

Community-Wide Ex-Offender Reentry Task Force Final Report

Pre and Post Release Services Work Group Summary of Findings & Recommendations April 3, 2009

Co-Chairs: Brigid A. Slaton, Ohio Department of Rehabilitation & Correction
Angela Lee, Ohio Department of Rehabilitation & Correction

CHARGE

Identify and analyze pre release services with the Ohio Department of Rehabilitation and Correction. Work to establish protocols to identify and provide opportunities for service providers to reach out and establish relationships with inmates within the Ohio prison system. Recommend process to create a reentry plan for each returning ex-offender to address both pre and post release services.

Overarching Themes of the Groups' Recommendations

- **Connecting Offender's to services prior to release:** Ascertain and analyze pre- and post-release criminal justice systems/programs, services and available resources;
- **How to identify offender's returning to Montgomery County:** Research and assess the current status of returning citizens reentering Montgomery County;
- **Understanding the need to start with a small group of offenders and build our success:** Develop a process for ensuring that every person released from Ohio's prisons will have a fully integrated reentry plan utilizing the reentry database to alert the appropriate community providers.
- **Identify and maintain resources in the community as well as the ODRC institutions that assist offenders reentering Montgomery County:**
 1. Establish protocols to identify and provide opportunities for service providers to reach out and establish relationships with returning citizens within the Ohio prison system. This process should be facilitated immediately upon release to the community and a transition plan developed for the returning citizens reintegration process to the community
 2. Identify barriers that deter a seamless transition from the prison to the community.
 3. Identify "best practice" models/strategies that have addressed barriers faced by offenders returning to the community.
 4. Recommend sustainable funding to support pre-and post-release services and initiatives.

Current Transition Process State Level:

In Ohio the annual cost to house an adult offender is approximately \$24,000. It costs approximately \$78,000 to confine a juvenile offender. These figures do not account for other criminal justice-related administrative costs or the costs to the victims of crime. These costs cannot be sustained in the absence of any meaningful return on the investment. Whether returning offenders become taxpayers or tax burdens is largely dependent on their ability to find productive employment, stable housing, and links to vital community services. If the reentry process is successful there are benefits for the community in terms of improved public safety. Correctional and criminal justice costs are reduced in the long-run as offenders are directed away from reoffending to more productive work and civic contributions. Success or failure is not only important to the futures of offenders and their families, but also to the well-being and quality of life of families and neighborhoods throughout the Montgomery County region.

According to The Ohio Department of Rehabilitation and Correction's (ODRC) 2008 Annual Report, 27,315 intakes occurred within the prison system overall and 1,572 were sentenced from Montgomery County¹. We can assume that a large number of the 1,572 will return to the Montgomery County area and a large number of those returning to this community will not be under any form of community supervision. An estimated 386 offenders will be returning to Montgomery County between the ages of 18-35 as noted by Madison Correctional Institution, Ohio Reformatory for Women, Chillicothe Correctional Institution, Dayton Correctional Institution and Montgomery Education and PreRelease Center¹.

Currently, offenders are assessed upon entering a DRC institution and assessed when returning to community supervision. Offenders are assessed through the utilization of a risk instrument and dynamic needs assessment known as the Reentry Accountability Plan (RAP). These tools identify the likelihood of an offender to reoffend in addition to the level of need in the eight criminogenic areas. The criminogenic areas focus on those areas that have proven when addressed appropriately can reduce recidivism. Upon identification of the needs, appropriate programming is recommended by qualified personnel. However, current legislation or lack thereof does not mandate the majority of institutional programming regardless of the necessity for treatment. Furthermore, due to recent budgetary constraints programming has been limited which can cause extensive waiting lists, thus many released offenders are ill-prepared for their transition back to Montgomery County community.

Another issue becomes that most assessment tools apply either to the incarcerated person or the released offender but not necessarily to the broad spectrum of the criminal justice population. The lack of a uniformed process inhibits congruency amongst various stakeholders.

¹ Ohio Department of Rehabilitation and Correction Annual Report 2008

Offenders released from prison to community supervision have a housing placement plan developed during incarceration. The parole officer investigates the suitability of the housing plan however if the offender does not have any support in the returning community the offender is referred for halfway house options and often times released homeless. Approximately, 50% of the releases from prison result in no form of supervision and therefore are at risk of homelessness if there are not other forms of support available in their returning community¹. Currently in Montgomery County HUD does not recognize persons released from prison without a placement as homeless. The person needs to stay in a homeless shelter or on the streets in Montgomery County for a period of 24 hours to be recognized as homeless.

Recently, DRC established a policy, Offender Transitional Release Planning that became effective 3/12/09. This policy is applied to all offenders, contract provider, and employees of the DRC. According to the policy the DRC is to provide every offender with a transitional release plan prior to their release from prison. The policy also outlines that essential habilitation services shall be provided at each institution for all offenders prior to release. The services are designed to address offenders' essential habilitation needs in order to facilitate successful reentry to their returning community. Details of this policy can be found in the attachments as Attachment A1.

DRC established the Reentry Program Oversight Committee (RPOC) in 2003 to review and approve institutional and community-based programs that are provided to offenders in response to reentry needs documented in the RAP. These programs have proven to contain evidence-based performance outcomes. Every institution has at least one reentry approved program for each criminogenic need. Additional information on the RPOC is described in further detail below.

Currently, DRC is developing programming for Short-Term Offenders as well as long-term offenders. The STO program is designed to address the needs of offenders serving twelve months or less. The institutional program modifications will provide reentry support and assistance to those offenders serving short periods of time and who are often released without supervision or mandatory services. Offenders will be provided with services that focus on habilitative needs and if time permits rehabilitative ones.

The Long Term Offender program (LTO) will serve those offenders in higher security institutions. The proposal targets offenders serving 3 years or more and who are classified to a Level 3, 4, or 5 institutions. The facilities will develop programs that follow the Social Services Management Model. The model will include a graduated step-down array of services and programs for those offenders identified as LTO.

Thomas White, author of Reengineering Probation towards Greater Public Safety: A Framework for Recidivism reduction through Evidence Based Principles, April 2005., wrote "by creating standards of supervision that require more contacts early on in supervision, the officer will have greater ability to understand the offender, build rapport, stabilize the offender through appropriate referrals, communicate with collateral contacts

to create a network of supervision, and further explore the offender's needs and progress toward addressing their needs."² His work further describes a "Frontloading" concept that begins 30-90 days prior to an offenders release with an institution parole officer initiating the first contact with the offender. During this phase the institution parole officer identifies areas of need and communicates these needs to the supervising unit in the local field offices.

The ODRC has already implemented a pilot "front loading" process in the Youngstown area. Specific institutions were targeted to work with offenders returning to Youngstown. The institution parole officer meets with the offenders who are to be released to supervision and initiates an assessment of those needs. This information is communicated to the supervising unit in the Youngstown area. This allows for the field unit to begin referral and link the returning releases with services prior to their release. Currently, the "frontloading" process in Youngstown allows for the institution parole officer to meet with offenders returning to Youngstown up to 30 days prior to their release. However, it should be noted that there have been a few occasions where offenders are not engaged until one or two weeks prior to release. The institution parole officer will assess and assist in formulating the offender's release plans and forward this information to the supervising field officer. The Youngstown project noted that this communication includes in person, mail and email formats. A survey regarding the success of this pilot has not yet been formulated. The Pre and Post Release Work group have discussed with ODRC expanding the "frontloading" concept into the Dayton area. It is anticipated that this will occur later in 2009.

In addition, to the "frontloading" concept the Youngstown parole officers are reinventing how parole supervision is conducted in their area. This includes utilization of a new assessment tool, revision of supervision levels, adjusting number of standard contacts, emphasis placed on community support, utilization of positive incentives to enhance behavior modification, parole officers receive specialized training such as motivational interviewing and other evidence based practices, following monthly data emphasizing outcomes as well as placing emphasis on quality assurance measurements. This new approach to supervision has been piloted again in Youngstown and in conjunction with the "frontloading" process. Results of the new approach to supervision as well as the "frontloading" process are not yet complete. Discussions with Katrina Ransom of the Ohio Department of Rehabilitation and Correction note that DRC will be coordinating a work group throughout the state with a view toward rolling out the "frontloading" concept in every APA Region. This will be developed and initiated as another pilot and allow for exposure to the entire state. There are plans to analyze the Youngstown supervision model as well as the "frontloading" process.

² White, Thomas. "Re-engineering Probation Towards Greater Public Safety: A Framework for Recidivism Reduction Through Evidence Based Practices." April 2005.

Committee Recommendations

DRC and the University of Cincinnati Center for Criminal Justice Research are working collaboratively in devising, creating, testing and ultimately implementing a risk/needs assessment instrument that will assist in eliminating these issues. A tool has been developed that can be utilized throughout all phases of the criminal justice system to include presentence, probation, institutional intake and reentry into the community. The tool will provide all aspects of the criminal justice community with a viable tool in determining the service level need of each offender returning to the neighborhood. The assessment includes static and dynamic criminogenic risk factors for each offender such as criminal history, residential/employment stability, pro-criminal associations, family and values, co-dependency/negative emotionality, substance abuse/use, mental health, aggression, impulsivity, empathy, and low self control.

The Pre-and Post-Release Committee feels the utilization of this tool will provide a clearer picture of the needs of Montgomery County offenders and assist community stakeholders in ascertaining the services available in addition to identifying service area gaps. The committee recommends encouraging local courts, treatment providers, non-profit organization, mentoring groups with familiarizing themselves with this tool and incorporate it into daily operating procedures. Using the same tool will provide a higher level of service provision and be cost effective thus producing outcomes that lower recidivism, promote community safety, make use of taxpayer funds more resourcefully, and better the Montgomery County community as a whole. The tool will be free of charge to any community agency or criminal justice stakeholder that volunteers to incorporate it into their organization.

Moreover, this tool will provide a clearer representation of the specific dynamics of the Montgomery County offender population, thus assisting this committee in determining the socioeconomic factors and status needs of the returning citizen. Implementation of any plan must first begin with the dissection of the actual problem. Inclusive of this process is identifying the target population and its characteristics. It is difficult to begin developing any protocols and procedures without first understanding the target population as a whole then as units of distinctiveness. This tool in conjunction with the Montgomery County United Way's Annual Report should provide a lucid depiction of the offender population residing in the area.

Both the "frontloading" and new supervision strategies described previously fall in line with The Pew Center on the States, One in 31: The Long Reach of American Corrections study³. The Pew Center on the States notes that the philosophy of community corrections has long been a balance between law enforcement and social work and that a blend of both strategies needs to occur with a focus on preventing crime. In order for this to occur offenders not only need to be assessed by risk to public safety but also ensure that interventions are researched based. Other strategies also include utilization of technology such as the electronic monitoring systems. The PEW report also notes that effective community corrections include positive incentives for success. This allows offenders to

³ The Pew Center on the States. "1 in 31: The Long Reach of American Corrections." March 2009.

receive positive incentives to assist in changing their behavior. Lastly, the study notes that utilization of swift and specific sanctions to violation behavior are incorporated into the violation process. Violation of rules of supervision should be immediate and proportionate to the violation. If applied in this manner, sanctions can stop violation behavior early in the supervision process and assist in reducing the number of offenders who commit more serious violations.

This process can be duplicated in the Montgomery County area. Approximately 8 prisons hold the majority number of offenders returning to the Montgomery County area. These offenders can be identified through the local record's officers in the prison. The team's recommendations include identifying these offenders and together collaborate with the "front loading" concept to identify risk and needs for returning offenders. A central point of contact would need to be identified in the community in order to allow for a smooth exchange of information between the institution staff, institution parole officer, supervising unit and community.

An important step in the overall process is identifying possible barriers to offender reentry. First there needs to be a recognition that dealing with such a fluid population is in and of itself a potential barrier. There needs to be a willingness on the offenders part to accept change and assistance. Many toolkits have been released by valid and trustworthy public policy agencies that address the readiness for change. These toolkits should be reviewed and adapted accordingly to local policy. Such toolkits are *Increasing Public Safety Through Successful Offender Reentry, Evaluation of the Prisoner Reentry Initiative*⁴⁵, and the various reports and manuals from The PEW Center of the States.

Furthermore, the stigma of a felony conviction is a barrier that transcends all levels of need. A general media campaign outreach should connect with "ordinary" citizens, those who do not work in the social service arena or have a connection to the criminal justice system, about the importance of offender reentry and how it affects them. This campaign should focus on the positive financial investments that can be made to the community with the acceptance of offender reentry.

In order to combat this stigma many efforts have come to fruition over the years. In December 2008, the Ohio General Assembly passed a historic piece of reentry legislation, *House Bill 130*. HB130 offers a framework for a long-term investment in the state's economy by addressing legal and other barriers to employment for people released from prison. A key component of the bill is the removal of non-relevant prohibitions or collateral sanctions to employment. The legislation states that a felony conviction does not by itself constitute grounds for denying employment. Other important provisions include the authorization for reentry courts, and procedures for facilitating access to obtaining valid forms of identification upon release. Finally, the legislation called for the formation of an Ex-Offender Reentry Coalition that will serve as a guiding hub for reentry efforts across state and local agencies and communities.

⁴ "Increasing Public Safety Through Successful Offender Reentry: Evidence Based & Emerging Practices in Corrections." The Center for Public Policy. 2007

⁵ "Evaluation of the Prisoner Reentry Initiative." Coffey Consulting. January 13, 2009.

By working together in a collective fashion, agencies will be positioned to draw on human and social capital from many sources, as well as target the impact of incarceration now and on future generations of Montgomery County citizens and families. Landlords, employers, school districts, and community organizations should be encouraged to embrace individuals returning home from prison thus promoting an overall sense of community well-being. Investments made at all levels of government and through vibrant community partnerships will create opportunities and dividends for offenders, families, victims, and neighborhoods across the county. Not to do so, will only create further dissidence amongst various socioeconomic groups and perpetuate the never ending churning of citizens through the criminal justice system and enable generational incarceration.

The idea of reentry “best practice” models/strategies continues to be an evolving process. The concept of reentry is not new, it has been happening ever since individuals were incarcerated for illicit behavior. However, the “newness” is derived from the larger stakeholder collaborations and efforts to concentrate on individual needs rather than on assumptions and generalizations about the offender population. Because of this, a thorough literature review should be conducted by select committee members targeting promising practices that mirror the same dynamic population that is returning to Montgomery County. Upon completion of the literature review, committee members can make further recommendations about specific areas of need that can adopt an explicit “best practice” model

The Montgomery County Ex-Offender Reentry Task Force will serve to facilitate offenders’ successful transition and reintegration to neighborhoods across the Montgomery County area, and to better position the region to pursue federal, state, foundation, and other funding opportunities aimed at enhancing the county’s capacity to target and create cost-effective, evidence-based reentry initiatives.

Analyze Pre/Post Release Criminal Justice Programs & Services Jamie Gee

Reentry Programs - Classification

Currently there are (3) levels of reentry programs as defined by the Ohio Department of Rehabilitation & Correction (ODRC) available to the reentry population. The levels are classified as:

- ✓ Core Reentry Programs
 - Risk/Need Principle Centered
 - Based on Criminogenic Need
 - Evidenced-Based Best Practice

- ✓ Authorized Programs
 - Policy Driven
 - Reentry Focused

- ✓ Habilitation Services/ Adaptation Programs
 - Transitional Life Skills
 - Prison-Based Coping Skills

Core programs represent critical reentry programming, limited in number, which represent proven effective best practice interventions for offenders (Pettway, 2008). **Authorized programs** are reentry-focused, policy driven, and/or considered mandatory. **Habilitation Services and Adaptation Programs**, although not targeting criminogenic needs, serve as supportive programming options, which facilitate coping skills of confinement and life skills for transition to release.

A snapshot of ODRC pre-release programs offered as of July 2008 are listed (Addendum A) for all 32 Ohio Prisons. Recent evaluation of reentry programs reflect movement toward streamlining programming to provide fewer, yet quality evidenced-based programming which can be appropriately measured with desired outcomes in relation to recidivism. The ODRC Reentry Programs Oversight Committee (RPOC) is reviewing assessment of appropriate core level programming needs (based on prison security risk level).

Reentry Program Needs Domains

Current protocol reflects ODRC reentry programs are reviewed for consideration and approval through the Central Office RPOC, and are classified according to (8) eight major domain needs (*Canadian Model*):

- ✓ Employment

- ✓ Education
- ✓ Marital/Family Relations
- ✓ Associate/Social Interaction
- ✓ Substance Abuse
- ✓ Community Functioning
- ✓ Personal/Emotional Orientation
- ✓ Attitude

ODRC Pre-Release reentry program descriptions as of July 2008 are listed (Addendum A), as well as the number of programs listed per domain, and prison locations where the programs are offered:

ODRC Approved *Pre-Release* Reentry Programs (Per Domain) – July 2008

Employment	12
Education	8
Marital/Family Relations	13
Associate/Social Interaction	14
Substance Abuse	19
Community Functioning	16
Personal/Emotional Orientation	22
<u>Attitude</u>	<u>18</u>
Total	122

ODRC Approved *Post-Release* Reentry Program (Per Domain) – July 2008

Employment	10
Education	1
Marital/Family	2
Associate/Social Interaction	1
Substance Abuse	215
Community Functioning	2
Personal/Emotional Orientation	26
<u>Attitude</u>	<u>10</u>
Total	267

ODRC Reentry Approval Process

In September 2008, improvement strategies were proposed by the RPOC to standardize the review process and streamline core programs offered order to ensure program quality is maintained. As a result of these proposed changes, to date, several adjustments (program additions & reductions) have been made to fit new parameters proposed by the

RPOC. The Reentry Approval Process, however will be defined to reflect current practices.

Current Process

The process of applying for ODRC ***Pre-Release & Post-Release*** reentry program approval is initiated through completion and approval of the Reentry Assessment Form/Application (Addendum A) and required materials. Recent process reflects Pre-Release point of contact for reentry program approval submissions via the prison-designated Unit Management Administrator (UMA / Pre-Release). Post-Release point of contact for reentry program approval submission is the Adult Parole Authority Regional Services Coordinator (RSC / Post-Release) for subsequent Regional Administrator approval. Once reviewed for criteria eligibility and approved at the local level, the information is forwarded to the ODRC Central Office RPOC for final review and consideration. Once reviewed for approval, the RPOC notifies the sending entity for distribution of the recommendation. The RPOC will approve, request program modifications, or deny program submissions based on specified criteria. If approved, the RPOC will forward ODRC Reentry Program Approval Certificate to the local point of contact for distribution to the appropriate applicant. If denied or returned for modifications – the RPOC will identify recommendation rationale & forward such to the point of contact for distribution to the appropriate applicant.

***Note: As of April 2009, new pre-release program submissions have been suspended until all current institutional reentry approved programs are re-evaluated by the RPOC. Post-release programs continue to be open for submission at this time.*

RPOC Proposed Change to Process

In the near future, the RPOC plans to take the role as the ODRC centralized point of contact for all Pre and Post release reentry approval program application submissions from both internal and external customers. This change will offer consistency to the ODRC Reentry Approval process statewide.

Additional ODRC Programs & Services Offered (Pre-Release & Post-Release)

In addition to ODRC reentry approved programming, there are other programs, services, and resources available both pre/post release, which provide offender support services needs. Many of these options vary from prison-to-prison and parole region-to-parole region. A snapshot of these programs and services can be reviewed publicly on ODRC's official website (Addendum B1-B32). Examples of these alternatives include, but are not limited to (Addendum C):

Pre-Release

Ohio Central School System
Ohio Penal Industries (OPI)
Agricultural & Farm Services
Reentry Management Teams (RMT)
Pre-Release Program Education

Pre/Post Release

Children of Incarcerated Parents (CIP)
Faith-Based Initiatives
Offender Job Linkage Resources

Post-Release

Citizen Circles
Community Reentry Management Teams (CRMT)
Offender Services Network Programming

Additional Post-Release community-based programming alternatives are provided via state contracted Half-Way Houses (HWH – Addendum D) and Community Based Correctional Facilities (CBCF – Addendum D), which also attribute to expanded services, programming, and resources offered to the reentry population.

Reentry Resources

A snapshot of some available resources for the Pre and Post Release population are listed below:

Pre-Release

Unit Management/Case Management
Library Resources
Institution Job/Provider Fair Events

Pre/Post Release

Reentry Resource Guide (Ohio Reentry Resource Center – M.U.S.C.L.E.)
Reentry Education/Events
Offender Job Linkage (OJL)
Community Organizations

Post-Release

Offender Services Network (OSN) – Regional APA
✓ Regional Services Coordinator
✓ Reentry Specialist
✓ Chemical Dependency Specialist

- ✓ Sex Offender Specialist
- ✓ Psychologist
- APA Reentry Programs
- ✓ Career/Employment
- ✓ Substance Abuse
- ✓ Change Management
- ✓ Sex Offender Education
- Workforce Opportunity Tax Credit
- Federal Bonding Initiative

ODRC Reentry Resource Guide

The ODRC Ohio Reentry Resource Center is accessible on the official ODRC Website. This valuable resource is identified as “M.U.S.C.L.E. – Making Us of Services Can Lead to Empowerment”. The guide supplies a resource list of community-based resources for each county in the State of Ohio. The Montgomery County Resource Guide was recently updated in January 2009, and consists of (8) eight pages of resource information classified in (20) twenty basic needs areas (Addendum E):

- | | |
|--------------------------|--------------------|
| Information | Health Clinics |
| Birth Certificates | Hotlines |
| Clothing | Housing Assistance |
| Counseling Mental Health | Income/Welfare |
| County Agencies | Job Opportunities |
| Driver’s License | Latino Services |
| Education | Legal Services |
| Emergency Shelter | Miscellaneous |
| Financial Counseling | Substance Abuse |
| Food | Transportation |
| Half-Way Houses | |

Upon review of several Montgomery County Resources, additional resources were identified as future additions to the Montgomery County guide. A summary draft of additional services is listed (Addendum E). Many of these additional resources address the needs of women, family services, and reentry support. In addition, agencies and organizations involved in the Montgomery County Ex-Offender Reentry Task Force should also inclusive of these additions.

Recommendations

- ✓ Align Pre & Post Release volunteer base with strategies to fill gaps in programs & services
- ✓ Community Education to Resource Providers of ODRC Reentry Program Approval Process
- ✓ Survey Montgomery County Ex-Offender Reentry Task Force Partners for desired addition to the ODRC Reentry Resource Guide and/ or ODRC Reentry Program Approval Submission Interest to accommodate reentry programs and resource needs
- ✓ Submission of Reentry Resource Guide draft for update to ODRC Montgomery County Reentry Resource Guide (Short-Term Objective)
- ✓ Montgomery County Ex-Offender Reentry Resources linkage w/ 211 United Way Database (Addendum F)
- ✓ Increased Faith-Based Organization Inclusion within Reentry Resources
- ✓ Format change to Reentry Resource Guide to include (8) Domain Needs Areas, and incorporate into Reentry Resource Guide Database w/ maintenance update protocols (Addendum G)
- ✓ Promote increased Reentry Support Group & Mentor Network for Reentry Populations; encourage Peer Based Support models (Addendum H)
- ✓ Support Reentry One-Stop Center Development to centralize post-release services, programs & resources (Addendum I)
- ✓ Positive Incentives for all stakeholders impacting positive reentry programming progress

Current Transition Federal Level

Target Population:

The U.S. Probation Office will identify all offenders released from the Bureau of Prisons into the Southern District of Ohio, Dayton Office, by utilizing an existing pre-release list of offenders. The U.S. Probation Office will receive and review all progress reports from the Bureau of Prisons on each offender releasing onto supervision. The Bureau of Prisons is in the process of implementing The Inmate Skills Development initiative which provides a model to enhance particularly for the high-risk offender population in addressing their significant skill deficiencies as revealed in research and focus group findings. This assessment will help the probation officer determine the level of risk the offender faces, and assist in determining if that offender meets the high risk criteria to be identified as target population.

Problem Statement:

The federal system is now the largest correctional system in the U.S., with a population in excess of 202,000 as of December 2008. The Bureau of Prisons releases approximately 60,000 inmates per year, so reentry preparation is a large and crucial piece of its mission (Shifting the Paradigm to a Skills-Based Model, January 2009).

Many offenders releasing into the Southern District of Ohio, Dayton Office, face problems with housing, employment, skills, education, drug, alcohol and mental health issues, financial, and identification. Many offenders re-offend during supervision due to the barriers in obtaining employment due to having a felony conviction, in addition to lack of skills, identification and transportation.

Desired Outcome:

Reduce the number of high risk offenders who re-offend.

Goal 1:

The U.S. Probation Officer will determine whether the offender meets the criteria for a high risk offender and target population, while in the Bureau of Prisons.

Strategy 1-A:

To utilize the front-loading concept by working with the case manager at Bureau of Prisons prior to the inmate releasing into a residential re-entry center or the community.

Strategy 1-B:

To review all available progress reports distributed by the Bureau of Prisons and review the Inmate Skills Development Assessment (ISA) and the Inmate Skills Development Plan.

Goal 2:

The U.S. Probation Officer will assess needs and goals of the inmate while they are in the Bureau of Prisons by keeping informed of progress of skills and completion of programming while in prison.

Strategy 1-A:

The U.S. Probation Officer will discuss and/or track inmate progress and goals with the case manager or by viewing continuum of care via the World Wide Web with Bureau of Prisons.

Goal 3:

The U.S. Probation Officer will meet with each offender identified as the target population once they enter a residential re-entry center, to identify risk issues and goal planning.

Strategy 1-A:

The U.S. Probation Officer will review information received from the Bureau of Prisons with the offender, and determine which areas need focus and attention to assist the offender in reducing the risk to re-offend and accomplish the goals pre-determined in Bureau of Prisons.

Goal 4:

The U.S. Probation Officer will assist each offender identified as the target population in obtaining needed services and obtaining goals.

Strategy 1-A:

The U.S. Probation Officer will utilize community resources and programming to assist the offender in achieving goals and reducing risk.

Benchmarking with Other States

Kansas

Goals for the State of Kansas include 13 goals that were developed to incorporate reducing revocations, making organization/cultural changes, utilization of risk reduction case management strategies, focus on housing, providing cognitive services, increasing opportunities for offenders to obtain/maintain sustainable employment, facilitating community and faith based collaborations, identifying legal barriers, identifying family and child support issues, addressing substance abuse and mental health issues and developing public awareness regarding offender reentry. These goals are supported through community corrections grants as well as other grants developed by the State of Kansas. 2008 Kansas Department of Corrections Annual Report.

Missouri

The State of Missouri developed an array of services and strategies to assist offenders returning to their communities. Some of the highlights include a reentry unit that manages all grants and reentry contracts. An automated KIOSK system is located within each institution unit to allow offenders to check on different balances including restitution, child support, commissary balances and savings accounts. Missouri reports this was a cost effective tool and the system was purchased through inmate funds.

Also, developed in Missouri is the transitional housing units (THU) – there are 11 units throughout the institutional complexes. These are better known as reentry housing units. Once an offender is within 36 months of release (regardless of security level) they are transferred to one of the eleven facilities. Specific emphasis is placed on reentry core programming that is evidenced based. Included in this is a program tracking system that follows offenders through every step of their program progress. If the offender is transferred to another institution, the offender picks up where he/she left off.

Missouri also utilizes an institutional parole officer whose primary duties include assisting the offender with vital documentation and housing. The communities of Missouri also have 20 Community ReEntry, both residential and non-residential centers that were built and operating on VOITIS dollars. Additional information regarding other key reentry efforts by Missouri is attached to this report and marked as Attachment B1.

Arizona:

The State of Arizona has poured 2-3 billion dollars into new prisons. They recently analyzed what was driving the prison growth and through a bi-partisan government effort proposed and passed a bill in 2008 that allowed for monies and other incentives to be awarded to both offenders and local probation departments for success. Offenders who perform well under probation supervision receive 20 days for every 30 days they are in compliance. The probation departments are measured for a decrease in revocations and if crime rates decrease they are awarded monies to put back into the probation department.