

STRATEGIC PLANNING FOR OFFENDER REENTRY CHECKLIST*

(Published as Exhibit 4-3. TPC Reentry Handbook)

Name of Jurisdiction Requesting Assistance for “Strategic Planning for Offender Reentry”: _____

Please indicate, for each component of each step, whether your state’s efforts have “begun”, are “in process”, or have been “completed.” Include any explanatory comments you think would be helpful to the technical assistance team to understand your strategic planning efforts.

STRATEGIC PLANNING CHECKLIST				
Implementation Step	Begun	In Process	Completed	Comments
I. Create and charter teams.				
1. Has a statewide leadership team been established with cabinet-level leadership and support? Does membership include:				
• Representative of the Governor’s office.				
• State correctional institutions				
• State agency responsible for post-release supervision				
• State releasing authority				
• State agencies charged with providing services for health, mental health, substance abuse, vocational education, and youth and family.				
• Any other key stakeholders.				
• Formalization, roles/responsibilities				
2. Has a deputy director-level steering committee been sponsored by the leadership team with a clear charter?				
3. Are local reentry task forces established at the city, county, or regional levels addressing the challenges of reentry in those communities?				
4. Do those local reentry task forces have membership both from state agencies and local communities?				
5. Does each of these teams has a clear understanding of ground rules for membership; a designated chair, facilitator, and recorder; and adequate staff support?				

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II. Develop a clear vision and mission.				
6. Has your leadership team articulated a clear and elevating vision of the future? Do all participants understand how communities will benefit if we are successful in your transition and reentry efforts?				
7. Is your vision supported by a clear statement of mission, i.e., an overall outcome that is measurable and achievable?				
III. Develop a work plan.				
8. Does each of the teams working on transition and reentry have:				
• A specific set of tasks for which they are accountable?				
• A timeline for completion of tasks and subtasks?				
• Clear assignment of responsibility for these tasks to individuals or subcommittees?				
• A regular meeting schedule and way of reporting work to the leadership of the transition and reentry effort?				
IV. Understand current policy, practice, populations, and resources.				
9. Has your effort undertaken the following:				
• Creation of a system map that outlines how cases currently move through the system from sentencing (or before) through discharge from supervision (and after)?				
• Analysis of the current incarcerated, reentering, and supervision populations that includes information on numbers, profiles of offenses, risk levels, criminogenic needs, and deficits?				
• Collection of data on current outcomes or performance of the transition process, including recidivism (e.g., rearrest, reconviction, return to prison), at different time intervals?				
• An investigation into current barriers for offenders returning to the community?				

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<ul style="list-style-type: none"> • A review of current policies and practices of criminal justice agencies and their partner agencies that affect transition and reentry, specifically those that create barriers or hinder access to helpful services and resources such as: <ul style="list-style-type: none"> ○ Assessment? ○ Programming and interventions? ○ Release preparation? ○ Release practices? ○ Supervision and services? ○ Responses to violations? 				
<ul style="list-style-type: none"> • A review of existing resources and services available to offenders within both institutions and communities? 				
<ul style="list-style-type: none"> • Completion of the Integrated Case Management and Supervision Checklist to assess current practices in case management? 				
Align with evidence-based practice.				
10. Does your system assesses offenders' risks and needs (using validated, actuarial assessment tools) and at entry into the system and at various points thereafter, especially before release to the community?				
11. Does your system uses positive incentives to enhance the intrinsic motivation of offenders to transition successfully without reoffending?				
12. Does your system:				

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<ul style="list-style-type: none"> Prioritize supervision and treatment resources for higher risk offenders? 				
<ul style="list-style-type: none"> Target interventions to offender needs related to their criminality (criminogenic needs)? 				
<ul style="list-style-type: none"> Take into account temperament, learning style, motivation, culture, and gender when assigning programs? 				
<ul style="list-style-type: none"> Structure 40%–70% of high-risk offenders' time for 3–9 months? 				
<ul style="list-style-type: none"> Integrate treatment into incarceration, transition, and community phases of the sentence? 				
13. Do you employ cognitive-behavioral treatment methods?				
14. Do you use and emphasize positive reinforcement for desired behaviors?				
15. Do you engage ongoing support for successful transition from offenders' natural networks of support?				
16. Do you measure outcomes of our practices?				
17. Do you provide feedback to staff and offenders about behavior and outcomes?				
V. Conduct a gaps analysis.				
18. Has your team carefully considered what it has learned about current practices and resources in contrast to our vision of the future in order to identify gaps and targets of change?				
19. What are the gaps between where you are now, and where you want to be in your "preferred future"?				
VI. Identify Targets of Change				
20. You will likely identify many gaps between the current situation and where you would like your transition and reentry practices to be in the future. You need to prioritize your desired changes, which will become your targets of change. Have you identified likely targets of change for the following?				
<ul style="list-style-type: none"> Assessment practice. 				
<ul style="list-style-type: none"> Programming and interventions with offenders. 				

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<ul style="list-style-type: none"> Targeting strategies for resources by risk, need, and responsivity. 				
<ul style="list-style-type: none"> Release preparation. 				
<ul style="list-style-type: none"> Work with special populations. 				
<ul style="list-style-type: none"> Release and revocation practices. 				
<ul style="list-style-type: none"> Supervision strategies and services in the community after release. 				
<ul style="list-style-type: none"> Discharge and aftercare. 				
<ul style="list-style-type: none"> Integrated case management and supervision. 				
<ul style="list-style-type: none"> Case plans (e.g., do you have transition accountability plans in place?). 				
VII. Develop an implementation plan.				
<p>21. Do you have a detailed implementation plan in place?</p> <p>Note: Because TPC implementation is a complex undertaking, you must support the work of teams in executing your plans for change. It is important to sustain efforts, to structure them with a detailed implementation plan, to require regular progress reports, and to adjust and correct strategy based on the experience of planning and implementing change.</p>				
VIII. Execute, monitor, adjust, correct.				
<p>22. Do you currently have procedures in place to define and track outcomes?</p> <p>Note: At a minimum, your transition efforts must include the development of outcome measures and the capability to collect, analyze, and use data on outcomes. The most basic measures would involve recidivism data—including arrests, reconvictions, and re-incarceration—on offenders transitioning from prison to the community. Outcome data should be collected at 6 months post release and 1, 2, and 3 years thereafter.</p>				

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<p>23. Do you have procedures in place to document indicators associated with successful offender outcomes such as employment, sobriety, involvement in and completion of required treatment, and stable housing?</p> <p>Note: Your efforts should include the development of process or interim measures that would track improvements in such reentry indicators.</p>				
<p>24. Do you have procedures in place to track changes in your own system and ways of operating over time?</p> <p>Note: A measurement strategy should define and collect that documents improvements in such things as assessment, case planning, and targeted interventions as offenders move through the transition and reentry process.</p>				
IX. Evaluate.				
<p>25. We have discontinued interventions proven to be ineffective and supported those demonstrated to contribute to recidivism reduction?</p> <p>Note: Optimally, the stakeholders involved in this effort will also be able to identify research capability—within agencies, local universities, or other research organizations—to plan and conduct controlled studies to document the outcomes of interventions currently in use.</p>				

*Taken from Exhibit 4-3 TPC Implementation Roadmap Checklist—TPC Reentry Handbook, pages 45-50. The full handbook is available on the National Institute of Corrections web site: <http://nicic.gov/Downloads/PDF/Library/022669.pdf> Also see Appendix II of the TPC Reentry Handbook for examples from TPC Pilot Sites, documenting the activities outlined in this checklist.