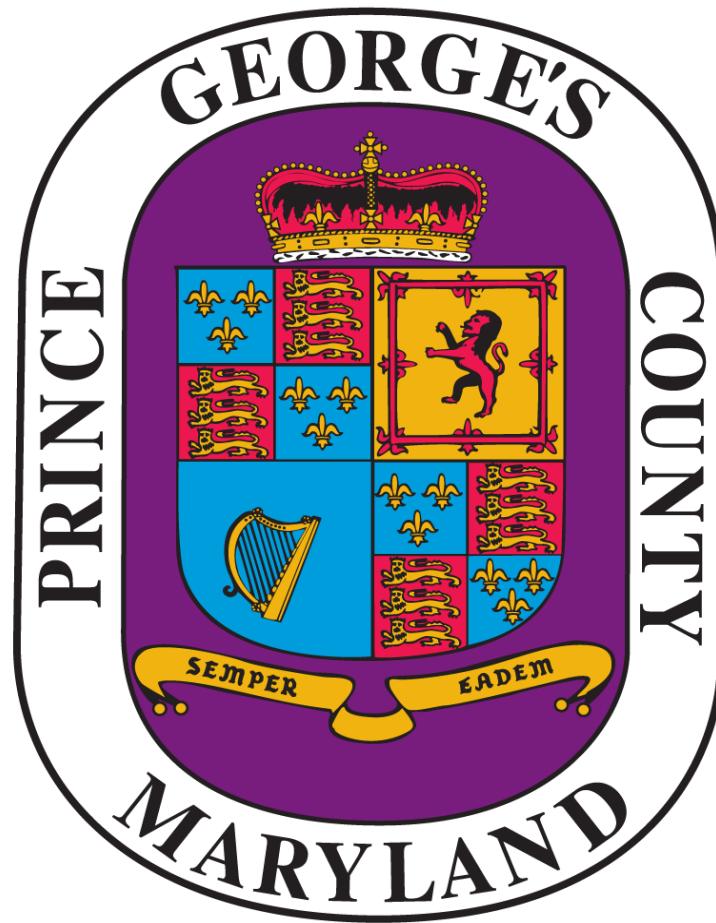


PRINCE GEORGE'S COUNTY

RE-ENTRY STRATEGIC PLAN

November 25, 2013



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PRINCE GEORGE'S COUNTY

“Breaking the Cycle of Recidivism”

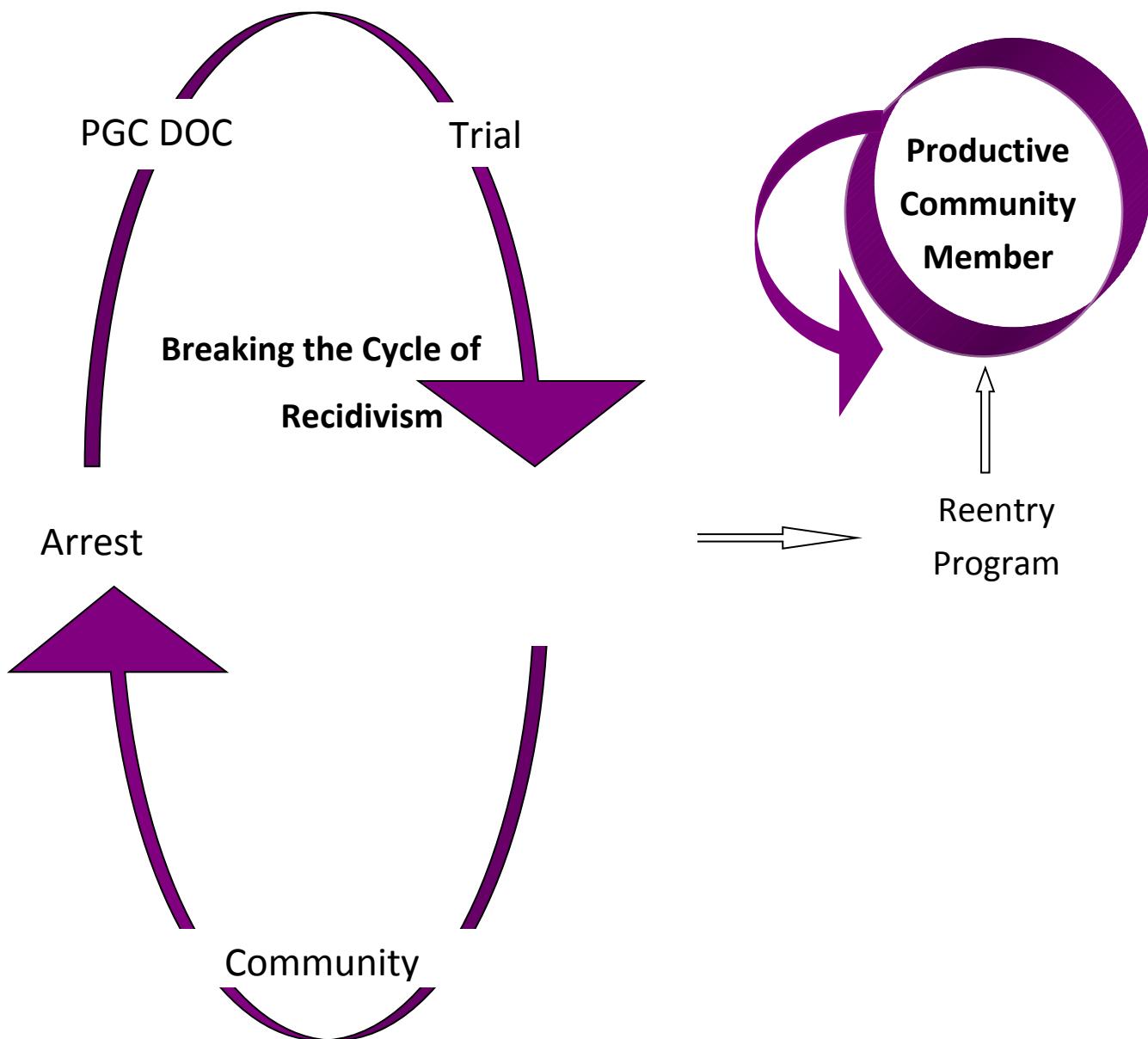


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RE-ENTRY STRATEGIC PLAN

Executive Summary

On October 5, 2013, Prince George's County Executive Rushern L. Baker, III hosted the first Prince George's County Re-Entry Planning Summit. At the summit, elected officials, faith and community leaders, directors of governmental and non-governmental agencies, concerned citizens, and formerly incarcerated people developed the framework for a thorough and comprehensive strategic plan that will assuredly yield exponential impact.

The strategy focuses primarily on objectives that are high impact and relatively easy to accomplish by optimizing existing resources and utilizing every facet of County government. The strategy is comprehensive and addresses the complexities of re-entry in a coordinated and sustainable way. The expectation is that public safety will be enhanced if returning citizens are provided the necessary resources and support to be productive and positive contributors to Prince George's County.

After several months of one-on-one interviews, focus groups, and brainstorming with a multitude of stakeholders, six areas of focus were identified as the most critical re-entry issues; they are:

1. Public Safety
2. Data/Information Technology
3. Workforce and Economic Development
4. Faith-based and Community Organizations
5. Health and Human Services
6. Fair Housing and Homelessness

Under the leadership of County Executive Rushern L. Baker, III, Prince George's County is energized with the will and desire to successfully implement its re-entry strategic plan. From formerly incarcerated to judges, the entire community has the resolve to accomplish the tasks contained therein. The costs associated with arrest, prosecution, incarceration, community supervision, re-arrest and so on are not sustainable; therefore, this strategy not only makes sense but will also save Prince George's County taxpayers enormously.

Background

The sheer numbers of inmates returning to Prince George's County on a monthly basis threatens public safety. During July 2013, the Department of Corrections released 1,134 individuals as follows:

- 531 released on bond
- 167 released by court/court order
- 100 released to other jurisdictions
- 98 released on personal recognizance
- 75 released for time served
- 63 released to pre-trial supervision

A large percentage of these returning citizens reside in the Prince George's County Transforming Neighborhoods Initiative communities. As a result, Prince George's County requested targeted technical assistance from the U.S. Department of Justice, Bureau of Justice Assistance, National Training and Technical Assistance Center (NTTAC), to develop a comprehensive strategic plan and needs assessment for enhanced re-entry programming. The primary objective was to improve re-entry programming and services in the six communities identified as the Transforming Neighborhoods Initiative (TNI) [neighborhoods] and the broader county through new and innovative community partnerships. The NTTAC assigned consultant, Wayne E. Rawlins, to assist the County in its endeavors and develop a *"Re-Entry Strategic Plan"*.

Over the years, Prince George's County has made extensive efforts to deliver supportive services to returning citizens. However, the returning citizen faces a myriad of challenges that a coordinated effort must be in place to be effective. Having this knowledge, in 2012, the Youth Strategies and Programs Division (DOC/YSP) was created to provide re-entry coordination in partnership with federal, state, local programs and services to alleviate the challenges faced by returning citizens transitioning to the community after incarceration. In 2013, DOC/YSP was moved under the Department of Corrections thus strengthening re-entry programming opportunities inside the County Detention Center. Wisely, the County Executive, through the Office of Public Safety, recognized that the Re-Entry Strategic Plan would assist in adequately addressing the myriad of challenges posed by re-entry while simultaneously enhancing public safety.

Methodology

In order to formulate Prince George's County Re-entry Programming Strategic Plan, efforts were focused on the Prince George's County Re-entry Summit. In advance of the Prince George's County Re-entry Summit, we engaged representatives from the County's six TNI teams and the broader community in *eBrainstorming* (brainstorming via email) as a means of collecting a plethora of perspectives and ideas to assess the County's re-entry needs. Pre-summit roundtable discussions were also held with inmates inside the correctional facility, with returning citizens at a transitional re-entry program, with formerly incarcerated people living in each of the six TNI neighborhoods, and with numerous governmental and non-governmental organizations. The intent was to engage a cohesive community network that will subsequently address the complexities of re-entry within the six TNI localities and county-wide by developing and implementing a comprehensive strategic plan.

The strategic planning method used in Prince George's County was based on "Planning for Re-entry: The 2004 South Florida Re-entry Summit" a research report co-authored by Wayne E. Rawlins and published by The Urban Institute. This model has been successfully implemented by Rawlins for the U.S. Department of Justice in the following Weed and Seed sites: Silver Springs, MD, Grove Hall (Boston), MA, Irvington, NJ, Palm Beach, FL, and Manchester, NH. This model was also used by the White House Office of National Drug Control Policy for their Major Cities Initiative grantees as a basis for re-entry planning. Using a summit to organize a community and as the framework for a comprehensive strategic plan is an extremely effective model that creates broad-based vestment, optimizes existing resources, and effectuates collective efficacy.

The Prince George's County Re-entry Summit strengthened local capacity and garnered resources needed to effectively address the challenges faced by returning citizens while reducing recidivism and enhancing public safety in an ongoing and sustainable way. Mr. Rawlins completed the Re-Entry Strategic Plan and presented it to County Executive, Rushern L. Baker III, on November 25, 2013.

Vision

Prince George's County is a nationally recognized jurisdiction that will be a leader in re-entry services and programs for the returning citizen from incarceration. It is the County's philosophy that a comprehensive service-delivery approaches through the utilization of the entire government and creation and implementation of a One Stop Re-Entry Resource Center. The County has the capacity to deal with problems, as it relates to re-entry, as it pertains to the Transforming Neighborhoods Initiative (TNI) communities while engaging faith-based and community organizations in a coordinated effort. The County will govern its re-entry strategic plan with innovative and results-oriented policies and practices. Baseline data will be collected at various intervals of the plan demonstrating the viability and sustainability of the plan that are innovative, results oriented and sustainable.

Mission

The Prince George's Re-Entry Strategic Plan's mission is to provide opportunities and services to formerly incarcerated individuals allowing them to become productive citizens and successfully reintegrate into the County and society.

Strategic Focus Areas

Under this plan, the County will concentrate on six focus areas it has deemed essential and necessary for a successful reentry program. These focus areas are foundational, critical, and a must for proper reintegration to occur. The six identified areas are:

- **Public Safety**
- **Data/Information Technology**
- **Workforce and Economic Development**
- **Faith-based and Community Organizations**
- **Health and Human Services**
- **Fair Housing and Homelessness**

Goal

Prince George's County will provide the supportive services to returning citizens in the Transforming Neighborhood Initiative Communities and the remaining community enabling them to become productive citizens.

Objectives

1. To provide returning citizens with free public transportation for up to 60 days after release from the County Detention Center.
2. To expand re-entry planning at intake for all returning citizens detained at the County Detention Center.
3. To offer re-entry certification for public safety personnel during in-service and academy training.
4. To create a system through data collection that provides analytical re-entry service data and resources for governmental agencies, non-governmental entities, and returning citizens that is web-based, user friendly, password protected, and accessible 24 hours a day.
5. To gather relevant data from all available sources on a monthly basis.
6. To develop a network of employers who support the training and hiring of returning citizens.
7. To establish a job readiness program that includes vocational training and post-secondary education at the County Detention Center for returning citizens that begins six months prior to release and continues post-release.
8. To establish partnerships with the Small Business Administration and other small business development organizations to support returning citizens who desire to start or expand their own businesses and relocate within six months of release.
9. To establish "hubs" in each Council district where returning citizens can receive referrals and, upon completion, via the online re-entry resource guide 24 hours a day.

10. To establish partnerships with faith-based and community organizations desiring to provide ongoing services, resources, and support to returning citizens that are comprehensive in scope and application on a consistent basis.
11. To build the professional capacity of individuals and organizations to provide effective services and resources at various locations countywide, through quarterly trainings.
12. To expand existing Youth Strategies and Programs Division (DOC/YSP) Re-Entry Program to become a One Stop Re-Entry Center where services are coordinated in partnership with federal, state, local programs and services for citizens returning to Prince George's County after incarceration in person during office hours (Mondays and Wednesdays from 10:00am-7:00pm and Fridays from 10:00am-6:00pm), with 24-hour virtual access via internet,
13. To deliver weekly cognitive behavioral training to offenders within the County Detention Center and offenders, who are returning citizens, to Prince George's County from State Prison within twelve months of their release time.
14. To implement a mentoring program for returning citizens that meets weekly on an on-going basis.
15. To host bi-weekly pre-release life skills workshops for inmates in the County Detention Center who are within three months of their release.
16. To establish partnerships with faith-based and community organizations, community development corporations, and private developers to assist in the development of boarding houses and transitional living centers for returning citizens.
17. To implement a sweat equity program for returning citizens to participate in housing rehabilitation and development efforts

Focus Areas Action Plan

Public Safety	
Objective 1 – Provide free public transportation for up to 60 days to returning citizens after release from County Detention Center	
Tasks	Status
Establish a partnership with Washington Metropolitan Area Transit Authority (WMATA) to support free transportation to provide free transportation to returning citizens for 60 days	Pending
Initiate free transportation on the County's transportation system, "The Bus" for returning citizens for 60 days	Pending
Objective 2 – To expand re-entry planning for all returning citizens detained at the County Detention Center that begins at intake	
Tasks	Status
Establish a "One Stop Re-entry Resource Center" at the County Detention Center	Pending
Establish a One Stop Re-entry computer kiosk at the County Detention Center	Pending
Implement positive peer mentoring program at the County Detention Center	Pending
Objective 3- To offer re-entry certification for public safety personnel during in-service and academy training	
Tasks	Status
Review best and promising practices for certifying public safety personnel in re-entry	On Hold
Identify facilitators for re-entry certification	On Hold
Develop a schedule for re-entry certification for in-service and academy training	On Hold
Implement re-entry certification program for public safety personnel	On Hold

Data/Information Technology	
Objective 4 – To create a system through data collection that provides analytical re-entry services data and resources for governmental agencies, non-governmental entities, and returning citizens that is web-based, user-friendly, password protected and accessible 24 hours per day.	
Tasks	Status
Post application for One Stop Re-entry Center on County website so that returning citizens can apply for services 24 hours per day from any computer connected to the internet.	Ongoing
Identify sources for data collection	Ongoing
Secure existing data	Ongoing
Develop data sharing agreements from collaborating governmental and non-governmental partners	Ongoing
Execute data sharing agreements with collaborating governmental and non-governmental agencies	On Hold
Identify additional data needed from collaborating governmental and non-governmental agencies to support the implementation and monitoring of the County's re-entry strategy and establish password protected web-based data sharing linkages between appropriate entities.	Ongoing
Objective 5 – To gather relevant data from all available sources on a monthly basis	
Tasks	Status
Post application for One Stop Re-entry Resource Center on County website so that returning citizens can access and apply online 24 hours per day	Ongoing
Identify sources for data collection	Ongoing
Secure existing data	Ongoing
Develop data sharing agreements from collaborating governmental and non-governmental partners	Ongoing
Execute data sharing agreements with collaborating governmental and non-governmental agencies	Ongoing
Identify additional data needed from collaborating governmental and non-governmental agencies to support the implementation and monitoring of the County's reentry strategy and establish password protected web-based data sharing linkages between appropriate agencies	Ongoing

Workforce and Economic Development	
Objective 6 – To develop a network of employers who support the training and hiring of returning citizens	
Tasks	Status
Secure a database of businesses operating in Prince George's County	Pending
Develop a web-based questionnaire to assess employers' training and hiring needs using existing case studies on employment trends as well as current hiring levels of returning citizens	Pending
Distribute questionnaire to assess employers' training and hiring needs	Pending
Analyze results of questionnaire	Pending
Assess current employers of returning citizens	Pending
Develop and implement a public awareness campaign to promote benefits of hiring returning citizens (e.g., tax credits, federal bonding program, and on-the-job training subsidies)	Pending
Objective 7 – To establish job readiness program that includes vocational training and post-secondary education at the County Detention Center for returning citizens that begins six months prior to release and continues post-release.	
Tasks	Status
Based on the results of employers' needs for training and hiring, determine which vocational and post-secondary education programs will be appropriate for returning citizens while incarcerated	Ongoing
Determine the feasibility of offering potential vocational and post-secondary education programs at the County Detention Center	Ongoing
Develop a schedule for vocational and post-secondary education programs in the County Detention Center	Ongoing
Implement expanded vocational and post-secondary education programs at the Detention Center	Ongoing

Workforce and Economic Development	
Objective 8 – To establish partnerships with the Small Business Administration and other small business development organizations to support returning citizens who desire to start or expand their own businesses and are within six months of their release.	
Tasks	Status
Review best and promising entrepreneurial practices for returning citizens	Pending
Assess level of interest from returning citizens who are within six months of their release for entrepreneurial programming	Pending
Identify facilitators for entrepreneurial programming	Pending
Develop schedule for entrepreneurial programming in the County Detention Center	Pending
Implement entrepreneurial programming in the County Detention Center	Pending

Faith-Based and Community Organizations	
Objective 9 – To establish HUBS in each council district where returning citizens can receive service referrals and, and upon completion, via the online re-entry resource guide 24 hours a day (see Data Collection)	
Tasks	Status
Identify and database all known faith-based and community organizations in Prince George's County (as feasible)	Ongoing
Inform via email faith-based and community organizations about re-entry strategy, highlighting the HUBS initiative, inviting them to serve as a HUB and inquiring about their existing re-entry efforts or intentions to offer re-entry services	Pending
Implement expansion of onsite delivery of service referrals via HUBS at faith-based and community organizations	Ongoing
Objective 10 – To establish partnerships with faith-based and community organizations desiring to provide ongoing services, resources, and support to returning citizens that are comprehensive in scope and application on a consistent basis	
Tasks	Status
Inform via email faith-based and community organizations that are engaged in re-entry efforts and those that would like to become engaged in re-entry work about the benefits of partnering with the County on the implementation of the re-entry strategic plan	Pending
Invite faith-based and community organizations that expressed interest in partnering to endorse a Memorandum of Understanding with the County to collaborate on the implementation of the re-entry strategy detailing what services, resources, and/or support they will contribute	Pending

Faith-Based and Community Organizations Objective 11 – To build the professional capacity of individuals and organizations to provide effective services and resources at various locations countywide, through quarterly trainings	
Tasks	Status
Research best and promising practice curriculums or building the capacity of faith-based and community organizations to engage in re-entry work	Pending
Based on best or promising practice selected, identify facilitators (preferably returning citizens who are knowledgeable about the subject matter and have the ability to facilitate to deliver quarterly trainings)	Pending
Schedule dates for quarterly re-entry training	Pending
Develop a public awareness campaign that attracts the interest of faith-based and community organizations to quarterly re-entry training	Pending
Initiate public awareness campaign (that includes zone leaders as regional ambassadors), which targets faith-based and community organizations that are engaged in re-entry efforts and those that would like to become engaged about quarterly training opportunities	Pending
Implement quarterly trainings that will build the capacity of faith-based and community organizations to deliver re-entry services and resources	Pending

Health and Human Resources	
Objective 12 – Expand existing Youth Strategies and Re-entry Services Section (YSRSS) to become a One Stop Re-Entry Resource Center where services are coordinated with federal, state, local programs and services. For citizens returning to Prince George's after incarceration	
Expand list of federal, state, and local re-entry resources by identifying agencies (govt./non-govt.) that receive public funds to deliver services	Ongoing
Identify locations countywide for HUBs access to One Stop Re-Entry Resource Center application	Ongoing
Establish web-based access to One Stop Re-Entry Resource Center application	Pending
Initiate door-to-door delivery of service referrals by outreach team to neighborhood	Ongoing
Develop a public awareness campaign to promote the new One Stop Re-Entry Resource Center	Pending
Implement a public awareness campaign to promote the new One Stop Re-Entry Resource Center	Pending
Meet to discuss the development of full service One Stop Re-Entry Resource Center	Pending
Identify govt./non-govt. agencies to partner with One Stop Re-Entry Resource Center	Pending
Objective 13 – To deliver weekly cognitive behavioral training to citizens returning to Prince George's County within 12 months from State Prison or County Detention Center	
Tasks	Status
Review best and promising practices for cognitive behavioral programming	Ongoing
Identify facilitators for cognitive behavioral programming	Ongoing
Host facilitators training	Ongoing
Develop schedule for developing cognitive behavioral programming in the County Detention Center	Ongoing
Implement cognitive behavioral programming in the County Detention Center	Ongoing

Health and Human Resources	
Objective 14 – To implement a mentoring program for returning citizens that meets weekly on an ongoing basis	
Tasks	Status
Review best and promising practices for mentoring returning citizens	On Hold
Select best or promising practice for mentoring returning citizens to implement in Prince George's County	On Hold
Schedule meeting and/or conference call with the developers of the selected mentoring program	On Hold
Based on the model selected, choose appropriate mentors	On Hold
Schedule training for mentors	On Hold
Host training for mentors	On Hold
Identify mentees and schedule initial meetings with their mentors	On Hold
Implement mentoring program for returning citizens	On Hold
Objective 15 – To host bi-weekly pre-release life skills workshops for inmates in the County Detention Center who are within three months of their release	
Tasks	Status
Meet with staff at the County Detention Center to discuss expanding their existing pre-release life skills workshops, to include, but not limited to parenting, child support options, workplace readiness, entrepreneurship and small business development assistance	Pending
Identify facilitators for selected pre-release life skills workshops	Pending
Schedule pre-release life skills workshops	Pending
Begin implementing expanded pre-release life skills workshops in the County Detention Center	Pending

Fair Housing and Homelessness Objective 16 – To establish partnerships with faith-based and community organizations, community development corporations, and private developers to assist in the development of boarding houses and transitional living centers for returning citizens	
Tasks	Status
Identify landlords in neighborhoods where there are a disproportionate high number of returning citizens residing	Pending
Plan meeting with identified landlords to introduce Prince George's County Re-Entry Strategy and highlight the development of transitional living centers	Pending
Invite identified landlords to meeting to introduce Prince George's County Re-Entry Strategy and highlight the development of transitional living centers	Pending
Host meeting with identified landlords to introduce Prince George's County Re-Entry Strategy and highlight the development of transitional living centers	Pending
Identify organizations currently receiving County funds for housing development (e.g. Community Development Block Grants (CDBG) and Home Investment Partnership Grants (HOME))	Pending
Plan meeting with faith-based and community organizations, community development corporations, and private developers to introduce the Prince George's County Re-Entry Strategy highlighting the need for re-entry housing development.	Pending
Host meeting with organizations currently receiving government funds for housing development	Pending
Invite organizations that express interest in collaborating on the planning of re-entry housing development to endorse a Memorandum of Understanding with Prince George's County	Pending

Fair Housing and Homelessness	
Objective 17 – To establish partnerships with faith-based and community organizations, community development corporations, and private developers to assist in the development of boarding houses and transitional living centers for returning citizens	
Tasks	Status
Identify landlords in neighborhood where there are a disproportionate high number of returning citizens residing	Pending
Plan meeting with identified landlords to introduce Prince George's County Re-Entry Strategy and highlight the development of transitional living centers	Pending
Invite identified landlords to meeting to introduce Prince George's County Re-Entry Strategy and highlight the development of transitional living centers	Pending
Host meeting with identified landlords to introduce Prince George's County Re-Entry Strategy and highlight the development of transitional living centers	Pending
Plan meeting with faith-based and community organizations, community development corporations, private developers to introduce the Prince George's County Re-Entry Strategy highlighting the need for re-entry housing development	Pending
Host meeting with organizations currently receiving government funds for housing development	Pending
Invite organizations that express interest in collaborating on the planning of re-entry housing development to endorse a Memorandum of Understanding with Prince George's County	Pending
Objective 18 – To implement a sweat equity program for returning citizens to participate in housing rehabilitation and development efforts	
Tasks	Status
Develop criteria for selecting returning citizens to participate in sweat equity program	On Hold
Select returning citizens to participate in the sweat equity program	On Hold
Implement sweat equity program in conjunction with housing development projects	On Hold

Conclusion

The release process for returning citizens exiting the County Detention Center can be challenging as individuals are sometimes released at a time where there is no public transportation or contracted transportation service available. Additionally, many of the returning citizens reside in neighborhoods where there are high incidences of crime and drug use, thereby, becoming a temptation that could lure the returning citizen into succumbing to the former lifestyle. Supportive services must be put into place at key critical stages for the returning citizen to become a productive and successful citizen. Prince George's County recognizes that re-entry begins at the front end of the criminal justice system. Pre-release planning is essential.

Prince George's County has assessed its jurisdiction's needs and has begun to develop its infrastructure by supporting the TNI communities that have been designated as "hotspots" in the County. These communities are hotspots for economic and social reasons. The County Executive is providing the supportive services to reenergize and invigorate these communities where the returning citizen can get the necessary support as a resident from their own community.

The County has implemented the One Stop Re-Entry Resource Center under the Department of Corrections' Youth Strategies and Re-Entry Services Section. Additionally, the County plans to open a Work Release Center by the year of 2015. Both these initiatives will address the vocational/educational training, counseling, case management and other supportive services necessary to help the returning citizen become a productive member of society.

