

Prison Reentry Initiative

Strategic Map and Result Trails



Strategic Map

- Connects overarching strategy to impact
- Links organizational efforts to desired results
- Defines organizational results in terms of time-bound, sustained changes in behavior or condition for key stakeholders
- Identifies the organization's contribution toward those results

PRISON REENTRY INITIATIVE STRATEGIC RESULTS MAP

Strategy

Reduce recidivism through a continuum of care that fully prepares incarcerated individuals for successful reentry

How We Contribute

- Direct Service Grants
- Capacity Building Grants
- System Change Grants
- Public Awareness Campaigns
- Initiative Coordination

Focus

Awareness & Education

Capacity & Collaboration

Policy & Practice Change

Desired Results

Incarcerated and Formerly Incarcerated Individuals know about and choose to participate in reentry programs

D.A.s, Judges, Sheriffs, Wardens, Probation and Parole Officers agree to change priorities from 'hard on crime' to 'smart on crime'

Citizens accept the formerly incarcerated as good community members and neighbors and vote for policy makers that support quality reentry

Employers understand the benefits to their business and the community of hiring the formerly incarcerated

Prison, Probation and Parole staff; Reentry Service Providers; Faith-Based Providers; Volunteer Mentors; and Health and Mental Health Providers:

- have the capacity and resources to support quality reentry and apply best practices
- collaborate with each other to create a seamless continuum of high quality reentry support

Employers hire and support the unique needs of the formerly incarcerated and confirm the benefits to their business

D.A.s and Judges use alternative responses for lower level offenses, apply structured sentencing best practices, and share data in a consistent way

Sheriffs and Wardens allocate knowledgeable staff to apply reentry best practices and agree to collect data in a consistent way

State lawmakers promote effective legislation and legislative reform that supports positive reentry outcomes

Impact

Dramatic reduction in the percentage of the formerly incarcerated who return to prison and to increase the cost savings to the community with their successful re-integration.

Result Trails

- Provide a continuum of results reflecting changes in behavior or condition of those being supported or influenced along the path to success.
- Reflect programs and projects as what ‘goes in’ to get participants to result achievement
- Differentiate *expected* vs. *aspirational* results
- Enable staff and partners to ‘connect in’ by identifying the results they achieve in their specific work
- Become the basis for result metrics that all projects and programs report against throughout the year

education,
job readiness, life
and soft skills,
parenting skills,
family
reunification,
faith-based
support,
mentoring,
employment,
health services

Result Trail for: Incarcerated and Formerly Incarcerated

Desired Results: *Successfully reenter the community*

- Become aware of reentry services and choose to participate
- Agree to reentry plan objectives, services, and actions while incarcerated and up to 3 years post incarceration
- Begin to build new capacities and increase readiness resources
- Demonstrate new skills or capacity including: job readiness; social, family and spiritual supports; housing; mental health or substance abuse recovery; medication and treatment support; and financial obligations and parenting skills
- Demonstrate resources required for success, including medications and connection to ongoing health and mental health treatment, complying with probation and parole and continue pursuing reentry plan objectives including housing, employment, spiritual practice, recovery, and family re-unification
- Confirm changes in behavior have led to stable life conditions (health care, housing, recovery, employment, social and spiritual supports)
- Maintain stable life conditions for at least 6 months
- Successfully reintegrate into the community for at least 3 years after incarceration

awareness
campaigns,
education,
convenings,
advocacy,
volunteer
mentorship
programs

Result Trail for: **Community Members**

Desired Results: *Accept the formerly incarcerated as good community members and neighbors and vote for policy makers that support quality reentry*

- Become aware of the ineffectiveness and inequity of current prison reentry practice and costs on the system
- Empathize with the experience of incarceration and accept reentry best practices as a way to support a second chance for reentry-prepared offenders based on the contribution they can and do make to the community and society
- Advocate with others to support reentry best practices
- Vote for policy makers that support reentry best practices
- Provide relevant reentry support to incarcerated individuals (martial arts, relationship skills, materials, spiritual support, information, donations, etc.)
- Create community and support opportunities for the formerly incarcerated
- Volunteer to mentor the incarcerated or formerly incarcerated to support successful reentry

champions,
employer,
engagement,
job matching,
workforce skill
development &
training,
tax incentives,
staff training

Result Trail for: Employers

Desired Results: *Hire and support the formerly incarcerated*

- Articulate hiring needs and express an interest in, and potential benefit of, hiring and advancing formerly incarcerated workers
- Identify and adopt policies and practices that support hiring and advancement of formerly incarcerated workers
- Partner with local nonprofits to source formerly incarcerated skilled workers who have the resources and readiness to be successful on the job
- Hire, support and promote formerly incarcerated workers
- Confirm that formerly incarcerated workers are contributing to their business's stability and growth
- Influence other local business, workforce investment organizations and career solutions centers to address their skill gaps with formerly incarcerated workers

**Result Trail for: Prison Staff; Probation and Parole Officers;
Reentry Service Providers; Faith-Based Providers; Volunteer Mentors;
and Health and Mental Health Providers**

Desired Results: *Build capacity to deliver a continuum of reentry best practices*

training,
convening,
professional
development,
technology
solutions,
best practice
pilots

- Confirm understanding of current needs, gaps, and barriers for the incarcerated to achieve successful reentry including both health and mental health needs
- Express interest in aligning/providing support and resources to maximize positive outcomes for the incarcerated and formerly incarcerated
- Apply one or more best practices and/or collaborate for a seamless continuum of success including useful data sharing
- Agree on measurable results from the changes along with timing and mechanisms for data tracking, result verification and ongoing data sharing, communication and support
- Implement the changes on their own or collaboratively and confirm positive gains for the incarcerated and formerly incarcerated
- Communicate results and learnings, and encourage additional partners to apply reentry best practices and data sharing

education,
convenings,
pilot program,
success stories,
data collection,
legislative policy
changes

Result Trail for: District Attorneys and Judges

Desired Results: *Change policies and practices to reduce recidivism*

- Become aware of successful smart on crime and second chance principles, practices and options
- Commit to changing at least one practice based on smart on crime and second chance principles including consistent data sharing
- Test new practice(s) in prosecutions and sentencing for a short period of time
- Confirm that sentencing recommendations, rulings with new practice(s) and data sharing is leading to fewer incarcerations without sacrificing community safety
- Consistently use new practice(s) and data sharing in prosecution, sentencing and ruling
- Share successful use of new practice(s) and data sharing with other courts, District Attorneys, and legislators

Result Trail for: Sheriffs, Wardens, Probation and Parole Officers

Desired Results: *Integrate sustainable reentry best practices in the prison system*

education,
convenings,
pilot program,
success stories,
data collection,
legislative policy
changes,
staff training,
data collection
systems

- Become aware of successful smart on crime and reentry best practices including collaborative data use
- Commit to collaborate with reentry partners and change at least one practice based on smart on crime and reentry best practices
- Provide training to prison, probation, and parole staff and/or collaborate to provide reentry best practices
- Confirm new understanding and apply one or more best practices with offenders (deliver themselves and/or partner with external group)
- Prison Warden and staff confirm best practices are increasing readiness for reentry based on shared data use
- Consistently use best practice(s) with offenders
- Share success of best practice(s) and collaborative data-use with reentry partners

training,
convening,
white papers,
applied research,
best practice
pilots,
advocacy efforts

Result Trail for: **State Lawmakers**

Desired Results: *Promote effective legislation & legislative reform that supports positive reentry outcomes*

- Confirm understanding of how specific restrictions in the law create unnecessary barriers for the incarcerated and formerly incarcerated to successfully reenter the community
- Express interest in supporting champions and legislation to make changes in the law that maximize positive reentry in the community based on information from reentry experts
- Commit to supporting champions and legislation to change laws that maximize positive reentry for the incarcerated and formerly incarcerated
- Actively support changes in the law that maximize positive reentry for the incarcerated and formerly incarcerated and the communities into which they reenter
- Encourage additional lawmakers to support changes in the law that maximize positive outcomes for the incarcerated and formerly incarcerated and the communities into which they reenter
- Confirm that changes in law have been made to maximize positive reentry outcomes for the incarcerated and formerly incarcerated

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