



Strategic Planning: An Action Guide

Webinar Transcript

Elizabeth P.: Hi, good afternoon everyone. My name is Elizabeth Pyke. I am the director of government affairs for the National Criminal Justice Association. It is my pleasure today to welcome you to our webinar strategic planning and action guide. This is part of a series of webinars hosted by the MCJA Center for Justice planning, and sponsored by the Bureau of Justice assistance. It's a critical one, because strong planning is what supports strong programming and effective services. This webinar is really meant to let us all take a step back and consider all of the elements of a strong strategic planning process. Our speaker is an expert at this.

First, before we get started, let me cover the mandatory logistical items. First, we will be recording today's session for future playback. The recording and the slides will be posted on the MCJA website, and emailed to everyone who registered for the session. It'd being audio cast through the speakers on your computer. If you don't have speakers or would prefer to use your phone, please use the number that was contained in the registration email, or on the event info tab located at the top left-hand side of the screen. If you have issues with the audio through your computer, feel free to use the phone.

Due to the number of people joining us today, we will have muted all participants to reduce the background noise, but if you have questions for the presenters or for us, we encourage you to submit them using the chat feature on the right side of your screen. We have included time for a question and answer period at the end of the presentations, so if your question doesn't get answered as part of the main presentation, we'll try and answer it then. You can also submit a question at any time and we'll get back to you. Also, if you would like to communicate with us with MCJA staff during the webinar, you can submit that using the chat feature to host. If you have technical difficulties or get disconnected, you can always just reconnect to the session using that same link that you used to join initially.

In the last five minutes of the Q and A period, we will ask you to complete a short survey. The information you provide is really important to us to help us plan and improve future webinars. Please do take that survey. At this time, I would like to introduce our speaker, Deb Matteucci joined the Montana Board of Crime Control as executive director in January 2015. She brings a strong background in strategic planning, grants administration's, policy, and program development. Prior to joining the board of crime control, Deb served as the chief of the Adult Mental Health Services Bureau, and also worked for six years as Montana's first behavioral health program facilitator. A boundary spanner between corrections and mental health with an emphasis on improving coordination of services for offenders with serious mental illness. Deb, welcome. We will now turn the presentation over to you. Thank you.

Deb Matteucci: I really appreciate the opportunity to present this session for you today. This is something that is so important to agencies, but that so many really struggle with. Hopefully we can shed some light on strategic planning today, and get everybody off to a great start. Why strategic planning? At the very basic it's getting from A to B. More effectively, more efficiently, and having some fun along the way. Also a new JAG requirement for 2019, which is why we're here today. All state administering agencies will be required to submit a comprehensive statewide strategic plan detailing how the grants they receive by the state will be used to improve the administration of the criminal justice system. It needs to have specific details.

Let's start with the basics, strategic planning versus strategic thinking. You've heard of both. Can't have one without the other. They work together, and they actually require one another. What's the difference? Fundamentally, one is black and white, and the other one is the entire color spectrum. Strategic thinking is the wish list. It's the big dreams. The new possibilities. Strategic thinkers don't care about what didn't work in the past, and they look for new ways to get things done. It's the rainbow of possibility. Strategic planning on the other hand takes all those great ideas and whittles them down to what's most important for your agency. Today, this year, or over time. This sets those priorities and that vision in motion through some clearly defined goals and actions. This is the blueprint. They work very closely together.

Planning without strategic thinking is setting goals that repeat the same old work of yours in the past. It still moves you forward, but it's difficult to build excitement around the plan, or to engage new stakeholders. You need the spark that's strategic thinking to give life to your plan. Strategic thinking, on the other hand, without planning is hurting [inaudible 00:06:01]. It's great ideas but no direction. Nothing ever really gets accomplished. Despite the ingenuity of the ideas, no one has mapped out the implementation plan, or fine-tuned any of the details. Strategic thinking informs strategic planning. It's a winning partnership that you really need for success. Why plan? What's the purpose of it? It's to achieve something, whether it's big or small. It might be coaching football teams, invading a country, launching a business, or going on vacation. Strategic planning represents your long-term vision for your agency, and the justice system in your state.

Supported by it shorter, annual goals, and actions that work within your annual budget, or biannual budget. They move you forward step-by-step. A strategic plan for only one year is really a work plan for that year. What do we do this year? But it doesn't chart, of course, with a vision for the future. A strategic plan typically looks at a period of 3 to 5 years. Annual plans need a long-term destination. Strategic planning is the vision, the what could be supported by the details. It's the foundation of any successful business, and it's the key to your success as the lead criminal justice planning agency for your state. It's the requirement for your 2019 Byrne JAG application.

Today, we're going to walk through the steps of strategic plan development, and cover the details of what you'll need to know for JAG. Many of you are probably planning a vacation for sometime in the next 12 months. Whether taking a trip, it may be a staycation filled with home projects, you're looking forward to a little time away from the office, spend some time with your family, your friends, or maybe just a really cool strangers, and getting away from it all. The elements of successful strategic planning for your agency aren't much different than planning a trip. How do we get started? This is the basis of the plan. Nine key aspects. They're the basic element of every good plan, so we'll walk through each one of them. Problem identification, you need a clear statement and a vision for where you want to be in the future.

Where do I want to go on vacation? Map's pretty big. How difficult would it be to plan your vacation if you had no idea where you wanted to go? Too often, agencies set out to do strategic planning without a clear statement of the problem they wish to solve. What problems can we solve? Which ones are our responsibility? For this activity, in narrowing this down, I've asked my staff and my board, are we Gladys, or are we the pits? Do we take the lead? Or do we play a supporting your backup roll? No doubt, the problem needs attention, but are we the best ones to take the lead? Sometimes it's okay to pass on an important issue if you're not the best one to champion the solution. That doesn't mean you can't help. Could you help convene the stakeholders if you make some data available? Or pursue grants funding to kickoff the initiative?

A supporting role is just as important. Let's think about stakeholders. How do you engage your partners? The first step is to ask a specific question. Provide them with some structure. Set a beginning and an end. Start on time. Stay on topic. It's the difference between, hey, will you help me move? Oh my god, no, I don't want to, I don't want to. Or, will you help me move my couch into my new house on Saturday morning? That's pretty specific, and that I can do. I know when it's going to start, and I know when I'll be finished. Who are the strategic thinkers that you want to have at the table? This is the typical list for criminal justice system planning. What about the Chamber of Commerce? Businesses deal with shoplifting, robbery, vandalism, they may have invaluable input. They also have resources to address a crime prevention initiative that meets their local needs. What about the healthcare system? [inaudible 00:10:58] treatment programs?

I can assure you they're working with the same population that the county jail sees every weekend. Engaging nontraditional stakeholders adds value and perspective to your plan. Who needs to be at the table? Have you ever been to one of those planning meetings where there is a huge group of people? Many spend time talking about problems, how the current solutions don't work. Some will bring forward their pet projects, or visions for your organization or programs. Dreams of flipchart pages are created, rainbow of colorful markers. Everyone gets to vote, get the little sticky notes. Eventually, a list emerges, and it looks a lot like your notes from the last strategic meeting you went to. You need to be sure that your stakeholder group includes representatives from your key target audiences.

Also, that you have some strategic thinkers to build the strategic plan. The process is necessary, so make it count. Make good use of that time. The new JAG guidelines state that your plan will be designed in a partnership. A collaborative partnership. Local governments, judges, prosecutors, law enforcement, corrections, victim services, defense, juvenile justice, and reentry. It says your plan shall be designed. You need to have those partners at the table. Who are the stakeholders that are planning my vacation? Is it my family? Maybe it's a group of friends. What about someone you know who always takes that awesome vacation? They have great stories, they are a strategic vacation thinker. Perhaps you need input from the bank. Do I have enough money to go on vacation? Or time off from your supervisor. Maybe that's not a great week for you to be gone. Someone to watch your dog.

It's important to get input from both internal and external stakeholders as you develop your plan. Those who want services from you, as well as those who best understand the values, capabilities, and the missions of your organization. Successful planning requires the clear understanding of the problem you want to address. What data do you need to make an informed decision? I want to go to Yellowstone Park. Be clear and be specific. With a strong problem statement, the next steps become much easier. Let's add to the problem statement to further guide the planning. I want to go to Yellowstone National Park with my family and see Old Faithful next year. Now we're getting somewhere. We have some more details.

Let's look at some more information. Yellowstone has five entrance stations. Many hours and many miles between them. It's a big park. Most park roads are closed to regular vehicles from November to April. On November 6 this year, all the roads are closed for the winter, except the north and northeast entrances. Knowing this, I further refined my problem statement to I want to go to Yellowstone Park with my family during the open season of 2018 and stay at the Old Faithful inn. This won't be our Christmas vacation. Whoa, wait a minute, 900,000 visitors in July? Am I willing to go any time during the open season? What are my values or priorities? Do I want to meet many new people, or explore the park on my own or in relative solitude? Do I want to see spring wildflowers and baby animals, or do I want to see all the colors of autumn? I want to see the colors changing in Yellowstone Park with my family in October 2018 and stay at the Old Faithful inn.

Now I can start making reservations. The next step in your plan is the SWOT analysis. SWOT stands for strength and weaknesses which are internal to your agency, opportunities, and threats. Which are external to your agency. What are some examples of SWOT first day administering agency? In the strength category, you may have a great professional staff, power and influence, name recognition. Some of those weaknesses may be lack of leadership. Is your board engaged? Do they provide support and vision? Do you have pending retirements? Going to lose that expertise in your agency? On the external front, what opportunities you have? Increased Voca dollars is one that most of us are working with. What about Justice reinvestment? Does that create opportunities for you? Are there threats? The

public perception of crime.

The landscape is changing. Social media has done that and changed the way people view crime prevention initiatives. What about reductions in federal funding in key programs? Considering these factors will help you determine where and how you can make an impact or achieve your vision. Oh, look at that cute guy, hold on, let's back up. The JAG plan says, describe the barriers of the state and local level for accessing data and implementing evidence based approaches to preventing and reducing crime and recidivism. This is your SWOT analysis. Define the threats and weaknesses, but draw upon your strengths and opportunities. Find your Gladys issues. Give up the pits. The hedgehog test. Kind of cute. The fox knows many things, but the hedgehog knows one big thing.

In the parable, the fox uses a variety of strategies to try to catch the hedgehog. It sneaks, it pounces, plays dead, but every time it walks away defeated with a nose full of spines. Fox never learns that the hedgehog knows how to do one thing perfectly, defend itself. Philosopher Isaiah Berlin took the parable and applied it to the modern world. He divided people into two groups, foxes and hedgehogs. In his essay, he argued that foxes are sleek and shrewd, they pursue many goals and interests at the same time. Because of this wide variety of interests and strategies, their thinking can be scattered and unfocused. They're limited in what they can achieve in the long run. It's strategic thinking without strategic planning.

Hedgehogs however are slow and steady. People often overlook them because they're quiet, unassuming. Unlike the fox, they can simplify the world and focus on one overarching vision. This principle guides everything they do, and helps them succeed against all odds. Jim Collins developed the idea further in his book, Good to Great. According to Collins, organizations are more likely to succeed if they focus on one thing, and do it really well. By doing so, they beat their competitors, and become truly great businesses. It's a great book if you haven't read it. The hedgehog test is a great activity where you can engage your stakeholders. Both internal and external. Each year, each will see your world from a slightly different vantage point. They'll provide invaluable insight. What are we truly passionate about? What do we do better than anyone else?

How do we generate revenue or build capacity? The right way forward is where they all three intersect. It's that central position, the sweet spot for your strategic planning efforts. Where you'll realize your greatest success. Resources. Often, an agency doesn't have resources available immediately to implement the action steps of a plan. Projects are postponed. Maybe your planning group didn't have a realistic view of what it might take to put the steps into action. Have you ever said, "If we only have two more staff members, we could really make this happen." Maybe you need a new stakeholder or partner before you can gain traction. Are there policy barriers, or preliminary steps you have to take before you can get moving? Maybe you just don't quite get to that great new idea, because you have so many other pressing needs and responsibilities.

Having the right resources at the right time is the key to implementation of your strategic plan. An effective strategy means you also have a realistic idea of the resources you have at hand today, those you anticipate in the short term or the near future, and those you'll need or want to secure for long-term implementation and growth. Remember, doesn't have to be cash. Identifying key stakeholders who may have resources to bring to the table makes good use of everyone's tools. In 2006, I began doing some work at the boundary spanner in Montana. To identify and implement changes for offenders with mental illness. Whether they were under the custody of the Department of correction, or the Department of Public Health and human services, we have a guilty but mentally ill conviction in Montana. Had no staff, no budget, and no authority to make anyone do anything.

I started with a strategic plan. Pulled my stakeholders together, and we put together a clear vision for the future. We had stakeholder engagement, things weren't working well. We have some data-driven ideas, and we have some actions identified to get started. One of my challenges was teaching the two teams, the corrections professionals and the mental health providers, about the others culture and ways of working. This didn't mean I had to learn it all, it meant I had to find the right people or resources within each discipline, and then utilize their expertise to cross train the target population. If I want to build a birdhouse and I have nails and lumber, I need to find some partners with a hammer and a saw. Can you see the big picture? Focus on where you want to take your organization over time.

This sets your direction over the long term, and clearly defines the mission and vision of what your future should be or could be. When you can see the big picture on the horizon clearly, then you can determine your priority issues, and the next steps in strategic planning. Goals can be long-term or short-term, depending on the time necessary to fully implement them. Some goals may spend multiple years and be implemented in phases. Others last a year or less. The roles are the same. The mission of the Montana Board of Crime Control is to proactively contribute to public safety, crime prevention, and victim assistance through planning, healthy development, and coordination of the justice system in partnership with citizens, government, and communities. This is true, and it's very important to our agency. Well, what does it really say?

In July 2015, the leadership team representing our board and staff sat down to carefully analyze our mission. The strengths, weaknesses, opportunities, and threats facing our agency, and to chart a path for the future. The leadership team then brought that vision to the full staff for further internal input, and then to our 18 member board of directors for more clarification, data, resources, and additional insight. At this point, we'd applied the vision, our stakeholders, data, and then a SWOT analysis. December 2015, six months later, the board of directors adopted this vision for the future. We use this statement in all that we do, and integrate the building blocks into our publications, our websites, and our outreach to communities. We want our Montana partners to know what we represent every day.

What requires a full and immediate attention? For our planning process, we determined that the system was overloaded. Local jails are bursting. Sound familiar? Prisons are overcrowded. State hospital was well over their licensed capacity. Court dockets were slow, long, and people with behavioral health disorders, including substance abuse and mental illness, were getting deeper and deeper into the justice system. Due in large part to the symptoms of their illness. All of our justice partners were entirely focused on managing the deep end where the big numbers are. No one seemed to be slowing the flow into the system. A clear vision and goals build excitement, and encourage positive action. What are some of the questions that your organization could ask to determine if your goals are on target? Does this goal address an immediate and urgent need? Are we the best ones to address it? Could we do it effectively with passion and expertise, enthusiasm? What outcomes do we want?

If the answers to most of those questions are no, then maybe this goal is a solution in search of a problem. You ever worked on one of those? You're having trouble finding engaged stakeholders, can't seem to find the resources to fund your project, your staff is not at all interested, then maybe this isn't a key issue right now. Our agency determined that we could play a vital role in the justice system in planning and reform if we focused on the front end. On prevention and early intervention. Our state didn't have the resources to build our way out of the overcrowding problem we're facing, so an emphasis on slowing the input was critical. In addition, we had the tools at hand to have an immediate and positive impact. By using grant resources on the front end to slow the flow, it would enable our partners to [inaudible 00:27:26] from reductions in populations to be able to sustain those efforts into the future.

Clarifying our plan around these four vision statements and long-term goals provides the basis of our operational decisions. Let's take number three as an example, here's how we put this in motion. Goal three says that services are accessible and trauma informed. The first year we set a short-term goal to increase the number of victim service providers, or develop new service providers in geographic areas without coverage. The outcome we wanted was the increased access. The data we have is we mapped the current programs. Who do we fund? Where are they? The action step was we did outreach to travel communities and reservations. We have seven travel reservations that cover a lot of land in Montana. We made direct contact with county attorneys and law enforcement, and community stakeholders in underserved areas.

The second short-term goal we established was to increase the capacity of victim service providers to deliver trauma informed care through training and technical assistance. The data we collected through a survey of our victim service providers, and quarterly reporting from our current subgrantees. The action step is we set aside some resources from our victim spending, and issued a limited scope, RFP, request for proposal for capacity building and training on key elements of evidence based victim service delivery. We've taken a similar approach with each one of their goals. It means we changed some programs, we've pursued some new

money, and we've stepped away from things that no longer specifically address our long-term vision. Byrne JAG program was also amended to include the strategic planning requirements.

It starts in 2019, but it's not too early to begin developing your plan. You don't have to tackle strategic planning in a day, or in a retreat. It's actually better if you don't. Add an element of strategic planning to staff meetings, or board meetings. Ask key questions when you're with your stakeholder groups. Keep notes. Converting your goals into accomplishments. The output of strategic planning of a documents and communications, but describe your strategy, and how it should be implemented. It might include an analysis of a current political climate, research into criminal justice best practices, guiding policies for achieving your goals, or specific action steps to be implemented. These are the outputs.

Then add details. Who is accountable for this project? What, specifically, will we do? What resources do we need today, or next year? When could we start? Are there any barriers or foundational steps we need to take? Set a realistic timeline for implementation. This isn't the only thing you're working on. Identify benchmarks or check ins along the way. Monitor your progress. Celebrate your success. If an unforeseen barrier shows up, regroup. Adjust your action steps as you need to. Use a variety of methods to measure and monitor your progress. You could do monthly meetings, annual, or long-term budgets. You could do a timeline, work plan, or keep a scorecard. JAG plan shall include a description of how state will allocate funding to the allowable purpose areas. These are the specific action steps you'll take to award your JAG fund out to communities.

Does your plan identify key purpose areas of focus or priority? Do you have a proposed funding distribution across more than one area? What are the most pressing issues in your overall vision that could be supported with JAG funding? Consider a targeted, limited scope RSP to address a specific deliverable for your strategic plan. It's a great tool to make sure you move forward. For the allowable purpose areas, note H, new mental health programs, and related law-enforcement infractions programs. Including crisis intervention teams. This could be prevention initiatives to slow the flow into your system if yours is as crowded as ours. That one of your priorities? How will we know when we're finish? Think about both the qualitative and the quantitative outcome you want to see. This was a basic cause and effect. What are the potential unintended outcomes? How do you avoid those? Clear, measurable goals lead to clear outcomes.

Your agency can use those to monitor progress and your accomplishments. If a clear goal is a definable outcome, here's the goal. Fund \$5 million to community-based mental health services this year. The expected outcome, the money spent, the year is over. Here's the criteria, was it specific? Yes. Was it measurable? Yes. Is it attainable? Probably. How about responsible? Well, we have a shortage of services. Is it time balanced? Says this year. It meets all the criteria. Is this a clear goal with a definable outcome? Or what about this? Fund \$5 million into community mental health services to increase independent living. Pro social

interactions to kill meaningful employment for 5000 people living with a mental illness.

The outcome, our expected outcome is that 5000 people experience an improved quality of life. Still meets the criteria, but the true outcome is what we want is to help people. For this one, we might ask, did anyone get better after we spent 5 million bucks? Looks like a yes. The JAG plan will describe the process used by the state for gathering evidence-based data, and developing and using evidence-based and evidence gathered approaches in support of funding decisions. See the key word there? Evidence. Do your research, do your homework. A clear goal with specific action steps will shed some light on the data that's available. It will also illuminate data you need to better gauge the outcomes you desire.

Plan for data before you start the project. Put the wheels in motion. Ask your stakeholders what they'd want to know about this initiative. You won't be able to answer all the questions, but you might get some new ideas for how to collect important information. Be flexible, plans change. Your vision of the future, that desired state usually doesn't. Keep your eyes on the endgame. Review and adjust as you need to. The JAG plan should be updated every five years. BJA recognizes there is changing circumstances. You may need to adjust your funding. You may have new issues arise. You're supplemented need might evolve over that five-year period. Your accomplishment of goals, celebrate your success. The last one, reflecting how to plan influenced or funding decisions in a previous year, did you achieve your desired outcomes, or do you need to adapt and adjust?

We've gone through the steps of strategic planning, but how do agencies avoid that post retreat strategic planning let down? You do a big retreat, everybody's excited, you come up with some great ideas, and then you go back to work. Sometimes the mere mention of strategic planning can clear a room. You have visions of flipcharts, scented markers, people are racing for the door. Planning fatigue. We've all participated in at least one session. Roomful of people, couple of them dominate the conversation, few more are passively engaged, some are checking emails, some are having sidebars. A few are raising red flags in opposition to every suggestion made. We've done that before, it never works.

Throughout that very long day, in a windowless conference room, usually on the sunniest day of spring so far, you make countless lists. You brainstorm on flipcharts, and note cards. You use smart boards, you all vote. You get little sticky dots. You identify goals and priorities. You're exhausted. Are you thinking strategically? Probably not. [inaudible 00:37:04] lives that they establish estimated costs to bring a project to life, you don't develop a budget or find responsibility, or map out a timeline. It falls back on staff as part of the implementation of the new plan. The plan ends up in a three ring binder with a great cover page where it sits, and sits, until your next planning session when you do what? Do you dig out the old plans? Evaluate what happened, and see if you achieved the goals you set? Or do you just start over with a new pad of flip chart paper?

Need to maintain the momentum of your strategic planning efforts throughout the year. I read a story about a mountain climber who shared her experience standing on the top of Mount Everest. She says that while standing at the summit, she was surprised to find that rather than being excited and elated in her achievement, she was enjoying a view that so few people have seen. Her thoughts instead were dominated by this unsettling realization, oh my god, now I have to get back down. Her primary motivation had been to reach the summit. Through months and years of training and preparation through the final challenging steps to reach her goal to the top of the mountain, now the primary motivating factor for the descent, which is sometimes harder physically than going up, was simply survival.

Strategic planning often occurs in the context of a retreat. You're off-site, you're relaxed, you don't have the distractions of phone and email, or customers. To be effective, the agency has to stay the course after coming back to the office and day to day demands. Think bigger. Don't think of strategies in advance, make strategic thinking a part of your day-to-day operations. Who else could benefit from this? How can programs A and B complement or enhance one another if they work together to expect new outcomes? I.e. in analysis one bite at a time. Find your niche. Sweet spot. The place where you're qualified, and excited, and successful. Then go. Pick three or four high-level goals and determine a few high priority action steps. You don't need 15 action steps, you need three or four.

Sometimes, despite your best efforts, projects fail to meet your expectations. It happens. When it does, accept it. Look closely. Where the factors within your control, or not? If yes, adjust your process and begin again. Talk. Seriously. Share information. You'll gain as much as you give by having open two way lines of communication with your stakeholders. Put your planning into action. The sequential intercept model is a great tool for putting planning into action. We've covered the nine elements that strategic planning, problem identification, stakeholders, data, SWOT, resources, goals and actions, outcomes. We've reviewed. What's it look like tomorrow? What's the first move?

This model is a great tool to help your organization clarify mission priorities and outcomes. It was developed by Mark [inaudible 00:40:47] and Patricia Griffin, together with the gains center. The model provides a conceptual framework for communities to organize. Targeted strategies for justice involved individuals with behavioral health disorders. It was designed around a population of offenders with a mental illness. That was its initial purpose. It's been used as a focal point for states and communities to assess their resources, determine gaps, and plan for community change. To identify stakeholders, and envision that within the criminal justice system, there are numerous intercept points. Opportunities to link services, and prevent further penetration into the criminal justice system. Into the deep end of the pool.

On the far left or outside of the box is intercept zero. That's where you want to be. In this scenario, and accessible mental health system. The ultimate intercept. It's comprehensive, it's accessible, and it's effective. Needs of individuals with mental

illness are met. It's the most effective means of preventing the criminalization of those individuals. Treatment's evidence-based, it's integrated, and it addresses [inaudible 00:42:05] substance use disorders. What if we don't have that? On the far left is the intercept one, law enforcement. That's your first point of contact. Training dispatchers to identify calls that might have a mental health component.

Training officers to respond. Do they recognize signs and symptoms of a mental illness? Document police contact. How many calls do we actually go on where someone is suicidal, or someone is behaving strangely in the community? Do we have a crisis unit? Can we take an individual in crisis anywhere besides the jail? At intercept two, it's initial detention. We're moving to the right down the continuum. Screening for mental illness. Pretrial diversion, or link to comprehensive services to be able to divert back to the community. If that's not an option and we moved to intercept three, or jails and courts, then we do comprehensive screening to inform diversion opportunities. Could we use specialty treatment courts? Is there access to medications? Is co-occurring treatment available? Is it trauma informed? Do we have access to peer support? What about housing? Information sharing between the partners, the courts, the treatment providers, law enforcement?

If the offender needs to go to jail to protect public safety, then do we have jail based services? They may go to jail, or they may go out to community at this point. At intercept four we recognize that some people need to be in secure custody. They just need to. We assess the clinical and social needs, and the public safety risk that they present. There is a great reentry checklist that the gains center publishes that walks through what you need to know to plan a successful reentry available online. You can identify required and correctional programs that are responsible for the post release services, and coordinate transition plan.

The last intercept, screening using a criminal risk and needs responsive approach. Connecting individuals to jobs, and treatment, and housing. Promote communication and information sharing. Do you need to adapt your supervision strategy, or have graduated responses? At each intercept, you can find opportunities to divert someone from the deep end, that expensive and overcrowded deep end. Here's another way of looking at the model, the same intercept, but a different view. Your goal is to stay outside the funnel. How do you use it for planning? Since 2004, I've kept a [inaudible 00:45:01] chart of the model in my office. Usually taped to the back of the door. On the left side of the funnel, I have notes about system gaps, resources or needs, the estimated cost of putting a program into place at each level. Some examples might be at post arrest.

Do we have pretrial supervision services in all of our big communities? On the right side of the chart, a list of programs that we've implemented, or resources be secured. I've used the diagram to addressing the law enforcement, probation and parole, prisons, and the healthcare system. Using this in your own community, defining the problem, for your strategic planning efforts, envision the funnel as your justice system. You're a small community, and you're planning for the entire state. You can use the model to map your community. You can use it for health

care, you can use it for correction, or for the entire system. The goal is to stay out of the funnel, but individuals enter the top through law enforcement contact.

The widest place is the most contact, the most opportunity. If you have an offender that must stay in the funnel to protect the public, then the vision is that he or she would move through with the right resources appropriate to meet their needs, and leave at the most appropriate place. What are your priorities? Where can you develop programs or off ramps? You can use the model to set long-term goals in a vision for your agency, as well as short-term goals for the year. You can identify low hanging fruit, strategies you can put into action immediately, as well as those where you need some new partners or resources. Our agency is focused on impacting the intercepts zero, one, and two. Start a list of stakeholders you want to have at the table, and think bigger. What data do you have? [inaudible 00:47:02] on your funnel at each level. Research best practices. Reach out to your stakeholder groups. Get a solid list going on both sides of the chart.

Conduct your SWOT analysis. Your strengths and weaknesses internally, and your opportunities and threats externally. Look at how you could make an impact at each level, where you can help. Then apply your hedgehog test. What are we truly passionate about? What do we do better than anyone else? How do we generate revenue or capacity? Take a look at your resources. Set an annual budget for implementation and action steps. Pick one level. Focus your energy there. Here's some of the things we found. We have new Voca money, we have a little state funding, we have partnerships with the universities, crisis intervention teams in most of our big communities, and we have crime data. We know where things happen.

Set three or four annual goals that are specific and measurable. Attainable, responsible, and plan bound. The goals that support your mission. That sweet spot of your hedgehog test, and clearly address your problem statement. Define your action steps to achieve each goal. The who, what, how, when, and where. [inaudible 00:48:30] ownership and responsibility. Monitor your progress. Focus on the process. Check in often. Celebrate success. Food helps, we eat a lot of ice cream here. In outcomes, how will I know when I've accomplished the goal? Build consensus around the expected outcome, and plan for unintended consequences or outcomes. Ask yourself, how will I know when we've accomplished it? What will it change? Do we get there? Review and adapt, share the knowledge. No one can see the future.

Problems arise, new opportunities take priority. Keep your strategic plan out in front, keep it open on your desk. Challenge yourself and your team, and your partners to think strategically about the future. Not just the same old role you've always played, but rather, what's the role most necessary for you to play? What can you do that no one else can? Need more help? You're not alone in this. In 2019, we're all writing strategic plans. One of the also new requirements is that the US Attorney General will provide technical assistance to states and local governments to help develop that plan. It's also a new addition, in this session, it's able to follow

the first steps in bringing a strong, technical assistance program to state of ministering agencies. Now remember, it starts with a clear definition of the problem. Where do you want to go? See you all in Yellowstone Park at the Old Faithful Inn next October.

Elizabeth P.:

Deb, thank you so much. This was very, very helpful, entertaining, strategic and detailed, and I personally loved the examples. They were great and very helpful. We have a few minutes for questions, and the first was just a very technical one. We're talking a lot about the requirement by BJA to do these strategic plans. For those of you who aren't familiar with the history of this, it has been a growing, expanding requirement by BJA on the states, but not mandatory. They made it almost as mandatory as you can get without the statutory authority to do so. Then this last year, Congress passed a new law that included the strategic planning requirement that will come out with the [inaudible 00:51:23] 19 solicitations. We are at MCJA talking to BJA about this in some detail, and I think, initially anyway, it will look clearly similar to what it is now, but it will be mandatory, and we will get out information as we have it.

There is one question that, Deb, I wonder if you could answer, and that is about managing up. If you are in an FAA office, you have a governor on top of your world, you have a legislature on top of your world. You probably have a board or commission with prominent players, all with their own personalities, and biases, and levels of engagement in your efforts and in your agency, and now you have this requirement, which can be useful as a leverage point. You want to do the strategic planning, but you might not have buy-in above you, but now you have this requirement, and that gives you an excuse to go to those different constituencies and say, "But we have to do this. This is now a federal requirement."

Can you give advice, or a few initial thoughts about how do you manage this process up? You've done a fantastic job of managing it sideways and down, but how do you get your governor's office to want you to do this, and give you resources to do this? Occasionally, bash those heads together to make your partner agencies do it, and come to the table with you when they might be reluctant?

Deb Matteucci:

It's a great question, and it's a challenge that I think we're all facing. Think one of the first steps you can do is just like writing a grant application, you start with your needs statement. You do your research, you know, we've had this many incidents of this type of thing in this area, and you've mapped all that out, and you done your homework. Your staff and your team know that information better than most. Presenting your case for, here is a problem, but bringing with that, and here is a potential solution, and here are some resources, and here's how your state administering agency can help, isn't, I think, builds that relationship with leadership, with your governor, with your legislature that says, "You're thinking through this process." And that you can be a real instrumental and key player.

For justice reinvestments, one of the things that I think is so exciting about the role of state administering agencies play is that through that initiative, you have all of

these great ideas of duties earlier interventions, and do pretrial, and do validated risk assessments, but your corrections department, or your prisons, or your county jails are saying, “Holy cow, just get people out of the building. It’s so crowded, I can’t do that. I can’t put in a new program. I don’t have money to do it.” If you can leverage grant funds to help work on those initiatives while they are still paying for the other end, you become an invaluable partner to helping make that project successful, and you earn a seat at the table. I think the most important thing you can do is really do your homework. Find out if they’re a priority.

That, I think, is a first step. Ask your governor, are there key initiatives that are important to you that the state focused on that no one else is doing? Can we help with that? Is that in our wheelhouse? Take a look at some of those things. Come back, scale them up, see what it looks like. Then come back with a proposal. Not just a problem, but also a solution. I think that helps get you a seat at the table, and at least gets you recognized as an important player and someone they should check in with as they go forward.

Elizabeth P.: That’s excellent. That’s one answer, thank you. While we’re finishing the Q and As, a poll will be opening now, so if people don’t mind taking it, that would be great. We’ve had another question just to clarify on when this requirement is actually going to take place. My understanding is that the FYA team grants will be coming out in the next couple of weeks. This as a new strategic planning requirement won’t be a requirement until the FYA 19 grant. The main thing we’re talking to BJA about is not only exactly what they would require and how it would work, but how the requirements can be sensitive to the needs of all the states.

Some have been doing statewide strategic planning for many, many years. Others are just at the beginning of this journey, and so the requirement needs to be thoughtful and appropriate to every state to just meet them where they are, and then move them along the path. We’re hoping that that will be a goal. Okay, so then I think we might have time for one last question, and this question is how do I avoid the perpetual cycle of performing need assessment surveys year after year without implementation ever taking place?

Deb Matteucci: Oh boy, that’s familiar. I think that you can add to your need assessments. Don’t start over. If your need assessments identify stuff that needs to be implemented, you start your plan, and you have some clearly identified action steps moving forward. Then, each year, it’s just a check in. Has anything changed? Is this still a priority? Are we still on track? It minimizes that perpetual survey by just having a little check in. What’s new? These things we assume are still here. We haven’t solved them in a year, but what else happened? We have a pipeline project coming on in Montana next year. That’s a new issue that we didn’t plan for this year, but next year we’ll need to address. I think if you start from your plan that you’ve already put in place, and you got some action steps, then it’s just may be adding one more goal or one more initiative to meet that additional need, rather than revamping and wiping the slate clean.

Elizabeth P.:

Super. Thank you again, Deb. This was really, really wonderful and helpful. Thank you to you and to everyone for joining us today. As I said at the beginning, we will be sending the webcast and the slides to everyone who registered tomorrow, and we'll be posting them on the MCJA website shortly. Thank you again for joining us, and have a great afternoon.