?

- Size – Large enough to represent a diverse constituency but small enough to be productive.
- Perspectives – make sure to include those knowledgeable and supportive of your reentry efforts and those who are more skeptical of significant change.

Step 3: Background information

- Project description
- Project organization and implementation strategy
- Evidence-based practices being used
- Data collection and measures

Step 4: Vision and mission statements

- Vision – describes what will be achieved when the project reaches its goal.
 - “What will the community of stakeholders look like if the project works?”
- Mission - describes the purpose of the project to its stakeholders and the outside world.
 - “Why are we doing this project?”

Step 5: Environmental scan / gap analysis

- Identifies where the project is now and what are the barriers to implementation
- Is a data-focused approach to understanding the project environment
- Possible tools:
 - SWOT analysis
 - Staff and stakeholder surveys
 - Budget projections

SWOT Analysis

STRENGTHS

Internal conditions, resources or capacity that will assist in reaching your goals.

WEAKNESSES

Internal conditions that could prevent you from reaching your goals. This could also include a lack of resources or capacity.

OPPORTUNITIES

External resources or conditions that will assist you in reaching your goals.

THREATS

External conditions that could prevent you from reaching your goals, including lack of resources or capacity.

Step 6: Strategic goals

- What are the major changes this project seeks to implement?
- What short-term and intermediate objectives will support the project goals?
- Example – if the goal is reduction in prison population by increasing the number of individuals on community supervision, what steps are necessary to achieve implementation?
- SMART – Specific, Measurable, Attainable, Realistic, Time-bound

Step 7: Measurable objectives and assigning responsibility

- What will it take to implement the strategic goals?
- What work is necessary to achieve these goals?
- Who will do this work?
- How will it be measured?

Step 8: Document and disseminate

- Publish and distribute the strategic plan
- It should be:
 - Readable
 - Easy to understand
 - Easy to support and articulate
 - Personally distributed
 - Provide window for Q&A before it is public

Step 9: Go to work

- Execute the plan
- Communicate to all key parties
- Maintain the dynamic nature of the strategic plan by updating it as circumstances dictate

Summary

- Determine the purpose of the project
 - Planning structure
 - Planning team
 - Background information
 - Vision and mission statements
- Assess the current climate and anticipate barriers
 - Environmental scan and gap analysis
- Define goals and action steps for future business activity
 - Develop strategic goals
 - Develop objectives
 - Document and disseminate

For More Information, Contact:

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Resources

- National Reentry Resource Center
www.nationalreentryresourcecenter.org
- Crime and Justice Institute
www.cj institute.org
- National Reentry Resource Center/Starting a Reentry Initiative
www.nationalreentryresourcecenter.org
- Reentry Policy Council Report
<http://www.reentrypolicy.org/Report/PartI>