



Palm Beach County Criminal Justice Commission

Reentry Task Force

5-Year Strategic Plan

Revised, 2010

Mission: *To implement a five year plan for providing coordinated and effective reentry services to those returning to our community from incarceration based on the gaps identified in the Countywide Assessment. This plan should solidify the Task Force as the advisory body for reentry programming in Palm Beach County, whether publicly or privately funded.*

Brief History

Between 2007 and 2009, the CJC Reentry Task Force, which sometimes numbered more than 60 individuals, contributed to a detailed assessment of all reentry services in Palm Beach County, including those programs funded through public dollars and those funded by private or faith-based organizations. The result was a clearer picture of what services were being offered, but more importantly, what services were lacking due to geographical, financial or other barriers. The next step for the Task Force was then to develop a Five Year Strategic Plan that would create a strategy for filling the gaps identified in the Assessment. Not all gaps were included in this plan; the Task Force decided to narrow its scope and improve what it felt was realistic, with hopes of expanding its scope once existing programs were proven effective.

The current 2010 Reentry Task Force is now responsible for the overall implementation and sustainability of the Strategic Plan, and includes 4 Subcommittees that are responsible for various tasks that will lead to the achievement of specific goals described in the plan. The Assessment is continually updated to reflect changes in countywide programs. The consequence of such changes is that the Strategic Plan is a dynamic rather than static document, subject to modifications and periodic updates.

Task Force Membership, Recidivism Goals and Responsibilities

A. Membership

The 2010 CJC Reentry Task Force consists of, but is not limited to, representatives from the following agencies and organizations:

Veteran's Administration	Workforce Alliance
Palm Beach State College	Victim's Services
Literacy Coalition	Health Department
Criminal Justice Commission	Palm Beach County Sheriff's Office
Department of Children and Family Services: Substance Abuse	Department of Children and Family Services: Mental Health
Public Defender's Office	State's Attorney's Office
Florida Department of Corrections	Gulfstream Goodwill Industries
Riviera Beach Justice Service Center	Prison Fellowship
Diocese of Palm Beach County	Salvation Army
Department of Public Safety	West Palm Beach Weed & Seed
Palm Beach County Board of Commissioners	Matthew 25 Ministries
Juvenile Justice	

B. Recidivism Goals

The Reentry Task Force has adopted the following definitions of recidivism and timeline for achieving a goal of 50% reduction in recidivism.

- ✓ **50%** Reduction in Recidivism by Jurisdiction (county, state and federal releases to PBC)
- ✓ **25%** increase in number of offenders using services (based on funding availability through grants and tax dollars diverted from corrections)
- ✓ 3 year re-arrest/violation free
- ✓ 1 year reporting periods established for comparison of data
- ✓ Uniform data collection available to all service providers by **2012**
- ✓ Program Evaluation implemented in **2011** with recommendations implemented **2012**

Jurisdiction	Current Recidivism Rate *	2010 % Reduction (cumulative)	2011 % Reduction (cumulative)	2012 % Reduction (cumulative)	2013 % Reduction (cumulative)	2014 % Reduction (cumulative)	Projected Recidivism Rate by 2015
PBSO	51	2 (2)	4 (6)	6 (12)	7 (19)	8 (27)	24
DOC	33	2 (2)	3 (5)	4 (9)	5 (14)	5 (19)	14
FBOP	41	2 (2)	4 (6)	5 (11)	5 (16)	5 (21)	20

C. Responsibilities

The Reentry Task Force is responsible for the following:

1. Updating the Strategic Plan annually.
2. Continuing to identify new partners and determine how and when to bring additional partners into the initiative
3. Fine-tuning goals and tasks as needed due to new initiatives and circumstances
4. Developing a plan for sustainability, including the ability to maintain existing services in the event of budget cuts, grant losses/non-renewals or staff changes
5. Facilitating sharing of resources among agencies and service providers
6. Developing a fundraising plan which includes diverse sources of support
7. Engaging federal, state and local officials
8. Determining feasibility of shifting county/state/federal-funded programming to community-based funding.
9. Working with Data & Evaluation subcommittee to identify cost savings impact of successful reentry, and advise CJC on potential County re-allocation of funding.*
10. Working with Data & Evaluation subcommittee to identify cost savings impact of successful reentry, and advise impacted communities on partnerships and reallocation of money.*
11. Identifying and prioritizing new funding sources based on prioritization of case management needs and direct service needs. *

12. Identifying and seeking additional funding opportunities for site augmentation/addition and for closing service gaps. *(See Goal 4)

The Strategic Plan: Goals, Tasks and Timeline

Goal 1

Continue to build a coordinated re-entry service delivery plan through the infrastructure of existing CJC programs by augmenting existing services at sites and adding additional sites. This will include the coordination of felon registration with re-entry services and coordination with DOC inmates. (Update annually with the goal that in five years as many gaps have been closed as possible but all existing gaps continue to be identified and prioritized through the strategic planning process.)

Task 1: Augment existing sites. (See also Goal 2, Task 1)

- A. Map actual services provided to ex-offenders while incarcerated and upon release to determine which services are most effectively delivered at the various points.
- B. Assess services that are currently delivered and the allocating of funding for those services.
- C. Identify opportunities for re-allocation of funding for more effective service delivery for recommendation to the Task Force.
- D. Identify gaps in specific services and prioritize those gaps for consideration by the Task Force.

Responsibility: County-wide Coordinator

Due Date: February 1, 2010 with ongoing updates

Task 2: Add re-entry opportunities.

- A. Work with the Palm Beach County Sheriff's Office to increase work release, conditional release and house arrest opportunities.
- B. Work to close gaps identified in the Task 1 mapping of services through coordination and implementation of new efforts.

Responsibility: Task A: Task Force Chair, Sheriff and Task Force
Task B: County-wide Coordinator

Due Date: Ongoing

Task 3: Add new sites.

- A. Prioritize additional sites for recommendation to the Task Force based on the updated gap assessment of re-entry case management services and the mapping process above.

Responsibility: County-wide Coordinator

Due Date: According to Funding Cycle, Grant Opportunities - Ongoing

Task 4: Coordinate Felon registration with the delivery of re-entry services.

- A. Identify cost to PBSO for moving felon registration; cost of separating felon registration from sex offender registration.
- B. Identify potential sites for combination of services.

Responsibility: Re-Entry Task Force

Due Date: August 30, 2010

Task 5: Increase opportunities to work with the DOC to support offenders returning from the state system.

- A. Collaborate with DOC and Community Corrections to better coordinate immediate efforts.
- B. Continue advocating to the DOC for inmates to be moved to closer facilities prior to release as we develop a county-wide service delivery plan similar to Duval County (Felon registration coordination with re-entry services.)
- C. Identify costs of providing services to additional offenders at closer facilities.

Responsibility: Task Force and County-wide Coordinator

Due Date: June, 2010 - ongoing

Task 6: Implement and increase opportunities to educate returning offenders about services that are provided in the community.

- A. Create and update literature that provides information about services within various communities where offenders are returning.

- B. Work with facilities to provide this information to offenders prior to release.
- C. Identify pockets where returning offenders aren't educated prior to release and target those offenders.

Responsibility: Service Providers Subcommittee/Case Managers,
County-wide Coordinator

Due Date: March, 2010 + ongoing outreach efforts

Task 7: Identify and seek additional funding opportunities for site augmentation/addition and for closing services gaps for recommendation to the Task Force. (See also Goal 4: Sustainability)

Responsibility: Reentry Task Force and County-wide Coordinator

Due Date: Ongoing

Goal 2

Create uniformity in assessment, delivery and evaluation of services. (Update annually with the goal that in five years as many program as possible - both public and privately funded – quantify the delivery and evaluation of services through the same method).

Task 1: Map effective delivery of services.

- A. This task is being accomplished under Goal 1, Task 1.

Responsibility: County-wide Coordinator

Due Date: February 1, 2010

Task 2: Create recommended county-wide data collection and evaluation methods.

- A. Create a Task Force subcommittee that will recommend based on the map of effective delivery of services: what data should be collected, at what points and how that data will be evaluated. **(See also Goal 5, Tasks 1 & 2)**
- B. Advocate to various re-entry service providers for uniform tracking of data based on recommendations of subcommittee and Task Force.

Responsibility: Data & Evaluation Subcommittee/Countywide Coordinator
(See Appendix 1 D)

Due Date: Committee Formation: February, 2010. Data collection and evaluation methods determined by December, 2010.

Task 3: Implement uniform case management system within CJC funded re-entry program for data tracking.

- A. Identify funding source for system.
- B. Implement system within programs.

Responsibility: Countywide Coordinator/Data & Evaluation Subcommittee

Due Date: March, 2011

Task 4: Expand uniform case management system to non-CJC funded re-entry programs through advocacy.

Responsibility: Data & Evaluation Subcommittee/Countywide Coordinator

Due Date: January 2012

Goal 3

Increase employment opportunities for ex-offenders.
(Update annually with the goal that in five years we have doubled our partnerships in the business community and developed two micro-enterprises serving ex-offenders).

Task 1: Based on the employment successes of existing programs, build a shared database of offender-friendly employers.

Responsibility: Service Provider Subcommittee/County-wide Coordinator
(See Appendix 1 A)

Due Date: February 1, 2010, continual updating

Task 2: Work with community and civic agencies to increase that database.

- A. Create opportunities for Task Force members to address organizations such as Chambers of Commerce, Rotary Clubs, etc.
- B. Educate organizations about incentives to hire ex-offenders such as tax credits, bonding and support system.

Responsibility: Advocacy Subcommittee/County-wide Coordinator
(See Appendix 1 B)

Due Date: Establish Sub-committee by February, 2010 + ongoing

Task 3: Create opportunities for ex-offender participation in micro-enterprises.

A. Partner with agencies that currently operate micro-enterprises.

B. Seek funding for creation of micro-enterprises.

Responsibility: Employment Subcommittee/County-wide Coordinator
(See Appendix 1 C)

Due Date: Establish Sub-committee by February, 2010 + ongoing

Goal 4

Secure the financial sustainability of reentry services and programs.

Task 1: Update strategic plan annually.

Responsibility: Reentry Task Force/County-wide Coordinator

Due Date: Ongoing with Strategic plan tied appropriately to County funding cycle

Task 2: Work with Data & Evaluation Subcommittee to Identify cost savings impact of successful Re-Entry and advise CJC on potential County re-allocation of funding.

Responsibility: Reentry Task Force/County-wide Coordinator

Due Date: Ongoing with Strategic plan tied appropriately to County funding cycle

Task 3: Work with Data/Evaluation Subcommittee to Identify cost savings impact of successful Re-Entry and advise impacted communities on partnerships and re-allocation of money.

Responsibility: Reentry Task Force/County-wide Coordinator

Due Date: Ongoing with Strategic plan tied appropriately to County funding cycle

Task 4: Identify new funding sources and – based on prioritization of case management needs and direct service needs – make recommendations to the Task Force.

Responsibility: Reentry Task Force/County-wide Coordinator

Due Date: Ongoing with Strategic plan tied appropriately to County funding cycle

Goal 5

Create a subcommittee structure to support goals 1-4.

Task 1: Identify Subcommittees based on Strategic Plan. (See Appendix 1)

Service Providers
Employment/Training/Education
Advocacy & Marketing
Data & Evaluation

Responsibility: Task Force/Countywide Coordinator

Due Date: February, 2010. Subcommittee roles and responsibilities updated annually by Task Force.

Task 2: Form and advise each subcommittee on roles and responsibilities, updating on an annual basis consistent with strategic planning process.

Responsibility: Task Force/Countywide Coordinator

Due Date: Formation in February 2010 followed by ongoing work addressing tasks outlined in **Appendix 1**

Appendix 1: Subcommittees of the Reentry Task Force: Members and Missions

A. Service Provider Subcommittee

Membership includes, but is not limited to, representatives from the following agencies and organizations:

Workforce Development	Weed & Seed	Community Justice Service Centers
Faith-based organizations	Veteran’s Administration	Public Defender’s R.E.A.P. Program
PBSO	DCF	Gulfstream Goodwill
Salvation Army	PRIDE Probation	FLDOC

Mission:

1. Identify and develop methods of educating offenders, including those still incarcerated, about reentry services
2. Increase opportunities for employment
3. Increase communication for the purposes of aligning services to ex-offenders and filling service area gaps

B. Advocacy and Marketing Subcommittee

Membership includes, but is not limited to, representatives from the following agencies and organizations:

Criminal Justice Commission	Community Justice Service Centers	Gulfstream Goodwill
Prison Fellowship	West Palm Beach Chamber of Commerce	Editor of Palm Beach Post
Court Liaisons	State Attorney’s Office	Ex-offenders
Private citizens	Outreach to city, county and state representatives	

Mission:

1. Raise awareness about reentry
2. Develop a proactive strategy for working with media, employers and other stakeholders
3. Develop a proactive strategy for responding to negative events involving participants
4. Prepare agency executives, staff, crime victims and formerly incarcerated people to serve as initiative spokespeople
5. Develop a documented procedure for responding to press inquiries.

C. Employment, Training and Education Subcommittee

Membership includes, but is not limited to, representatives from the following agencies and organizations:

Florida Training Services, Inc	Weed & Seed	Workforce Alliance
Project R.E.A.P. Success	PBSO	Prison Fellowship
The Lord's Place (Microenterprise)	SCORE/SBA	Downtown Development Agency
FL Division of Vocational Rehabilitation	Palm Beach State College	Palm Beach County Schools
Professional Associations		

Mission:

1. Determine the strategy and approach for increasing employment opportunities for ex-offenders
2. Increase partnerships with the business community
3. Increase awareness of incentives for businesses to hire ex-offenders
4. Connect training programs to local labor market needs

D. Data & Evaluation Subcommittee

Membership includes, but is not limited to, people with direct experience in collecting, analyzing, and interpreting data and/or have direct experience with the formal evaluation process. Subcommittee members with such skills are representatives of the following organizations:

Criminal Justice Commission	Gulfstream Goodwill	PBSO
Florida Atlantic University	Public Defender's Office	Salvation Army

Mission:

1. Develop annual and long-term performance goals for Plan initiatives
2. Work with service providers to identify ways of measuring short- and long-term goals
3. Develop common definitions for measuring goals
4. Research and implement common case management software for service providers and reporting agencies
5. Recommend professional outside evaluation team to conduct process and outcome evaluations; participate in such evaluations as needed
6. Respond to recommendations made by evaluation