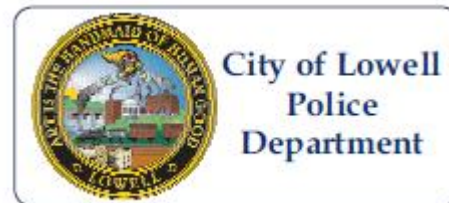


GREATER LOWELL EX-OFFENDER REENTRY PARTNERSHIP



STRATEGIC PLAN (2010 – 2013)



DECEMBER 17, 2010



Greater Lowell Ex-Offender Reentry Partnership Strategic Plan (2010 – 2013)

VISION: To be recognized as a leader among communities in stopping the revolving door of incarceration

MISSION: To promote public safety, community well-being, and economic vitality through the timely provision of coordinated and focused reentry services that reduce recidivism

STRATEGIC GOALS

1. Starting April 1, 2011, the Partnership will disseminate the Community Resource Flyer to 80% of inmates returning to Lowell from the Massachusetts Department of Corrections (MDOC, 90 days prior to release) and Middlesex House of Corrections (MHOC, upon admission).
2. Starting in fiscal year 2012, 50% of individuals incarcerated in MDOC and MHOC returning to Lowell will have a reentry case plan in place, 60 days prior to release from MDOC and five days prior to release from MHOC, which is responsive to individual criminal risk factors and needs.
3. Starting in fiscal year 2012, the Partnership will host two community forums annually to enhance its capacity to provide coordinated and focused reentry services that reduce recidivism.
4. Starting in fiscal year 2012, the Partnership will collect, track and report reentry indicators for 18 months post release for 80% of ex-offenders returning to Lowell from the MDCO and MHOC.

Notes:

- *Fiscal year is defined as July 1 to June 30.*
- *Work related to the achievement of these goals will occur between December 2010 and December 2013. The period between July and December 2013 will also be used to evaluate the Partnership's impact and determine the strategic goals thereafter.*
- *This document is intended to serve as a living document and subject to modification as it is used by the Partnership to guide efforts toward the pursuit of its mission and vision.*

Strategic Plan Timeline																								
Activity	Yr. 1		Yr. 1		Yr. 1		Yr.1		Yr. 2		Yr. 2		Yr. 2		Yr. 3		Yr. 3		Yr.3					
	Qtr. 1		Qtr. 2		Qtr. 3		Qtr. 4		Qtr. 1		Qtr. 2		Qtr. 3		Qtr. 4		Qtr. 1		Qtr. 2		Qtr. 3		Qtr. 4	
Plan for flyer design																								
Identify information to be included in flyer																								
Create flyer(s)																								
Print and distribute flyer(s)																								
Track flyer distribution																								
Identify and document case plan process/forms																								
Create case plan tracking device																								
Assign student/in-kind case plan tracking assistance																								
Implement case plan process and track participant progress																								
Determine logistical details for forum		I	I			II	II			III	III			IV	IV			V	V					
Confirm speakers and agenda			I	I			II	II			III	III			IV	IV			V	V				
Invite participants				I	I			II	II			III	III			IV	IV			V	V			
Hold forum							I	I			II	II			III	III			IV	IV			V	
Evaluate forum for use in subsequent forum(s)							I	I			II	II			III	III			IV	IV			V	V
Identify data elements to be tracked																								
Determine how data will be collected																								
Collect data																								
Report findings																								
Use findings to improve services																								

Notes:

- Year one 2011, Year two 2012, Year three 2013
- Quarter 1, January to March

- Quarter 2, April to June
- Quarter 3, July to September
- Quarter 4, October to December

Strategic Goal 1 – Lead, Claire Kilawee-Corsini (MDOC) with support from Det. Mercado (LPD), UTEC graphics assistance and other TBD flyer workgroup members.

Mission: To promote public safety, community well-being, and economic vitality through the timely provision of coordinated and focused reentry services that reduce recidivism.

Goal 1: Starting April 1, 2011, the Partnership will disseminate the Community Resource Flyer to 80% of inmates returning to Lowell from the MA DOC (90 days prior to release) and MHOC (upon admission).

Objectives	Tactics	Deadline	Person Responsible	Quality Assurance
1. Plan for flyer design	<p>Identify resources to assist with designing the Flyer layout, include UTEC graphic support</p> <p>Identify resources to translate the Flyer into alternative languages</p> <p>Determine feasibility of printing in different languages such as Spanish, Portuguese and Khmer.</p>	January 31, 2011	<p>Flyer Chair, Claire Kilawee-Corsini</p> <p>Support from flyer workgroup</p>	Decision approved by the Flyer Workgroup
2. Identify and prioritize information to be included in the flyer based on ex offenders unique needs and strengths	<p>Review Partnership data and meet with the MDOC and BHOC to identify needs post release. Consult with reentry case plan workgroup as necessary</p> <p>Identify Greater Lowell area resources and partnerships that support ex-offender success in the community; include information from Asset Map, incentives for participation, and other</p>	March 31, 2011	<p>Appointed Flyer Workgroup Chair - Claire Kilawee-Corsini</p> <p>Support from flyer workgroup and case plan workgroup</p>	The list of resources and incentives will be documented on the flyer and approved by the Partnership

and community based resources	resources Identify all agencies and solicit feedback on the flyer designed to identify available resources			
3. Create flyer(s)	Individual agencies will be responsible for printing the flyer as needed. Flyer will be made available for electronic download by the Partnership. Design a well - rounded flyer(s) to address needs of the ex-offender and encourage access to MASS DOC Reentry Workshop Facilitator Susan Rourke, MHOC and the MHOC Orientation Coordinator available reentry support services	March 31, 2011	Flyer Workgroup Chair, Claire Kilawee-Corsini Support from flyer workgroup	Final flyer(s) approved by the flyer workgroup Flyer(s) posted on-line and e-mailed to partnership members
4. Print flyer(s)	Print flyers as needed	Starting April 1, 2011 and Ongoing	MASS DOC Reentry Workshop Facilitator Susan Rourke, MHOC and the MHOC Orientation Coordinator	Flyer(s) printed
5. Distribute flyer(s)	Set up meeting with DOC and HOC (and probation and parole) regarding dissemination process prior to release and create a distribution plan, include: <ul style="list-style-type: none"> • How the inmates will be identified • Who gives it to the inmates • When the inmates will receive it 	Starting April 1, 2011 and ongoing	Flyer Workgroup Chair, Claire Kilawee-Corsini will document dissemination plan MDOC Reentry Workshop Facilitator will distribute flyer according to plan	Distribution plan documented and approved by the Partnership by April 1, 2011. Data indicates target population receives flyer as intended

	<ul style="list-style-type: none"> • How dissemination will be tracked <ul style="list-style-type: none"> ○ e.g., MDOC Reentry Workshop Facilitator will distribute at the reentry and employability workshop and document in database ○ e.g., MHOC Orientation Coordinator will distribute during orientation <p>Disseminate to target population according to dissemination plan, upon admission to MHOC and within 90 days of release from MDOC</p>		<p>Susan Rourke, MHOC/MHOC Orientation Coordinator will distribute according to dissemination plan</p>	
<p>6. Track flyer(s) distribution</p>	<p>Provide distribution data to Kim at LPD (e.g., MDOC, Lorraine Oliveri, and MHOC Designee, Susan Rourke, will disseminate rate distribution among all inmates releasing to the Lowell area to Kim (LPD) in specified time frames</p> <p>Create rate of distribution report</p> <p>Communicate rate of distribution, celebrate success and make improvement as necessary</p>	<p>Starting April 1, 2011 and Ongoing</p> <p>Rate of distribution report included in quarterly reports:</p> <p>April to June Due August 15</p> <p>July to September Due November 15;</p> <p>October to December Due February 15</p> <p>January to March Due May 15</p>	<p>Flyer Workgroup Chair, Claire Kilawee-Corsini</p> <p>Support from MDOC Reentry Workshop Facilitator, MHOC Orientation Coordinator and data workgroup Chair, Kim Hanifan</p>	<p>Distribution data received by Kim Hanifan (LPD) as indicated in the approved dissemination plan.</p> <p>Rates of distribution reported to the Partnership quarterly</p>

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Note: This will be monitored throughout and may be subject to amendment.

Strategic Goal 2: Lead, Susan Rourke (MHOC) with support from Juan Carlos (UTEC), Ken Powers (LH), Jennie Kennedy-Wagner (DYS), Bill Norris (LCC), Steve Kelly (Parole) and others TBD members of the reentry case plan workgroup

Mission: To promote public safety, community well-being, and economic vitality through the timely provision of coordinated and focused reentry services that reduce recidivism.

Goal 2: Starting in FY 2012, 50% of individuals incarcerated in MDOC and MHOC returning to Lowell will have a reentry case plan in place, 60 days prior to release from MDOC and 5 days prior to release from MHOC, which is responsive to individual criminal risk factors and needs.

Objectives	Tactics	Deadline	Person Responsible	Quality Assurance
1. Case plan workgroup will meet regularly to achieve objectives, monitor progress, and make modifications as necessary.	Hold monthly meetings, change frequency as necessary to achieve objectives.	Starting January 10, 2011 and Ongoing	Reentry case plan chair: Susan Rourke, MHOC Support from reentry case plan workgroup	Regular meetings will occur; documentation thereof will be available in strategic plan updates.
2. Identify and document plan for case planning process and form(s)	Consult case plan available from MHOC, MDOC and other sources as necessary, including field literature (e.g., resources cited in CJI presentations.) Document reentry case plan process for the partnership that extends prior to release, during and after release. Prepare forms (e.g., release of	May 31, 2011	Reentry case plan chair: Susan Rourke, MHOC Support from reentry case plan workgroup	Case plan process and form(s) documented and approved by the Partnership.

	<p>information, case plan form, etc.)</p> <p>Include best practices in case planning to reduce recidivism and ensure pro-social stability (e.g., procedures for targeting risk and needs, sustaining engagement, ensuring client ownership for his/her plan, and tracking of service provision throughout)</p>			
<p>3. Create tracking device for all parties to access.</p>	<p>Utilize elements in case planning process and forms</p> <p>Refer to common elements reported by Partnership agencies and field literature (e.g., CJI and NIC examples) for measurement and case plan quality assurance</p> <p>Work closely with data workgroup to identify measures that are feasible to track and necessary for assuring successful practices</p>	<p>June 30, 2011</p>	<p>Reentry case plan chair: Susan Rourke, MHOC</p> <p>Support from reentry case plan workgroup and data workgroup chair, Kim Hanifan, LPD</p>	<p>Tracking device approved by the Partnership</p> <p>Data elements included in the data dictionary</p>
<p>4. Assign free/in-kind assistance for tracking clients' case plan progress.</p>	<p>Explore possibility of obtaining an intern from either MCC or UMASS/Lowell to assist with tracking.</p> <p>Explore possibility of assigning tracking responsibilities to existing employees</p>	<p>Starting June 30, 2011 and Ongoing</p>	<p>Reentry case plan chair: Susan Rourke, MHOC</p> <p>Support from reentry case plan workgroup and data workgroup chair, Kim Hanifan, LPD</p>	<p>In-kind Resource/Intern Assigned</p>
<p>5. Implement and track case plan progress on individual clients</p>	<p>Implement case plan process and tracking device</p> <p>Ensure data accuracy, include spot checks</p>	<p>Starting July 1, 2011 and Ongoing</p>	<p>Reentry case plan chair: Susan Rourke, MHOC</p> <p>Support from reentry case plan workgroup and data workgroup</p>	<p>The first fiscal year cohort (July 1, 2011 – June 30, 2012) will have an accurate and complete data set by December 31,</p>

			chair, Kim Hanifan, LPD	2013.
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Note: This will be monitored throughout and may be subject to amendment.

Strategic Goal 3 – Lead, Vera Gallagher with support from Tom Foster and other TBD members of the forum workgroup

Mission: To promote public safety, community well-being, and economic vitality through the timely provision of coordinated and focused reentry services that reduce recidivism.

Goal 3: Starting in fiscal year 2012, the Partnership will host two community forums annually to enhance its capacity to provide coordinated and focused reentry services that reduce recidivism.

Objectives	Tactics	Deadline	Person Responsible	Quality Assurance
1. Decide upon logistical details for holding the forums	Who to invite, where to have it, when it will be, how to fund it, how to market it, etc. Use list of 12/17/10 community meeting attendees as an invitational baseline	Forum I – April 30, 2011 Forum II – October 30, 2011 Forum III – April 30, 2012 Forum IV – October 30, 2012	Forum Chair, Vera Gallagher Support from forum workgroup	Venue, vendors and logistical details secured

<p>2. Decide upon the agenda objectives and confirm speakers</p>	<p>Solicit input from Partnership and community</p> <p>Research and select speakers</p> <p>Topics to include:</p> <ul style="list-style-type: none"> - Education on the issues of reentry - Assessment of criminality drivers and programming to reduce risk of recidivism - Partnership progress and lessons learned - Opportunities for organizational and staff development <p>E.g., first forum “You never get a 2nd chance to make a 1st impression: how to keep ex-offenders engaged”</p>	<p>Forum I – June 30, 2011</p> <p>Forum II – December 31, 2011</p> <p>Forum III – June 30, 2012</p> <p>Forum IV – December 31, 2012</p>	<p>Forum Chair, Vera Gallagher</p> <p>Support from forum workgroup</p>	<p>Agenda approved by the Partnership and speakers confirmed</p>
<p>3. Invite Attendees</p>	<p>Send invitations to target audience</p> <p>Include partnership agencies, area providers and businesses, government leaders, media, and other interested stakeholders</p>	<p>Forum I – July 31, 2011</p> <p>Forum II – January 31, 2011</p> <p>Forum III – July 31, 2012</p> <p>Forum IV – January 31, 2013</p>	<p>Forum Chair, Vera Gallagher</p> <p>Support from forum workgroup</p>	<p>Invitations distributed</p>
<p>4. Hold forums</p>	<p>Accomplish agenda objectives and execute logistical details (e.g., prepare and deliver materials, submit payment for venue and food contracts)</p>	<p>Forum I – October 31, 2011</p> <p>Forum II – April 30, 2011</p> <p>Forum III – October 31, 2012</p> <p>Forum IV – April 30, 2013</p>	<p>Forum Chair, Vera Gallagher</p> <p>Support from forum workgroup</p>	<p>Forum held and agenda objectives accomplished</p>

5. Evaluate forums	Ask attendees for feedback/input related to their needs, likes, dislikes, ideas for subsequent forum(s), etc. Utilize anonymous evaluation forms and personal interviews	Forum I – November 30, 2011 Forum II – May 31, 2011 Forum III – November 30, 2012 Forum IV – May 31, 2013	Tom Foster, Forum workgroup member Support from forum workgroup	Evaluations analyzed and reported to Partnership Data driven recommendations utilized in planning subsequent forum(s)
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Note: This will be monitored throughout and may be subject to amendment.

Strategic Goal 4-Lead, Kim Hanifan with support from Maryann Bollatta, Jennifer Ball and other TBD members of the data workgroup.

Mission: To promote public safety, community well-being, and economic vitality through the timely provision of coordinated and focused reentry services that reduce recidivism.

Goal 4: Starting in fiscal year 2012, the Partnership will collect, track and report reentry indicators for 18 months post release for 80% of ex-offenders returning to Lowell from the MDOC and the MHOC.

Objectives	Tactics	Deadline	Person Responsible	Quality Assurance
1. Identify data elements to be tracked	Connect with Case Planning Workgroup re: case plan process and form(s) Refer to field literature (e.g., CJI and NIC examples) for measurement and quality assurance examples.	June 30, 2011	Data Dashboard workgroup , Kim Hanifan Support	Data dictionary approved by the data workgroup

	<p>Consider what is feasible.</p> <p>Draft data dictionary to explain data elements and their definitions. Include individual indicators such as:</p> <ul style="list-style-type: none"> • Criminal and lack of criminal activity, and • Case planning data from case plan workgroup, etc. <p>Also, include system indicators for Partnership progress related to the strategic plan and its mission, include:</p> <ul style="list-style-type: none"> • Measures not directly tied to individual ex-offenders • Extent to which goals are being reached 		<p>from data workgroup and reentry case plan workgroup</p>	
<p>2. Determine how data will be collected</p>	<p>Streamline process as much as possible and tap into existing databases and forms.</p> <p>Set-up a systematic way to check, re-arrest, re-incarceration, and case plan measures, possibly utilize student/intern assistance.</p> <p>Create a database (Kim and Carlos will create spreadsheet) for the Partnership to share for all individuals coming back to Lowell that can be modified as needed, include data elements in the data dictionary.</p> <ul style="list-style-type: none"> • Set up meeting with the case plan workgroup to create a master form. • Work closely with case plan workgroup to track the progress of the ex-offender. <p>Draft MOU between Partners involved to include:</p>	<p>June 30, 2011</p>	<p>Data Dashboard Chair , Kim Hanifan</p> <p>Support from data workgroup and reentry case plan workgroup</p>	<p>MOU between Partners is approved and database is created.</p>

	<ul style="list-style-type: none"> • Who will collect what data and how • When it will be turned into Kim • When Kim will complete reports 			
3. Collect data	<p>Gather data according to MOU criteria.</p> <p>Ensure data is accurate and timely.</p> <p>Currently tracking numbers of recidivism on a quarterly base.</p>	<p>Ongoing from April 1, 2011 to December 31, 2013</p>	<p>Data Dashboard workgroup Chair (Kim)</p> <p>Support from data workgroup and reentry case plan workgroup</p>	<p>MOU data deadlines are met</p> <p>The first fiscal year cohort (July 1, 2011 – June 30, 2012) will have a complete data set by December 31, 2013.</p>
4. Report findings	<p>Draft report framework for a data dashboard report</p> <p>Create reports according to timeline and report framework.</p> <p>More information to be tracked (as stated above) for the LPD Quarterly Report.</p> <p>LPD is currently tracking numbers of recidivism on a quarterly basis.</p>	<p>Framework for the report due June 30, 2011</p> <p>Quarterly reports due:</p> <p>April to June Due August 15</p> <p>July to September Due November 15</p> <p>October to December Due February 15</p>	<p>Data Dashboard workgroup Chair (Kim)</p> <p>Support from data workgroup</p>	<p>Report Framework approved by Partnership</p> <p>Reports are disseminated to the group by deadlines</p>

		January to March Due May 15		
5. Use Findings to Improve Services	Analyze the quarterly reports to see if there are particular trends, create interventions as needed. Celebrate success, gather more information as needed Make improvements and modify processes as necessary	Ongoing from September 30, 2012 to December 31, 2013	Partnership Co-Chairs Support from Partnership members	During each forum the Partnership makes a public announcement of successes, lessons learned and improvements made based on data.

Note: This will be monitored throughout and may be subject to amendment.