Home for Good

A 5-Year Countywide Plan to Improve Reentry in Philadelphia

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Overview

Successfully returning home from prison or jail depends on the actions, collaboration and resources of our entire community. The Philadelphia Reentry Coalition is a diverse and growing collaborative of stakeholders united by a shared vision, engaged in a shared mission, and committed to collectively implementing this shared plan to ensure successful reentry for returning citizens. Each stakeholder has a unique and important role. Together, we work towards our vision that every person released from jail or prison to Philadelphia succeeds in becoming a productive member of the community.

By jointly implementing the following five tactics, we are committed to reducing recidivism by 25% over the next five years.

1. Strengthen our foundation to support a unified, collaborative approach to reentry, because our *individual* efforts are not as effective as our *collective* efforts.

2. Apply a shared methodology that is proven to be effective: the Risk Needs Responsivity Model.

3. Engage all sectors of the community and work side-by-side with people with lived experiences.

4. Leverage our collective voices to engage leaders in the community to change critical policies that inhibit successful reentry.

5. Align our resources by mapping the reentry system, conducting gap analyses of what and who are missing to implement a seamless and effective reentry system, and use data and an evidence-based approach to match services to needs.

A. The Philadelphia Reentry Coalition & Philly PRISM

Our History

The Coalition formed after the Philadelphia County Criminal Justice Advisory Board (CJAB) voted to convene a subcommittee that would focus on countywide reentry efforts. In February 2012, the U.S. Attorney's Office for the Eastern District of Pennsylvania hosted leadership from the federal, state and local levels representing the judiciary, corrections, probation, defense, prosecution and other key public stakeholders. The initial group was charged with addressing the growing concern that reentry efforts in Philadelphia needed to be better coordinated. Stakeholders began identifying resources to share, promising practices to implement, partnerships to fill gaps in reentry services, and more.

Assisted by a grant from the Pennsylvania Commission on Crime and Delinquency (PCCD), the City of Philadelphia's Office of Public Safety (OPS) prepared a *Countywide Blueprint* for reentry from the fall of 2012 through 2013. Over the course of that year, the Coalition formed subcommittees on Data, Assessments and Referrals. With the acceptance of the *Blueprint's* recommendations, additional subcommittees were created in the fall of 2013 on Education, Housing, Employment and Mental Health/ Substance Abuse. Today, many of the objectives set forth in the Countywide Blueprint have been achieved. For example, through Coalition stakeholder collaboration, additional reentry funding was brought into Philadelphia from the Department of Justice through a Second Chance Act grant, the Council of State Governments Justice Center and the MacArthur Foundation. The Coalition has grown to include many more stakeholders. When the *Blueprint* was created, the Coalition comprised only twenty-five stakeholders. The Coalition now includes over 20 county, 3 state, and 6 federal agencies, 6 universities, and two dozen non-profit organizations.

While a number of *Blueprint* objectives have been attained or are in process, others faced obstacles that were unforeseen during the *Blueprint's* planning phase or required new approaches for their achievement. At this time, many subcommittees report having reached a point where they needed further collaboration outside of their subcommittee to achieve their goals.

The Coalition embraces a consensus approach. It has been guided by a Steering Committee, and led by three co-chairs representing the City (Office of Public Safety), State (Pennsylvania Board of Probation and Parole) and Federal (U.S. Attorney's Office and U.S. Probation Office) levels of government. Through bi-weekly meetings of the Steering Committee, regular meetings of the subcommittees, and bi-monthly stakeholder meetings, the Coalition has created a shared purpose and agenda to improve reentry for Philadelphians. The OPS coordinates communication, planning, and development of this plan for the Coalition.

In March 2014, a second reentry initiative, called Philly PRISM (Partnership for a Reentry Integrated Systems Model) was formed, growing out of a Reentry to Workforce Partnership model that involved Pennsylvania Horticultural Society's Roots to Reentry Landscaping Training Program and the Federation of Neighborhood Centers' (FNC) Career Support Network. The partnership expanded to engage stakeholders from different sectors that directly and indirectly impact Philadelphia's reentry system to transform the system. Since March 2014, Philly PRISM has convened more than 80 stakeholders from different sectors who agreed to work together to transform Philadelphia's reentry system. Many of these same stakeholders were engaged with the Reentry Coalition.

PRISM chose the Collective Impact (CI) model for building cross-sector partnerships that lead to positive and consistent progress at scale against challenging and complex issues. Central to this model is creating a community of practice where stakeholders committed to a common agenda interact regularly, collectively learning how to improve their practice. The model identifies a "backbone," or coordinating organization to facilitate a process for collective seeing, collective learning, and collective doing. FNC has been serving as the backbone organization for Philly PRISM.

Collectively, PRISM developed a transformational vision and theory of change to inform the reentry system. Through the support of a steering committee, working groups focused on mapping the reentry system at different points along its continuum (i.e. intake, incarceration, discharge, post-release/community reintegration), surveying providers, and convening focus groups of people with lived experience. Based on the working groups' findings, Philly PRISM decided in October 2014 to focus on analyzing and working towards improving the reentry system through a case management lens.

In March 2015, leadership from the Philadelphia Reentry Coalition and Philly PRISM began discussing the opportunity to merge the two efforts, bringing all stakeholders to one table and building on each other's strengths and work to date. Philly PRISM members were invited to join the Philadelphia Reentry Coalition, and the two groups have begun to work together under the Coalition umbrella. Now the Coalition includes dozens of government agencies, community organizations, faith-based organizations, educational institutions and citizen leaders, including those with lived experience of reentry.

The Coalition's purpose is to advance communication, collaboration, coordination and commitment to a collective reentry strategy. The Coalition's role is not to provide direct services or create or manage programs – that is the role of the individual stakeholders who make up the Coalition. Accordingly, this plan is meant to guide the Coalition's collective work. It will likely deeply *inform* stakeholders' individual efforts, and *transform* some stakeholders' approaches to reentry.

Every person released from jail or prison to Philadelphia succeeds and is a productive member of the community.

Every stakeholder in the Philadelphia Reentry Coalition contributed to this vision. We chose a vision that is bold. Instead of focusing on the Coalition, it focuses on the formerly incarcerated, all of whom should be able to return home permanently and succeed, achieving a positive outcome for their lives and those whose lives they touch in the community. Each Philadelphia stakeholder keeps this vision at the forefront of their mind as they set about the daily work related to reentry.

The Philadelphia Reentry Coalition collaborates, coordinates, commits, and communicates to create opportunities for successful reentry using evidence-based practices, to reduce — and eventually eliminate — recidivism.

Every stakeholder in the Philadelphia Reentry Coalition contributed to the mission. The mission will guide the Coalition until the vision is achieved. The mission encompasses a role for each of the Coalition's diverse stakeholders: some are positioned to open doors and create opportunities while others are positioned to remove barriers; there is a role for both.

B. The Case for Change in Philadelphia

There is strong momentum nationwide to reduce recidivism by creating opportunities and removing barriers that prevent successful reentry.[1] Some are motivated by a desire to improve public safety; others desire to shrink the size of government through smaller jail and prison systems; and many recognize the need to reduce soaring costs of incarceration in lean budget times.

The Scale of Reentry

Philadelphia faces one of the largest-scale reentry problems in the nation, with tens of thousands returning to Philadelphia every year from prison or jail, hundreds of thousands living in the City with a criminal record, and untold numbers of family and community members adversely affected.
We believe that the size and scale of our collective response is equally formidable, and together we are determined to change the outcomes for returning citizens in Philadelphia.

INCARCERATED PHILADELPHIANS

In 2010, the Pew Charitable Trusts released an in-depth study of Philadelphia's jail system and the long-standing problem of jail over-crowding. While there have been changes implemented since then, of the 10 counties in America with the highest number of people incarcerated, Philadelphia had the 4th-highest per capita rate of incarceration.[2]

Incarcerated Philadelphians include those awaiting trial and unable to post bail, those serving a sentence of confinement for a conviction, and others who have been returned to confinement for a violation of a term of probation or parole, including technical violations. They are incarcerated in the local jails within the Philadelphia Prison System (PPS), state prisons operated by the Pennsylvania Department of Corrections (PA DOC), and federal prisons run by the Federal Bureau of Prisons (BOP). As seen below, in June 2015 there were approximately 24,000 Philadelphians incarcerated in Philadelphia county jail, Pennsylvania state prison or federal prison.[i] That is **1.54 out of every 100 Philadelphians** who are currently incarcerated in PPS, Pennsylvania state, or federal prison. Of all the counties in Pennsylvania, Philadelphia had the highest state incarceration rate at the end of 2014, incarcerating **.982 out of every 100** of its residents in state prison alone.[3] Because incarceration rates vary by neighborhood, the rates are much higher in some communities, and much lower in others.

23,968 Total Philadelphians incarcerated

13,948 people in State Prisons (PA DOC)

8,136 people in Philadelphia Jails (PPS)

1,884 people in Federal Prisons (BOP)

Sources: PPS: http://www.phila.gov/prisons/Pages/default.aspx as of June 11, 2015 Daily Census PA DOC: http://inmatelocator.cor.state.pa.us/inmatelocatorweb/ as of June 11, 2015 by Committing County BOP: June 11, 2015 correspondence with BOP staff (by release address).

[i] This and the following data on incarcerated Philadelphians in county, state, and federal jails and prisons refers only to adult correctional systems.

Another way to understand the issue is to look at admissions to jail and prison. In 2014, 32,800 Philadelphians were admitted to PPS. There were 3,200 *fewer* people admitted to jail in 2014 than in 2013. However, the PPS population went down only 607 people.[4] How do you have 3,200 fewer admissions, but only 607 fewer people in custody? Because the average length of stay – meaning the amount of time someone actually spends behind the walls - has been going up since 2011. In 2011, the average length of stay for people incarcerated at PPS (measured from admission date to release date) was 79 days; in 2014, the average length of stay was 94 days. So far in 2015, the average length of stay is 99 days.[5][ii] People are incarcerated pre-trial because they are either not offered bail or cannot make bail, or are held on a detainer. Wait times are a product of numerous factors such as trial schedules and when competency can be established. In PPS, roughly 70% of people are being held pre-trial.

2013:

| 36,000 | Philadelphians were admitted to PPS.

2014:

| 32,800 | Philadelphians were admitted to PPS.

However, PPS population went down only 607 people.

Source: City of Philadelphia Prison Population Management Data, April 2015.

We can also look at Philadelphians admitted to state prison, which in 2013 was 4,563. In fact, Philadelphia County accounted for 23.1% (4,563) of all new court commitments in 2013, the **most of any county in the state.**[6]

It is important to acknowledge that length of stay is a major distinguishing characteristic between state/federal prisons and local prisons or jails. Individuals incarcerated in local facilities are either pre-trial or serving a short sentence, and their average length of stay there is much shorter than the average length of stay in state and federal prisons. This has implications for reentry interventions, including service delivery and program design, and the transition from incarceration to community can be very different depending on the length of incarceration.

PHILADELPHIANS UNDER COMMUNITY SUPERVISION
After being released from jail or prison, most returning Philadelphians must generally serve a sentence of probation or parole, also known as community supervision. People released from PPS are supervised by the Philadelphia Adult Probation & Parole Department (APPD). It is estimated that APPD has one of the largest adult county probation and parole populations in the nation. People released from the state prisons are under the supervision of the Pennsylvania Board of Probation & Parole (PBPP). People released from federal prisons are supervised by the U.S. Probation Office (USPO).

Currently, there is an estimated total population of approximately 55,000-60,000 actively supervised parolees and probationers in Philadelphia.

[ii] This measurement of length of stay does not include people who are (or were at the time) still incarcerated.

55,000-60,000 actively supervised parolees and probationers in Philadelphia

43,571 people from PPS
supervised by the Philadelphia
Adult Probation & Parole

11,398 people from PA DOC
supervised by the Pennsylvania Board of Probation & Parole

2,613 people from BOP
supervised by the U.S. Probation Office

Source: Adult Probation and Parole Department, Pennsylvania Probation and Parole Board, and U.S. Probation Office Administrative Data as of December 2014.

RECIDIVISM IN PHILADELPHIA

There is no universal definition of recidivism. It is measured and calculated differently by different jurisdictions, agencies, and programs. Recidivism can be tracked by measuring new arrests, new convictions, and/or re-incarceration within varying time frames. Looking at a combination of these different measures gives a true sense of the scale of recidivism in Philadelphia.

Each recidivism measure has its own challenges and limitations for data collection and tracking. For example, take re-incarceration, a measure of recidivism that tracks when someone actually is re-incarcerated. Re-incarceration may occur due to:

- A technical probation or parole violation (i.e., violating a term of probation or parole that is not necessarily against the law, like leaving the jurisdiction without getting prior permission from a supervising officer);

- A convicted parole violation (i.e., violating a condition of parole that is also against the law); or

- A new court commitment (i.e., arrested, convicted and sentenced to prison on a new charge); or

- An arrest and inability to post bail.

Monitoring re-incarceration informs the Coalition about how many people actually return to prison, but it is an incomplete picture of recidivism because it fails to capture those who receive alternative sentences or a sentence of probation.

Philadelphia's 3-year re-incarceration rate from state prison stands at 43%, which is the state average.[7] This means that 43% of people released from state prison to Philadelphia will be re-incarcerated in state prison within 3 years. At 60.1%, Philadelphia County has the highest rate of re-arrest within a 3-year period in the state, compared to Pennsylvania's benchmark median rate of 43%.[8] Philadelphia's 3-year overall recidivism (defined as any arrest or re-incarceration to state prison) rate of 65.5% is the second highest of all counties in the state.[9] At the local level, 58% of people released from the Philadelphia Prison System are re-incarcerated in that system within three years. [iii][10]

0%   43%   100%

3 Year Re-Incarceration Rates

Philadelphia
& Pennsylvania

60.1%

3 Year Re-Arrest Rates

Pennsylvania   Philadelphia
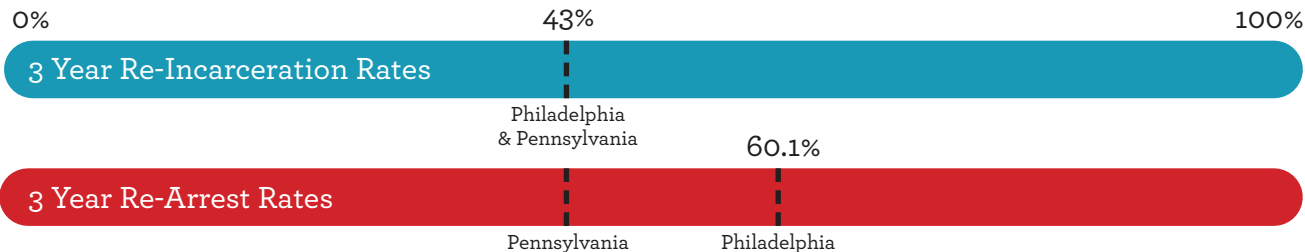
iii This data is for people released in 2011.

The Impacts

Being incarcerated and living with a criminal record impacts more than just the tens of thousands of individuals in Philadelphia. Families suffer when a working woman can no longer help take care of her elderly mother; a father is not present to comfort his sick child; or a child's life is disrupted when pulled into the foster system. The community suffers as additional resources are funneled to support the public safety, jail, and prison systems, employers lose their employees, and the cycle of incarceration imbeds itself deeper and deeper into neighborhoods.

Incarceration – even for a brief amount of time - creates serious barriers to obtaining and/or maintaining housing, achieving education goals, and securing and sustaining stable employment for tens of thousands in our community

Tragically, the impacts are not borne equally throughout the city. Rather, people of color and low-income people are disproportionately affected by incarceration. As the following charts show, African Americans make up only 44% of the population of Philadelphia, but 70% of those incarcerated within the Philadelphia Prison System (PPS). As of December 2014, people supervised by the Pennsylvania Board of Probation & Parole were disproportionately male, African American, young, and unemployed.[11]

Philadelphia Population   Jail Population

White
African American
Hispanic
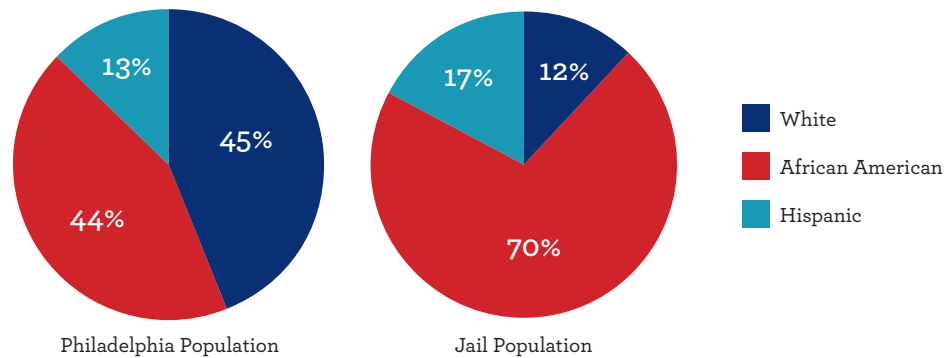
Source: Philadelphia Prison System Administrative Data

As of December 2014, people supervised by the Pennsylvania Board of Probation & Parole were disproportionately male, African American, young, and unemployed.

93%   70%   65%   58%
male   African American   20-39 yrs old   unemployed
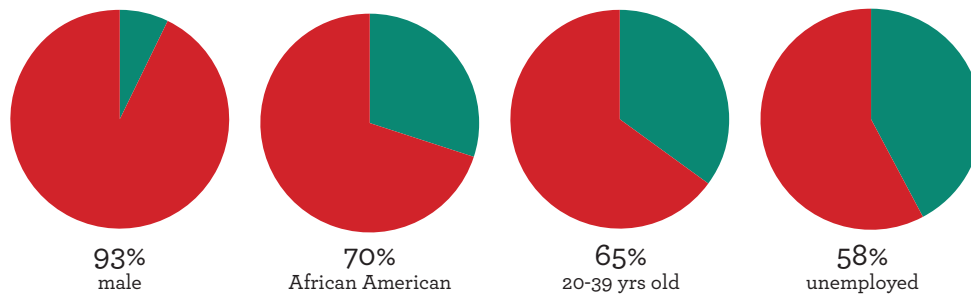
Source: Pennsylvania Board of Probation and Parole

Statewide, African Americans are 10.4% more likely than Hispanic people and 12.2% more likely than white people to be re-arrested within three years of release from prison.[12] African Americans and Hispanic people are also more likely than White people to be incarcerated in the first place.

High recidivism rates create more victims in our communities. The impacts reverberate throughout the community in profound ways.

And of course, the more we incarcerate, the greater the cost to maintain the jail and prison systems, meaning fewer funds available for education, infrastructure, and other services that affect the quality of life for the entire Philadelphia community. The following data reflects some of the economic costs of high recidivism rates.

In FY2015, Philadelphia is budgeted to spend

over $244 million on prison operations and maintenance.[*13iv]

That accounts for roughly 6% of the overall county-wide budget
(more than the budgets for health and streets combined).[14]

↓

Reducing the PPS population by 1,500 people

would save the City over $26,000,000 annually[**15]

↓

At its current 58.1% 3-year re-incarceration rate, approximately 23,240 will return to PPS each year.[16]
If the Coalition reduced re-incarceration by 25% in 5 years, then the new rate will be closer to 44%.

At a reduced 44% recidivism rate, 5,640 fewer people would return to PPS each year, saving the City well over the projected $26,000,000, while also saving the costs for all residents of Philadelphia who bear the burdens of crime and its impact on the climate for business, visitors and quality of life.

Connecting a representative sample of 100 unemployed formerly incarcerated individuals to employment would produce an additional $47,800 in annual City wage tax revenues and $1,900,000 in total post-release wage tax contributions over the employees' lifetimes.[17]

Improving returning citizens' access to medical, substance and behavioral treatment, as well as education and housing yield additional cost savings, increased tax revenues, income generation, and improved quality of life.

If Pennsylvania could reduce its 1-year re-incarceration rate by 10%, it could

save $44.7 million a year.[***18]

Thus, *every* person in Philadelphia has a stake in seeing the Coalition's vision reached: that every person released from jail or prison to Philadelphia succeed and become productive members of the community.

*Source: Philadelphia City Council, Open Budget available at http://www.phila.gov/openbudget/

**Source: Economy League Greater Philadelphia, "Economic Benefits of Employing Formerly Incarcerated Individuals in Philadelphia," at 18 (Sept. 2011), available at http://economyleague.org/files/ExOffenders_-_Full_Report_FINAL_revised.pdf

***Source: Pennsylvania Department of Corrections, "Recidivism Report 2013" at 26 (2013), available at http://www.cor.pa.gov/Administration/Statistics/Documents/Reports/2013%20PA%20DOC%20Recidivism%20Report.pdf

iv Employee benefit costs are not included in the $244 M.

C. Home for Good: Our Collective Action Plan

Home for Good sets forth specific actions the Coalition will take collectively over the next five years to realize our vision. Since its inception, the Coalition has focused on maximizing our impact by working together to pool resources, reduce duplication of services, improve efficiencies and connect to funding opportunities. This plan continues to build those capacities by identifying clear, measurable goals and specific action items to achieve those goals. Furthermore, the plan recognizes the need for transparency and the Coalition's accountability to the community. By setting defined and measurable goals, and reporting on progress towards the goals, the Coalition is taking the next step towards improving reentry in Philadelphia.

Strategic Planning Process

The Coalition met in February 2015 and agreed to begin the strategic planning process. In all, more than a hundred stakeholders worked over the course of six months to develop this plan. Interviews with stakeholders were conducted from February through May. In April, the Coalition reconvened to agree upon our shared vision and mission. We also identified our shared goal of reducing recidivism by 25% over the next five years, and agreed upon collective tactics and a methodology to achieve that goal. In May, the Coalition agreed on the 5 major tactics set forth in this plan and began identifying the activities comprising each tactic.

Our Shared Goal: To Reduce Recidivism by 25% over the next 5 years.

After agreeing upon our vision and mission, the Coalition established a quantifiable goal: to reduce recidivism in Philadelphia by 25% over the next five years.

WHY 25%?

The Coalition based this target on research showing that jurisdictions adopting all three principles of the Risk-Needs-Responsivity (RNR) model can anticipate reducing *some* measure of recidivism by about 25%.[19] Accordingly, the Coalition agreed to work over the next five years to implement all three elements of the RNR model, as well as four other tactics designed to improve reentry in Philadelphia. In the first years of the plan we will still be learning about RNR, training, and beginning implementation. We are optimistic that by years four and five we will begin to see a reduction in recidivism of 25% of the 2015 rates.[v]

WHAT DOES RECIDIVISM MEAN?

Recidivism has varying definitions within different systems and programs. It can mean re-arrest, re-incarceration, re-booking, or re-conviction. It can focus on 6 months from release, 1 year, 2 years, 3 years, or more.

The Coalition agreed that a primary indicator of progress towards our shared goal will be a **reduction in the rates of re-incarceration**[vi] **within three years of release from prison or jail.** Stakeholders agreed on this collective definition and key metric as one measure of progress towards our vision, because being sent back to jail or prison has a profound impact on the individual and the community. It greatly affects many in Philadelphia who are incarcerated pre-trial and not able to afford bail. Re-incarceration has a large fiscal cost to the community as well.

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[v] We are aiming for a reduction of 25% of the current rates of recidivism, not a 25 percentage point reduction.

[vi] Admittedly, re-incarceration rates will include individuals whose charges are dropped or who are acquitted. It will also exclude arrests that do not result in incarceration and could exclude offenses committed in other jurisdictions.

HOW WILL WE MEASURE A REDUCTION IN RECIDIVISM AND REPORT PROGRESS TOWARD OUR SHARED GOAL?

Our goal is that the 3-year recidivism rate for people released from prison or jail in 2020[vii] will be 25% lower than the 3-year rate for those released in 2015.

First, we will need to determine if a universal measure – such as a unified 3-year re-incarceration rate – can be calculated. Currently, re-incarceration rates maintained by the City, State and Federal prison systems underreport re-incarcerations because they do not account for re-incarcerations to external systems. For example, the 3-year re-incarceration rate for people released from PPS in 2011 was 58%, but this does not include people who were re-incarcerated in the state or federal prisons. Similarly, the 3-year re-incarceration rate for people released from state prison in 2011 was 43%. However, the DOC does not track if those people were re-incarcerated in county jail or federal prison. The Data & Metrics Team will need to collaborate with the three corrections departments to determine if there is a way to cross-track re-incarcerations to get a more comprehensive and accurate, unified re-incarceration measure.

Second, we will need to collect, track and measure all recidivism indicators (i.e., not *just* 3-year rates of re-incarceration) to **fully** understand where system changes need to occur. One obvious example as to why we need to monitor all recidivism indicators was discussed above: state 3-year re-incarceration rates are much lower than city 3-year re-incarceration rates, *but* state re-arrest rates for Philadelphia are **the highest in the state.** At 60.1%, Philadelphia county has the highest rate of *re-arrest* within a 3-year period in the state, compared to Pennsylvania's benchmark median rate of 43 %.[20] The Data & Metrics Team will develop a process to collect and review recidivism metrics in addition to 3-year re-incarceration rates, in order to track and report progress annually. The Team will also address questions and concerns from other teams in the Coalition as they arise over the five-year implementation period.

Tactics to Achieve Our Goal

In order to achieve our bold goal of reducing recidivism in Philadelphia by 25% by 2020, the Coalition will employ a strategy of collaboration. The Coalition identified five tactics that will shape our overarching strategy of collaboration. The five tactics that the Coalition will use are:

1. **Strengthen Our Foundation.** We will improve our internal communications system, coordinate ongoing collective learning, coordinate funding, and further develop shared measurements of success. These concepts and actions underpin the entire plan.

2. **Adopt a Shared Methodology: Risk Needs Responsivity (RNR).** We will acquire expertise in RNR, collect and share data needed to implement RNR, and employ service delivery models and evidence-based practices according to RNR.

3. **Engage our Community.** We will engage all sectors of the community, involve and support the leadership of people with lived experiences, and create a strategic external communications system.

4. **Engage Leaders.** Through our collective voice, we are well positioned to influence decision-makers to revise practices and policies to reduce recidivism.

5. **Align Our Efforts.** We will coordinate gap analyses and utilize system mapping to identify: additional missing stakeholders, additional missing resources, and where we need to better align resources and services to needs. A major component of this tactic will be to coordinate data collection and sharing, and to coordinate data analysis that can be shared both internally

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[vii] This cannot be measured until data through 2023 is finalized.

and externally. These initiatives will help stakeholders make the most efficient use of their resources and create new opportunities that connect returning citizens with effective services responsive to their assessed risk and needs.

This plan lays out specific objectives for each tactic, with corresponding actions, team leads, timeline, and metrics or deliverables. Some of these actions occur in the implementation phase of the plan, while other actions occur quarterly, annually, or are ongoing. An Implementation Team will track the progress of the plan's overall implementation, revise the plan to add new actions and metrics as they are developed, and adjust timelines and objectives based on information received from the other teams and stakeholders at-large. This plan will be a living document to the extent that the Implementation Team feels it needs to be revised to remain useful in guiding our collective work forward. It is not intended as an exhaustive catalogue of the reentry challenges, opportunities, or priorities in Philadelphia, but rather as a plan around which Coalition stakeholders can organize themselves to collaborate more effectively.

The New Team Structure

Before we move into the detailed descriptions of the five tactics and the work planned for the next five years, it will be important to understand the new team structure established to carry out the work. As discussed above, one of the major obstacles to continued progress reported out during the planning process was that subcommittees were operating in 'silos.' Stakeholders wanted ways to further improve internal and external communications, coordination around funding, leveraging collective learning, policy coordination, and other overarching collaborative areas.

Going forward, the Coalition will be organized in the following teams dedicated to: Implementation, Data & Metrics, Policy, Funding, Professional Development, Communications, Transitions, Community engagement, and RNR. (See also Appendix B).

THE IMPLEMENTATION TEAM

The Implementation Team will serve as the overarching coordinating body. It will track the progress of each of the teams against the timeline, review metrics and teams' progress towards goals, and report back to the Coalition at its regular stakeholder meetings. Additionally, the Implementation Team will identify opportunities to enhance collaboration, efficiency and effectiveness. Members of the Implementation Team will support the Funding Team by engaging the philanthropic community to fund the Coalition and its work.

The Implementation Team will be comprised of at least two representatives from:

- federal agencies (e.g., USPO, BOP, USAO, Federal Defenders, etc.)
- state agencies (e.g., DOC, PBPP, PCCD, etc.)
- city agencies (e.g., APPD, PPS, DA, etc.)
- service providers, and
- returning citizens/ people with lived experience.

It will communicate regularly with all other teams and meet at least quarterly to review data, recommendations, planning documents and/or other deliverables from all of the teams in a joint meeting of team leaders.

Data and Metrics, Policy, Funding, Professional Development, Communications, Transitions, Community Engagement, and RNR will report regularly (at least quarterly) on the development of their actions, progress towards metrics, resource needs, additional stakeholders missing, funding needs, etc. to the Implementation Team. Each team will designate one or two leaders who will set and coordinate meetings, facilitate communication among team members, and act as liaison to the Implementation Team. Throughout the plan, there are many actions where two or more teams will collaborate.

The work of the Implementation Team is supported by two Coalition Coordinators who jointly guide the work and development of the Coalition by providing strategy, operations, and administrative support. The role of the Coalition Coordinators is described in more detail below in Tactic 1: Strengthen Our Foundation.

TRANSITIONS TEAM

Both the Coalition and PRISM had several existing "subcommittees" and "work groups." The Coalition's subcommittees were organized around needs and services, such as data, assessments, referrals, education, housing, employment, and behavioral health/substance abuse. PRISM's workgroups

were organized around the stages of incarceration and return to the community: intake, incarceration, discharge, integrated case management system, and post-release/community reintegration. PRISM had identified integrated case management as a lever to improve reentry services across each of these transition points. Much valuable work was done and progress made under both organizational strategies. Their work will be integrated into the Transitions Team.

The Transitions Team will look for opportunities to improve how people transition through all points of time of the reentry system from pre-incarceration (e.g., diversion opportunities), to behind-the-walls (e.g., programming and case planning to reduce the risk of recidivating), to immediate post-release (e.g., improving supports during the first year after release, which is the period of time when most people recidivate), to long-term reintegration into the community.

The Transitions Team will have Work Groups. A few Work Groups have already been identified from the current work groups and committees: Employment, Education, Mental Health/Substance Abuse, and Housing. Some of these may expand, such as the Mental Health/Substance Abuse Work Group, which will likely grow to include physical health and access to healthcare issues more broadly. Additional Work Groups may naturally evolve as specific topics or issues emerge from the Coalition's future system mapping and gap analysis work.

To ensure an effective and coordinated continuum of care across all transition points, the Transitions Team is comprised of members of all the Work Groups to enable cross-sector work.

PROFESSIONAL DEVELOPMENT TEAM

The Professional Development Team will coordinate training and professional development opportunities for Coalition stakeholders, and facilitate collective learning. Its team members will have experience in event planning, facilitation, and organizing professional development, training, and education sessions.

COMMUNICATIONS TEAM

The Communications Team will oversee the development and implementation of an internal and external communications strategy. Its team members will have experience with web development, online discussion/resource platforms, media relations, social media, messaging, and other communications skills. This function is essential to the Coalition's overarching goal of reducing recidivism, because without communication the Coalition cannot function.

FUNDING TEAM

The Funding Team will identify funding opportunities to support the Coalition and its stakeholders. It will facilitate collaboration amongst stakeholders to pursue funding opportunities in line with this plan, and create a process by which the Coalition can support individual stakeholders efforts to obtain funding that will further this plan. Its team members will have experience in grant writing as well as other fundraising and development mediums.

POLICY TEAM

The Policy Team will oversee research and development of policy changes to improve the reentry system. Its team members will have experience with policy development, implementing policy change in various settings including the legislative/regulatory arenas, message development, and a sensitivity and appreciation for different viewpoints.

DATA & METRICS TEAM

The Data & Metrics Team will oversee coordinating collection of metrics and data, facilitating data sharing amongst stakeholders and advising stakeholders on data related issues. Its team members will have experience with collecting, analyzing, reporting, and sharing data.

RNR TEAM

The RNR Team will assist stakeholders with learning about and adopting all three aspects of the RNR model. Its team members will be very familiar with RNR research and its implementation.

COMMUNITY ENGAGEMENT TEAM

The Community Engagement Team will oversee the development and implementation of a strategy to involve returning and returned citizens, and the wider community, and recognize and support the leadership of people with lived experience. Team members will have experience with community organizing, leadership development, and participatory processes, and intimately understand the experience of reentry.

Tactic 1: Strengthen Our Foundation

The growing collaboration among numerous stakeholders working together to share knowledge and improve reentry outcomes is one of Philadelphia's greatest strengths. But there is more we must do to unify our approach to reentry. Strengthening the foundation of the Coalition will support that challenging task.

Through the course of developing the strategic plan, stakeholders identified several areas where we will work to improve and enhance our collaborations:

- Ensure there is sufficient human resource capacity to carry out the day-to-day coordination of the Coalition,

- Facilitate ongoing collective learning,

- Build stakeholder participation,

- Work together on funding challenges facing reentry, and

- Foster a culture of trust, transparency, and accountability through frequent, honest, and open communication.

The Coalition will use the Collective Impact model (CI) for organizing the work.

> The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure [including a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants].[21]

Whenever possible, the Coalition will employ CI principles and build the five conditions for collective success that the model describes, including a common agenda, mutually reinforcing activities, continuous communication, centralized support, and shared measurement systems.

Specific Objectives

1. Sustain dedicated Coalition Coordinators.

In the Collective Impact model, a "backbone" organization "seeks to improve social outcomes by organizing cross-sector groups of partners to transform an often inefficient, fragmented system."[22] These collaborative-supporting entities guide vision and strategy, support aligned activities, establish shared measurement practices, build public will, advance policy, and mobilize funding.[23] The backbone role is important, because large-scale cross-sector initiatives are unlikely to be effective *without deliberate development of the collaborative itself* in addition to the work of the group's stakeholders.

The Office of Public Safety for the City of Philadelphia (OPS) and the Federation of Neighborhood Centers (FNC) are jointly filling the role of the "backbone" for the Philadelphia Reentry Coalition. OPS has funding for a part-time Coalition Coordinator for the coming year. FNC is committed to this work and is volunteering staff time for the Coalition Coordinator until funding can be secured.

The Coalition Coordinators will facilitate the work and development of the Coalition, by supporting the teams, and by providing strategy, operations, and administrative support to develop the Coalition. The Coalition Coordinators will work closely with the Implementation Team to guide the implementation of this plan. Specifically, Coalition Coordinators will be responsible for the Coalition events such as stakeholder meetings and Implementation Team meetings. They will also coordinate the Weekly

Update, a weekly email communication to all stakeholders about news, resources, events, developments within the Coalition, summaries of Implementation Team meetings, etc. Furthermore, the Coordinators will maintain the contact information of all Coalition stakeholders, and update the list with new requests from stakeholders to participate. They will represent the Coalition at Philadelphia Criminal Justice Advisory Board (CJAB) meetings. The Coordinators will try to identify additional human resources to support the Coalition, such as interns or volunteers.

1.1 SUSTAIN DEDICATED COALITION COORDINATORS.

Leader	Action	Timeline	Metrics or Deliverables
Coalition Coordinators	Create a "sign-up" opportunity for stakeholders to self-identify what Teams they will serve on	Summer 2015	Development of teams
Transitions Team and Implementation Team	Identify Work Groups and Transitions Team processes that allows prior committees to advance their work	Fall 2015	Work Groups and Transitions Team processes identified
Implementation Team	Develop a schedule for teams to identify their goals and metrics and report on their progress	Fall 2015	Schedule developed
Implementation Team	Support the Funding Team in reaching out to funding sources to support the Coalition and its activities	Ongoing	
Funding Team and Implementation Team	Identify, prioritize, and support funding needs from each team.	Ongoing	Applications submitted, dollars raised
Coalition Coordinators	Facilitate regular Coalition meetings and other routine Coalition activities	Ongoing	Number of meetings, attendance, agencies and sectors represented
Coalition Coordinators and Implementation Team	Build the staff capacity of the Coalition (such as by identifying internship or volunteer opportunities)	Ongoing	Staff/volunteer time, resources dedicated to Coalition itself
Coalition Coordinators	Facilitate Implementation Team and other key stakeholders' education about Collective Impact	Ongoing/yearly	Impact as measured by surveys

2. Develop an internal communications system.

The Coalition needs an internal communications system (such as a dynamic website) that enables stakeholders to share resources and information and stay informed about Coalition and other related activities. This system should facilitate ongoing learning and communication through discussion boards and resource libraries which provide multiple and varied levels of access and engagement.

1.2 DEVELOP AN INTERNAL COMMUNICATIONS SYSTEM.

Leader	Action	Timeline	Metrics or Deliverables
Communications Team	Create internal strategic communications plan and work with Coordinators to implement	Spring 2016	Amount of information shared through system, participation and engagement of stakeholders

Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders	Ongoing	Cross-promotion of programs and events

3. Collaborate to pursue strategic reentry funding opportunities.

Stakeholders want to strategically pursue individual and collective funding opportunities. The Funding Team will identify and disseminate collaborative funding opportunities to all stakeholders, adopt policies to approve requests from the Coalition to provide letters of support to stakeholders, and provide other development support as needs are identified and capacities determined. The Funding Team will also work to bring stakeholders together around identified funding opportunities that will fill gaps for Philadelphia reentry needs, including services, technical assistance, data coordination and research. Members of the Implementation Team will also support the efforts of the Funding Team by engaging the philanthropic community to fund the Coalition and its work.

1.3 COLLABORATE TO PURSUE STRATEGIC REENTRY FUNDING OPPORTUNITIES.

Leader	Action	Timeline	Metrics or Deliverables
Funding Team	Adopt a policy for Coalition to approve Letter of Support/Letter of Commitment/MOU requests	Summer 2016	Written Letter of Support policy, number of requests received, number approved, successful funding
Funding Team	Bring stakeholders together around funding opportunities that will fill gaps for reentry needs	Ongoing	Dollars raised through collective efforts
Funding Team	Identify and disseminate collaborative funding opportunities to stakeholders through the Weekly Update	Ongoing	Opportunities identified
Funding Team and Professional Development Team	Work with Professional Development Team to provide support and guidance to other stakeholders less knowledgeable about various fundraising methods.	Annual	Number of stakeholders trained, impact of training as measured by surveys
Funding Team	Collaborate to identify applicant(s) for funding opportunities	Annual	Dollars raised through collective efforts
Funding Team and Implementation Team	Identify, prioritize, and support funding needs from each team	Ongoing	Applications submitted, dollars raised
Implementation Team	Support the Funding Team in reaching out to funding sources to support the Coalition and its activities	Ongoing	

4. Build Coalition participation.

The Coalition is formed of leaders and stakeholders within the Philadelphia reentry community, from those with formal positions of leadership within their agencies and organizations to those whose

leadership manifests in other ways. The Philadelphia Reentry Coalition is always looking to add new leaders and stakeholders to support and implement the strategic plan. As you read *Home for Good*, think about how you, your organization or your agency supports the vision and ways that you can contribute to the collective action plan. We seek to have 100% participation of all Coalition stakeholders to 'staff' the team. The Coalition Coordinators will facilitate the initial team staffing and continue to connect new stakeholders to teams to which they are best-suited.

1.4 BUILD COALITION PARTICIPATION.

Leader	Action	Timeline	Metrics or Deliverables
Coalition Coordinators	Develop New Stakeholder Welcome Packet	Summer 2015	Document describing Coalition work and engagement
Implementation Team	Identify additional metrics of success for Coalition collaborative effort and implementation of the plan	Ongoing	
Coalition Coordinators and Implementation Team	Identify underrepresented stakeholder groups	Ongoing	New partnerships, additional stakeholders engaged

5. Leverage stakeholder resources for collective benefit.

Stakeholders within the Coalition have different strengths and weaknesses, and access to different resources and information. When possible, Coalition stakeholders will share resources with one another- one of the best ways to do this is to share the knowledge and expertise of different stakeholders through trainings. Stakeholders who can offer trainings of value to other stakeholders will do so, with the help of the Professional Development Team, Implementation Team, and the Coordinators.

1.5 LEVERAGE STAKEHOLDER RESOURCES FOR COLLECTIVE BENEFIT.

Leader	Action	Timeline	Metrics or Deliverables
Professional Development Team, Implementation Team, and Coalition Coordinators	Identify opportunities for stakeholders to train other stakeholders, and develop a calendar of trainings	Fall/Winter 2015	Number of trainings held, attendance, impact as measured by surveys
Professional Development Team	Work to develop calendar of externally available trainings for stakeholders, such as Voter Registration Awareness, and Forensic Peer Specialist Training	Fall 2015, and updated Annually	Number of trainings held, attendance, impact as measured by surveys

Tactic 2: Adopt a Shared Methodology: Risk-Needs-Responsivity ("RNR")

Research proves recidivism decreases when jurisdictions base supervision, service and resource allocation decisions on the Risk-Needs-Responsivity principles of reentry programming.[24]

The Coalition collectively determined that it will seek to implement all three prongs of RNR principles – risk and needs assessments and responsivity – over the course of the next five years. This will require extensive training and organizational development support by the Coalition so that each and every stakeholder becomes RNR experts.

THE RNR PRINCIPLES

Risk **Principle:** Who benefits from interventions?

Assess Risk Level and match the **intensity** of interventions to level of risk for criminal activity: high-intensity for high-risk individuals and low-intensity for low-risk individuals. Static risk factors do not change and include things like a person's age or the number of previous convictions.

Need **Principle:** What do we do?

Assess Dynamic Risk Factors, which are changeable factors that contribute to the likelihood of new criminal activity. Providing support to strengthen those areas that pose the greatest challenges can decrease the likelihood that the returning citizen will re-engage in criminal behavior. While not directly related to criminal behavior, stabilizers and destabilizers are lifestyle and psychosocial factors that influence how someone functions in the community. Stabilizers include factors such as supportive friends or family, or a high school diploma. Destabilizers are factors such as mental health challenges, housing instability, and food instability.[25]

SOME WAYS TO ADDRESS DYNAMIC RISK FACTORS[26]

Antisocial personality pattern → build self-management skills and teach anger management

Antisocial cognition → build an identity based on behavior that is intended to help or benefit others that counters rationalizations of criminal behavior

Antisocial attitudes and peers → encourage building supportive social networks

Family and/or marital discord → teach parenting skills, connect with family support services, and enhance warmth and caring by modeling such behavior

Poor school and/or work performance → enhance study/work skills, nurture relationships within the school/work context

Few leisure or recreation activities → encourage and provide opportunities to learn leisure activities, hobbies and sports that reinforce an identity based on benefitting others

Substance abuse → enhance supports for and alternatives to substance abuse

***Responsivity* Principle:** How do we do it?

> Account for returning citizen's strengths, abilities and learning styles, traumatic history, and other relevant considerations (such as additional destabilizers) when designing treatment goals. Engage returning citizens directly in the development of any case management plans.

We know that every person is different, with different needs and struggles, and as such the likelihood of returning to prison or jail varies on an individual level. Researchers describe these as different "risk" levels. One person is at a greater risk of re-offending than another. Since we live in a world of limited resources, understanding a person's risk level helps us make choices about how to spend those limited resources. Focusing efforts on people who are at a higher risk of recidivating is often the best use of time and resources because research shows those efforts are more likely to prevent recidivism.[27] When we reduce recidivism, we prevent people from returning to jail and prison, improve the lives of the families connected to the formerly incarcerated person, prevent further victimization, and save money spent on our court and prison system. In some cases, delivering too high an intensity of services or interventions or too much supervision for people who are at low risk can actually result in negative consequences for those people.

So how can every stakeholder involved in the Coalition work together to reform our system and ensure our resources are spent the best way possible to achieve our goals of reducing recidivism? We will need to start using validated risk/needs assessment tools system-wide; use the information we receive from those assessments to drive how we make decisions to allocate resources both on a micro and macro level; and make sure our policies support the implementation of the Risk-Needs-Responsivity principles.

What does this mean in practice? RNR requires our agencies and organizations to determine an individual's risk and needs through the use of an assessment tool, and to tailor program design and practices based on participants' levels of risk and need. For example, a reentry service provider offering employment services for people returning to the community from prison or jail would design services and programs based on the RNR data. The provider may choose to develop a program that focuses on people at high or medium risk of recidivating, who have a history of poor work performance. Accordingly, the provider would need to assess (or have access to prior assessments of) all participants' risk and needs. The provider would likely also conduct additional assessments for job readiness, to complement the information provided by the risk and needs assessment tool. Next, the provider would use this information to deliver targeted services, and follow best practices for the individual. Not every potential client walking through this provider's doors may meet the risk/need profile that the provider services. But by focusing on those clients who do meet the provider's risk/need profile, the provider can deliver better outcomes and the clients' needs will be better met.[28]

This single example demonstrates the level of commitment required by each stakeholder in the organization to understand and properly implement RNR. It is only through a collaborative effort that RNR will be effective. One agency or organization following these practices on its own will not turn the tide in Philadelphia. When we all work together to make these system changes, then we will see real results in recidivism reduction and people's lives.

Specific Objectives

1. Understand the Risk-Needs-Responsivity principles.

Before we can begin to implement RNR, we need to fully understand it. Some stakeholders understand the RNR model intimately and are already seeking to implement it. However, the research in this area is growing at a rapid pace, and given the many other demands on stakeholders, it is difficult to 'keep up' with developments.

In-person trainings will provide opportunities to educate all stakeholders about RNR and afford the opportunity to ask the critical questions about how to integrate RNR into their practice.

Through weekly internal communications to stakeholders, Coordinators will collate and share information identified by stakeholders and the Coordinators about online and in-person trainings as they are made available from external resources.

2.1 UNDERSTAND THE RISK-NEEDS-RESPONSIVITY PRINCIPLES.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Professional Development Team	Coordinate RNR Trainings for Stakeholders	2 trainings: Fall/Winter 2015 and Spring 2016	Number of stakeholders/ organizations/ agencies trained, impact of trainings as measured by surveys
RNR Team	Provide Implementation Team with latest research on RNR	Ongoing	
Coalition Coordinators and RNR Team	Share Weekly RNR Resource Updates	As available	

2. Learn from each other.

The Coalition will facilitate collective learning from those within the Coalition who have begun to implement RNR. Those agencies and organizations with experience developing, evaluating and using risk/needs assessment tools will share their experience, research and expertise. We will collectively learn from each other at the regular bi-monthly Coalition meetings where the Coalition Coordinators will identify stakeholders to "Spotlight" at the meetings.

More extensive information sessions will be coordinated to learn from stakeholders with a greater depth of experience. For example, the Pennsylvania Department of Corrections developed a validated Risk Screen Tool (RST) normed to the state population that is available at no charge to stakeholders.[29] The RST does not assess dynamic risk factors, but it can aid stakeholders in making the initial determination of risk. In 2015, the DOC provided its RST and training to staff at PPS. The RST is also being used by R.I.S.E., the Mayor's Office of Re-Integration Services, as part of its Second Chance Act demonstration project. The Coalition Coordinators will coordinate a learning session with the DOC to educate interested stakeholders about the RST and other DOC assessment tools, how risk/needs are matched to programs behind the walls, and collaborations DOC has with other stakeholders to implement evidence-based practices.

The Coalition Coordinators will also provide an opportunity for stakeholders to learn about current PPS assessment procedures and developments that the agency is making towards incorporating risk/needs assessments into its programming.

> The most important change needed to improve supervision and reduce recidivism is the adoption and careful implementation of a validated risk and needs assessment tool at the time of release from jail, when a person is placed on probation, and at regular intervals throughout the supervision term.[30]

Since August 2009, Philadelphia County's Adult Probation and Parole Department (APPD) has been tailoring its intensity of supervision based on the person's risk level, using a proprietary validated and normed risk tool developed in collaboration with researchers at the University of Pennsylvania. The result of this effort is proving fruitful. An evaluation in June 2014 found that:

> Despite a dramatic increase in the percentage of APPD's population scoring moderate or high, overall recidivism dropped to 31%, a six percentage point decrease from [2013]. The most noticeable decreases were in serious arrests (murder, rape, robbery, aggravated assault, IDSI, and all other sex offenses). The serious arrest rate for low risk offenders was cut in half from 4% to 2%, moderate risk serious arrests dropped from 12% to just 5% (a 58% decline), and high risk serious arrests dropped from 17% to an impressively low 10% (a 41% decline). These results give us confidence that our risk-based supervision strategy is working and also let us know that we have served Philadelphia well in protecting the public's safety.[31]

The APPD risk tool is a proprietary tool administered only by County probation officers. APPD already collaborates with stakeholders like the MENTOR court and the University of Pennsylvania's Goldring Reentry Initiative to provide trained and qualified case managers in those programs with risk level assessments to aid in effective program implementation.

APPD received a Bureau of Justice Assistance SMART Supervision grant which will involve such improvements as evidence-based interviewing techniques, implementation of a standardized department-wide case planning protocol, and development of a needs assessment tool. As part of a special training program called SOARING2, each probation officer will be trained on appropriately administering the needs tool.

The Coalition will provide opportunities for reentry organizations, service providers, and other agencies seeking to implement RNR to learn more about APPD's – as well as state and federal probations' - assessment tools and ways to collaborate to further improve outcomes for individuals on probation and parole.

2.2 LEARN FROM EACH OTHER.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Coalition Coordinators	Facilitate "Spotlights" at Coalition meetings	Bi-monthly	
Coalition Coordinators, RNR Team, and Professional Development Team	Coordinate info sessions for stakeholders about elements of RNR being implemented by city, state and federal agencies, and community organizations	Quarterly	Number of info sessions, number of participants

3. Train on risk/needs assessment instrument.

As fundamental as it is to understand the RNR principles, implementation of RNR's individual components is the only way to reach our shared goal of reducing recidivism. While an organization setting out to implement the RNR principles need not do so in any particular order, using an assessment tool is one of the more straight-forward steps that promises immediate results if implemented properly.

As discussed above, some agencies and organizations have already developed and adopted assessment tools, and the Coalition will coordinate opportunities for organizations interested in partnering with these agencies and organizations to learn about those tools and how partnerships that include data sharing can be formed.

Additionally, the Coalition has researched screening tools and provided the information to organizations lacking the resources to do so independently. The Coalition Coordinators will work to identify funding opportunities to provide training on ORAS, a validated risk/needs assessment tool that is cost-effective, efficient to use, and capable of providing the data needed to track metrics.

The Coalition cannot contrive to have every agency and organization in the City use the same tool. And numerous obstacles and concerns arise to openly sharing all of the data collected by these instruments. However, ultimately, every agency or organization undertaking to provide reentry services to returning citizens should inform its case planning with data on risk and need collected from a validated assessment tool.[viii] The more the use of RNR tools is aligned across the Philadelphia criminal justice system, the greater impact RNR principles will be able to have.

2.3 TRAIN ON RISK/NEEDS ASSESSMENT INSTRUMENT.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Professional Development Team and Coalition Coordinators	Identify funding for and coordinate training on ORAS	Initial training of 30 stakeholders Summer 2015, Train the Trainer 10-12 stakeholders become trainers and train 60 stakeholders Fall/Winter 2015, Ongoing trainings quarterly as needed	Numbers trained
RNR Team	Provide organizational development support to stakeholders seeking to incorporate risk/needs assessment data	Ongoing	Number of stakeholders reporting using data from validated risk/needs assessment to inform case planning/referrals/programming

4. Enable stakeholders to adopt the Responsivity principle.

The Coalition will further develop the understanding of each of its organizations and agencies about evidence-based practices. The work of the Coalition through its subcommittees sought to do this, but did so in silos focused on specific topic areas like employment, housing, etc. This was inefficient because many practices transcend topical areas. To assist stakeholders with implementation of the Responsivity Principle, the Coalition will serve as the mechanism by which stakeholders can advise and support each other on:

- Evidence-based case management services and practices

- New service delivery models

- Written policies that allocate resources – including supervision, programs, and funding –based on assessment outcomes.

[viii] Depending on the tool, these assessments will need to be updated every six months to a year, and case plans adjusted accordingly.

2.4 ENABLE STAKEHOLDERS TO ADOPT THE RESPONSIVITY PRINCIPLE.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Professional Development Team	Work with RNR and Transitions Teams to develop calendar of externally available trainings for stakeholders on Responsivity (e.g., SOARING2, Motivational Interviewing, Trauma-Informed Care), and other evidence-based practices	Fall 2015, and updated Annually	Number of trainings held, attendance, impact as measured by surveys
RNR Team	Develop model policies	Summer 2016	Number of stakeholders adopting model policies
RNR Team	Research new case management services and practices, and service delivery models; present findings to stakeholders	Annually	Track adoption and implementation by service providers

Tactic 3: Engage Our Community

Engaging our community is integral to reducing recidivism. Our broader community contains many important stakeholder groups—such as currently and formerly incarcerated people and their families and networks, employers, service providers, and the general public. Each has a unique perspective and contribution as part of the Coalition's work. In order to ensure the effectiveness of the programs, practices and policies the Coalition supports - and its stakeholders develop and advance - it is important that the Coalition actively engages the community in the process of our work. The Coalition cannot make change in a vacuum. Further, for the community to benefit from our collective work, mechanisms for timely and consistent communication must be established.

Specific Objectives

1. Work side-by-side with people with lived experiences.

Advocates working on a wide range of public policy issues know that sustained systems change is only made possible by thoroughly integrating the perspectives and knowledge of people with lived experience. To reach our goal of reducing recidivism in Philadelphia by 25% by 2020, the Coalition's work must be informed and led by currently and formerly incarcerated Philadelphians who have lived experience with the challenges of reentry. Returning and returned citizens have a unique understanding of the changes we need to make to reduce recidivism, but currently they are not often well-positioned to play a role in making those changes. This is a growing realization in reentry efforts nation-wide.[ix]

Collective Impact experts and practitioners are starting to develop community engagement as an additional condition necessary for large, cross-sector collaborations to effectively solve complex and challenging social problems. The community includes

> the individuals, families, networks, and organizations who will be affected by the initiative and who participate in it, but who are not usually considered to have active leadership roles in creating community solutions ... for example, people directly affected by the problem, as well as social service organizations that may not be initially represented on steering committees or working groups.[32]

But community engagement—in the case of the Coalition, primarily the authentic involvement and leadership of currently and formerly incarcerated people—is not a singular, standard process. Instead, it "requires an understanding of the specific purposes for doing so across the different activities of an initiative, grounded in the context of the [initiative and aligning with the initiative's specific goals.]"[33]

Accordingly, the Coalition is committed to adopting these specific purposes in its returning citizen engagement strategy:

- Recognizing and supporting existing efforts led by by those with lived experience, including the formerly incarcerated,

- Supporting initiatives that focus on developing leadership among people with lived experiences,

- Informing Coalition policy and practice,

[ix] In 2014, criminal justice policy expert Glenn Martin founded JustLeadershipUSA (JLUSA) with the goal of reducing incarceration in the U.S. by half by 2030, and the belief that "those who are closest to the problem are closest to the solutions"—that people with lived experience must be leading the movement to reform the criminal justice system. On October 20th, 2014, a group of formerly incarcerated leaders met for the first time with the federal Reentry Council, created by former Attorney General Eric Holder in 2011 and representing over twenty federal agencies that strategize to remove federal barriers to reentry. (https://www.southerncoalition.org/formerly-incarcerated-leaders-have-historic-meeting-with-federal-interagency-reentry-council/)

• Changing public opinion, and

• Broadening the stakeholder base.

The Coalition will be mindful of the continuum of increasing levels of engagement with/by those not traditionally at the table. This will help us avoid the dangers of tokenizing people, of unfairly expecting individuals to represent whole communities, and of engagement that is one-sided or exploitative (even if accidentally). The continuum of community engagement, which evolves from informing to consulting to involving to collaborating to co-leading, can be usefully applied to many kinds of engagement, including neighborhoods, non-profits, government agencies, and other coalitions and networks.

CONTINUUM OF COMMUNITY ENGAGEMENT:
Inform → **Consult** → **Involve** → **Collaborate** → **Co-Lead**[34]

Informing returning citizens can take the form of information shared by the Coalition through websites, hard copy, presentations, etc. For example, this past Spring the Coalition co-sponsored an event with Community Legal Services and the Mayor's Office of Community Empowerment and Opportunity (CEO) on the issue of Court Costs and Fines for the community. At the informing stage of community engagement, the Coalition can aim to make events and resources accessible to people with different work schedules, literacy levels, digital literacy or computer access, childcare needs, and other possible barriers.

Consulting returning citizens would include asking for input or feedback on existing work. For example, both the Coalition and PRISM have conducted focus groups in the past to inform and advise the development of their work.

Involving returning citizens in the Coalition would mean working with them directly and continuously, such as through invitation to join advisory or working groups and partnering in policy advocacy. The Coalition has recently made a concerted effort to make sure more people with lived experiences are invited to and attend its bi-monthly meetings. Philly PRISM was deliberate in extending such invitations to participate in meetings and strategy development. In addition, Philly PRISM developed a proposal for a Speaker's Bureau of people with lived experiences of prison and reentry, with the desired long-term impacts of creating a measurable change in audience members' attitude towards returning citizens, and increased action to improve reentry systems.

True collaboration involves partnering with stakeholders throughout an entire initiative, from developmental and planning phases to implementation, and by appointment to leadership roles in groups and committees. As a point on the continuum of engagement, collaboration and true partnership is reciprocal; everyone involved benefits from the other's involvement equally. If the Coalition's initiative will be strengthened through the involvement of people with lived experience, then their involvement in the Coalition should benefit them as well.

Finally, co-leadership or leadership would be manifested in final decision-making authority by returning citizens, such as through involvement in a body with decision-making power in the initiative.[35] The Coalition will work towards broader co-leadership by ensuring that people with lived experiences are always on the Implementation Team, alongside representatives from government agencies and service providers.

The Coalition has identified a variety of other ways to potentially involve and collaborate with formerly incarcerated community members, including advisory councils, working committees, monthly roundtables, leadership development trainings, and speakers bureaus. In addition, the Coalition will look for opportunities to support existing efforts led by people with lived experience, where the role of the Coalition can strengthen those efforts and create opportunities for the Coalition to learn about effective strategies.

The Community Engagement Team will develop and implement a returning citizen involvement strategy. The strategy will prioritize the Coalition's specific purposes with respect to community engagement and accordingly grow the work underway as well as explore and adopt new opportunities to center the experiences and knowledge of people with lived experience. Returning citizens will drive the development of the engagement strategy.

3.1 WORK SIDE-BY-SIDE WITH PEOPLE WITH LIVED EXPERIENCES.

Leader	Action	Timeline	Metrics or Deliverables
Community Engagement Team	Identify organizations and initiatives led by those with lived experience, including formerly incarcerated people in Philadelphia	Fall 2015	List of organizations created and outreach made to identify opportunities for Coalition to connect with and support their work
Coalition Coordinators Implementation Team, and Community Engagement Team	In interim of full strategy, identify and pursue opportunities for reciprocal involvement of people with lived experiences	Fall/Winter 2015	Opportunities identified and pursued
Community Engagement Team	Develop a strategy around reciprocal engagement of returning citizens, have Coalition adopt	Spring 2016	Returning Citizen Engagement Strategy
Community Engagement Team	Inform Communications Team about ways to engage all kinds of community members in the Coalition's work	Ongoing	Quarterly recommendations to Communications Team
Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders, especially returning citizens	Ongoing	Cross-promotion of programs and events
Community Engagement Team	Implement strategy around reciprocal engagement/ involvement of returning citizens and others with lived experience	Ongoing	Track metrics developed in Returning Citizens Engagement Strategy

2. Develop and implement an external communication strategy to increase public knowledge and inform opinion about reentry.

The Coalition will create an external communication strategy to inform public opinion about reentry and build public will to implement reentry solutions. The Communications Team will lead the initiative to develop the external communication strategy. Specifically, the external communication strategy will include:

- Building a Coalition a website to inform the public about the Coalition's work, invite additional necessary stakeholders to the table, and serve as a resource for information about reentry in Philadelphia,

- A media strategy to raise the profile of reentry issues in Philadelphia,

- Branding the Coalition, creating a logo and messages,

- A social media presence, and

- Actions to address common misconceptions, misinformation, and/or missing information about reentry in Philadelphia.

Myth: I can't vote because I am on probation.

Fact: Pennsylvania is one of only 13 states that suspend the right to vote only during incarceration. Once released on probation or parole, all voting rights are restored.

Myth: Because of my son's criminal conviction, he cannot live with me in public housing.

Fact: Under federal law, there are only two convictions for which a public housing authority MUST prohibit admission: (1) If any member of the household is subject to a lifetime registration requirement under a State sex offender registration program; and (2) If any household member has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing. The Philadelphia Housing Authority lists other restrictions that could prevent someone from immediately returning to public housing upon release from prison or jail, but many such restrictions are time-limited.

3.2 DEVELOP AND IMPLEMENT AN EXTERNAL COMMUNICATIONS STRATEGY TO INCREASE PUBLIC KNOWLEDGE AND INFORM OPINION ABOUT REENTRY.

Leader	Action	Timeline	Metrics or Deliverables
Communications Team	Create and implement an external communications strategy	Spring 2016	Website traffic, size of social media presence, media appearances

Tactic 4: Engage Leaders

The Coalition is well informed of the specific policy and legislative changes that can reduce recidivism. The Coalition will educate leaders not already engaged in the Coalition to improve reentry policies and practices. Examples of such traditional and non-traditional leaders include:

Elected Officials

Housing Providers

Community Leaders

Funders

Business Leaders

Agency Officials

Non-Profit Directors

Criminal Justice Agencies

Workforce Developers

Engagement requires:

- Educating leaders about specific barriers faced by returning citizens and the work the Coalition and its stakeholders are doing to address those issues,

- Educating leaders about the specific benefits to their constituents and the greater community of an improved reentry process,

- Advising leaders on policy recommendations, and

- Seeking leaders' support to effect change.

Specific Objective

1. Educate leaders about policy changes that would improve the reentry system.

The Coalition is made up of diverse stakeholders who have expertise in every issue related to reentry. By educating leaders in a position to effect change on these issues, the Coalition will advance the shared goal of reducing recidivism. In many cases, other coalitions (including those led by people with lived experience) are already tackling these policy issues, and the Coalition should connect with these existing efforts whenever possible.

Through the stakeholder interviews and at the May 2015 Coalition meeting, the following policy issues have been suggested as potential topics:

- Safely reduce the length of time persons are incarcerated in the PPS.

- While admissions to PPS have been decreasing since 2012, the average length of stay has been trending up since 2011, resulting in longer jail stays, primarily for the pre-trial population—and an increasing average daily population. Studies "have attempted to find a relationship between the length of prison terms and recidivism but have failed to find a consistent impact, either positive or negative."[36]

- Afford citizens returning to Philadelphia from prison or jail the opportunity to obtain a state-issued ID and/or Social Security Card if they do not have them.

- Ensure that returning citizens have the opportunity to register to vote.

- Advocate with the Pennsylvania Department of Human Services to suspend Medicaid benefits, rather than terminate them, when people are incarcerated. Until such a policy is implemented, enroll people in Medicaid while they are still in custody so that their coverage becomes effective upon release, enabling a seamless transition in medical care between the institution and the community.

- Improve fair hiring policies.

- Improve the expungement process.

- Advance reforms aimed at aiding the formerly incarcerated to obtain access to housing.

- Align City, state and federal policies to support Risk-Needs-Responsivity.

- Strengthen Ban the Box with amendments adopting Office of Economic Opportunity requirements and stronger language.

- Highlight issues faced specifically by incarcerated women (youth and adults).

- Increase funding where needed for reentry work.

The Policy Team will conduct a literature review of Philadelphia, Pennsylvania, and national policy recommendations to inform their work and share with the Communications Team,[37] identify policy research to share with leaders, develop and share one-pagers with the Coalition, identify and prioritize policy issues, and identify leaders who can impact those issues.

4.1 EDUCATE LEADERS ABOUT POLICY CHANGES THAT WOULD IMPROVE THE REENTRY SYSTEM.

Leader	Action	Timeline	Metrics or Deliverables
Policy Team	Conduct literature review of Philadelphia, Pennsylvania and national policy recommendations to inform Policy Team and to share with Communications Team	Fall 2015	Annotated bibliography with links to resources available online
Policy Team	Identify message, research, data and other information to share with leaders about the policy issues	Ongoing	Policy issue one-pagers developed and shared with Coalition
Policy Team	Work with Communications Team to identify appropriate method and messenger to deliver the information to the leaders	Ongoing	

Policy Team	Identify and prioritize policy issues	Every Spring	Policy Priority List developed and shared with Coalition
Policy Team	Identify leaders who can effect change on specific policy issues	Every Spring	
Coalition Coordinators	Provide forums for leaders to propose and discuss solutions to barriers facing returning citizens	Annually	Number of stakeholders/ community members attending

Tactic 5: Align Our Efforts

We cannot effectively reduce recidivism in Philadelphia with insufficient or poorly aligned resources, referrals, practices, and procedures. Aligning efforts involves eliminating duplication of services or efforts, merging efforts when advantageous, and the strategic allocation of resources to different parts of a system, based on where they are most necessary and/or will have the most impact – based on RNR principles. To do this, the Coalition will need to develop a deeper understanding of the reentry system(s) in Philadelphia, facilitate data-sharing between stakeholders, and conduct gap analyses to analyze the capacity of Philadelphia's reentry and related services to meet the needs of returning Philadelphians.

Specific Objectives

1. Conduct System Mapping.

Philadelphia is a recent recipient of the MacArthur Foundation Safety + Justice Challenge Planning Grant. As a Challenge recipient, Philadelphia has committed to developing a comprehensive plan to reduce jail incarceration and the disproportionate jailing of low-income individuals and communities of color. With help from its technical assistance partner, the Vera Institute of Justice, Philadelphia will conduct a data-driven assessment of local challenges and opportunities and develop an implementation plan by January, 2016.

As the first step in this process, the city will be engaging in system mapping. System mapping highlights current policies and practices at each decision point that may be contributing unnecessarily to the local jail population, including those that contribute to recidivism. Once identified, this knowledge provides a solid basis from which to develop viable, safe jail population reduction strategies.

In Summer 2015, Coalition stakeholders will contribute to the system mapping process facilitated by the Vera Institute. This mapping will build on a system mapping process engaged in previously by some members of the Coalition in 2014 (See Appendix E for a system map developed to illustrate the ways in which the Philadelphia behavioral health system intercepts with the criminal justice system).

With respect to the Coalition, this process will map how certain system actors relate to each other in the criminal justice system. It is anticipated that the results will highlight the intercepts where the Coalition's focus can make the greatest impact on reducing recidivism.

5.1 CONDUCT SYSTEM MAPPING.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Coalition Coordinators	Identify Coalition stakeholders to participate in system mapping process facilitated by the Safety and Justice Challenge	Summer 2015	Updated system map
Data & Metrics Team	Review work of the Safety and Justice Challenge to determine available data useful to Coalition	Spring 2016	Provide report to Coalition of data resources
Transitions Team	Identify key intercepts and prioritize; determine if additional mapping necessary	Spring/Summer 2016	List of prioritized intercepts

2. Facilitate data sharing across key stakeholders.

During the planning process, stakeholders identified strong desires to improve information sharing between agencies, e.g., between pre-trial services and corrections, corrections and probation, and corrections, probation, and community-based service providers. Access to critical information, including reentry plans, risk assessments, and needs assessments helps stakeholders improve service delivery to ensure a continuum of care and efficient and effective coordination of needed services of the returning citizens. Increased information sharing improves interactions between people returning to the community and those trying to provide assistance. Justice involved individuals reported frustration with repeating the same information to numerous case managers.

Memoranda of Understanding (MOU) between Coalition stakeholders agreeing to share information would address these concerns. The result of these MOUs will be that stakeholders' case plans, assessment results and other important information will be consistently shared with different partners working with the jail transition population. Research has already been done to identify where key information sharing would improve the system,[38] and the work of the Safety and Justice Challenge will further inform key information sharing arrangements.[x]

To further inform specific data sharing needs, each of the Teams identified in this plan will inform the Implementation Committee of obstacles they are encountering as a result of data needs. The Coordinator will help identify whether any stakeholders collect the data, if it can be shared, and if so, facilitate the data sharing. If the data is not collected, the Coordinator will recommend stakeholder(s) that are best suited to collect the data. The Implementation Committee can support the stakeholder(s) in collecting the data.

5.2 FACILITATE DATA SHARING ACROSS KEY STAKEHOLDERS.

Leader	Action	Timeline	Metrics or Deliverables
Data & Metrics Team	Determine if City, State and Federal recidivism rates can be calculated into one unified recidivism rate for Philadelphia	Spring 2016	Unified city-wide recidivism rate
Data & Metrics Team	Develop recidivism metrics and a process for collecting and reporting stakeholder data	Spring 2016	Guidelines for stakeholders to collect, measure, track and report recidivism to the Coalition Annual measurement report
Data & Metrics Team	Work with RNR Team to Identify process for collecting stakeholder data on progress towards RNR implementation, and including the results of assessments	Spring 2016	Guidelines for stakeholders to collect, measure, track and report stakeholder use of risk/needs assessments and results of the assessments
Data and Metrics	Work with Teams to identify data obstacles	Quarterly	Compile a chart of data requests
Coalition Coordinators and Data & Metrics Team	Identify whether stakeholders collect the data, if it can be shared, and facilitate data sharing	Ongoing	Create spreadsheet tracking this information for each stakeholder.
Coalition Coordinators and Data & Metrics Team	Make recommendation as to which stakeholders are best suited to collect the data if it is not being collected	Ongoing with quarterly report	Track outcomes of recommendations and support

[x] In addition, the Transition from Jail to Community Learning Toolkit (National Institute of Corrections and the Urban Institute) can provide more guidance on the development and sample MOUs.

RNR Team and Data & Metrics Team	Facilitate stakeholder access to risk/needs assessment data, where relevant and appropriate	Ongoing	Agreements to provide case plans, assessment results and other information between stakeholders
Data & Metrics Team	Assist data-sharers with resources to address concerns with data-sharing	Ongoing	
RNR Team and Data & Metrics Team	Determine progress towards RNR implementation	Annually	Report to Implementation Team
Data & Metrics Team and Transitions Team	Prioritize development of data-sharing MOUs based on outcomes of the Gap Analysis and system mapping	After Gap Analyses and system mapping conducted	Analysis provided to Implementation Team.

3. Conduct gap analyses to support the Coalition's adoption of Risk-Need-Responsivity principles.

As discussed earlier, administering assessments alone is insufficient to achieve results. Stated more bluntly, returning citizens will receive no benefit from merely being assessed if there are insufficient supports available.

The Coalition will act collectively to assess Philadelphia's capacity to serve high, medium and low risk individuals across all of the dynamic risk factors. Currently, through the support of the Coalition, the Council of State Governments is conducting an assessment of Philadelphia employment service providers' ability to serve these populations.

As data is received from stakeholders through the adoption and implementation of risk assessments, the Coalition can analyze whether there are gaps in services - in areas in addition to employment – that exist for high, medium and low risk individuals. This will serve to inform all stakeholders across Philadelphia which **risk levels** have sufficient or insufficient resources available.

Similarly, as data is received from stakeholders through the adoption and implementation of needs assessments, the Coalition can analyze whether there are gaps in services directed at improving all **dynamic risk factors.** The analysis will answer whether these services exist in sufficient quantity and quality.

Essentially, we will be compiling data from all stakeholders about the risk levels and needs of those they work with, compile data about our known resources, and determine if the number of people in each risk/need category have sufficient resources. The process will also uncover duplication of efforts.

In addition to identifying resources for dynamic risk factors, the Coalition will collaborate to prepare gap analyses of other important resources available – or not available - to returning citizens that address destabilizers and stabilizers. **Destabilizers** and **stabilizers** are factors not directly related to criminal behavior, but that influence how someone functions in the community.

Destabilizers include mental health problems, housing instability, food instability, and other human condition deficits. Stabilizing factors can serve as protective factors against criminal involvement, such as a supportive friend or family member, a high school diploma, or a home environment without criminal activity.[39]

These gap analyses will look at the number of people returning from jail and prison, and determine whether there are sufficient services to address needs like housing, employment, education, behavioral and physical health services, and substance abuse services.

Following are some examples of gap analyses that the Transitions Team Work Groups will undertake:

a. Housing Work Group

  i. Quantify the housing needs of Philadelphia's returning citizens.

  ii. Collect information on units available. Data on the housing needs of this population is scant and potentially unreliable which inhibits stakeholders' ability to respond to a known need. The Office of Supportive Housing's self-reported data indicated 4% of OSH population are formerly incarcerated.

  iii. Determine the number of returning citizens successfully obtaining transitional, community based half-way, and permanent supportive housing upon release from jail or prison.

  iv. Out of this data, the Housing Work Group will identify policy and programmatic responses (for example, the use of "navigators" to help with public and other housing matters,[40] or reentry liaisons at each shelter).

b. Education Work Group

  i. Quantify the education needs of Philadelphia's returning citizens.

     1. People incarcerated in Philadelphia's jails have a 15% higher high school drop out rate (55%) than the national average of incarcerated people nationwide (40%).[41]

  ii. Collect information on education opportunities available to returning citizens, including literacy and adult basic education, secondary school credentials, postsecondary, and career and technical education opportunities. This Work Group could also assess the availability of life skills, career exploration and planning, and other important qualities of adult education programs.

  iii. Determine the number of returning citizens successfully obtaining adult basic education (ABE), secondary school credentials (such as the GED® and TASC®), and post-secondary education and training prior to, during incarceration, and upon release from jail or prison

  iv. Out of these data, the Education Work Group will identify policy and programmatic responses.

c. Behavioral/Physical Health & Substance Abuse Work Group

  i. Quantify the behavioral/physical health and substance abuse needs of Philadelphia's returning citizens.

  ii. Collect information on behavioral/physical health and substance abuse programs and services available to returning citizens.

  iii. Determine the number of returning citizens successfully obtaining treatment for behavioral/physical health and substance abuse during incarceration and upon release from jail or prison.

  iv. Evaluate the transitional planning of those services.

  v. Make policy and programmatic recommendations such as including additional stakeholders within the Coalition representing these service areas, joining the national Stepping Up Initiative, or supporting/growing PPS's program to enroll people with SMI (serious mental illness) in Medicaid before they leave custody and to connect them to

treatment, case management, and peer support services immediately upon release.

d. Employment Work Group

  i. Review the results of the Council of State Governments gap analysis and existing job readiness and employment placement services and, in consultation with RNR Team, make recommendations for employment service providers to improve, reshape and/or reallocate employment services for the formerly incarcerated.

  ii. Identify workforce developers and employers to educate about reentry related issues that will reduce recidivism, in consultation with Communications Team, implement education.

  iii. Identify employers, develop employment opportunities, work with City Department of Commerce and Economic Development, and regional departments.

  iv. With Policy Team, identify policy, regulatory, legislative changes or institutional practices that impact employment for returning citizens.

Some tools exist to support the Coalition's effort,[xi] but this will be a complicated and potentially costly endeavor. We will seek technical assistance to complete these goals, and collaborate to identify funds and funding opportunities to cover associated costs.

Ultimately, based on the results, the Coalition will make recommendations to eliminate duplication of services or efforts, merge efforts when advantageous, and re-allocate resources to different parts of the system. Leadership from the Coalition will review the system-level recommendations coming out of this work.

5.3 CONDUCT GAP ANALYSES TO SUPPORT THE COALITION'S ADOPTION OF RISK-NEEDS-RESPONSIVITY PRINCIPLES.

Leader	Action	Timeline	Metrics or Deliverables
Funding Team	Identify potential sources of funding to conduct thorough risk/needs resource matching assessment	Summer 2016	Provide list of potential funding sources to Implementation Committee
Coalition Coordinators	Identify potential tools for conducting gap analyses	Summer 2016	Provide list of potential tools with recommendations to Implementation Committee
Implementation Team	Review gap analysis costs, funding opportunities and tools. Develop implementation plan to guide RNR Team, Transitions Team and Work Groups to conduct gap analyses	Fall 2016	Implementation plan to conduct gap analyses
RNR Team and Transitions Team and Work Groups	Conduct gap analyses, with support from Data & Metrics Team, pursuant to implementation plan	Spring 2017	Completed gap analyses.
RNR Team, Transitions Team and Work Groups	Use the gap analyses to make policy and programmatic recommendations and identify system-level changes	Spring/Summer 2017	Prioritized list of system-level changes and resource needs.

xi See e.g., the Assess Jurisdiction's Capacity Tool and the RNR Program Tool for Adults discussed in *When Agencies Partner: Key Components of Positive Supervision* and *Service Agency Partnerships,* Center for Advancing Correctional Excellence!, George Mason Univ. (Aug. 2014).

| Implementation Team and Coalition Coordinators | Convene leadership to learn about and prioritize system-level recommendations | Fall 2017 | Commitments from leadership to implement system-level recommendations |

Conclusion

Home For Good is an ambitious attempt to strengthen the foundation our agencies and organizations began to lay in February 2012. What we have learned together shapes these goals and objectives.

First and foremost, reentry is about people and improving their safety, lives, justice system and community. We also recognize that we cannot improve reentry with good intentions alone. Our efforts must be rooted in research and knowledge, and a humility to recognize when those point to where we can do better. We know that to make significant, meaningful and impactful change, no community member with a stake in reentry can be ignored. The Coalition will bring their powerful voices together. Finally, we know that people returning home from prison and jail have needs that are unmet, and many would not recidivate if those needs were met. Together, we can shed light on those unaddressed needs, and begin to fill the gaps to build a more responsive system.

Philadelphia is our home—it is time to come home for good. We welcome everyone committed to this vision to join us in our work.

Appendices

A. Acronyms and Glossary

B. Coalition Structure

C. Actions By Tactic and Objective

D. Timeline

E. 2014 System Mapping

A. Acronyms and Glossary

ACRONYMS

APPD: Adult Probation & Parole Department

BOP: Bureau of Prisons

CI: Collective Impact

CJAB: Criminal Justice Advisory Board

DOC: Pennsylvania Department of Corrections

FNC: Federation of Neighborhood Centers

MOU: Memorandum of Understanding

OPS: Office of Public Safety

ORAS: Ohio Risk Assessment System

PBPP: Pennsylvania Board of Probation and Parole

PCCD: Pennsylvania Commission on Crime and Delinquency

PPS: Philadelphia Prison System

PRISM: Philly Partnership for a Reentry Integrated Systems Model

R.I.S.E.: The Mayor's Office of Reintegration Services

RNR: Risk Needs Responsivity

RST: Risk Screen Tool (DOC)

SCA: Second Chance Act

USAO: U.S. Attorney's Office

USPO: U.S. Probation Office

GLOSSARY

Collective Impact: A disciplined approach for building cross-sector partnerships that leads to positive and consistent progress at scale against challenging and complex social issues. Collective Impact involves five conditions, including a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support.

Evidence-Based Practices (EBP): programs and practices are evidence-based when their effectiveness has been demonstrated by causal evidence, generally obtained through high quality outcome evaluations.[42]

Intercept: Opportunities for linkage to services and for prevention of further penetration into the criminal justice system.

Returning Citizen / Person with Lived Experience: Any person returning (or returned) into the city of Philadelphia from prison or jail, and/or who has otherwise been justice-involved.

Recidivism: Recidivism has varying definitions within different systems and programs. It can refer to re-arrest, re-incarceration, re-booking, or re-conviction after one is released from jail or prison. It can focus on 6 months from release, 1 year, 2 years, 3 years, or more.

Risk-Needs-Responsivity ("RNR") Model/Principles:[43]

> **Risk**—refers to the likelihood a person will have future involvement in the justice system. Risk is influenced by prior involvement in the justice system—age of first arrest, number of prior arrests, number of prior incarcerations, and number of probation violations are common elements used in making risk determinations.

> **Need**—refers to protective factors required to help ward off criminal behavior fostered under certain conditions and in some environments. Such conditions can be measured using validated assessment instruments, such as the Addiction Severity Index (substance abuse) and the Criminal Cognitions Scale (antisocial cognitions). According to the criminal justice literature, these needs are: antisocial peers or associates, antisocial cognitions, antisocial personality, substance use disorders, employment or educational deficits, and lack of leisure time.

> **Destabilizers and Stabilizers**—Related to the need for protective factors are destabilizers and stabilizers. While not directly related to criminal behavior, these lifestyle and psychosocial factors can influence a person's situation in the community. Destabilizers include mental health problems, housing instability, food instability, and other human condition deficits. Stabilizing factors can serve as protective factors against criminal involvement, such as a supportive friend or family member, a high school diploma, or a home environment without criminal activity.

> **Responsivity**—The science behind treatment matching is based on the concept of responsivity, or making sure program services are compatible with the target population's needs. That is, the match is between the characteristics and needs of the person and the services provided by the program. Responsivity is complicated in many ways because of the need to be responsive to the person, not simply the population.

Validated Risk Assessment (or Risk Screen Tool): a crucial component to implementing evidence-based recidivism reduction strategies; the process of estimating the likelihood an individual will recidivate by identifying those people at higher risk and in greater need of interventions.[44]

B. Coalition Structure

The Coalition will utilize the techniques of Collective Impact, a model for the implementation of complex efforts of collaboration. In the Collective Impact model, a "backbone" organizes stakeholders across sectors, guiding them to transform the reentry system. The Office of Public Safety for the City of Philadelphia (OPS) and the Federation of Neighborhood Centers (FNC) are jointly filling the role of the "backbone" for the Philadelphia Reentry Coalition, and are referred to as the Coalition Coordinators. The Coalition Teams that will enable the implementation of this plan are: Implementation, Transitions, Community Engagement, Funding, Policy, Communications, Professional Development, Data & Metrics, and RNR. The Coalition Coordinators will support the Teams and will create a 'sign-up' system to organize current stakeholders into Teams. Additional stakeholders subsequently joining the Coalition will be expected to contribute to a Team.

Implementation Team

Coalition Coordinators: Office of Public Safety & Federation of Neighborhood Centers

- Transitions Team
  - Work Groups: Housing, Education, Employment, Behavioral/Physical Health & Substance Abuse, Others
- Community Engagement Team
- Funding Team
- Policy Team
- Communications
- Professional Development Team
- Metrics & Data Team
- RNR Team
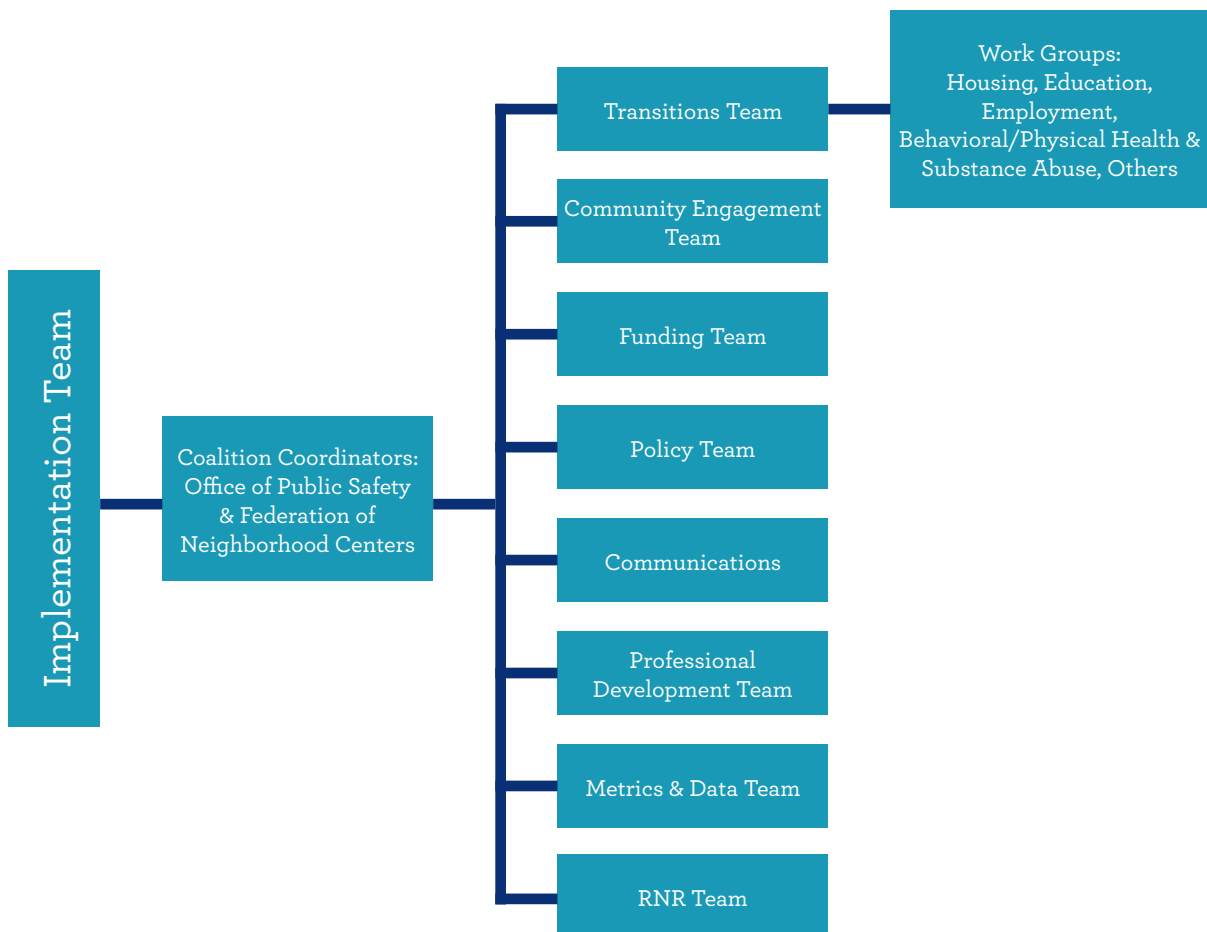
COALITION COORDINATORS

OPS and FNC, the Coalition Coordinators, will facilitate the work and development of the Coalition by supporting the teams, and by providing strategy, operations, and administrative support to develop the Coalition.

Leader	Action	Timeline	Metrics or Deliverables
Coalition Coordinators	Create a "sign-up" opportunity for stakeholders to self-identify what Teams they will serve on	Summer 2015	Development of teams
Coalition Coordinators	Develop New Stakeholder Welcome Packet	Summer 2015	Document describing Coalition work and engagement
Coalition Coordinators	Identify Coalition stakeholders to participate in system mapping process facilitated by the Safety and Justice Challenge	Summer 2015	Updated system map
Coalition Coordinators Implementation Team, and Community Engagement Team	In interim of full strategy, identify and pursue opportunities for reciprocal involvement of people with lived experiences	Fall/Winter 2015	Opportunities identified and pursued
Professional Development Team and Coalition Coordinators	Identify funding for and coordinate training on ORAS	Initial training of 30 stakeholders Summer 2015, Train the Trainer 10-12 stakeholders become trainers and train 60 stakeholders Fall/Winter 2015, Ongoing trainings quarterly as needed	Numbers trained
Professional Development Team, Implementation Team, and Coalition Coordinators	Identify opportunities for stakeholders to train other stakeholders, and develop a calendar of trainings	Fall/Winter 2015	Number of trainings held, attendance, impact as measured by surveys
Coalition Coordinators	Identify potential tools for conducting gap analyses	Summer 2016	Provide list of potential tools with recommendations to Implementation Committee
Implementation Team and Coalition Coordinators	Convene leadership to learn about and prioritize system-level recommendations	Fall 2017	Commitments from leadership to implement system-level recommendations.
Coalition Coordinators and Implementation Team	Identify underrepresented stakeholder groups	Ongoing	New partnerships; additional stakeholders engaged
Coalition Coordinators and Implementation Team	Build the staff capacity of the Coalition (such as by identifying internship or volunteer opportunities)	Ongoing	Staff/volunteer time Resources dedicated to Coalition itself
Coalition Coordinators and Data & Metrics Team	Identify whether stakeholders collect the data, if it can be shared, and facilitate data sharing	Ongoing	Create spreadsheet tracking this information for each stakeholder
Coalition Coordinators and Data & Metrics Team	Make recommendation as to which stakeholders are best suited to collect the data if it is not being collected	Ongoing with quarterly report	Track outcomes of recommendations

Coalition Coordinators	Facilitate regular Coalition meetings and other routine Coalition activities	Ongoing	Number of meetings, attendance, organizations/ sectors represented
Coalition Coordinators	Facilitate Implementation Team and other key stakeholders' education about Collective Impact	Ongoing/yearly	Impact as measured by surveys
Coalition Coordinators and RNR Team	Share Weekly RNR Resource Updates	As available	
Coalition Coordinators	Facilitate "Spotlights" at Coalition meetings	Bi-monthly	
Coalition Coordinators, RNR Team, and Professional Development Team	Coordinate info sessions for stakeholders about elements of RNR being implemented by city, state and federal agencies, and community organizations	Quarterly	Number of info sessions, number of participants
Coalition Coordinators	Provide forums for leaders to propose and discuss solutions to barriers facing returning citizens	Annually	

IMPLEMENTATION TEAM

The Implementation Team will serve as the overarching coordinating body. It will track the progress of each of the teams against the timeline, review metrics and teams' progress towards goals, and report back to the Coalition at Coalition stakeholder meetings. Additionally, the Implementation Team will identify opportunities to enhance collaboration, efficiency and effectiveness. Members of the Implementation Team will support the Funding Team by engaging the philanthropic community to fund the Coalition and its work.

The Implementation Team will be comprised of at least two representatives from government agencies at the local, state, and federal level, service providers, and returning citizens. It will communicate regularly with all other teams and meet at least quarterly in a joint meeting of team leaders.

Data and metrics, policy, funding, professional development, communications, transition, community engagement, and RNR will report regularly on the development of their actions, progress towards metrics, resource needs, additional stakeholders missing, funding needs, etc. to the Implementation Team. Each team will designate one or two leaders who will set and coordinate meetings, facilitate communication between team members, and act as a point of contact with the Implementation Team.

Leader	Action	Timeline	Metrics or Deliverables
Transitions Team and Implementation Team	Identify Work Groups and Transitions Team processes that allows prior committees to advance their work	Fall 2015	Work Groups and Transitions Team processes identified
Implementation Team	Develop a schedule for teams to identify their goals and metrics and report on their progress	Fall 2015	Schedule developed
Professional Development Team, Implementation Team, and Coalition Coordinators	Identify opportunities for stakeholders to train other stakeholders, and develop a calendar of trainings	Fall/Winter 2015	Number of trainings held, attendance, impact as measured by surveys
Coalition Coordinators Implementation Team, and Community Engagement Team	In interim of full strategy, identify and pursue opportunities for reciprocal involvement of people with lived experiences	Fall/Winter 2015	Opportunities identified and pursued
Implementation Team	Review gap analysis costs, funding opportunities and tools. Develop implementation plan to guide RNR Team, Transitions Team and Work Groups to conduct gap analyses	Fall 2016	Implementation plan to conduct gap analyses
Implementation Team and Coalition Coordinators	Convene leadership to learn about and prioritize system-level recommendations	Fall 2017	Commitments from leadership to implement system-level recommendations
Coalition Coordinators and Implementation Team	Build the staff capacity of the Coalition (such as by identifying internship or volunteer opportunities)	Ongoing	Staff/volunteer time Resources dedicated to Coalition itself
Implementation Team	Identify additional metrics of success for Coalition collaborative effort and implementation of the plan	Ongoing	

Funding Team and Implementation Team	Identify, prioritize, and support funding needs from each team	Ongoing	Applications submitted Dollars raised
Implementation Team	Support the Funding Team in reaching out to funding sources to support the Coalition and its activities	Ongoing	

TRANSITIONS TEAM

The Transitions Team plays a central role in the Coalition. The Transitions Team will look for opportunities to improve how people transition through all points of time of the reentry system from pre-incarceration (e.g., diversion opportunities and/or pre-trial services), to behind-the-walls (e.g., programming and case planning to reduce the risk of recidivating), to immediate post-release (e.g., improving supports during the first year after release, which is the period of time when most people recidivate, supervision practices), to long-term reintegration into the community.

The Transitions Team will have Work Groups. A few Work Groups have already been identified from the current work groups and committees: Employment, Education, Health (to include Mental Health, Substance Abuse, and Physical Health), and Housing. Additional Work Groups may naturally evolve as specific topics or issues emerge from the Coalition's future system mapping and gap analysis work.

To ensure an effective and coordinated continuum of care across all transition points, the Transitions Team is comprised of members of all the Work Groups which focus on specific issues.

Leader	Action	Timeline	Metrics or Deliverables
Transitions Team	Identify key intercepts and prioritize; determine if additional mapping necessary	Spring/Summer 2016	List of prioritized intercepts
RNR Team and Transitions Team and Work Groups	Conduct gap analyses, with support from Data & Metrics Team, pursuant to implementation plan	Spring 2017	Completed gap analyses.
RNR Team, Transitions Team and Work Groups	Use the gap analyses to make policy and programmatic recommendations and identify system-level changes.	Spring/Summer 2017	Prioritized list of system-level changes and resource needs
Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders, especially returning citizens	Ongoing	Cross-promotion of programs and events
Data & Metrics Team and Transitions Team	Prioritize development of data-sharing MOUs based on outcomes of the Gap Analysis and system mapping	After Gap Analyses and system mapping conducted	Analysis provided to Implementation Team

PROFESSIONAL DEVELOPMENT TEAM

The Professional Development Team will coordinate training and professional development opportunities for Coalition stakeholders, and facilitate collective learning. Its team members will have experience in event planning, facilitation, and organizing professional development, training, and education sessions.

Leader	Action	Timeline	Metrics or Deliverables
Professional Development Team and RNR Team	Coordinate RNR Trainings for Stakeholders	2 trainings: Fall/Winter 2015 and Spring 2016	Number of stakeholders/ organizations/ agencies trained, impact of trainings as measured by surveys
Professional Development Team	Work with RNR and Transitions Teams to develop calendar of externally available trainings for stakeholders, including on RNR-related topics (e.g., Motivational Interviewing, Trauma-Informed Care), other evidence-based practices, and other trainings as available (such as Voter Registration Awareness, and Forensic Peer Specialist Training)	Fall 2015, Annually	Number of trainings held, attendance, impact as measured by surveys
Professional Development Team, Implementation Team, and Coalition Coordinators	Identify opportunities to for stakeholders to train other stakeholders, and develop a calendar of trainings	Fall/Winter 2015	Number of trainings held, attendance, impact as measured by surveys
Professional Development Team and Coordinators	Identify funding for and coordinate training on ORAS	Initial training of 30 stakeholders Summer 2015, Train the Trainer 10-12 stakeholders become trainers and train 60 stakeholders Fall/ Winter 2015, Ongoing trainings quarterly as needed	Numbers trained
Coalition Coordinators, RNR Team, and Professional Development Team	Coordinate info sessions for stakeholders about elements of RNR being implemented by city, state and federal agencies, and community organizations	Quarterly	Number of info sessions, number of participants
Funding Team and Professional Development Team	Work with Professional Development Team to provide support and guidance to other stakeholders less knowledgeable about various fundraising methods	Annual	Number of stakeholders trained, impact of training as measured by surveys

COMMUNICATIONS TEAM

The Communications Team will oversee the development and implementation of an internal and external communications strategy. Its team members will have experience with web development, online discussion/resource platforms, media relations, social media, messaging, and other communications skills.

Leader	Action	Timeline	Metrics or Deliverables
Communications Team	Create internal strategic communications plan and work with Coordinators to implement	Spring 2016	Amount of information shared through system, Participation and engagement of stakeholders

Communications Team	Create and implement an external communications strategy	Spring 2016	Website traffic, Size of social media presence, Media appearances
Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders, especially returning citizens	Ongoing	Cross-promotion of programs and events

FUNDING TEAM

The Funding Team will identify funding opportunities to support the Coalition and its stakeholders. It will facilitate collaboration amongst stakeholders to pursue funding opportunities in line with this plan, and create a process by which the Coalition can support individual stakeholders efforts to obtain funding that will further this plan. Its team members will have experience in grant writing as well as other fundraising and development mediums.

Leader	Action	Timeline	Metrics or Deliverables
Funding Team	Adopt a policy for Coalition to approve Letter of Support/Letter of Commitment/MOU requests	Summer 2016	Written Letter of Support policy, number of requests received, number approved, successful funding
Funding Team	Identify potential sources of funding to conduct thorough risk/needs resource matching assessment	Summer 2016	Provide list of potential funding sources to Implementation Committee
Funding Team	Identify and disseminate collaborative funding opportunities to stakeholders	Ongoing	Number of opportunities shared
Funding Team	Bring stakeholders together around funding opportunities that will fill gaps for reentry needs	Ongoing	Dollars raised through collective efforts
Funding Team	Collaborate to identify applicant(s) for funding opportunities	Ongoing	Dollars raised through collective efforts
Funding Team and Implementation Team	Identify, prioritize, and support funding needs from each team	Ongoing	Applications submitted Dollars raised
Funding Team and Professional Development Team	Work with Professional Development Team to provide support and guidance to other stakeholders less knowledgeable about various fundraising methods	Annual	Number of stakeholders trained, impact of training as measured by surveys

POLICY TEAM

The Policy Team will oversee research and development of policy changes to improve the reentry system. Its team members will have experience with policy development, implementing policy change in various settings including the legislative/regulatory arenas, message development, and a sensitivity and appreciation for different view-points.

Leader	Action	Timeline	Metrics or Deliverables
Policy Team	Conduct literature review of Philadelphia, Pennsylvania and national policy recommendations to inform Policy Team and to share with Communications Team	Fall 2015	Annotated bibliography with links to resources available online
Policy Team	Identify message, research, data and other information to share with leaders about the policy issues	Ongoing	Policy issue one-pagers developed and shared with Coalition
Policy Team	Work with Communications Team to identify appropriate method and messenger to deliver the information to the leaders	Ongoing	
Policy Team	Identify and prioritize policy issues	Every Spring	Policy Priority List developed and shared with Coalition
Policy Team	Identify leaders who can effect change on specific policy issues	Every Spring	

DATA & METRICS TEAM

The Data & Metrics Team will oversee coordinating collection of metrics and data, facilitating data sharing amongst stakeholders and advising stakeholders on data related issues. Its team members will have experience with collecting, analyzing, reporting, and sharing data.

Leader	Action	Timeline	Metrics or Deliverables
Data & Metrics Team	Work with RNR Team to Identify process for collecting stakeholder data on progress towards RNR implementation, and including the results of assessments	Spring 2016	Guidelines for stakeholders to collect, measure, track and report stakeholder use of risk/needs assessments and results of the assessments
Data & Metrics Team	Review work of the Safety and Justice Challenge to determine available data	Spring 2016	Provide report to Coalition of data resources
Data & Metrics Team	Determine if City, State and Federal recidivism rates can be calculated into one unified recidivism rate for Philadelphia	Spring 2016	Unified city-wide recidivism rate
Data & Metrics Team	Develop recidivism metrics and a process for collecting and reporting stakeholder data	Spring 2016	Guidelines for stakeholders to collect, measure, track and report recidivism to the Coalition Annual measurement report

Coalition Coordinators and Data & Metrics Team	Identify whether stakeholders collect the data, if it can be shared, and facilitate data sharing	Ongoing	Create spreadsheet tracking this information for each stakeholder
Coalition Coordinators and Data & Metrics Team	Make recommendation as to which stakeholders are best suited to collect the data if it is not being collected	Ongoing with quarterly report	Track outcomes of recommendations and support
RNR Team and Data & Metrics Team	Facilitate stakeholder access to risk/needs assessment data, where relevant and appropriate	Ongoing	Agreements to provide case plans, assessment results and other information between stakeholders
Data & Metrics Team	Assist data-sharers with resources to address concerns with data-sharing	Ongoing	
Data & Metrics Team	Work with Teams to identify data obstacles	Quarterly	Compile a chart of data requests
RNR Team and Data & Metrics Team	Determine progress towards RNR implementation	Annually	Report to Implementation Team
Data & Metrics Team and Transitions Team	Prioritize development of data-sharing MOUs based on outcomes of the Gap Analysis and system mapping	After Gap Analyses and system mapping conducted.	Analysis provided to Implementation Team

RNR TEAM

The RNR Team will assist stakeholders with learning about and adopting all three aspects of the RNR principles. Its team members will be very familiar with RNR research and its implementation.

Leader	Action	Timeline	Metrics or Deliverables
Professional Development Team and RNR Team	Coordinate RNR Trainings for Stakeholders	2 trainings: Fall/Winter 2015 and Spring 2016	Number of stakeholders/ organizations/ agencies trained, impact of trainings as measured by surveys
RNR	Develop model policies	Summer 2016	Number of stakeholders adopting model policies
RNR Team and Transitions Team and Work Groups	Conduct gap analyses, with support from Data & Metrics Team, pursuant to implementation plan	Spring 2017	Completed gap analyses.
RNR Team, Transitions Team and Work Groups	Use the gap analyses to make policy and programmatic recommendations and identify system-level changes	Spring/Summer 2017	Prioritized list of system-level changes and resource needs.
RNR Team and Data & Metrics Team	Facilitate stakeholder access to risk/needs assessment data, where relevant and appropriate	Ongoing	Agreements to provide case plans, assessment results and other information between stakeholders
RNR Team	Provide Implementation Team with latest research on RNR	Ongoing	

RNR Team	Provide organizational development support to stakeholders seeking to incorporate risk/needs assessment data	Ongoing	Number of stakeholders reporting using data from validated risk/needs assessment to inform case planning/referrals/ programming
Coalition Coordinators and RNR Team	Share Weekly RNR Resource Updates	As available	
RNR Team and Data & Metrics Team	Determine progress towards RNR implementation	Annually	Report to Implementation Team
RNR Team	Research new case management services and practices, and service delivery models; present findings to stakeholders	Annually	Track adoption and implementation by service providers

COMMUNITY ENGAGEMENT TEAM

The Community Engagement Team will oversee the development and implementation of a strategy to engage returning and returned citizens, and the wider community. Team members will have experience with community organizing, leadership development, and participatory processes, and intimately understand the experience of reentry.

Leader	Action	Timeline	Metrics or Deliverables
Community Engagement Team	Identify organizations and initiatives led by those with lived experience, including formerly incarcerated people in Philadelphia	Fall 2015	List of organizations created and outreach made to identify opportunities for Coalition to connect with and support their work
Coalition Coordinators Implementation Team, and Community Engagement Team	In interim of full strategy, identify and pursue opportunities for reciprocal involvement of people with lived experiences	Fall/Winter 2015	Opportunities identified and pursued
Community Engagement Team	Develop a strategy around reciprocal engagement of returning citizens, have Coalition adopt	Spring 2016	Returning Citizen Engagement Strategy
Community Engagement Team	Implement strategy around reciprocal engagement/ involvement of returning citizens and others with lived experience	Ongoing	Track metrics developed in Returning Citizens Engagement Strategy
Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders including citizens	Ongoing	Cross-promotion of programs and events
Community Engagement Team	Inform Communications Team about ways to engage all kinds of community members in the Coalition's work	Ongoing	Quarterly recommendations to Communications Team

C. Actions By Tactic and Objective

TACTIC 1: STRENGTHEN OUR FOUNDATION

1.1 SUSTAIN DEDICATED COALITION COORDINATORS.

Leader	Action	Timeline	Metrics or Deliverables
Coalition Coordinators	Create a "sign-up" opportunity for stakeholders to self-identify what Teams they will serve on	Summer 2015	Development of teams
Transitions Team and Implementation Team	Identify Work Groups and Transitions Team processes that allows prior committees to advance their work	Fall 2015	Work Groups and Transitions Team processes identified
Implementation Team	Develop a schedule for teams to identify their goals and metrics and report on their progress	Fall 2015	Schedule developed
Implementation Team	Support the Funding Team in reaching out to funding sources to support the Coalition and its activities	Ongoing	
Funding Team and Implementation Team	Identify, prioritize, and support funding needs from each team.	Ongoing	Applications submitted, dollars raised
Coalition Coordinators	Facilitate regular Coalition meetings and other routine Coalition activities	Ongoing	Number of meetings, attendance, agencies and sectors represented
Coalition Coordinators and Implementation Team	Build the staff capacity of the Coalition (such as by identifying internship or volunteer opportunities)	Ongoing	Staff/volunteer time, resources dedicated to Coalition itself
Coalition Coordinators	Facilitate Implementation Team and other key stakeholders' education about Collective Impact	Ongoing/yearly	Impact as measured by surveys

1.2 DEVELOP AN INTERNAL COMMUNICATIONS SYSTEM.

Leader	Action	Timeline	Metrics or Deliverables
Communications Team	Create internal strategic communications plan and work with Coordinators to implement	Spring 2016	Amount of information shared through system, participation and engagement of stakeholders
Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders	Ongoing	Cross-promotion of programs and events

1.3 COLLABORATE TO SUPPORT STRATEIC REENTRY FUNDING OPPORTUNITIES.

Leader	Action	Timeline	Metrics or Deliverables
Funding Team	Adopt a policy for Coalition to approve Letter of Support/ Letter of Commitment/MOU requests	Summer 2016	Written Letter of Support policy, number of requests received, number approved, successful funding
Funding Team	Bring stakeholders together around funding opportunities that will fill gaps for reentry needs	Ongoing	Dollars raised through collective efforts
Funding Team	Identify and disseminate collaborative funding opportunities to stakeholders through the Weekly Update	Ongoing	Opportunities identified
Funding Team and Professional Development Team	Work with Professional Development Team to provide support and guidance to other stakeholders less knowledgeable about various fundraising methods	Annual	Number of stakeholders trained, impact of training as measured by surveys
Funding Team	Collaborate to identify applicant(s) for funding opportunities	Annual	Dollars raised through collective efforts

1.4 CONTINUE TO BUILD COALITION PARTICIPATION.

Leader	Action	Timeline	Metrics or Deliverables
Coalition Coordinators	Develop New Stakeholder Welcome Packet	Summer 2015	Document describing Coalition work and engagement
Implementation Team	Identify additional metrics of success for Coalition collaborative effort and implementation of the plan	Ongoing	
Coalition Coordinators and Implementation Team	Identify underrepresented stakeholder groups.	Ongoing	New partnerships, additional stakeholders engaged

1.5 LEVERAGE STAKEHOLDER RESOURCES FOR COLLECTIVE BENEFIT.

Leader	Action	Timeline	Metrics or Deliverables
Professional Development Team, Implementation Team, and Coalition Coordinators	Identify opportunities for stakeholders to train other stakeholders, and develop a calendar of trainings	Fall/Winter 2015	Number of trainings held, attendance, impact as measured by surveys
Professional Development Team	Work to develop calendar of externally available trainings for stakeholders, such as Voter Registration Awareness, and Forensic Peer Specialist Training	Fall 2015, and updated Annually	Number of trainings held, attendance, impact as measured by surveys

TACTIC 2: ADOPTING A SHARED METHODOLOGY: RISK-NEEDS-RESPONSIVITY

2.1 UNDERSTAND THE RISK-NEEDS-RESPONSIVITY PRINCIPLES.

Leader	Action	Timeline	Metrics or Deliverables
Professional Development Team	Coordinate RNR Trainings for Stakeholders	2 trainings: Fall/Winter 2015 and Spring 2016	Number of stakeholders/ organizations/ agencies trained, impact of trainings as measured by surveys
RNR Team	Provide Implementation Team with latest research on RNR	Ongoing	
Coalition Coordinators and RNR Team	Share Weekly RNR Resource Updates	As available	

2.2 LEARN FROM EACH OTHER.

Leader	Action	Timeline	Metrics or Deliverables
Coalition Coordinators	Facilitate "Spotlights" at Coalition meetings	Bi-monthly	
Coalition Coordinators, RNR Team, and Professional Development Team	Coordinate info sessions for stakeholders about elements of RNR being implemented by city, state and federal agencies, and community organizations	Quarterly	Number of info sessions, number of participants

2.3 TRAIN ON RISK/NEEDS ASSESSMENT INSTRUMENT.

Leader	Action	Timeline	Metrics or Deliverables
Professional Development Team and Coalition Coordinators	Identify funding for and coordinate training on ORAS	Initial training of 30 stakeholders Summer 2015, Train the Trainer 10-12 stakeholders become trainers and train 60 stakeholders Fall/ Winter 2015, Ongoing trainings quarterly as needed	Numbers trained
RNR Team	Provide organizational development support to stakeholders seeking to incorporate risk/needs assessment data	Ongoing	Number of stakeholders reporting using data from validated risk/needs assessment to inform case planning/referrals/ programming

2.4 ENABLE STAKEHOLDERS TO ADOPT THE RESPONSIVITY PRINCIPLE.

Leader	Action	Timeline	Metrics or Deliverables
Professional Development Team	Work with RNR and Transitions Teams to develop calendar of externally available trainings for stakeholders on Responsivity (e.g., SOARING2, Motivational Interviewing, Trauma-Informed Care), and other evidence-based practices.	Fall 2015, and updated Annually	Number of trainings held, attendance, impact as measured by surveys
RNR	Develop model policies	Summer 2016	Number of stakeholders adopting model policies
RNR Team	Research new case management services and practices, and service delivery models; present findings to stakeholders	Annually	Track adoption and implementation by service providers

TACTIC 3: ENGAGING OUR COMMUNITY

3.1 WORK SIDE-BY-SIDE WITH PEOPLE WITH LIVED EXPERIENCES.

Leader	Action	Timeline	Metrics or Deliverables
Community Engagement Team	Identify organizations and initiatives led by those with lived experience, including formerly incarcerated people in Philadelphia	Fall 2015	List of organizations created and outreach made to identify opportunities for Coalition to connect with and support their work
Coalition Coordinators Implementation Team, and Community Engagement Team	In interim of full strategy, identify and pursue opportunities for reciprocal involvement of people with lived experiences	Fall/Winter 2015	Opportunities identified and pursued
Community Engagement Team	Develop a strategy around reciprocal engagement of returning citizens, have Coalition adopt	Spring 2016	Returning Citizen Engagement Strategy
Community Engagement Team	Inform Communications Team about ways to engage all kinds of community members in the Coalition's work	Ongoing	Quarterly recommendations to Communications Team
Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders, especially returning citizens	Ongoing	Cross-promotion of programs and events
Community Engagement Team	Implement strategy around reciprocal engagement/involvement of returning citizens and others with lived experience	Ongoing	Track metrics developed in Returning Citizens Engagement Strategy

3.2 DEVELOP AND IMPLEMENT AN EXTERNAL COMMUNICATIONS STRATEGY TO INCREASE PUBLIC KNOWLEDGE AND INFORM OPINION ABOUT REENTRY.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Communications Team	Create and implement an external communications strategy	Spring 2016	Website traffic, size of social media presence, media appearances

TACTIC 4: ENGAGING LEADERS

4.1 EDUCATE LEADERS ABOUT POLICY CHANGES THAT WOULD IMPROVE THE REENTRY SYSTEM.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Policy Team	Conduct literature review of Philadelphia, Pennsylvania and national policy recommendations to inform Policy Team and to share with Communications Team	Fall 2015	Annotated bibliography with links to resources available online
Policy Team	Identify message, research, data and other information to share with leaders about the policy issues.	Ongoing	Policy issue one-pagers developed and shared with Coalition
Policy Team	Identify and prioritize policy issues.	Every Spring	Policy Priority List developed and shared with Coalition
Policy Team	Identify leaders who can effect change on specific policy issues.	Every Spring	
Coalition Coordinators	Provide forums for leaders to propose and discuss solutions to barriers facing returning citizens.	Annually	
Policy Team	Work with Communications Team to identify appropriate method and messenger to deliver the information to the leaders.	Ongoing	

TACTIC 5: ALIGNING RESOURCES

5.1 CONDUCT SYSTEM MAPPING.			
Leader	**Action**	**Timeline**	**Metrics or Deliverables**
Coalition Coordinators	Identify Coalition stakeholders to participate in system mapping process facilitated by the Safety and Justice Challenge	Summer 2015	Updated system map

Leader	Action	Timeline	Metrics or Deliverables
Data & Metrics Team	Review work of the Safety and Justice Challenge to determine available data useful to Coalition	Spring 2016	Provide report to Coalition of data resources
Transitions Team	Identify key intercepts and prioritize; determine if additional mapping necessary	Spring/Summer 2016	List of prioritized intercepts

5.2 FACILITATE DATA SHARING ACROSS KEY STAKEHOLDERS.

Leader	Action	Timeline	Metrics or Deliverables
Data & Metrics Team	Determine if City, State and Federal recidivism rates can be calculated into one unified recidivism rate for Philadelphia	Spring 2016	Unified city-wide recidivism rate
Data & Metrics Team	Develop recidivism metrics and a process for collecting and reporting stakeholder data	Spring 2016	Guidelines for stakeholders to collect, measure, track and report recidivism to the Coalition Annual measurement report
Data & Metrics Team	Work with RNR Team to Identify process for collecting stakeholder data on progress towards RNR implementation, and including the results of assessments	Spring 2016	Guidelines for stakeholders to collect, measure, track and report stakeholder use of risk/needs assessments and results of the assessments
Data and Metrics	Work with Teams to identify data obstacles	Quarterly	Compile a chart of data requests
Coalition Coordinators and Data & Metrics Team	Identify whether stakeholders collect the data, if it can be shared, and facilitate data sharing	Ongoing	Create spreadsheet tracking this information for each stakeholder.
Coalition Coordinators and Data & Metrics Team	Make recommendation as to which stakeholders are best suited to collect the data if it is not being collected	Ongoing with quarterly report	Track outcomes of recommendations and support
RNR Team and Data & Metrics Team	Facilitate stakeholder access to risk/needs assessment data, where relevant and appropriate	Ongoing	Agreements to provide case plans, assessment results and other information between stakeholders
Data & Metrics Team	Assist data-sharers with resources to address concerns with data-sharing	Ongoing	
RNR Team and Data & Metrics Team	Determine progress towards RNR implementation	Annually	Report to Implementation Team
Data & Metrics Team and Transitions Team	Prioritize development of data-sharing MOUs based on outcomes of the Gap Analysis and system mapping	After Gap Analyses and system mapping conducted	Analysis provided to Implementation Team.

5.3 CONDUCT GAP ANALYSES TO SUPPORT THE COALITION'S ADOPTION OF RISK-NEEDS-RESPONSIVITY PRINCIPLES.

Leader	Action	Timeline	Metrics or Deliverables
Funding Team	Identify potential sources of funding to conduct thorough risk/needs resource matching assessment	Summer 2016	Provide list of potential funding sources to Implementation Committee
Research Team	Identify potential tools for conducting gap analyses	Summer 2016	Provide list of potential tools with recommendations to Implementation Committee
Implementation Team	Review gap analysis costs, funding opportunities and tools. Develop implementation plan to guide RNR Team, Transitions Team and Work Groups to conduct gap analyses	Fall 2016	Implementation plan to conduct gap analyses
RNR Team and Transitions Team and Work Groups	Conduct gap analyses, with support from Data & Metrics Team, pursuant to implementation plan	Spring 2017	Completed gap analyses.
RNR Team, Transitions Team and Work Groups	Use the gap analyses to make policy and programmatic recommendations and identify system-level changes	Spring/Summer 2017	Prioritized list of system-level changes and resource needs
Implementation Team and Coalition Coordinators	Convene leadership to learn about and prioritize system-level recommendations	Fall 2017	Commitments from leadership to implement system-level recommendations

D. Timeline

ACTIONS WITH SPECIFIC DEADLINES

SUMMER 2015		
Leader	Action	Metrics or Deliverables
Coalition Coordinators	Develop New Stakeholder Welcome Packet	Document describing Coalition work and engagement
Coalition Coordinators	Create a "sign-up" opportunity for stakeholders to self-identify what Teams they will serve on	Development of teams
Coalition Coordinators	Identify Coalition stakeholders to participate in system mapping process facilitated by the Safety and Justice Challenge	Updated system map
Professional Development Team and Coalition Coordinators	Identify funding for and coordinate training on ORAS - Initial training of 30 stakeholders	Numbers trained

FALL 2015

Leader	Action	Metrics or Deliverables
Implementation Team	Identify Work Groups and Transitions Team processes that allows prior committees to advance their work	Work Groups and Transitions Team processes identified
Community Engagement Team	Identify organizations and initiatives led by those with lived experience, including formerly incarcerated people in Philadelphia	List of organizations created and outreach made to identify opportunities for Coalition to connect with and support their work
Professional Development Team	Work with RNR and Transitions Teams to develop calendar of externally available trainings for stakeholders, including on RNR-related topics (e.g., Motivational Interviewing, Trauma-Informed Care), other evidence-based practices, and other trainings as available (such as Voter Registration Awareness, and Forensic Peer Specialist Training)	Number of trainings held, attendance, impact as measured by surveys
Policy Team	Conduct literature review of Philadelphia, Pennsylvania and national policy recommendations to inform Policy Team and to share with Communications Team	Annotated bibliography with links to resources available online
Implementation Team	Develop a schedule for teams to identify their goals and metrics and report on their progress	Schedule developed

FALL / WINTER 2015

Leader	Action	Metrics or Deliverables
Professional Development Team and Coalition Coordinators	Identify funding for and coordinate training on ORAS - Train the Trainer 10-12 stakeholders become trainers and train 60 stakeholders	Numbers trained
Professional Development Team, Implementation Team, and Coalition Coordinators	Identify opportunities to for stakeholders to train other stakeholders, and develop a calendar of trainings	Number of trainings held, attendance, impact as measured by surveys
Coalition Coordinators Implementation Team, and Community Engagement Team	In interim of full strategy, identify and pursue opportunities for reciprocal involvement of people with lived experiences	Opportunities identified and pursued
Professional Development Team and RNR Team	Coordinate RNR Trainings for Stakeholders- 1 training	Number of stakeholders/ organizations/ agencies trained, impact of trainings as measured by surveys

SPRING 2016

Leader	Action	Metrics or Deliverables
Professional Development Team and RNR Team	Coordinate RNR Trainings for Stakeholders- 2nd training	Number of stakeholders/ organizations/ agencies trained, impact of trainings as measured by surveys
Communications Team	Create internal strategic communications plan and work with Coordinators to implement	Amount of information shared through system, Participation and engagement of stakeholders

Communications Team	Create and implement an external communications strategy	Website traffic, Size of social media presence, Media appearances
Funding Team	Adopt a policy for Coalition to approve Letter of Support/ Letter of Commitment/MOU requests	Written Letter of Support policy, number of requests received, number approved, successful funding
Funding Team	Identify potential sources of funding to conduct thorough risk/ needs resource matching assessment	Provide list of potential funding sources to Implementation Committee
Data & Metrics Team	Determine if City, State and Federal recidivism rates can be calculated into one unified recidivism rate for Philadelphia	Unified city-wide recidivism rate
Data & Metrics Team	Develop recidivism metrics and a process for collecting and reporting stakeholder data	Guidelines for stakeholders to collect, measure, track and report recidivism to the Coalition Annual measurement report
Data & Metrics Team	Review work of the Safety and Justice Challenge to determine available data	Provide report to Coalition of data resources
Data & Metrics Team	Develop recidivism metrics and a process for collecting stakeholder data that will allow Coalition to measure	Guidelines for stakeholders to collect, measure, track and report recidivism to the Coalition.
Data & Metrics Team	Work with RNR Team to Identify process for collecting stakeholder data on progress towards RNR implementation, and including the results of assessments	Guidelines for stakeholders to collect, measure, track and report stakeholder use of risk/needs assessments and results of the assessments
RNR	Develop model policies	Number of stakeholders adopting model policies
Community Engagement Team	Develop a strategy around reciprocal engagement of returning citizens, have Coalition adopt	Returning Citizen Engagement Strategy

SPRING / SUMMER 2016

Leader	Action	Metrics or Deliverables
Transitions Team	Identify key intercepts and prioritize; determine if additional mapping necessary	List of prioritized intercepts

SUMMER 2016

Leader	Action	Metrics or Deliverables
Coalition Coordinators	Identify potential tools for conducting gap analyses	Provide list of potential tools with recommendations to Implementation Committee

FALL 2016

Leader	Action	Metrics or Deliverables
Implementation Team	Review gap analysis cost, funding opportunities and tools. Develop implementation plan to guide RNR Team, Transitions Team and Work Groups to conduct gap analyses	Implementation plan to conduct gap analyses

SPRING 2017

Leader	Action	Metrics or Deliverables
RNR Team and Transitions Team and Work Groups	Conduct gap analyses, with support from Data & Metrics Team, pursuant to implementation plan	Completed gap analyses

SPRING / SUMMER 2017

Leader	Action	Metrics or Deliverables
RNR Team, Transitions Team and Work Groups	Use the gap analyses to make policy and programmatic recommendations and identify system-level changes	Prioritized list of system-level changes and resource needs

FALL 2017

Leader	Action	Metrics or Deliverables
Implementation Team and Coalition Coordinators	Convene leadership to learn about and prioritize system-level recommendations	Commitments from leadership to implement system-level recommendations

ACTIONS OCCURRING REGULARLY

ONGOING

Leader	Action	Metrics or Deliverables
Coalition Coordinators and Implementation Team	Identify underrepresented stakeholder groups	New partnerships; additional stakeholders engaged
Coalition Coordinators Implementation Team, and Community Engagement Team	In interim of full strategy, identify and pursue opportunities for reciprocal involvement of people with lived experiences	Opportunities identified and pursued
Coalition Coordinators and Implementation Team	Build the staff capacity of the Coalition (such as by identifying internship or volunteer opportunities)	Staff/volunteer time Resources dedicated to Coalition itself
Coalition Coordinators and Data & Metrics Team	Identify whether stakeholders collect the data, if it can be shared, and facilitate data sharing	Create spreadsheet tracking this information for each stakeholder.
Coalition Coordinators and Data & Metrics Team	Make recommendation as to which stakeholders are best suited to collect the data if it is not being collected	Track outcomes of recommendations
Data & Metrics Team	Assist data-sharers with resources to address concerns with data-sharing	

| Coalition Coordinators	Facilitate regular Coalition meetings and other routine Coalition activities	Number of meetings, attendance, organizations/ sectors represented
Coalition Coordinators	Facilitate Implementation Team and other key stakeholders' education about Collective Impact	Impact as measured by surveys
Coalition Coordinators and RNR Team	Share Weekly RNR Resource Updates	
Implementation Team	Identify additional metrics of success for Coalition collaborative effort and implementation of the plan	
Funding Team and Implementation Team	Identify, prioritize, and support funding needs from each team	Applications submitted Dollars raised
Implementation Team	Support the Funding Team in reaching out to funding sources to support the Coalition and its activities	
Communications Team, Community Engagement Team and Transitions Team	Facilitate strategic sharing of information about stakeholder services and resources to other stakeholders, especially returning citizens	Cross-promotion of programs and events
Funding Team	Identify and disseminate collaborative funding opportunities to stakeholders	Number of opportunities shared
Funding Team	Bring stakeholders together around funding opportunities that will fill gaps for reentry needs	Dollars raised through collective efforts
Funding Team	Collaborate to identify applicant(s) for funding opportunities	Dollars raised through collective efforts
Policy Team	Identify message, research, data and other information to share with leaders about the policy issues	Policy issue one-pagers developed and shared with Coalition
Policy Team	Work with Communications Team to identify appropriate method and messenger to deliver the information to the leaders	
RNR Team and Data & Metrics Team	Facilitate stakeholder access to risk/needs assessment data, where relevant and appropriate	Agreements to provide case plans, assessment results and other information between stakeholders
RNR Team	Provide Implementation Team with latest research on RNR	
Community Engagement Team	Implement strategy around reciprocal engagement/ involvement of returning citizens and others with lived experience	Track metrics developed in Returning Citizens Engagement Strategy
Community Engagement Team	Inform Communications Team about ways to engage all kinds of community members in the Coalition's work	Quarterly recommendations to Communications Team
RNR Team	Provide organizational development support to stakeholders seeking to incorporate risk/needs assessment data	Number of stakeholders reporting using data from validated risk/needs assessment to inform case planning/referrals/ programming

BI-MONTHLY

Leader	Action	Metrics or Deliverables
Coalition Coordinators	Facilitate "Spotlights" at Coalition meetings	

QUARTERLY

Leader	Action	Metrics or Deliverables
Coalition Coordinators, RNR Team, and Professional Development Team	Coordinate info sessions for stakeholders about elements of RNR being implemented by city, state and federal agencies, and community organizations	Number of Info sessions, number of participants
Data & Metrics Team	Work with Teams to identify data obstacles	Compile a chart of data requests
Implementation Team	Develop a schedule for teams to identify their goals and metrics and report on their progress	Schedule developed
Coalition Coordinators and Data & Metrics Team	Make recommendation as to which stakeholders are best suited to collect the data if it is not being collected	Track outcomes of recommendations

ANNUALLY

Leader	Action	Metrics or Deliverables
Coalition Coordinators	Provide forums for leaders to propose and discuss solutions to barriers facing returning citizens.	
Funding Team and Professional Development Team	Work with Professional Development Team to provide support and guidance to other stakeholders less knowledgeable about various fundraising methods	Number of stakeholders trained, impact of training as measured by surveys
Funding Team	Collaborate to identify applicant(s) for funding opportunities	Dollars raised through collective efforts
Professional Development Team	Work with RNR and Transitions Teams to develop calendar of externally available trainings for stakeholders, including on RNR-related topics (e.g., Motivational Interviewing, Trauma-Informed Care), other evidence-based practices, and other trainings as available (such as Voter Registration Awareness, and Forensic Peer Specialist Training)	Number of trainings held, attendance, impact as measured by surveys
Policy Team	Identify and prioritize policy issues.	Policy Priority List developed and shared with Coalition
Policy Team	Identify leaders who can effect change on specific policy issues	
RNR Team and Data & Metrics Team	Determine progress towards RNR implementation	Report to Implementation Team
RNR Team	Research new case management services and practices, and service delivery models; present findings to stakeholders	Track adoption and implementation by service providers

E. 2014 System Mapping

The cross-system map was developed by the Forensic Task Force in 2008 and has been periodically updated by staff of the Philadelphia Department of Behavioral Health and Intellectual disAbility Services. The most recent update was 2014. The methodology of the map is based on the work of Policy Research Associates, Inc. and SAMHSA's GAINS Center for Behavioral Health and Justice Transformation. It uses the Sequential Intercept Model (Munetz and Griffin, 2006) to illustrate the ways in which the Philadelphia behavioral health system intercepts with the criminal justice system.

COMMUNITY

Intercept 1
Law Enforcement
Emergency Services

Intercept 2
Initial Detention
Initial Court Hearing

Intercept 3
Jails
Courts

Intercept 4
Reentry

Intercept 5
Community Corrections
Community Support

Intercept 1

- Veterans Jail Diversion Coordinator
- Veterans Jail Outreach Specialist
- Dispatch 911 (PPD "Radio Room")
- DBH 24/7 Crisis Hotline
- DBH Acute Services
  - Mobile Emergency Team
  - Crisis Specialist
  - Crisis Residence
- Homeless Services
- VA Homeless Hotline
- CTT Coordinator
- Crisis Intervention Team
- Crisis Response Centers — Five
- Detox
- VA Medical Center Psych ER
- VJO Specialist
- Community Behavioral Health Services
- Behavioral Health Special Initiative

Philadelphia Police Department

ARREST

Intercept 2 — Initial Detention

Initial Detention
- Seven PPD Processing Sites
- District Attorney's Charging Unit
- Pretrial Services Interview (by video)
- Post Arrest Crisis Specialist
- Veterans Jail Diversion Coordinator

Preliminary Arraignment
- Arraignment Court Magistrates (by video)
- Defender Association Assigned

Bail

Philadelphia Peaceful Surrender and Operation Stand Down

Intercept 3 — Jails / Courts

Courts
- *Municipal Court*
  - 1003 "De facto MH Court"
  - Treatment Court
    - Co-occuring Drug and MH Docket
  - DUI Court
  - Domestic Violence Court
  - Veterans Court
  - Crash Court
  - Zone Courts
- *Court of Common Pleas*
  - Mental Health Court
    - PFACT track
    - Veterans Assessment Track
    - Forensic Alternative Services Track
    - Competency Evaluation Track

- Amp Court
- Veterans Jail Diversion Coordinator
- VJO Specialist
- Dawn Court
- Court MH Clinic
- SAM Court
- Track Room
- Preliminary Hearing felonies only

Philadelphia Prison System
- Inpatient Psychiatric Unit
- Mental Health Transitional Units
- Special Needs Treatment Team
- OPTIONS program (pre-treatment)
- Methadone Assisted Treatment

- Norristown State Hospital
  - Regional Forensic Unit
  - Civil Unit
- DBH CJ Specialist

- Veteran Forensic CPS

- Office of Addiction Services — Forensic Intensive Recovery Program
- Access to Recovery (ATR) Specialists (some behind-the-walls inreach)

Intercept 4 — Reentry

Pennsylvania Department of Corrections

Jail-to-Community Reentry
- Crisis Response Centers
- Case Management, PFACT, etc.
- Co-occurring Outpatient Services
- Drug & Alcohol Treatment
- Outpatient MH Services

- Accelerated VOP
- Veterans Jail Diversion Coordinator

- Kingdom Care Re-Entry Network
- RHD Vets TREM Healing Ajax
- Mayor's Office of Reintegration Services for Ex-Offenders (RISE)

Intercept 5 — Community Corrections / Community Support

Pennsylvania Board of Probation & Parole
- Mental Health Unit

Philadelphia Adult Probation & Parole
- Court Mental Health Clinic
- FIR Unit
- Mental Health Unit

- DBH Forensic Liaison
- VA Re-Entry
- Community Corrections Centers

VIOLATION
Max-Out

- Philadelphia Intermediate Punishment Substance Abuse Treatment (PIPSTAT)/IPP/RIP
- Community Mental Health Centers
- Forensic Case Management Program
- Family Resource Network
- Recovery Supports

COMMUNITY

End Notes

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ACHIEVE-ability

Amachi Mentoring

ATS Consulting

Broad Street Ministry

Center for Employment Opportunities

Center for Literacy

Center for Urban Health, Jefferson University Hospital

City of Philadelphia Mural Arts Program

CLP Resources

Community College of Philadelphia's Reentry Support Project

Community Legal Services

Connection Training Services

Defender Association of Philadelphia

Department of Behavioral Health & Intellectual DisAbility Services, City of Philadelphia

District 1199c Training & Upgrading Fund

Drexel University

Esperanza College

Federal Community Defender Office

FNC

Free Library of Philadelphia

Friends Rehabilitation Program

Gateway to Reentry

Gaudenzia Diagnostic & Rehabilitation Center

Gearing Up

Generocity

Glen Mills Schools

Goldring Reentry Initiative, School of Social Policy and Practice, University of Pennsylvania

Green Weaver Landscapes

Greenlight Fund

GSK Foundation

Healing Communities Philadelphia

Housing Alliance of Pennsylvania

I'm FREE

Impact Services Corporation

Inside-Out Center, Temple University

JEVS Human Services

Job Opportunity Investment Network

KJK Associates

Liberty Tree and Landscape

LIFT

Maternity Care Coalition

Mayor's Commission on Literacy, City of Philadelphia

Mayor's Office of Immigrant and Multicultural Affairs, City of Philadelphia

Mayor's Office of New Urban Mechanics, City of Philadelphia

Mayor's Office of Re-integration Services, City of Philadelphia

Mayor's Office of Community Empowerment and Opportunity, City of Philadelphia

Men in Motion in the Community

MENTOR

Methodist Foundation

Moon Site Management

Mothers in Charge

National Clearinghouse for the Defense of Battered Women

NHS Human Services

Northeast Regional Office of Federal Bureau of Prisons

Office of Council President Darrell L. Clarke, City of Philadelphia

Office of Councilman Curtis Jones, Jr., City of Philadelphia

Office of Public Safety, City of Philadelphia

Office of Supportive Housing, City of Philadelphia

Office of the District Attorney, City of Philadelphia

Office of the Health Commissioner, City of Philadelphia

Office of the Managing Director, City of Philadelphia

Our Closet

Pathways to Housing

Pennsylvania Board of Probation & Parole

Pennsylvania Commission on Crime and Delinquency

Pennsylvania Department of Corrections

Pennsylvania Health Law Project

Pennsylvania Prison Society

Philadelphia Commission on Human Relations

Philadelphia County Adult Probation & Parole Department

Philadelphia Faith-based Reentry Coalition

Philadelphia FIGHT

Philadelphia Housing Authority

Philadelphia Housing Finance Agency

Philadelphia Lawyers for Social Equity

Philadelphia Legal Assistance

Philadelphia Mental Health Care Corporation

Philadelphia Police Department

Philadelphia Prison System

Philadelphia Redevelopment Authority

Philadelphia Works

Philadelphia Youth Violence Prevention Collaboration

Pro-Act Philadelphia Recovery Community Center

Public Health Management Corporation

Public Safety Initiative

Ready, Willing & Able

Roots to Re-entry, Pennsylvania Horticultural Society

School District of Philadelphia

Self Help Movement

Solutions for Progress

Temple University

The Center for Returning Citizens

The Council of Southeast Pennsylvania

The Philadelphia Courts, First Judicial District of Pennsylvania

The Philadelphia Foundation

The Providence Center

Thomas Jefferson University

Tradesman International

Union Packaging

United Communities Southeast Philadelphia

United States Attorney's Office, Eastern District of Pennsylvania

United States Department of Veterans Affairs

United States Pre-Trial Services

United States Probation Office, Eastern District of Pennsylvania

Villanova University

Volunteers of America

Wash Cycle Laundry

Wedge Recovery Centers

Women Against Abuse

Youth Sentencing and Reentry Project