

# STRATEGIC PLAN



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## **Preamble Statement**

The San Bernardino County Reentry Collaborative (SBCRC) is a partnership of agencies, organizations and individuals committed to making our communities safer through the successful reentry and long-term success of the formerly incarcerated.

San Bernardino County has long been home to a disproportionate number of parolees. The City of San Bernardino (the County seat) is home to only 10% of the County's total population, but houses 23% of the County's parolees. The County ranks second in the number of persons currently incarcerated and on parole in California, and third in the nation. Of California's 58 Counties, San Bernardino County is ranked third for the number of adult probationers.

San Bernardino County is the largest county in the state of California and the United States. The county covers over 20,000 square miles of geographically diverse land. This diverse and extensive geography presented unique challenges for the reentry population and service providers. The distinct and expansive needs of the community played a critical role in the development of strategies related to public safety, housing, employment, education, health and human services, and supporting the role of faith based and community organizations.

In September 2011, SBCRC received funding through the Second Chance Act Adult Offender Reentry Planning Program Grant from the U.S. Department of Justice. This support helped SBCRC build upon the earlier successes to further develop a set of comprehensive strategies to enhance public safety and reduce recidivism through rehabilitation and reentry services.

This strategic plan represents the SBCRCs ongoing commitment to build and provide collaborative, evidenced-based problem solving strategies that address systemic challenges leading to safer communities in San Bernardino County. It is meant to be a living document to guide and support the continuous efforts of the Collaborative.

## **Introduction**

The San Bernardino County Reentry Collaborative (SBCRC) strategic plan defines our mission, our vision, and our values. The plan establishes strategies and priorities for transforming our vision and our mission into realities. It is a working document compiled by a diverse group of stakeholders with broad depth and breadth of experience. This strategic plan serves as a blueprint for the SBCRC to successfully meet the needs of the reentry population thereby contributing to public safety. Stakeholders from government, non-profit, faith based and the private sector participated in the development of the document and some of the terminology used in the plan may reflect the perspective of a particular stakeholder group.

### Our mission

The SBCRC is a partnership of agencies, organizations and individuals committed to making our communities safer through the successful reentry and long-term success of the formerly incarcerated. The SBCRC connects individuals seeking change, before and after release, to services needed to ensure a balanced and successful reentry thereby interrupting the cycle of offending and reoffending.

### Our vision

The SBCRC offers a responsive resource network that provides seamless services to formerly incarcerated individuals and their families to ensure the safety and health of former incarcerated individuals and our communities.

### Our values

- 1) Respect
- 2) Dignity
- 3) Long-term sustainable change
- 4) Safety for people and communities

## 5) Customized approach

### Statement of Need

San Bernardino County is located in the inland portion of Southern California. With 20,164 square miles, San Bernardino County is the largest county geographically in the contiguous United States. The County's 2,035,210 residents live in mountain and desert communities as well as large urban centers. Between 2000 and 2010, San Bernardino County's population grew by 19.1%; it ranked *second*, behind neighboring Riverside County, in total growth, making it the fifth most populous county in California. According to the U.S. Census 2010, 66.5% of San Bernardino County's general population is comprised of racial/ethnic communities of color; Latinos are 49.2% of all residents; African Americans are 8.9%; and all *other* combined races are 8.4%.

San Bernardino County has long been home to a disproportionate number of parolees with the City of San Bernardino home to 10% of the County's total population, but housing 23% of the County's parolees. Of California's 58 Counties, San Bernardino County is third for those on probation. The continuum of care for released inmates is far from seamless, creating significant problems for these individuals and the communities to which they return. In the first two weeks of release, former inmates are over 12 times more likely to die from health problems than the general population; these deaths typically result from drug overdose or cardiovascular disease. While reliable local health and social service data related to the reentry population is sparse, the high number of reoffenders is a strong indication of the challenges faced by those reentering the community who only have a loose, ineffective web of transition services on which to depend.

Recidivism is a critical issue in San Bernardino (SB) County. Nationally, the recidivism rate among adults was 43% and 67.5% for California in 2009. Comparing San Bernardino County to Santa Clara (SC) County, a county of comparable population size, the rate of violations in San Bernardino County was *more than double* that of Santa Clara County's (SB: 251.1 to SC: 104.7). Moreover, in 2009, San Bernardino

County had the second highest percentage of *first paroles* (5,031: 7.9%) and *second paroles* (5,698: 8.6%) in California behind Los Angeles County.

In an effort to address overcrowding in California's prisons (California is under a federal court order to reduce its prison inmate population by 40,000 over the next two years) and assist in alleviating the state's financial crisis, the Public Safety Realignment Act (Assembly Bill 109) was signed into law on April 4, 2011. AB 109 is widely seen as being the most significant change to California's criminal laws since the state switched from the Indeterminate Sentencing Act to the present Determinate Sentencing Act in 1977. AB 109 transfers responsibility for supervising specified lower level inmates and parolees from the California Department of Corrections (CDCR) to counties. Implementation for the Public Safety Realignment Act began October 1, 2011.

## **Formation of the Coalition**

The Congregations Organized for Prophetic Engagement (COPE) is an Inland Empire organization that focuses on building the capacity of clergy, laity, and community leaders in African American congregations to engage in public policy initiatives that lead to innovative programs and stronger communities. COPE became interested in the formation of a Public Health Re-Entry Initiative in 2007, due to a concern that the health care needs of recently released parolees were being ignored, causing a negative impact on the families and communities that receive them.

In response to the concerns posed at the State level, by other Counties, and the community at large, the Department of Public Health (DPH) formed a San Bernardino County Re-Entry Task Force in collaboration with COPE and its member congregations. The purpose of the Re-Entry Task Force was to draft policy recommendations that would be presented to the Board of Supervisors (Board) to address the issue of parolee re-entry, and the corresponding complex health and community issues as a result.

The Re-Entry Task Force met consistently during the latter part of 2009 through 2010. Participants included staff from various County departments and community agencies, including: Arrowhead Regional Medical Center (ARMC); Board of

Supervisors, Fourth and Fifth Districts; Children and Family Services; City of San Bernardino; COPE; Department of Aging and Adult Services; DBH; DPH; Inland Empire Concerned African American Churches; Office of Homeless Services; Probation; Public Defender; Regional Congregations and Neighborhood Organizations; Sheriff; State of California Parole Office; Transitional Assistance Department; and Veterans Affairs.

The policy recommendation, titled “San Bernardino County Public Health Re-Entry Task Force Policy Recommendations”, presented to the Board and included as an attachment, identifies six key barriers and gaps in services and 16 policy recommendations for improving collaboration between CDCR and the County.

The Department of Public Health received funding through the Second Chance Act Adult Offender Reentry Planning Program Grant from the U.S. Department of Justice to develop a set of collaborative and evidence-based strategies to respond to the unmet needs of the reentry population.

SBCRT was renamed the San Bernardino County Reentry Collaborative (SBCRC) in 2011. The new name encompasses a comprehensive approach with community organizations and local government building upon past efforts and forging new partnerships to develop a comprehensive plan successful reintegration of ex-offenders returning to the community.

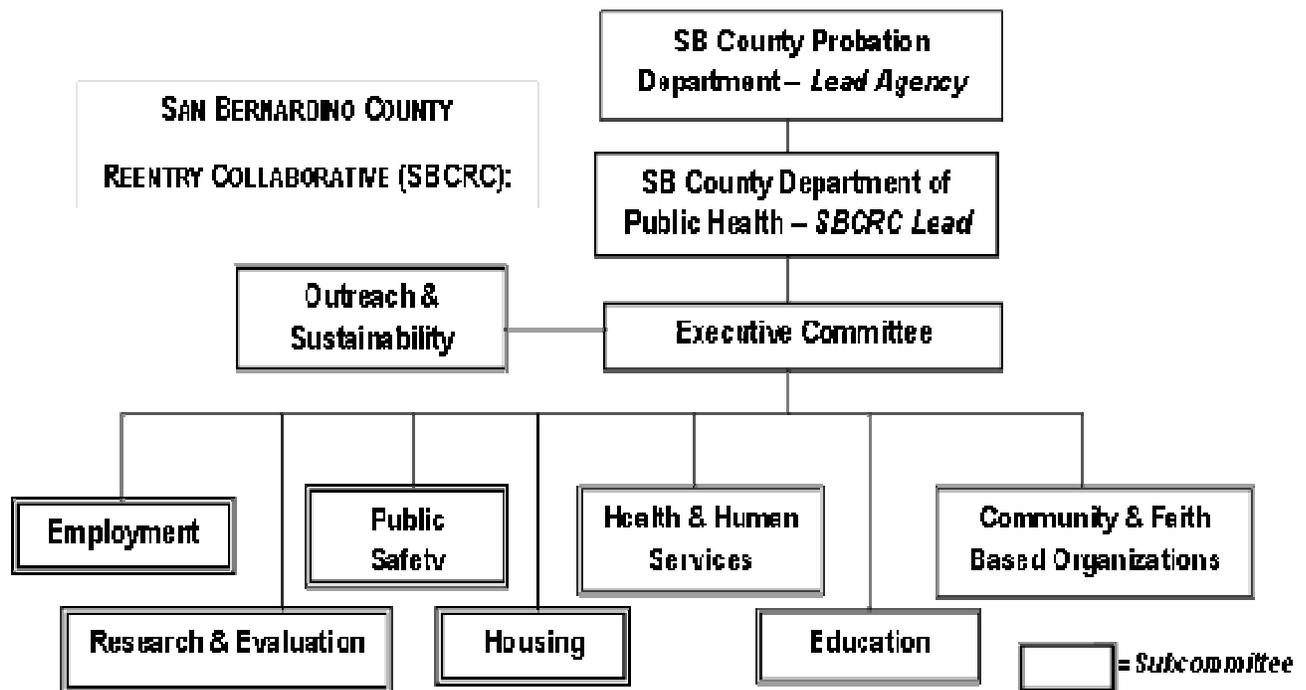
## **Goals and Objectives of SBCRC**

The purpose of SBCRC is to develop and implement the strategic plan to improve reintegration of the recently incarcerated into our communities and ultimately reduce recidivism rates over the next five years by achieving following goals and objectives:

- Make communities safer by researching and implementing best practices to reduce recidivism;
- Strengthen “first responders” by providing faith and community based organizations with the expertise and infrastructure to be self-sustaining;

- Collect and analyze data ongoing to identify gaps in services and resources, and establish a framework to provide services in an efficient and cost effective manner;
- Identify new stakeholders and strengthen existing partnerships to address the public health, public safety and social concerns related to reentry population; and
- Develop a marketing plan to educate stakeholders, policy makers, and community leaders about the benefits of strengthening the continuum of pre and post release services.

## Collaborative Structure



## Role of Executive Committee and Subcommittees

- The **Executive Steering Committee** - Receive reports from each subcommittee and works directly with California State University of San Bernardino on the Evaluation component. Committee develops priorities based on the Needs Assessment and assesses best practices for inclusion into the Strategic Plan. In addition, approves an annual reentry plan and conducts a mid-year review to determine progress on the strategic plan and identifies resource needs.
- The **Public Safety Subcommittee** addresses relevant safety and compliance issues, such as compliance with required program/court mandates and AB109 county compliance. Also, reviews and provides input on pre- and post-release assessments and reentry plans.
- The **Health and Human Services Subcommittee** addresses prevalent health and human services issues, including need for mental health, substance abuse and physical health treatment and counseling. This group will focus on pre and post-release supports including family integration, and issues related to gender or intergenerational incarceration.
- The **Community & Faith Based Organizations Subcommittee** addresses individual needs at the grass-roots level, including referral to and support for continued participation in continuum of services for the population.
- The **Education Subcommittee** addresses the vocational and academic needs of the population.

- The **Housing Subcommittee** addresses the housing needs, including barriers and solutions.
- The **Employment Subcommittee** addresses the employment needs of the population, including barriers and possible solutions and employer needs and outreach efforts.
- The **Outreach and Sustainability Subcommittee** addresses necessary outreach efforts to local resources and countywide program development. This group will research funding opportunities to ensure sustainability of local efforts.
- The **Research & Evaluation Subcommittee** is to research evidence-based programs for countywide programming. This group will determine grant evaluation processes in developing evaluation to monitor outcomes and performance measurements.

## Letters of Commitment

A Letter of Commitment (LOC) was circulated to existing partners to establish terms and conditions to participate in the Collaborative during January and February 2012. The document was also provided to new agencies and organization interested in partnering with the Collaborative. The document outlines responsibilities for the Collaborative, Department of Public Health (lead agency), and agencies and organizations joining SBCRC. Partner agencies and organizations were required to appoint a designee and provide resources necessary to accomplish the goals and objectives of SBCRC. Please see Appendix One to see a sample of the LOC.

### Partners

- Residents

- Community Based Organizations
- Faith Based Organizations
- Educational Institutions
- Businesses
- Local, State, and Federal agencies
- Federal, State, and Local Law Enforcement agencies

Please see Appendix Three for a complete list of SBCRC partners.

## **Strategic Planning**

In October 2011, the SBCRC met and outlined a plan to create a strategic plan to reduce recidivism for the reentry population in the County. It would comprise of three components:

- Needs assessment of the reentry population;
- Resource and asset mapping of services available to the reentry population; and
- Strategic directions and action plan from eight strategic areas.

### Needs Assessment

The Center for the Study of Correctional Education at California State University, San Bernardino (CSUSB) developed and conducted a survey to identify barriers, challenges and needs of the reentry populations.

Two hundred and sixty-six surveys were administered by SBCRC agencies and organizations; 22 were not treated because they were incomplete. Administration of this part of the needs assessment was preceded by three training sessions for staff of the participating agencies and organizations: one in the High Desert, one in the City of San Bernardino, and a third for three persons who were hired part-time by the County Public Health Department to administer the survey to probationers. The survey administration collection of “snapshot” data was scheduled for February 21 to March 2, 2012.

The survey was read to the respondents, though the survey language was rated 5.5 on the Flesch-Kincaid readability test. The total of completed surveys was 244, representing 244 respondents.

The preliminary data results of the needs assessment was distributed and reviewed by participants in each subcommittee meeting. It provided the foundation for the strategic directions and action planning discussions. In addition, the data assisted the Executive Steering Committee develop the overall strategies for the SBCRC Strategic Plan.

### Demographics of the Sampled Respondents

This section outlines the demographics of the sampled participants and their perceptions of program service needs.

Age	
Under 21 years of age	3%
21-30	33%
31—40	32%
41—50	18%
51 or older	14%

Race/Ethnicity	
White	41%
Latino	31%
African American	20%
Native American	6%
Asian/Pacific Islander	2%

Gender	
Male	75%
Female	25%

Region	
City of San Bernardino	50%
County of San Bernardino	25%
Low Desert	19%
High Desert	5%
Mountain Communities	1%
Education	
Below grade 12	31%
HS or GED	41%
Some College	17%
2 Year College	10%
4 Year College	1%

Employment	
Unemployed	71%
Employed	16 %

Military/Disability	
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<b>Veterans</b>	11%
<b>on SSI or Disability</b>	12%

<b>Crime Committed</b>	
<b>Serious or Violent</b>	15%
<b>Neither Serious or Violent</b>	75%
<b>Sexual Offenders</b>	10%

<b>Number of Times Incarcerated</b>	
<b>Once</b>	12%

<b>Twice</b>	16%
<b>Three Times</b>	16%
<b>Four Times</b>	14%
<b>Five or More</b>	42%

<b>Parole/Probation</b>	
<b>On Probation</b>	61%
<b>On Parole</b>	27%
<b>Both</b>	6%
<b>Formerly on Probation or Parole</b>	4%
<b>Never on Probation or Parole</b>	2%

### Parolee and Probationer Reentry Program Needs

The 41 survey questions in this section of the Needs Assessment were divided into 11 clusters outlined in the “Survey Highlights” section. In the actual survey, respondents were given the following instructions:

**Please let us know your ideas on the importance the following items for you personally at this time in your life.** Please respond to each item, and give no more than one answer for each. Use this scale: ‘A’ is Very Important, ‘B’ is Somewhat Important, ‘C’ is Not Very Important, and ‘D’ is Not Important At All.

With each item the survey reminded them of these choices:

- |                       |                           |                           |                             |
|-----------------------|---------------------------|---------------------------|-----------------------------|
| <b>Very Important</b> | <b>Somewhat Important</b> | <b>Not Very Important</b> | <b>Not Important At All</b> |
| <b>A</b>              | <b>B</b>                  | <b>C</b>                  | <b>D</b>                    |

To alert readers to the general shape of the data “Very Important” and “Somewhat Important” were combined into one Important category, and “Not Very Important” and “Not Important At All” into another Not Important category.

### Survey Highlights

<b>Category</b>	<b>% of Respondents that Rated Category as Important</b>
<b>Health</b>	89%
<b>Food</b>	88%
<b>Housing</b>	84%
<b>Clothing</b>	86%
<b>Transportation</b>	86%
<b>Employment</b>	90%
<b>Education</b>	82%
<b>Family reunification</b>	83%
<b>Case management</b>	78%
<b>Legal</b>	77%
<b>Linking services</b>	83%

### Asset Mapping

SBCRC could not identify a comprehensive list of pre and post-release programs and services available in the County in order to identify if gaps exist in the continuum of care infrastructure. Thus, the Collaborative contracted with San Bernardino County 2-1-1 to build upon its current system and data base of health and social services in the County.

In May 2012, 2-1-1 began gathering information missing from current database from agencies, and community and faith based organizations providing services to the reentry population. A tag was developed to easily identify services through the 2-1-1

website or toll-free telephone number. This comprehensive database of services will assist in creating a “no wrong door” network of care to assist in the successful reentry of ex-offenders into local communities.

In addition, SBCRC will be using information gathered by 2-1-1, and reentry population data provided by local, state, and federal law enforcement agencies to identify gaps in services within five regions: High Desert, Morongo Basin, East, West, and Central San Bernardino. The purpose of obtaining, analyzing, and mapping data will be to gather and provide information that can be used to improve and refine local policy, service delivery, and community responses to reducing recidivism and making communities safer as well as achieve the goals and objectives of the strategic plan in the next five years.

### Strategic Direction and Action Plans

Stakeholders participated in six subcommittees that assisted in the development of the strategic plan during February 21 and April 24, 2012. The subcommittees included Outreach and Sustainability, Research and Evaluation, Community and Faith Based Organizations, Housing, Employment, Education, Health and Human Services, and Public Safety. These forums allowed community stakeholders to provide input regarding experience and expertise, direction and overall strategies to develop the long range strategic plan.

SBCRC contracted with San Bernardino County Performance, Education, and Resource Centers (PERC) – training and development service department - to facilitate the Subcommittee and Executive Steering Committee meetings to develop the strategic plan. Each of the committees reviewed the preliminary data from the needs assessment and conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) to identify current realities for the needs of the reentry population. The participants then identified strategic directions and key action items necessary to implement the strategic plan. Minutes and plans from subcommittees were made available on SharePoint – a website to share information and documents – for stakeholders to review and provide feedback.

## **System-wide Strategies**

The strategic planning process consisted of six topic specific meetings with local stakeholders representing private and public agencies and programs. A diverse group of participants represented multiple disciplines, perspectives and in some sessions included input from individuals who had been incarcerated or had family members who faced reentry. The facilitation technique followed the Institute of Cultural Affairs, Technology of Participation (ToP) method. Meetings consistently included identification of problem areas, recommended strategies and key actions. Collectively the meetings produced six over-arching system-wide strategies aimed at reducing the number of adult offenders who return to custody. Each strategy integrates a holistic, collaborative and system based approach. Two additional system-wide strategies were identified to provide for outreach, sustainability and data collection.

1. Provide capacity building to include flexible partnerships, research and cataloging of best practices.
2. Provide a systemic collaborative approach that includes intergovernmental (cities, county and state) and faith based and community organizations (FBCOs) who are equal contributors.
3. Provide high quality rehabilitation services pre and post release.
4. Increase public awareness regarding rehabilitation as part of a comprehensive public safety strategy through marketing, communication and outreach.
5. Maximize and sustain a comprehensive system of reentry services by managing human and economic resources by establishing a solid infrastructure, data collection mechanism and implementing key sustainability actions.

6. Apply continuous data collection treatment and reporting strategies in order to implement periodic program refinement.

The SBCRC, along with its state and community partners, is committed, through the adoption of cost-effective, evidence based measures to fulfill its constitutional and statutory mandate to protect public safety and provide reformative programs to San Bernardino County's reentry population.

## Public Safety

### **Statement of Problem**

Data collected during the needs assessment indicates that San Bernardino County parolees average nearly four state prison sentences, six County jail sentences, and three parole violations. Statewide, the California Department of Corrections reports a 67.5 percent recidivism rate. This reality exposes a significant challenge to public safety at a time when local budget resources are strained due to economic pressures and competing agendas for scarce tax dollars. In San Bernardino County the Probation Department expects approximately 6,700 Post Release Community Supervision Offenders (PRCS offenders). These numbers are a challenge due to the lack of integrated, evidence based reentry services and alternatives to keep reentry individuals from reoffending.

### **Strategies**

Four (4) strategies were identified for public safety:

1. Develop an effective data collection system to validate evidence based practices to influence changes in law that prevent effective implementation of reentry strategies

2. Increase support services for offenders to meet basic needs, require accountability and alternatives to a criminal lifestyle
3. Increase public safety by ensuring effective institutional response
4. Develop community buy-in and support for reentry programs

### **Key actions**

1. Develop an effective data collection system to validate evidence based practices to influence changes in law that prevent effective implementation of reentry strategies.

#### Short term

- Determine/define outcome success measures
- Identify a subject matter expert to design data collection system (e.g. consultant, California State University, San Bernardino)
- Identify categories of information to be collected (e.g. sub-committee members)
- Identify sources of information to be gathered (e.g. self reporting, law enforcement, Probation, service providers)

#### Long term

- Ensure ongoing funding by using data collected to justify requests
2. Increase support services for offenders to meet basic needs, require accountability and alternatives to a criminal lifestyle

#### Short term

- Expand the use of one-stop centers with resources such as the San Bernardino City Day Reporting Center
- Train staff to deliver services to support the reentry population

- Identify known advocates to assist with bridging the reentry population to agencies
- Link reentry individuals to agency or family support partners to establish and foster relationships and connect to other support services

3. Increase public safety by ensuring effective institutional response

Short term

- Provide independent oversight of transitional service providers to ensure quality

Long term

- Create a committee to research reasons for impediments in accessing prison records (needed to assess what services have already been provided and target key reentry services that will support a reduction in re-offenses and recommitments)
- Identify steps necessary to increase access to prison records
- Increase collaboration with local police departments in order to increase support for service providers (e.g. law enforcement agencies are better suited to deal with behavioral issues, such as substance abuse, that may impact other reentry participants)

4. Develop community buy-in and support for reentry programs

Short term

- Set aside or identify funding for an education campaign

Long term & On-going

- Create an education campaign with presentations directed to different groups such as communities, organizations and/or public forums. Include positive examples of people who have been in prison to show that not all former prisoners are bad, unsuccessful people
- Obtain ad space or time on radio, newspapers and television.
- Increase community awareness by sponsoring public forums and public television PSAs
- Implement strategies to remove stigmas and stereotypes towards prisoners

## Health and Human Services

### **Statement of Problem**

San Bernardino County specific data collected during the needs assessment identified a significant need in the basic health and human service arena. Where the correctional institution once provided basic necessities such as food and shelter, reentry creates a major vacuum in these areas. Items necessary to re-establish oneself in the community are missing leaving many without food, shelter, transportation, medical care, and other basics upon reentry. The immediate need is compounded by the absence of a coordinated structure to link individuals to possible resources.

### **Strategies**

Five (5) strategies were identified for health and human services:

1. Establish a customized service delivery model to evaluate local service delivery system that is responsive, effective, and realistic and client centered
2. Restructure and change related policies
3. Change culture and perspective to a positive motivational approach
4. Connect, collaborate and train non-government organizations

5. Implement a targeted, positive marketing strategy

### **Key actions**

1. Establish a customized service delivery model to evaluate local service delivery system that is responsive, effective, and realistic and client centered

#### Short term

- Create a county/NGOs advisory workgroup to guide how to provide more effective client centered service delivery
- Develop a template and create a discharge plan customized to San Bernardino County services
- Use case managers (Bachelor's degree level) to assist
- Develop integrated assessment, referral and service delivery systems
- Grow regional affinity groups
- Create tools for evaluating outcomes relative to recidivism
- Engage necessary partners e.g. Department of Motor Vehicles (DMV) and Controller Recorder Association to assist with identifying and addressing strategies to re-establish identity (e.g. social security cards, driver's license or identification etc.) in order to reconnect reentry participants with relevant service agencies e.g. Social Security, Dept. of Rehab, etc. and engage services PRIOR TO release

#### Long term

- Establish a Memorandum of Understanding (MOU) between California Department of Corrections & Rehabilitation (CDCR) and Department of Health Care Services (DHCS)
- Create a coordinated response system that provides a link from the inside to the services located on the outside

- Develop integrated treatment models that address mental health, alcohol, drug treatment and medical services
- Customize continuum of care within county departments
- Regionalize CSUSB style day reporting center
- Increase services to all geographic areas of the county

## 2. Restructure and change related policies

### Short term

- Expand Interagency Council on Homelessness to include reentry
- Incorporate in the RFP (request for proposals) for the Homeless Provider Network a request to include parolee housing in the Continuum of Care (COC) application
- Develop policies that reduce and address barriers to reentry
- Hire/retain a lobbyist (mediator) to help with legislative policy changes

### Long term

- Create a “no wrong door” application that is a standardized application for accessing services
- Continue work programs that provide for tax credits, etc.
- Redo the Live Scan policy

## 3. Change culture and perspective to a positive motivational approach

### Short term

- Get organizations on board with a positive motivational culture and perspective and they can promote it to the communities

### Long term

- Establish a “Rehabilitation Certification Program” that is included in Life Scan

- Recruit nongovernmental organizations to establish the rehabilitation certification program to include Live Scan
  - Recruit enough agencies to provide the certification program
  - Promote the concept of a fresh start
  - Provide opportunities for success versus programming for failure
  - Provide positive reinforcement for positive efforts
4. Connect, collaborate and train non-government organizations (NGO's)

Short term

- Increase agency collaboration and sharing of data with FBCOs
- Increase capacity of FBCOs to log data and report successes
- Create and distribute a reentry toolkit for NGOs
- Improve coordination between public sector agencies that provide services to the reentry population and the NGOs and FBCOs
- Create an awareness, “attitude” training workgroup that brings together private, public and NGOs to develop tools that increase collaboration and awareness about one another and available services

Long term

- Fund facilitated NGOs collaboration training
- Create and distribute a reentry toolkit for FBCOs

5. Implement a targeted, positive marketing strategy

Short term

- Engage professional marketing expertise
- Develop a public relations media campaign
- Increase community awareness of the issues

- Promote reporting of positive results
- Provide education about FBCOs efforts

#### Long term

- Identify benefits of doing and cost of not doing

## Community & Faith Based Organizations

### **Statement of Problem**

San Bernardino County, like many California counties, is diligently working to facilitate the effective transition of probationers and parolees transition into the community. Through the planning process, untapped resources and partners have been identified in faith based and community organizations (FBCOs). These partners have much to offer in the pursuit of successful reentry outcomes. For example, faith based partners hold core principles that align with the foundation needed for reentry, specifically acceptance, forgiveness, reconciliation, restoration and redemption. Although they are formidable partners willing to assist the reentry population, many lack the organizational structure needed to secure funding and support service efforts geared towards the reentry population.

### **Strategies**

Four (4) strategies were identified for community and faith based organizations (FBCOs):

1. Build sustainability and capacity in Faith Based and Community Based Organizations to ensure their core structure is capable of supporting the needs of the reentry population.
2. Meet rehabilitation needs of parolees and probationers reentering the community

3. Strengthen relationships between FBCOs to improve collaboration and continuity when providing referrals to parolees and probationers
4. Provide outreach and education to reduce fear and stigma of the reentry population within the community.

### **Key actions**

1. Build sustainability and capacity in faith based and community based organizations (FBCOs) to ensure their core structure is capable of supporting the needs of the reentry population.

#### Short term

- Identify short-term goals and share successes
- Recruit and/or hire business professionals to provide mentorship for sustainable growth (provide business models of best practices in sustainability)
- Encourage the County Administrative Office to increase collaboration on grant applications
- Identify and secure funding of resources
- Identify how to build trust of the smaller congregations so they will come forward to collaborate

#### Long term

- Make it a systemic and intentional process of building capacity for small and medium organizations
- Strengthen and polish organizational structures for FBCOs
- Ensure that the organizational structures of FBCOs are intact
- Develop an organizational culture in FBCOs that is secure, respectful, nurturing and resourceful (organizational values)
- Educate FBCOs on poverty

2. Meet rehabilitation needs of parolees and probationers reentering the community

Short term

- Use of local Urban Conservation Corps
- Identify regional transportation gaps
- Address the root causes (initially attack the roots to focus on prevention rather than correction)
- Create a transition plan to structure reentry
- Make initial contact in county jail prior to release
- Implement a gradual step down approach to services
- Obtain relevant information prior to release to assist with assessment of needs
- Create categories and group services based on needs (housing, health services, employment, information, access to agency representation)

Long term

- Highlight the restorative justice of “recitizenship” (re-education on how to be a contributing member of the community)
- Build capacity in ex-offenders to advocate for themselves and their needs
- Make initial contact with offenders in jail or state prison PRIOR TO release

3. Strengthen relationships between FBCOs to improve collaboration and continuity when providing referrals to parolees and probationers

Short term

- Identify and build a network of community resources
- Integrate the various functions of the faith based community and other community efforts

- Establish partnerships with FBCOs that provide training (of what each can provide) and understanding (of one another's mission)
  - Recognize and encourage faith based messages to be presented to influence a change of heart in those reentering the community
4. Provide outreach and education to reduce fear and stigma of the reentry population within the community.

#### Short term

- Develop and launch a community education campaign
- FBCOs publicize outreach, successes and service efforts to the reentry population
- Increase stakeholder engagement and awareness

#### Long term

- Educate the community with a balance of facts and transparency and without political hype or drive
- Reduce fear and stigma within the community

### Education

#### **Statement of Problem**

A lack of free, low cost basic and vocational education programs for adults exacerbates parolees lack of job skills and the ability to compete in today's technology driven workplace. State budget struggles have left local school districts with limited ability to care for the basic educational needs of adults. This has left very few available resources for the reentry population. Basic educational resources for adults, when available, are provided at existing

educational facilities such as the local high school or adult school campuses which may pose a barrier for reentry individuals with access restrictions (e.g. registered sex offenders).

## **Strategies**

Three (3) strategies were identified and recommended for education:

1. Develop and implement personalized education and skill building programs
2. Educate providers and the community; provide the necessary tools to provide services
3. Secure and share financial resources

## **Key actions**

1. Develop and implement personalized education and skill building programs

### Short term

- Provide educational assessment and direction that fits the individual
- Develop programs while individuals are inside the institution to prepare for the outside. Programs should include preparation for the reality of the outside and re-introduction to social norms
- Develop a program that restores the right to vote and encourages responsible citizenship and voting
- Improve access to data about what works and why

### Long term & On-going

- Help the reentry population build and rebuild something positive
- Encourage those who have succeeded to mentor others

- Recognize and reward achievement along the way
  - Provide spiritual support and practical opportunities
  - Encourage expression of latent pro-social attitudes
  - Honor individual differences
  - Provide information and counseling at day centers
2. Educate providers and community; provide the necessary tools to provide services

#### Short term

- Educate community and providers to overcome stereotypes, bias and prejudice
- Promote communication and collaboration among interested groups
- Develop an (educational/awareness) program for both the target population and the community
- Encourage open-mindedness and warm hearts toward ex-offenders

#### Long term

- Assign educational sponsors who care, and mentor target population through the process
- Expand vocational education programs
- Bridge faith based and secular efforts to serve the reentry population
- Offer reentry certificate for service providers (to validate and certify readiness to provide services to this target population)
- Overcome local opposition to participation in programs to help this population and address NIMBY mindedness (NIMBY=Not in my back yard)
- Launch a media campaign
- Support reentry to adult educational environments
- Have educators in charge of educational decisions

### 3. Secure and share financial resources

#### Short term

- Explore funding opportunities, subsidies, grants and scholarships
- Share financial resources between partners
- Provide transportation assistance (e.g. bus passes)

#### Long term

- Provide funding for mandated education (e.g. anger management) to decrease barriers to utilization

## Housing

### **Statement of Problem**

San Bernardino County specific data collected during the needs assessment suggests an intense need for housing, as high as 85 percent in the low desert. Housing can present a challenge for people reentering the community. Challenges range from lack of income, credit history, laws, regulations, ordinances and moratoriums that place restrictions on parolee housing. Furthermore some convictions can prevent people from living in certain neighborhoods (e.g. close to parks or schools) or subsidized housing.

### **Strategies**

Four (4) strategies were identified for housing:

1. Advocacy and collaboration between cities, county and state
2. Create infrastructure to provide quality reentry housing
3. Research and develop “best practice” housing options
4. Develop comprehensive marketing and communication strategies

## Key actions

1. Advocacy and collaboration between cities, county and state

### Short term

- Encourage city/county joint planning
- Lobby for state and federal funding

### Long term

- Re-categorize 290 designees to establish a continuum from low threat to high threat and consistently apply the law according to how it is written
- Identify and correct public policy disconnects
- Change (impeding) legislation
- Maintain ongoing lobbying and funding

2. Create infrastructure to provide quality reentry housing

### Short term

- Educate housing providers on best practices
- Create a housing policy council or similar structure
- Create a housing bureau similar to [www.housingconnections.org](http://www.housingconnections.org)
- Create public/private partnerships
- Enforce quality control/assurance

3. Research and develop “best practice” housing options

### Short term

- Research and compile existing resources
- Tailor and adapt existing best practices such as those implemented for housing in Ontario/Residential Multi-Service Center (R.M.S.C) and

Delancey Street Foundation in Los Angeles County

[www.delanceystreetfoundation.org](http://www.delanceystreetfoundation.org)

Long term & on-going

- Seek faith based allies
  - Create a residential multi-service center (one-stop shop for services similar to Amity House in Los Angeles)
  - Creatively use existing resources (similar to Ontario)
  - Match resources to needs by utilizing 2-1-1 for ongoing resource and referrals
  - Coordinate with County Office on Homelessness, Homeless Coalition, Interagency Council on Homelessness and Office of Homeless Services to maximize resources for the formerly incarcerated population
4. Provide outreach and education to reduce fear and stigma of the reentry population within the community

Short term

- Educate the community
- Educate elected officials on how successful reentry programming contributes to public safety
- Empower clients to be self-advocates, problem solve, learn life skills and buy- in to solutions
- Teach respect for others
- Use a prime marketing/messaging program

## Employment

### **Statement of Problem**

Individuals leaving the prison system and reentering the community face an uphill battle in the area of employment. In San Bernardino County the needs assessment revealed the top three problematic employment areas are: 1) 100 percent of parolees under the age of 21 were unemployed, 2) 81 percent of parolees age 51 and older were unemployed and 3) 75 percent of 31 to 40 year olds were unemployed. These staggering numbers mean that on average 8 out of 10 individuals reentering the community are unemployed and at risk for reoffending in order to take care of their basic needs. Of those surveyed, 91 percent indicated they would like help learning how to get and keep a job. This suggests the lack of employment is likely not due to a lack of desire, but due to the community's economic status and obstacles faced by job seekers with a criminal history. According to the needs assessment, difficulties finding employment apply to both men and women. Employment is a critical factor in successful reintegration into the community.

### **Strategies**

Five (5) strategies were identified for employment:

1. Research and create an evidence-based employment service delivery model
2. Implement an employment service delivery model that addresses the specialized needs of the reentry population
3. Identify stakeholders and establish relationships for collaboration and employment service delivery
4. Develop a marketing and awareness plan for recruitment of employers and to build public and private support
5. Improve, develop and expand institutional policies

## Key actions

1. Research and create an evidence-based employment service delivery model

### Short term

- Research and identify appropriate assessment tools
- Identify existing best practices used in other areas (states, municipalities etc.)
- Identify fast-track opportunities for people with experience and who may not need basic job search and job retention skill building
- Build on Equal Employment Opportunity Commission (EOC) strengths for gender specific needs

### Urgent but Long term

- Address employer apprehension about taking a risk with a formerly incarcerated individual by developing a mechanism for certifying and bonding to demonstrate support (a model similar to the Toyota Certified program for used cars)

2. Implement an employment service delivery model that addresses the specialized needs of the reentry population

### Short term

- Establish mentor programs targeting ages 21-30
- Explore legal remedies to assist with reentry to the job market including providing quality legal assistance to address reentry needs related to legal barriers to employment
- Provide training on how to interact and communicate with others in the workplace

- Create a local certification to provide assurance to prospective employers and mitigate negligent hiring concerns

### Long term

- Provide quality social support
- Provide assessment and individual integrated implementation plans that identify and address barriers to employment
- Incorporate a feedback loop and assessment to ensure services are appropriate, effective, relevant and quality
- Counsel individuals to identify entrepreneurial opportunities
- Provide job training with subsidized pay, housing and services for other needs (e.g. tools, transportation etc.)
- Build a flow “chartable” system that leads willing participants from pre-release to stability
- Identify and create entrepreneurial business opportunities (e.g. silk screening, craft sales, hotel maintenance, etc.)
- Advocate legislative to address barriers to hiring possibly including a certificate of rehabilitation issued by the state

3. Identify stakeholders and establish relationships for collaboration and employment service delivery

### Short term

- Identify partners with resources who are not currently at the table (e.g. trade unions such as pipefitters, etc.)
- Identify and invite missing stakeholders e.g. Inland Regional Center to represent needs and perspective of the reentry population with developmental disabilities
- Utilize models similar to the Regional Occupation Program (ROP) and Urban Conservation Corp for vocational training

- Leverage existing committed partnership potential

#### Long term

- Look for growth opportunities in individuals and in the partnership
- Create public/private partnerships in order to create employment opportunities

4. Develop a marketing and awareness plan for recruitment of employers and build public and private support

#### Short term

- Recruit media promotional expertise
- Create a marketing campaign targeting employers and other employment stakeholders
- Identify and communicate public benefits and cost offsets

#### Long term

- Increase community involvement and commitment
- Improve communication between agencies
- Educate employers in the benefits and opportunities of hiring ex-offenders and educate ex-offenders in the benefits of work

5. Improve, develop and expand institutional policies

#### Short term

- Identify policies that impact the reentry population
- Obtain Board of Supervisors stamp of approval (endorsement)

#### Long term

- Revamp pre-release preparation programs

- Champion early education (job skill and job retention behaviors) that begin on date of entry and effectively prepare potential employees before release
- Establish simple standard countywide protocol for FBCO access to prisoners so they can help prepare them for pre-release
- Create a policy council for reentry employment and include elected officials on the council

## Outreach and Sustainability

### **Statement of Problem**

Long-term sustainability of the strategic plan will require visibility, support and community understanding of the challenges and opportunities faced by the formerly incarcerated entering the community. Resource development is at an early stage and will need to become part of the daily efforts of the SBCRC's collaborative partners.

### **Strategies**

Seven (7) strategies were identified for outreach and sustainability of the strategic plan:

1. Manage human and economic capital by establishing a solid infrastructure and data collection mechanism and implementing key sustainability actions
2. Manage and grow economic capital by implementing key actions.
3. Collect data to track and demonstrate outcomes
4. Design a structure that is transparent, accessible, flexible and clearly communicates roles and responsibilities
5. Implement a comprehensive, consistent and diverse communication plan.
6. Implement a marketing campaign that communicates that we are "Partners in Reentry"

7. Identify and create cost effective awareness building strategies and opportunities that target specific audiences

### **Key actions**

1. Manage human and economic capital by establishing a solid infrastructure and data collection mechanism and implementing key sustainability actions

#### On-going

- Leverage volunteerism
- Formalize commitment of collaborative partners without promise of financial gain
- Outline responsibilities of the collaborative and the partners regardless of the individual organizational advantage
- Share funding opportunities and solicit partnership opportunities
- Identify potential partners to build on and sustain the work of the collaborative
- Assess and identify skills, abilities and knowledge of potential partners

2. Manage and grow economic capital by implementing key actions

#### On-going

- Conduct continuous financial research for additional resources
- Leverage the public safety message to obtain local economic support (local support extend beyond government to businesses, non-profit organizations, faith based organizations and other economic sources)
- Provide an incentive for FBCOs to participate in collaborative efforts

- Identify ways to fund first responder initiatives
- Leverage in-kind (“boots on the ground”) support from community partners

3. Collect data to track and demonstrate outcomes

On-going

- Identify and create data collection systems that captures the services provided by FBCOs and train them in its use
- Establish tracking systems that collect outcome data pre-release and beyond
- Leverage existing data collection systems to capture information at the point of entry and use as needed to show outcomes
- Use data to demonstrate the economic value of preventing recidivism

4. Design a structure that is transparent, accessible, flexible and clearly communicates roles and responsibilities

On-going

- Provide a seamless system of services
- Use policy councils that include stakeholders
- Establish a charge with operating guidelines (e.g. Memorandum of Understanding) for reentry collaborative to ensure long term sustainability
- Identify a process for seeking grants and meeting timeframes
- Create full disclosure equity expectations for everyone competing for funding to eliminate the likelihood of a conflict of interest e.g. recusal on voting and a commitment to mission first before organizational interest

- Reduce the number of entry points required to receive services within the collaborative by increasing the quantity and quality of resource and referral points
- Utilize a “no wrong door” approach
- Consolidated, easy access for services
- Capacity building designed to meet the specific needs of smaller organizations e.g. FBCOs

5. Implement a comprehensive, consistent and diverse communication plan

On-going

- Regularly scheduled meetings with stakeholders
- Provide a “state of the organization”
- Ongoing communication that uses a multi-pronged approach
- Develop marketing materials for the various stakeholder audiences. Material should include answers to the unspoken question, “why do I care?”

6. Implement a marketing campaign that communicates that we are “Partners in Reentry”

On-going

- Keep messaging linked to County Vision
- Maintain a list of interested parties and stakeholders to use for delivering the message (different target audiences and different methods)
- Create a logo and brand the initiative and messages
- Build relationships with local newspapers and get a media champion

- Identify an SBCRC public information officer (PIO) to speak on behalf of the collaborative
  - Use video (e.g. You Tube) to help deliver the message
  - Measure the effectiveness of marketing
7. Identify and create cost effective awareness building strategies and opportunities that target specific audiences

#### On-going

- Use focus groups to identify how to build awareness and marketing
- Use marketing to increase awareness
- Develop stakeholder tools to build awareness about SBCRC initiatives
- Build on the power of word of mouth

### Research and Evaluation

#### **Statement of Problem**

Research and evaluation is central to development and support of an evidence based reentry system that is relevant and responsive to local needs. Strategies identified incorporate the use of research and data to inform decision-makers and prioritize the use of resources where needed.

#### **Strategies**

The strategy for research and evaluation is to apply continuous data collection treatment and reporting strategies in order to implement periodic program refinement.

## Key actions

- Review existing literature: relevant reports, articles, research, etc. thereby establishing a context for the ongoing work of the County Reentry Collaborative tasks
- Design needs assessment data collection instrument and methodology adequate to the County Reentry Collaborative tasks
- Collect, treat, report and evaluate the needs assessment data set
- Continuously collect, treat, and periodically report data relevant to at least two categories of the County Reentry Collaborative work, with the following attributes: (a) continuity of the variables pursued in the short and mid-range objectives above, and (b) additional variables consistent with changing program and research needs
- Assist non-profit, community-based, faith-based organizations, and county agencies to develop research strategies consistent with their aspirations for capacity building



## Appendix One: Letter of Commitment Template

### U.S. Department of Justice Second Chance Act Adult Offender Reentry Program

#### LETTER OF COMMITMENT

#### FOR THE SAN BERNARDINO COUNTY REENTRY COLLABORATIVE

I. **Purpose**

The purpose of this Letter of Commitment (LOC) is to establish the terms and conditions for organizations and agencies to participate in the San Bernardino County Reentry Collaborative to develop a countywide strategic plan, pursuant to the goals and objectives of the U.S. Department of Justice Second Chance Act Adult Offender Reentry Program.

II. **Responsibilities of San Bernardino County Reentry Collaborative (SBCRC)**

SBCRC is a government/community partnership to address issues resulting from reentry of the recently incarcerated into the community. SBCRC shall:

- A. Develop and implement a comprehensive and collaborative strategy that will address the challenges posed by prisoner reentry and reduce recidivism.
- B. Develop subcommittees that focus on specific topics. These topics will address parolees' and their families' needs ranging from healthcare services, housing and employment.
- C. Improve current resources within the community that can be utilized by all interested stakeholders.
- D. Identify local agencies and organizations within the community that will assist in identifying the gaps in services and the resources needed to address these issues.

- E. Meet, at least monthly, unless agreed otherwise by a majority of the agencies.
- F. Be comprised of a Director or designee representing each partnership agency.
- G. Create committees/subcommittees on an as-needed basis to address issues stated on Attachment A – Second Chance Act Adult Offender Reentry Program Planning Project, Committee Structure.

**III. Responsibilities of San Bernardino County Department of Public Health (DPH)**

DPH will engage multiple and diverse sectors of the community to continuously involve them in the development of a comprehensive strategic plan identifying and addressing barriers for parolees reentering local communities. DPH will:

- A. Take the lead of the SBCRC.
- B. Be responsible for scheduling meetings established on Attachment B – Second Chance Act Adult Offender Reentry Program, Timeline and ensuring listed plan development and benchmark deadlines are met.
- C. Review and coordinate resolution to any issues that arise during the course of this agreement.
- D. Identify and arrange procurement agreements with vendors and consultants to assist in developing the strategic plan.
- E. Present strategic plan approved by SBCRC to the Board of Supervisor for consideration.

**IV. Responsibilities of Collaborative Partner**

Collaborative Partner shall:

- A. Appoint a Director or designee knowledgeable and committed to SBCRC success to participate in committee and subcommittee meetings.
- B. Devote sufficient assets, resources, and personnel to assist the SBCRC in meeting all contractual requirements and for successful program implementation.
- C. Devote to the program such agency assets as are necessary to the success of the program and proprietary to their specific agency. Each agency shall be responsible for any security programs attendant to these assets. The assets provided by an agency shall remain the property of the agency providing the assets and the agency shall be responsible for the care, maintenance and repair of their assets.

**V. Term of LOC**

This LOC is effective upon the day and date last signed and executed by the duly authorized representatives of the parties to this LOC and shall remain in full force and effect until September 30, 2012. This LOC may be terminated, without cause, by either party upon 30 days written notice, which notice shall be delivered by hand or by certified mail to:

Trudy Raymundo, Acting Director

San Bernardino County Department of Public Health

351 N. Mountain View

San Bernardino, CA 92415

**VI. General Provisions**

A. **Applicable Law.** The construction, interpretation and enforcement of this LOC shall be governed by the laws of the State of California. The courts of the State of California shall have jurisdiction over any action arising out of this LOC and over the parties.

B. **Entirety of Agreement.** This LOC, consisting of two pages, represents the entire and integrated agreement between the parties.

**VII. Signatures**

In witness whereof, the parties to this LOC through their duly authorized representatives have executed this LOC on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this LOC as set forth herein.

The effective date of this LOC is the date of the signature last affixed to this page.

\_\_\_\_\_

Date: \_\_\_\_\_

Trudy Raymundo, Acting Director

San Bernardino County Department of Public Health

Date: \_\_\_\_\_

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Name and Title of Representative

Organization/Agencies

<b>San Bernardino County - Second Chance Act Planning Grant</b>	
<b>Committee / Subcommittee</b>	<b>Role</b>
<b>EXECUTIVE</b>	<i>Receive reports from each subcommittee; work directly with CSUSB on the Evaluation component; develop priorities based on the Needs Assessment; and assess best practices for inclusion into the Strategic Plan.</i>
<b>PUBLIC SAFETY</b>	<i>To address relevant safety and compliance issues; e.g. compliance with required program/court mandates and AB109 county compliance</i>
<b>HEALTH &amp; HUMAN SERVICES</b>	<i>To address prevalent health and human services issues, including need for mental health, substance abuse and physical health treatment and counseling. This group will focus on reentry supports including family integration, and issues related to gender or intergenerational incarceration.</i>
<b>COMMUNITY &amp; FAITH BASED ORGANIZATIONS</b>	<i>To address individual needs at the grass-roots level, including referral to and support for continued participation in local program.</i>
<b>EDUCATION</b>	<i>To address the vocational and academic needs of the population.</i>
<b>HOUSING</b>	<i>To address the housing needs, including barriers and solutions</i>
<b>EMPLOYMENT</b>	<i>To address the employment needs of the population, including barriers and possible solutions and employer needs and outreach efforts</i>
<b>OUTREACH &amp; SUSTAINABILITY</b>	<i>To address necessary outreach efforts to local resources and countywide program development. This group will research funding opportunities to ensure <u>sustainability</u> of local efforts.</i>
<b>RESEARCH &amp; EVALUATION</b>	<i>To research evidence-based programs for countywide programming. This group will determine grant evaluation processes, i.e., developing evaluation to monitor outcomes and performance measurements</i>
<b>OTHER GROUPS</b>	

## Appendix Two: Sub-committee Contributors

This strategic plan was made possible by the many contributions and hours dedicated to the process by the following sub-committee participants:

### Participation by Date:

#### 3/20/12 Community and Faith Based Community Subcommittee

Sue Aebischer, House of Ruth	Felix Roger Jones III, Cops & Clergy Network (CCN); All People Unity Baptist Church (APU)
Benjamin Briggs, COPE	Winnie Kimani, Health Education Specialist, DPH
Dolores Burley, A Servants Prison Ministry	Valarie Marasco, Turrill (TTAP)
Juanita Burnett, TFCF	April Marier, Judson Baptist
Paul Chabot, Chabot Strategies, LLC	Andrea Mitchell, SB DRC
Rachel Coley, DBM Forensics	Pastor Moe, Ministry
Stephanie Congdon, First Presbyterian Church	LaMar Mosley, MCC, Inc.
Russell Degnan, Operation New Hope	Bob Pitts, Cleansing Stream Ministries
David DeMers, Operation New Hope	Evelyn Solorio, Program Coordinator, DPH
Sean Engelhardt, SB Probation	Tom Taylor, Church of the Nazarene, Apple Valley

Renele Fleming, Special Projects Coordinator, Supervisor Gonzales	Michael Villa, SBC Probation
Pastor Owusu Hodari, IECAAC	Gregory Walker, BACSBC
Dr. Thom Gehring, CSUSB	Gregory Young, Chabot Strategies, LLC

### 3/27/12 Housing Subcommittee

Dolores Burley, A Servants Prison Ministry	Roberta Keyes, Community Member
Eric Butterfield, Joshua Tree Drug Court	Winnie Kimani, DPH
Stephanie Congdon, Consortium; First Presbyterian Church	Denise Leonhardt, Hope Homes
G.G. Crawley, Deputy Director, DAAS	Gary Madden, United Way 211
Janet Egan, CFS	Pastor Moe, Ministry
Dr. Thom Gehring, CSUSB	Jeanette Oliva, SB Probation
Tom Hernandez, DBH OHS	Kent Paxton, City of San Bernardino Mayor's Office
Felix Roger Jones III, Cops & Clergy Network (CCN); All People Unity Baptist Church (APU)	Tony Waring, Morongo Basin
Tom Kanavos, Turrill (TTAP)	

#### **4/3/12 Employment Subcommittee**

Stephanie Congdon, First Presbyterian Church	Tom Kanavos, Turrill (TTAP)
Veronica Cano-Campos, WDD	Roberta Keyes, Community Member
Dr. Thom Gehring, CSUSB	Gary Madden, United Way 211
Felix Roger Jones III, Cops & Clergy Network (CCN); All People Baptist Church (APU)	LaMar Mosley, MCC, Inc.

#### **4/10/12 Education Subcommittee**

Summer Adams, CLO, PERC	Felix Roger Jones III, Cops & Clergy Network (CCN); All People Baptist Church (APU)
Stephanie Congdon, Autism/NEN	Tom Kanavos, Turrill (TTAP)
Dr. Carolyn Eggleston, CSUSB	Roberta Keyes, Community Member
Dr. Thom Gehring, CSUSB	LaMar Mosley, MCC, Inc.
Tim Johnson, DPH	Kenneth Portlock, Turrill (TTAP)

#### **4/17/12 Health & Human Services Subcommittee**

Summer Adams, CLO, PERC	James Locurto, Deputy Director, TAD
-------------------------	-------------------------------------

Mary Avitia-Torres, DAAS	Valarie Marasco, Turrill (TTAP)
Susanna Barnett, Unity Home	Gary Madden, United Way 211
Monique Castaneda, ARMC	Kent Paxton, City of San Bernardino, Mayor's Office
Tina Entz, DBH	Scott Rigsby, DPH
Bonnie Flippin, DPH	Jim Roger, CFS
Dr. Thom Gehring, CSUSB	Emily Taylor, CFS
Tom Kanavos, Turrill (TTAP)	Mary Jo Thornton, Unity Home
Roberta Keyes, Community Member	Georgina Yoshioka, DBH Forensics
Winnie Kimani, DPH	

#### **4/24/12 Public Safety Subcommittee**

Paul Chabot, Chabot Strategies	Cecilia Kline, DOVES of Big Bear
Dr. Carolyn Eggleston, CSUSB	Lt. Mike Madden, City of San Bernardino PD
Kathi Harper, DOVES of Big Bear	LaMar Mosley, MCC, Inc.
Willie Horenburg, Family Support	Jeanette Oliva, Probation
Julie Hovis, Probation	Kent Paxton, City of San Bernardino Mayor's Office
Faye Johnson, CFS	Kenneth Portlock, Turrill (TTAP)

Barbara Jones, Winner in You Foundation	Michael Villa, Probation
Tom Kanavos, Turrill (TTAP)	

**5/1/12 Outreach & Sustainability / Research & Evaluation Subcommittees**

Stephanie Congdon, Non-Profit Consortium	Tom Kanavos, Turrill (TTAP)
Pat Cormican, FSA of SB	Denise Leonhardt, Hope Homes
Dr. Carolyn Eggleston, CSUSB	Gary Madden, United Way 211
Dr. Thom Gehring, CSUSB	April Marier, Judson Baptist
Salisa Green, VVFCR	Kent Paxton, City of San Bernardino Mayor's Office
Sharon Green, VVFCR	Pooneh Navab, DPH
Tim Johnson, DPH	Trudy Raymundo, Director DPH
Felix Roger Jones III, Cops & Clergy Network (CCN); All People Baptist Church (APU)	Samuel Williams, San Bernardino Clergy Association

**5/812 Executive Committee: Faith Based & Community Based**

Ben Briggs, COPE	Tom Kanavos, Turrill (TTAP)
Stephanie Congdon, Consortium	Roberta Keyes, Community Member

Stephen J. Howard, Executive Director, Frazee Community Center	Kent Paxton, City of San Bernardino Mayor's Office
Tim Johnson, DPH	Samuel Williams, Jr., SBCA
Felix Roger Jones III, CCN	

**5/15/12 Executive Committee: Employment & Education**

Stephanie Congdon, Consortium	Virginia Martinez, Technical Employment Training, Inc.
Bill Clarke, Technical Employment Training, Inc.	Emily Taylor, CFS
Tom Kanavos, Turrill (TTAP)	Samuel Williams, Jr., SBCA
Valarie Marasco, Turrill (TTAP)	

**5/22/12 Executive Committee: HHS & Public Safety**

Stephanie Congdon, Consortium/Autism Society	Valerie Marasco, Turrill (TTAP)
Dr. Thom Gehring, CSUSB	LaMar Mosley, MCC, Inc.
Tom Kanavos, Turrill (TTAP)	Jeanette Oliva, Probation
Roberta Keyes, Community Member	Kent Paxton, City of San Bernardino Mayor's Office

### Appendix Three: SBCRC Partners

- **Alice Smith** – *Restoration House*
- **Angel Baltazar** – *San Bernardino County Board of Supervisors 5<sup>th</sup> District*
- **G.G.Crawley** – *San Bernardino County Aging & Adult Services*
- **Adam Barrasa** – *House of Hope*
- **Alice L. Lopez** – *San Bernardino County Superior Court*
- **Andrea Mitchel** – *San Bernardino Day Reporting Center*
- **Anthony Saldana** – *Mental Health Systems*
- **April Marier** – *Judson Baptist*
- **Armando Ontiveros** – *EMQ Families First*
- **Audulio Ricketts** – *San Bernardino County Probation Department*
- **Barbara Jones** – *Winner Within You*
- **Ben Briggs** – *Congregations Organized for Prophetic Engagement (COPE)*
- **Beverly Ary** – *Morongo Basin Mental Health*
- **Bob Page** – *San Bernardino County Administrative Office*
- **Brenda Dowdy** – *San Bernardino County Schools*
- **Carolyn Eggleston** – *Cal State San Bernardino*
- **Catherine Francis** – *SOS Consulting*
- **Lowell King** – *Goodwill Southern California*
- **Dan Beckwith** – *Desert Pass Education, Training Center and Job Development*
- **Daniel Perez** – *San Bernardino County Department of Public Health*
- **David DeMeres** – *Operations New Hope*
- **Deanna Kivett** – *MHS Female Offender Treatment and Employment*
- **Debbie Cima** – *San Bernardino County Superior Court*
- **Denise Leonhardt** – *Hope Homes*
- **Deputy D. Wilson** – *San Bernardino County Sherriff's Department*
- **Dolores Burley** – *A Servants Prison Ministry*
- **Domonique White** – *Congregations Organized for Prophetic Engagement (COPE)*
- **Ed McField** – *Knott's Family Agency*
- **Eula Charles** – *Time for Change*
- **Evelyn Solorio** – *San Bernardino County Department of Public Health*
- **Felix Roger Jones III** – *Cops and Clergy Network*
- **Frank Kelly** – *No Drugs America*
- **G.G Crawley** – *San Bernardino County Aging & Adult Services*
- **Gary Madden** – *United Way 211*
- **George Lamb** – *United Way 211*

- **Georgina Yoshioka** – *San Bernardino County Department of Behavioral Health-Forensics*
- **Gloria Affatati** – *San Bernardino County Performance, Education and Resource Center*
- **Gloria Mitchell** – *California Bail Agent Association*
- **Gwendolyn Rodgers** – *EMQ Families First*
- **Hodari Owusu** – *Inland Empire Concerned African American Churches (IECAAC)*
- **J. Walsh** – *Bail Hotline*
- **James Locurto** – *San Bernardino County Transitional Assistance Department*
- **James Nickelberry** – *No Drugs America*
- **Jatin Dalal** – *San Bernardino County Behavioral Health*
- **Jeanette Hill** – *San Bernardino County Workforce Development Department*
- **Jeff Wagner** – *San Bernardino County Children & Family Services*
- **Jerrod Fish** – *Coalition Drug Free California*
- **Jim Rogers** – *San Bernardino County Children and Family Services*
- **Joe Prologo** – *San Bernardino County Preschool Services Department*
- **John Sullivan** – *San Bernardino County Public Defender*
- **Jonathan Beauregard** – *Mental Health Systems*
- **Juanita Burnett** – *Time for Change Foundation*
- **Julie Hovis** – *San Bernardino County Probation Department*
- **Julie Stokes** – *Knott's Family Agency*
- **Karen Bell** – *San Bernardino County District Attorney*
- **Kathi Harper** – *Doves and Big Bear*
- **Ken Friedman** – *Community Member*
- **Ken Johnston** – *San Bernardino County Department of Public Health*
- **Kent Paxton** – *City of San Bernardino Mayor's Office*
- **Kevin Kim** – *Mad Mac Foundation*
- **Kim Carter** – *Time for Change*
- **Kismet Evans** – *Inland Empire Veterans Stand Down*
- **Lamar Mosley** – *Mosley Counseling Centers Inc.*
- **Larry Enriquez** – *San Bernardino County Board of Supervisors- 4<sup>th</sup> District*
- **Leroy Huff** – *Inland Empire Veterans Stand Down (IEVSD)*
- **Mark Weismann** – *City of Fontana Police Department*
- **Martha Ocampo-Ruiz** – *San Bernardino County Department of Public Health*
- **Mary Peluffo** – *San Bernardino County Department of Public Health*
- **Maxwell Ohikhuare** – *San Bernardino County Department of Public Health*
- **Melissa Myers** – *San Bernardino County Department of Public Health*

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- **Michael Schertell**– *San Bernardino County Department of Behavioral Health*
- **Michael Villa** – *San Bernardino County Probation Department*
- **Micki Shipway** – *San Bernardino County Workforce Development Department*
- **Mike McGuire** – *San Bernardino County Probation Department*
- **Nancy Hurst** – *Apple Valley*
- **Nansi Mejia** – *Inland Behavioral & Health Services, Inc.*
- **Neil DeBord** – *Cops and Clergy Network*
- **Nicholas Meyer** – *San Bernardino County Public Defender*
- **Pastor Moe Mozari** – *A Servants Prison Ministry*
- **Pat Cormican** – *Family Service Agency of San Bernardino*
- **Paul Chabot** – *Chabot Strategies*
- **Peggi Fries** – *Desert Sanctuary Domestic Violence*
- **Petro Fuhrimero** – *GPS Monitoring*
- **Randy Dancer** – *San Bernardino County Department of Child Support Services*
- **Ray Turner** – *Inland Empire Concerned African American Churches (IECAAC)*
- **Regina Brown** – *Reach Out*
- **Renele Fleming** – *San Bernardino County Board of Supervisors 5<sup>th</sup> District*
- **Richard Montanez** – *Rivers Edge Church*
- **Rich Moscowitz** – *San Bernardino County Public Defender*
- **Robert Levesque** – *San Bernardino Community College District*
- **Roberta Keyes** – *Community Member*
- **Rodger Gwenddyn** – *Employment Resource Center*
- **Ronald Gardner** – *CA Department of Corrections & Rehabilitation*
- **Russell Degman** – *Operations New Hope*
- **Sal Monca** – *San Bernardino County Workforce Development Department*
- **Samuel Casey** – *Congregations Organized for Prophetic Engagement (COPE)*
- **Samuel Hanna** – *Student*
- **Samuel Williams** – *San Bernardino Clergy Association*
- **Sharon Green** – *Victor Valley Family Resource Center*
- **Sharon Nevins** – *San Bernardino County Department of Behavioral Health*
- **Sheree Stewart** – *San Bernardino County Sheriff's Department*
- **Stacey Sparks** – *Inland Behavioral Health Services*
- **Stephanie Congdon** – *Non-profit Network*
- **Steven Earl** – *San Bernardino County Workforce Development Department*
- **Stewart Figueroa** – *Inland Empire Latino Coalition*
- **Sue Aebischer** – *House of Ruth*
- **Sue Short** – *Morongo Basin Mental Health*

- **Susan Melanson** – *Chabot Strategies*
- **Terri Thomas Williams** – *A New Awareness*
- **Thom Gehring** – *Cal State University San Bernardino*
- **Tim Johnson** – *Department of Public Health*
- **Tim Smith** – *Mental Health System*
- **Tina Hughes** – *Inland Valley Recovery Services*
- **Tom Hernandez** – *San Bernardino County Department of Behavioral Health - Homeless Services*
- **Tom Kanavos** – *Turrill Transitional Assistance Program*
- **Trudy Raymundo** – *San Bernardino County Department of Public Health*
- **Valarie Marasco** – *Turrill Transitional Assistance Program*
- **Veronica Cano Campos** – *San Bernardino County Workforce Development Department*
- **Victor Rea** – *San Bernardino County Child Support Services*
- **Wendell J. Davis Sr.** – *Trinity Shelter & Counseling*
- **Willie Ellison** – *New Way*
- **Winfred Kimani** – *San Bernardino County Department of Public Health*
- **Zack Beckum** – *San Bernardino County Sheriff's Department*