



Transition is the process...Reentry is the outcome...The way forward



**King County
Community Partnership for Transition Solutions**

2016 - 2019 Strategic Plan

May 2016

King County Community Partnership for Transition Solutions Strategic Plan 2016-2019

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Message from the Executive Director...

Our mission is to support the successful transition of justice involved adults who have earned their return to the community and their families through a supportive and caring volunteer network. We do this with the support and guidance from our community partners that comprise leaders in private and public social services including state, county, tribal, and city government agencies and local non-profits and local chapters of national non-profit agencies in King County. These community partners represent the best minds and represent the best level of achievement when collective efforts are in sync with the goals and are encouraged in an environment of mutual trust and shared values.

When I was asked to serve as Executive Director of King County Community Partnership of Transition Solutions (KC CPTS) in September 2015, I knew that there was a great task ahead in developing new paths while honoring the work that has been several years in the making. Our strategic plan was also underway, and has been developed and nurtured by the effort of many community partners over a 10-month period, and has resulted in a clear vision for the next three-year period with an emphasis on (1) providing opportunities for family integration with those returning to their community from incarceration, (2) increasing the engagement and volume of community partners, and (3) informing more policymakers about the work that we do that has both a direct impact on their policies and is also a result of their policies.

The work in support of those returning to the community is evident in the projects, programs, and events that we have produced. The Community Transitions Solutions (CTS) - formerly known as the Transition Resource Fair - provides on-the-spot resources, including housing and benefits for returning justice involved individuals; Re-Entry Corps: Voices and Faces strengthens community support networks and promotes self-sufficiency; and the Spring Into Summer Community Carnival supports children who are impacted by the incarceration of a family member. To provide these unique experiences takes a tremendous effort, and I am proud of our partners and the work that we have accomplished.

The goals, objectives and strategies in the 2016-2019 KC CPTS Strategic Plan reflect input from our partners. By focusing our efforts in these areas, we will be better positioned to continue to make a positive impact in the lives of those we serve.

On behalf of the KC CPTS, I would like to thank all of our partners for their dedication and commitment to working collaboratively to serve justice involved adults.

Arnold Alexander, Ph.D.
Executive Director

Our Mission, Vision, and Values...

MISSION

King County Community Partnership for Transition Solutions (KC CPTS) supports the successful transition of justice involved adults who have earned their return to the community and their families through a supportive and caring volunteer network.

VISION

To build a community that takes into consideration the talents and contributions of ALL its members, including individuals who are in transition from prison and jail back to their community and families. We aspire to join those in their life changing and defining TRANSITION as they integrate into society through a holistic and comprehensive set of solutions and support, which will allow them to build and lead more self-sufficient and productive lives – William A. Ramos

VALUES

- Commitment
- Respect
- Compassion
- Authenticity
- Integrity
- Transparency



The Way Forward...

KC CPTS is a consortium of forty-three plus partners that work with justice involved individuals released from prison or jail that are transitioning to their families and community.

KC CPTS has been partnering with community organizations for over sixteen years. These partners are federal, tribal, state, county, city, faith, non-profits, community based and most importantly former consumers of the justice system. This social venture was influenced by the following events:

- 1) The development of the Skills-2-Pay-the-Bills curriculum in 1997 tested in several Seattle federal and Washington State Work Release facilities;
- 2) The release of the Criminal Justice Project in 1999 which focused on a process for non-custodial parents (NCP) to develop a pre-release plan to meet their child support obligations;
- 3) The first national U.S. Department of Justice reentry initiative called the Going Home Project in 2000 which was funded for 6-years to focus on pre/post-release planning for Serious Violent Offenders (SVOs), 18-34 years of age in Spokane, Pierce and King Counties;
- 4) South Seattle College's (SSC) intentional decision in 2000 to focus on the post-secondary education, training and re-employment needs of adults in transition from prison/jail back to our communities in King County;
- 5) The first fiscal investment of SSC from 2000 to 2003 in the Life Skills-2-Work (LSW) Curriculum that Washington State Department of Corrections furthered this financial investment by contracting with SSC at their First Day Reporting Center in Bell Town and then at their Seattle Community Justice Center in 2005;
- 6) In 2004 SSC was asked by King County Community Corrections, Center for Community Alternative Programs (CCAP) to start a LSW class for their post-release jail population;
- 7) In late 2006 as the Going Home Project was completing its last year of funding, the King County Going Home Project Steering Committee made a strategic decision to develop a sustainability plan and that resulted in the creation of the CPTS of King County;
- 8) In April 2007, King County Community Corrections contracted with SSC to open a Learning Center at the downtown Seattle CCAP location;
- 9) CPTS launching local and regional monthly, quarterly and annual meeting connecting policy and best-practice focused events to provide platforms to community partners to stay solution-centered for those served; and
- 10) Continually identifying and supporting the development of the next generation of leadership and succession-planning.

KC CPTS is the founding leader and a model for other efforts in WA State and the country that need to build a local customized CPTS. Washington CPTS' are now established in Pierce County, Snohomish County, Spokane County and 5-South West Counties CPTS. Efforts are also underway in Kitsap County and Central Washington.

KC CPTS main leader, founder and facilitator, Joseph E. Garcia, has been working with people involved in the justice system for the past forty-six years. In the past three years, Mr. Garcia has recognized a need to sustain this kind of work as the CPTS concept continues to grow in Washington State.

As KC CPTS' main leader, I, Joseph E. Garcia have been working with people involved in the justice system for the past forty-six years. In the past three years, I have recognized a need to sustain this kind of work as the CPTS concept continues to grow in Washington State.

KC CPTS is a highly effective team due to the level of trust amongst partners. We are able to have crucial conversations and brainstorm public policy ideas to resolve challenges faced by the adults we serve who are transitioning to their families and communities.

Shortly before the strategic planning process started, CPTS stood for Community Partnership for Transition Services. However, due to the discussions in the strategic planning process, it was recommended we change the name to Community Partnership for Transition Solutions. This change reflects the CPTS focus on “solutions” to meet the “needs” for folks who have served their time and are transitioning back to their communities and families.

One of the lessons learned in this community is the reference used for individuals who were formerly incarcerated such as criminals, inmates, convicts, former prisoners, or ex-felons is offensive. There is a stigma associated with these references. Individuals feel they are being negatively judged by others when called ex-felons or formerly incarcerated. Their preference is justice involved, students, returning citizens or former consumers.

CPTS Partners	
211	King County Community and Human Services
AAHAA Sober Living	King County Dept. of Adult and Juvenile Detention
Administration of Children and Families, Office of Child Support Enforcement	King County Prosecuting Attorney Office, Family Support Division
Asian Pacific American Labor Alliance	Metropolitan Improvement District
Boy Scouts	NAVOS
Columbia Legal Services	Northwest Justice Project
Crisis Clinic	Pioneer Human Services
Domestic Abuse Women's Network	Re-entry Corps.
DSHS, Economic Services Administration, Community Services Division	Seattle Catholic Archdiocese
DSHS, Division of Vocational Rehabilitation	Seattle Housing Authority
DSHS, Economic Services Administration, Division of Child Support	Seattle Indian Health Board
DSHS, Juvenile Rehabilitation Administration	Seattle's Union Gospel Mission, Open Door Legal Services
Employment Security Division	South Seattle College
Federal Bureau of Prison	St. Vincent de Paul
Formerly Incarcerated Group Healing Together	Tzu Chi Foundation
Girl Scouts	Valley Cities Counseling & Consultation
Goodwill Industries	US Probation and Pretrial Services
King County Community Corrections Division	Washington State's Dept. of Corrections

The main reason KC CPTS is able to provide its customers bona-fide solutions is because all of the partners have a common goal. That goal is to provide the individual the solutions they need in order to be self-sufficient, become re-employed, and have the ability to pay their financial obligations, and re-connect with their children and families.

It takes time and commitment. The CPTS partners provide solutions with a sense of compassion, no judgment. They are welcoming and develop a comprehensive plan so that the individual meets their goals and is successful in their efforts to transition.

CPTS has a close partnership with the business community, and specifically with employers that hire workers that have been involved with the justice system. CPTS hosts a “Second Chance

Employers” database that community partners collaborate with. The Second Chance Employers is a secured database of more than four hundred thirty employers. The database is a tool for case managers, correction officers, probation officers and job specialists.

The Way Forward is our mast head and with the winds of significant change and reform sweeping across our nation, what will be known as the *criminal justice system* is and will be replaced with proven public policy and proven practices that will reduce recidivism, create safe communities, bring families back together and insure a huge return-on-investment from the first dollar investments that our federal, state, county and municipal governments have made over the past twenty plus years. CPTS is proud to be at the *tip-of-spear* of this reform movement. CPTS thanks you all for what you do for those we serve.

Joseph Garcia
Founder



The Work We Do...

- Provide support to the Reentry Corps whose mission is to assist adults transitioning from prisons and jails, alleviate poverty and reduce recidivism through strengthening peer and community support networks.
- Continually promote safer, stronger communities, healthier families, self-efficacy and self-sufficiency.
- Support individuals with the services they need to successfully transition to their communities and families.

Words from our Reentry Corps:

"Being part of CPTS has made a tremendous impact in my life. Their support has allowed me to open up and actively work on my own personal development. Healthy growth comes from adapting, not reacting to circumstances. I've had many realizations and breakthroughs that I didn't even know was possible."

Ethan Jordan

Words from our Reentry Corps:

"CPTS and its incentives helped get me transitioned out of incarceration, probation into now having an education through South Seattle College. I just finished my first quarter with an invitation from the Honors Society. I am also part of the Pacific Island Association at the College and I am planning to be in the Phi Theta Kappa and bring awareness to these issues as I believe that it will help in lowering the crime rate."

Eric Whatley



Words from our Partners:

Many thanks to CPTS, an amazing "2nd chance" project! The project has teamed up with great specialists and groups, working together to inspire and guide students in need to become better persons for themselves, families, communities, and country! On behalf of Tzu Chi Foundation, I thank you for having us be part of your team!"

Ruby Wang – Coordinator of Seattle Tzu Chi Foundation

The Importance of a Strategic Plan...

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that community partners and other stakeholders are working toward common goals, establish agreement around intended outcomes, and assess and adjust the organization's direction in response to a changing environment.

It is a disciplined effort that produces fundamental decisions and actions that shape and guide what KC CPTS is, who it serves, what it does, and why it does it with a focus on the future. Effective strategic planning articulates not only where KC CPTS is going and the actions needed to make progress, but also how we will know if we are successful. Strategic planning culminates in a living, organic, and dynamic document that is meant to be periodically updated, refined and improved.

The key components of strategic planning include an understanding of our organization's vision, mission, values, and strategies.

- **Our vision** outlines what we want to be and is a long-term view that concentrates on the future of the organization.
- **Our mission** defines our fundamental purpose, succinctly describing why we exist and what we do to achieve our vision.
- **Our values** are beliefs that are shared among the stakeholders of an organization. Values drive our organization's culture and priorities and provide a framework in which decisions are made.

The Path We Took...

KC CPTS actively sought input from our partners and the Reentry Corps. to develop this strategic plan. To accomplish this, CPTS extended an open-ended invitation to all General Assembly CPTS members to participate in the strategic planning meetings. A conversation café at the General Assembly meeting was dedicated to gathering feedback from partners. Input from partners and the Reentry Corps. was instrumental in updating the mission, vision, and values, and then developing goals and strategies for CPTS to promote continuing services for transitioning individuals.

Strengths, Weaknesses, Opportunities, and Threats...

The CPTS Strategic Planning Team analyzed our current key strengths and opportunities for improvement in the years ahead. Below is a summary of the themes identified:

Strengths (skills, expertise, resource, technology, position)	Weaknesses (inefficient, incompilance, inability, insufficiency)
<ul style="list-style-type: none"> • CPTS partners are our primary strength • Employer support for partners to participate in CPTS • Expansion of CPTS statewide • Strong commitment to partnership and collaboration • CPTS is stable and consistently meets • CPTS communicates well with partners • CPTS partners share a common goal – assist those transitioning from incarceration to their communities and families 	<ul style="list-style-type: none"> • Lack of funding resources • Lack of infrastructure/informal processes e.g. no succession planning, no meeting minutes, no annual report, no formal recruitment, no paid staff, lack of defined roles etc. • Low number of age 40 and under participants • Lack of a dedicated building facility • Communicating a comprehensive story to the public
Opportunities (political alliance, partnerships, sponsorships)	Threats (conflicts, fractions, high demand, misconception)
<ul style="list-style-type: none"> • Create a strategic plan • Create a succession plan • Expand services to customers • Recruiting and outreach – gain new partnerships • Collaboration with other statewide CPTS groups • Increased positive media exposure – share good news and successes • Obtain non-profit status • Obtain federal and local funding • Engagement in national movement of prison reform—change culture • Offer solutions at resource events • Improve technology support for CPTS 	<ul style="list-style-type: none"> • Unfavorable laws and policies • Insufficient funding • Lack of support from partner employers, community, etc. • Misconceptions about CPTS customers <ul style="list-style-type: none"> ○ Lack of public knowledge and education • Political environment

Current Plan

OBJECTIVES	STRATEGIES
<p>Goal 1 Increase Opportunities for Returning Citizens and Families by 15%</p>	<ul style="list-style-type: none"> • Provide education and job skills while in prison by: <ul style="list-style-type: none"> ○ Creating opportunities with stakeholders for transitioning customers to obtain needed education and job skills to be successful prior to release; and ○ Work with second chance employers for on-the-job training opportunities; and ○ Address mental health, chemical dependency, family dynamics, life skills, work skills, emotional support, hostility and child support prior to release. <p>Champion: Terry Weber, ESD South Seattle College Leads: Jim Harms, Department of Corrections</p> • Increase opportunities for families and children of incarcerated or recently released <ul style="list-style-type: none"> ○ Offer community events that involve families; and ○ Prepare customers to re-enter the family unit (e.g. Camp Scouts Program). <p>Champion: Kris Larsen, F.I.G.H.T. Lead: Misty Liles, Department of Corrections</p>
<p>Goal 2 Increase Stakeholder/Partners by 15%</p>	<ul style="list-style-type: none"> • Create a welcome packet for partners <ul style="list-style-type: none"> ○ Include: History, updated brochure, examples of how a justice involved individual has been helped, benefits of participation, ways to participate <p>Champion: Sylvia Flores, Division of Child Support Lead: Becca Judy, Pioneer Human Services</p> • Complete a partner assessment and invite missing partners <ul style="list-style-type: none"> ○ Create a standard and consistent way to regularly invite partners to grow CPTS and maintain a diverse partner base <p>Champion: Runette Mitchell, King County DAJD Leads: Doug Hebert, St. Francis House and Mark Hampton, AAHAA Sober Living</p> • Invite partners to classes for customers <ul style="list-style-type: none"> ○ Provide greater understanding of CPTS in King County, and the benefits and services offered to customers, by inviting partners to sit in on classes offered to customers <p>Champion: Joe Garcia, Catholic Archdiocese of Seattle Leads: William Brown, South Seattle College and Jonathan Ishii, South Seattle College</p> • Increase outreach to partners <ul style="list-style-type: none"> ○ Develop expectations and outreach protocols for person-to-person outreach efforts <p>Champion: Dr. Arnold Alexander, KC CPTS Lead: Nancy Mathieson, Office of Child Support Enforcement</p>
<p>Goal 3 Increase the Number of Policy Makers Who Support CPTS by 15%</p>	<ul style="list-style-type: none"> • Create a policy and practice committee that will: <ul style="list-style-type: none"> ○ Provide a policy report out at all CPTS meetings; and ○ Provide feedback to elected officials; and ○ Invite policy makers to attend meetings and events <p>Champion: Dr. Arnold Alexander, CPTS Lead: Andrew Morrison, Morrison Legal Services</p>

King County CPTS Strategic Plan...

Note: *Current strategies are identified in red font. Other strategies listed are potential strategies. As each strategy is accomplished, CPTS will work with partners to prioritize the next strategy to implement.*

Goal 1: Increase Opportunities for Returning Citizens and Families by 15%

Pre-Release Support and Planning

- Provide education, job skills, and support services while in prison by:
 - Creating opportunities with stakeholders for transitioning customers to obtain needed education and job skills to be successful prior to release;
 - Work with second chance employers for on-the-job training opportunities; and
 - Address mental health, chemical dependency, family dynamics, life skills, work skills, emotional support, hostility and child support prior to release.
- Provide outreach to prisons to communicate information and opportunities by:
 - Involving and obtaining cooperation from prison hierarchy with increasing education and pre-release planning;
 - Educating community corrections officers on services and resources available.
- Increase work release opportunities by:
 - Communicating statistics that show individuals who engage in work release have a reduced recidivism rate.
- Provide paper packets and brochures of solutions and services to customers prior to release by:
 - Connecting customers with solutions before release;
 - Develop a 2-1-1 resource packet/brochure
 - Keep up to date
 - Link to CPTS website



Goal 1: Increase Opportunities for Returning Citizens and Families by 15%

Post Release Support

- Map existing CPTS partners and solutions by:
 - Creating a growth plan and leverage networking to increase resources, solutions, and partners;
 - Creating a resource list of partners, contact information, and solutions that are currently available through participating partners;
 - Identifying gaps in resources, solutions and partners that are currently available;
 - Targeting partners that CPTS would like to invite to participate; and
 - Considering the possibility of a part time position to accomplish this.
- Connect with customers to identify their readiness to participate in solutions by:
 - Identifying customers as early as possible and asking pointed questions to identify barriers;
 - Triaging challenges and screening customers for solutions so first solutions offered target the most pressing need;
 - Following a customer who is released to find out where the system is breaking down; and
 - Following up with customers after outreach events
- Develop a mandatory curriculum around social and personal development
- Create peer based programs and solutions
- Research funding opportunities
- Advocate to local governments and housing associations to open up more housing for transitioning customers
- Create a bridge program to connect pre-employment training with individuals in transition (Basic Food, Employment, and Training Program)
- Increase solutions oriented events
 - Provide mobile solution events that can go to residential housing
- Learn from and expand on successful programs
 - Joint Base Lewis-McChord prison program
 - Pierce County 24 hour plan
- Create a CPTS mobile app

Goal 1: Increase Opportunities for Returning Citizens and Families by 15%

Culturally Competent Solutions

- Identify and increase support for women specific issues and target solutions (e.g. child care, legal counsel, etc.)
- Increase understanding of different demographics and provide culturally competent solutions
- Increase cultural connections with:
 - Tribal governments and recognized tribal organizations
 - Formerly Incarcerated Group Healing Together (F.I.G.H.T.)



Family Support

- Increase opportunities for families and children of incarcerated or recently released by:
 - Offering community events that involve families; and
 - Preparing customers to re-enter the family unit (e.g. Camp Scouts Program)
- Get family involved in re-entry process
 - Increase communication (e.g. acknowledge the returning parent has changed and the other parent who has been taking care of the children wants things to go back the way they were—children can be caught in the middle)
 - Offer parenting classes



Goal 2: Increase Stakeholders/Partners by 15%

Create more opportunities for partner participation

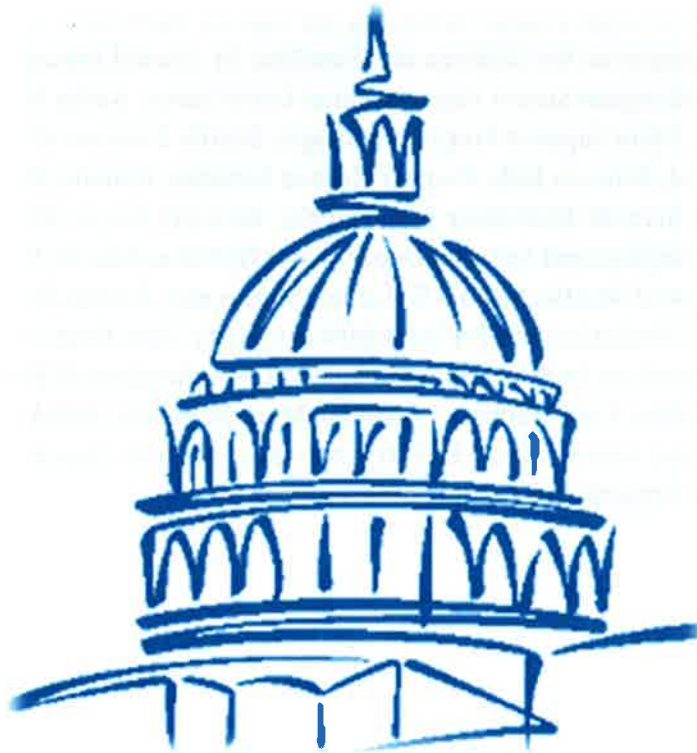
- Create a welcome packet for partners to include:
 - History;
 - Updated brochure;
 - Examples of how a justice involved individual has been helped;
 - Benefits of participation; and
 - Ways to participate
- Complete a partner assessment and invite missing partners by:
 - Identifying missing/under represented partners and inviting them to attend CPTS (e.g. King County Sheriff, Seattle Police Department, Bureau of Prisons, Employment Security Dept., organized labor); and
 - Broadening the scope of who should be involved
- Invite partners to classes for customers to:
 - Provide greater understanding of KC CPTS, and the benefits and services offered to customers, by inviting partners to sit in on classes offered to customers
- Increase outreach to partners by:
 - Developing expectations and outreach protocols for a person-to-person outreach effort
- Create tiers of involvement for CPTS partners (e.g. have a separate CPTS business meeting from the general assembly meeting)
- Increase utilization and visibility of alumni/Re-entry Corps
- Provide guidance and support to smaller targeted initiatives and groups with a similar focus to CPTS
- Increase opportunities for community involvement and volunteering



Goal 3: Increase the Number of Policy Makers Who Support CPTS by 15%

Increase awareness of policy issues and engage policy makers

- Create a policy and practice committee that will:
 - Provide a policy report out at all CPTS meetings;
 - Provide feedback to elected officials; and
 - Invite policy makers to attend meetings and events.
- Make face-to-face contact with policy makers to:
 - Inform them about CPTS; and
 - Provide a clear focused message.
- Keep apprised of agenda items or legislation that are important to each policy maker
- Take advantage of free press



Initial Strategies...

KC CPTS will initially focus its efforts on four strategies. Other strategies listed are potential strategies. As each strategy is accomplished, CPTS will work with partners to prioritize the next strategy to implement. It is our intention that this Strategic Plan becomes a “living” document. By focusing our efforts in these areas, we will be better positioned to continue making a positive impact in the lives of our customers.

These strategies will be accomplished through workgroups, action planning, and project management utilizing the Plan-Do-Check-Act cycle. More information and updates on each strategy is available at www.KCCPTS.org

Thank you to the CPTS Strategic Planning Core Team Members!

We would like to extend a heartfelt thank you to our Core Team Planning members who spent many hours in preparation and setting the stage for this larger discussion. They worked to ensure that community partners were fairly represented in this effort and everyone had access to information and documents on the progress of our strategic planning. Sylvia H. Flores, District Manager, Seattle Division of Child Support served as the lead for this effort. She was joined by Nancy Mathieson, Administration for Children and Families; Dr. Arnold Alexander, CPTS Executive Director; Jim Harms, Washington State’s Department of Corrections; Kathy Wong, South Seattle College; Christine Servin, Child Support Program Manager, Seattle Division of Child Support; Doug Hebert, St. Vincent de Paul; Rebecca Judy, Pioneer Human Services; Runette Mitchell, King County Department of Adult and Juvenile Detention; Jamal Jabbar, Re-entry Corps; Kristopher Larsen, F.I.G.H.T.; Terry Weber, Employment Security Department; Nicholas Rankin, Re-entry Corps ; Joseph Garcia, Archdiocese of Seattle; Seanna DeLauter, Supervisor, Seattle Division of Child Support; Ana Johnson, US Probation and Pre-trial Services; Misty Liles, Dept. of Corrections; David Mace, Open Door Legal Services, Seattle’s Union Gospel Mission; Kathleen O’Brien, King County Prosecuting Attorney’s Office, Family Support Division; Mark Hampton, AAHAA Sober Living; Ethan Jordan, Re-entry Corps; and Amy Graves, J.D., Girl Scouts Beyond Bars. Special thanks to these individuals for their commitment and support of CPTS.