

BCOTN STRATEGIC PLAN

Executive Summary

List of Board, Staff, Partners involved in development of the plan

Description of Planning Process

This first strategic planning process initially began as a charter developed in the **fall of 2006**. Included at this time was the renaming of the organization from the Boone County Offender Needs Committee of the Basic Needs Coalition to the Boone County Offender Transition Network (BCOTN) and the adoption of our current mission statement.

During the Spring of 2007, the strategic planning process began with surveying members as to their desire for organizational structure, future goals and available resources. Following this input, a four hour strategic planning meeting was held to collectively develop sections of this plan. Individual section groups then met to refine this information into the existing sections which were presented to and adopted by the full BCOTN membership.

Purpose of the Organization

Vision **COMPLETE**

BCOTN envisions a community that promotes and supports all individuals and families in having access to the opportunities necessary to be fully productive & contributing members of society.

VISION ~WORKING INFORMATION

- Not be a need for Reentry community
- NO MORE INSTITUTIONS
- Better ways of rehabilitation
- Eliminate Recidivism
- Inclusive instead of exclusion community
- All individuals returning to community have equal opportunity as anyone else
- Society which promotes and supports the self worth of each of its members providing for the eradication of the C.J. system as it is known today.
- Clients and their families be welcomed and fully integrate into the Boone County Community with the opportunity to acquire or utilize their skills and talents in the pursuit of happiness. Clients and their families be embraced by the Boone County Community offering pursuit of happiness clients & their families return to a level playing field that engage them in pursuit of happiness.

Eliminate recidivism thru a seamless transition into the community empowered to excel in every area of their lives

To have a Coordinated. network of resources service that will needs of offenders & their families

Universal National Network of Healthcare to cover all physical /mental health issues/ offenders/families

Community which is Proactive in actions vs. Reactions

Though our activities the sons & daughter of our clients will not, for lack of opportunity for parents become involved in C.J. system .

Developing a certified mentoring program for youth & adults

Community prepared to embrace offender with resources necessary to sustain offender long term community, plan prepared , resources.

Ex-offenders do not live with a life long sentence but is ended after their involvement with corrections/DOC is complete.

Mission **COMPLETE**

The Mission of the Boone County Offender Transition Network is:

To promote a healthier and safer community, by creating and maintaining an effective network of services that addresses the needs of offenders, their families and our community.

Values - DRAFT

The purpose of the Re-entry Initiative is to reduce the barriers to successful transition to the community and therefore reduce recidivism resulting in a safer community and enhanced quality of life for all citizens.

BCOTN VALUES

1. Integrity
 - a. Our organizations; activities, services, and programs are consistent with our stated missions, compatible with or organizations capacity, respectful of the interests of our varied constituencies, and managed with the highest level of professionalism.
2. Respect and Dignity and Diversity
 - a. We respect the dignity and autonomy of each person, and the integrity, privacy, pride, beliefs, faith, and customs and cultures of our varied constituencies- the people we serve, our employees, donors, volunteers, and others. Policies that govern our working relationships with these constituencies (e.g.: client confidentiality, fair process) reflect this commitment.
3. Transparency
 - a. We provide truthful, open information about our missions, program activities, use of donations, and finances. We are accessible and responsive to members of the public who express an interest in the affairs of our organization.
4. Accountability
 - a. Being mission focused, producing measurable outcomes, conducting program evaluations, and developing and maintaining sound financial management will be the true measure of our success.
5. Stewardship
 - a. Respectful of donors intentions and restrictions on the use of their gifts, and promote responsible stewardship of the resources the entrust to us for the accomplishment of our work.
6. Excellence
 - a. We support and encourage visionary governance exemplary management, excellent service and program delivery, and exceptional staff. We value and uphold the highest ethical and professional standards in all working relationships
7. Self Determination
 - a. Decisions affecting individual Ex-offenders, in most instances, are best made by those individuals and their families.

The following are examples of very concise “offender driven values” Please review and determine if they should be (1,) part of Goals/Strategies or if they should be included in our guiding principles (values) as stated above, Please edit (all) to best reflect your opinion.

1. Open access to resources and services will promote independence and dignity.
2. Fostering opportunity, economic prosperity, and supporting the creation of strong family environments for children of offenders results in safer communities
3. Preserving the health, safety and well-being of our community by ensuring healthcare is accessible and affordable, and our neighborhoods and communities are safe.
4. Ex offenders and their families are self-sufficient
 - a. basic needs are being met
 - b. working toward economic independence
5. Healthy Community
6. Safe Community
7. Affordable, Accessible, and Supported Housing options
8. Individual volunteers/mentors working in partnership with government agencies and other nonprofit service providers.
9. Equality

VALUES ~WORKING INFORMATION

- Innovative/ion
- Network

Integrate agencies

- Working –for offender
- Offenders are an integral part of
- All needs of offenders addressed
- Seek fulfillment <right to self determination
- Support/Guidance
- Self worth/ confidence/ esteem (belief) empowerment
- Respect of dignity & worth of offenders & families

- Education- Offenders
- Broad community involvement
- Value all human life
- Public schools
- Prevention/Intervention
- Prevent Generational offenders
- Reentry Advocacy-Personal (offender)

System change

- Community ability to address Reentry
- Community Responsible
- Solution is currently in the community
- Acknowledge challenges/difficulties present before/after Reentry
- Livable wage/ self sufficiency
- Diverse community
- Building Trust
- Accountability
- Return to community and seek high quality of life
- Consistent
- Sustainability

Some thoughts that were generated while putting this together:

1. Will we work with juveniles in reentry?????
2. Should we create subcommittees to identify the problem statements setting forth the issue to be addressed and set concise individual goals, entire action plan

- comprehensive release plan model
- reentry system map
- employment
- treatment
- housing
- education/training
- Identification cards(social, health etc.)
- databases (for all partners)

Hope this helps us clarify our goals. Send back when you can and I will edit, return and have ready for our meeting this Thursday. (by the way: where and when is it scheduled??)

History of the Organization **DRAFT**

The Boone County Offender Transition Network (BCOTN) represents the local application of an offender transition model developed by the National Institute of Corrections. Given that 97% of incarcerated offenders will be released to the community, the model has been adopted by the Missouri Department of Corrections and is designed to promote the effective, successful return of offenders from prison to the community, thereby reducing recidivism and increasing public safety.

The Missouri Re-Entry Process (MRP) requires the forging of effective and efficient community partnerships. This includes efforts to improve and better coordinate the services that enable offender success by targeting criminogenic factors that are known to be connected to re-offending. These include lack of employment or underemployment, substance abuse, mental health issues, housing and transportation issues, lack of education/training, etc.

Concrete change occurs at the community and individual level, and recently, in support of the MRP initiative, the District #6 Probation and Parole Office requested and was authorized to form a local offenders needs partnership as a committee within the Boone County Basic Needs Coalition. BCOTN is bringing together key community resource providers that address the above-mentioned factors that correlate with successful transition, along with other stakeholders, in an effort to implement MRP principles locally. The group has been meeting since January 2006 and enthusiasm and motivation among local partners is high. The common vision includes building a local environment supportive of successful re-entry, and ultimately, disruption of the cycle of intergenerational offending. The group is currently in the process of outlining implementation strategies for identified objectives and has formally adopted the following mission statement:

“To promote a healthier and safer community, by creating and maintaining an effective network of services that addresses the needs of offenders, their families, and our community.”

In support of the Missouri Reentry Process, an initiative designed to address the challenges facing former offenders and the neighborhoods to which they return, the Boone County District #6 Probation & Parole Office received authorization and they formed the Offender Needs Committee. A partnership in the Boone County Basic Needs Coalition established in January 2006. The group met monthly, discussing how they could best address this need in Central Missouri. By March of '06 the group realized the need to broaden their participation. In April missing stakeholders were identified and a strategy to bring them into the process was created. These activities launched a cross sector coalition that by mid- spring included non-profit organizations, faith-based and DOC. By July the group decided on the wording for a mission statement, and began discussions on a day reporting center. Soon thereafter, the group adopted their existing name, Boone County Offender Transition Network (BCOTN). Drafting of the charter began in November and by February 2007 it was completed. This same month BCOTN recommended pursuing an In-Reach Project, which would proactively work with incarcerated offenders scheduled for release and returning to Central Missouri. The year 2007 has been promising for this group. Active participation of between 30 to 50 agencies, organizations, and faith-based are attending monthly meetings. In July, BCOTN began Strategic Planning, there was also the soft opening of the day reporting center, named the Re-entry Opportunity Center (ROC). BCOTN held their first conference in September "Bringing Down The Walls." Only able to accommodate a sitting capacity of 120 people, the registration drive toppled 150. They were forced to turn away between 30 to 40 people. This conference was a success in different ways, firstly the turn out; the intense degree of participation and the information. Several activities have formed as a direct result of the conference; 1) a project to have an offender panel speak to school children throughout Central Missouri; 2) increased participation in different groups; & 3) Increased community awareness. BCOTN is said to be a role model for the State.

Current Situation

Environmental Scan/Organizational Assessment

Boundaries - Those individuals that may reside in Boone County that meet the intent of the Boone County Offender Transition Network (BCOTN) mission statement.

Scope - Offenders, families of offenders and our community.

SWOT - WORKING INFORMATION

Strengths

- Collective body of resources
- Need for BCOTN –2000 families any point in time
- Willingness of resources to share/work together
- Support of DOC/P&P in project
- Quality of stakeholders-including ex-offenders
- ROC

OPPORTUNITIES

- Lots of new support-Federal,State
- Faith Based-engage this group
- Media- educate public, inform

Paper

Radio

Tv

Cable

- Big Picture/Effort-Reentry
- Lots of people directly effected

Ex-offender ^%

Victims

Everyone

- High interest in change
- Impact policy
- Coordinated service delivery system
- Trend for a alterative sentencing

WEAKNESS

- Limited Resources
- Safe Housing- Affordable /deposits
“screened out
accessible- on bus route-Access to service away from drug places
sustainable

Employers willing to hire

- Transportation

BCOTN-weakness

Structure

Lack of Collective Advocacy

Employers willing to hire

- Funding “now”

Connectively to Limited Resources

local)systems

Regional)&

State) decis-

ion making

*Potential for duplication

MISSING STAKEHOLDERS

-Employment related

-Faith Based

-Realty /Housing

-Education

-Local gov't

State

Low Employment /Need for employers

Lots of available housing

(not affordable /Avail. To ex-offender)

THREATS

- Public perception –soft on crime

Stigma –bad people

- Duplication of services
- Competition against members/partners
- Loss of passion /interest by stakeholders
- Lack of formal structure/"oversight

Goals and Strategies with measurable targets and timelines

Goals COMPLETE

Objectives – IN PROCESS

GOAL 1

TO DECREASE RECIDIVISM AMONG OFFENDERS PARTICIPATING IN THE REENTRY INITIATIVE IN BOONE COUNTY.

Objective:

- 1 Adopt Doc's methods of measuring recidivism rates;
 2. Identify who Boone county re-entry participants are, in order to measure recidivism rates;
 - 3 Identify groups /programs participating in the re-entry programs and measure recidivism in various areas of concern:
 - i. reintegration court.
 - ii. Veterans
 - iii. Job placement programs
 - iv. G.E.D
 - v. In-reach programs (B.C.C.)
 - vi. Faith-base mentoring programs
-

VISTA'S

1. **Cognitive components**
 - a) **Criminal Thinking class**
 - b) **Roots of violence class**
 - c) **Anger management/ conflict resolution class**
 - d) **Relationship class**
 - e) **12 Step recovery class**
2. **Full implementation of goals 2-6 into goal 1.**

3. Family and Community Support

4. Make offender mandatory P&P classes free.

Goal 2

TO DECREASE SYSTEMIC BARRIERS THAT HINDER OFFENDER ATTACHMENT TO THE COMMUNITY THEY ARE RE-ENTERING.

Objectives: (cm=Case Management)

Transportation issues

- 1 80% meet with c.m. within 30 days of release and access transportation needs
- 2 60% have reliable transportation within 45 after initial meeting with C.M.

Housing:

1. 50-80% meet with C.M. upon release within 30 days of release.
2. 75% obtain reason and decent housing after 30 after initial meeting with C.M.

Employment:

1. 25-80% meet with C.M. upon release and also workforce to access the needs of employment eligibility within 2 weeks after being release .
2. 90% meet with employment counselor at various site to obtain gainful employment and be employed after initial meeting

Med & Mental Health or S.A:

1. 100% meet with C.M. upon release with in 30days of release.
2. 70% in the active with in 45days after meeting and medication compliance.

Education /Training

1. 100% to meet with C.M. 30 days after being release

2. 50% to be in an active training/education program within 45 days after initial meeting with C.M.

Employer Education to Hire Offender

- (A) B.C.O.T.N. will meet with 10 employer in a given quarter , to educate them. Giving or showing the impact of offender criminal history, why it isn't good to reject offender(s) base on offender base on a crime which occurred 10,20, maybe 30 years ago

VISTA'S

GOAL 3

TO DECREASE THE NUMBER OF YOUTH AND ADULTS ENTERING THE CRIMINAL JUSTICE SYSTEM FOR THE FIRST TIME.

Objective: Listen To Youth.

1. * Increase opportunities with low income youth and adults.
2. * Parental mentoring and increase awareness.
3. Increase individuals in faith base valve's
4. Find mentoring individuals that you can trust, to mentor in the community.
5. Start holding people accountable, for their actions.
Day cares, Board members, etc.
6. Increase youth self hope.

* Education Awareness

* Support groups for youth with mentors.

* Mental health awareness.

Educating the society .

In house education/ opportunities.

Education about the programs we have like Voc Rehab and with in.

Maybe establish a conference.

Educate about cultural. Differences / divide.

Educate about disability.

VISTA'S

(* indicates what we agree with)

Faculty diversity training (for the School Board & Schools).

GOAL 4

TO INCREASE THE WELL-BEING OF BOONE COUNTY NEIGHBORHOODS TO WHICH OFFENDERS RETURN.

Objective

1. * More places like Blind boone center/ Increase the sheltering for homeless people/ Better public transportation/more affordable homes.
2. Better public neighborhood community/ * neighborhood watching/ home ownership classes.
3. * Sheltering needs to be more efficient / 211 for more resourses to help more kids in the community to the ones that want to improve and who want to be helped. Offenders need more oppurtunities to get more invloved with the children in the commity and they can get a pice of what the offender has said.

VISTA'S

(* indicates what we agree with)

Improved relationship w/ law enforcement & community. Community programs in which law enforcement better know those in the community and vice versa.

Law enforcement mentoring high risk community areas.

Town Hall meeting on various issues.

Neighborhood friendly day/ block party where everyone in the community gets to know each other.

GOAL 5

TO INCREASE THE COMMUNITY'S (BOONE COUNTY) SUPPORT FOR PROVIDING OPPORTUNITIES TO OFFENDERS AND THEIR FAMILIES.

* Objective 1. Monthly informational meeting at the 'ROC' to educate the community (open to the public).

* Objective 2. Circular newsletter to select group or broader distribution of letter to capture the eye of people.

* Objective 3. Produce own public service video to get information out.

Objective 4. Nominate people you should know ch.13.

Objective 5. Invite employers to educate them on consideration to hire more offenders.

VISTA'S

(* indicates what we agree with)

Making presentations to any community organized body about re-entry.

Community event (talent show, poetry reading, youth dance) sponsored by BCOTN and another re-entry organization.

GOAL 6

TO INCREASE THE PARTICIPATION OF THE FAMILIES OF OFFENDERS IN THEIR RE-ENTRY PROCESS.

Objective 1. Increase family contact by having video conference, conference calling and make available third party (mentors) visits.

* Objective 2. Increase family members in Treatment setting. **(request different church org. & transportation co. to transport family members to prisons)**

Objective 3. Offender commitments impacted by family needs (child care, classes to attend, transportation, etc).

Objective 4. Increase family contact w/P&P on how their significant other / family member is doing in court/ board obligations/ supervision.

VISTA'S

(* indicates what we agree with)

Re-entry family support groups.

GOALS & OBJECTIVES - WORKING INFORMATION

Families of ex-offenders reestablish healthy relationships.

Advance notice of release- - Ex-offenders to our area BCOTN

Not just a member

- Create a network/ system
- Educate public /employers
 - All employers employing over -----are contacted/educated on Reentry
- Internal list of where to go/not to go for felon job seekers
- Real list of offender friendly Resources
- Contact all housing Rental Agencies opportunities for Rental possibilities.
- Develop mentoring program/certification
- Peer Alumni support /Role models ongoing
- Seek out involvement of ex-offenders in all stages of development

- Create position
- Create sustainability / self sufficiency
- Central- paid mgmt. Structure
- Equal Opportunity and access to resources for Offenders and families to sustain Long Term success.

Public Safety

Fully Informed Public

- diversity
- ability
- responsible + involved/ engaged
community

September 13, 2007

BCOTN MEMBERS: Please review, edit, amend and send your comments to

tsamuel@heartlandvolunteers.org

Original Charter Goals

DESIRED OUTCOME A successful committee effort will result in a healthier and safer community by:

1. An Effective network of services
 - Access to resources necessary to allow for successful integration into the community
2. A reduction in the recidivism rate
3. Giving the opportunity and direction to individuals identified in the charter scope to achieve self-sufficiency.
4. A greater community awareness of the issues of offender reentry

UNDESIRED OUTCOME A successful committee effort will not result in...

1. Duplication of existing committee initiatives
2. Negative impact on Boone County because of a lack of capacity to deliver services

3. Acceptance with the present reentry system.
(a constant process improvement)

Budget Plan

Operating Plan

Implementation Plan