

National Portrait of SVORI

Serious and Violent Offender Reentry Initiative

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For more information about the SVORI Multi-site Evaluation, please visit our website at <http://www.svori-evaluation.org/>.

¹ RTI International is a trade name of Research Triangle Institute

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In 2002, more than 630,000 prisoners—about 1,700 per day—were released from State and Federal prisons (Harrison and Karberg, 2004). If past trends continue, just over half of them will be reincarcerated within 3 years (Langan and Levin, 2002). This pattern, indicative of poor reintegration of prisoners into the community, has wide-ranging social costs, including decreased public safety and weakened family and community ties. The goal of the Federal Serious and Violent Offender Reentry Initiative (SVORI) is to reduce the likelihood of reincarceration by providing tailored supervision and services to improve the odds for a successful transition to the community.

This *National Portrait of SVORI* is the first in a series of publications documenting the work of the Multi-site Evaluation of SVORI. The *Portrait* is the final product of a preliminary assessment of all 69 sites funded under SVORI and is based on reviews of grantee proposals and workplans, telephone interviews with program directors, and visits to selected sites. Because this document is based primarily on what grantees and programs are reporting, the descriptions reflect individual variations; material included in the *Portrait* reflects a mixture of planned and implemented activities. The results of a full implementation assessment (currently underway) will provide analysis and richer detail on how grantees structure and operate their reentry programs. Primarily, the *Portrait* is intended to engage and inform local SVORI programs, practitioners, policy makers, researchers, and the Federal partners.

This first section of the report provides the background and context behind the impetus for improving reentry outcomes. Section 2 provides an overview of the SVORI Multi-site Evaluation, including data collection plans and forthcoming topical reports. Section 3 provides an overview of how sites are structuring the reentry programs funded under the Initiative and describes the patterns and commonalities across sites. Section 4 concludes the report with detailed information, by grantee, on the SVORI reentry efforts in jurisdictions across the United States.

Reentry Defined

In this report, *reentry* is defined as the process of preparing and supporting offenders incarcerated in adult prisons and juvenile correctional facilities as they complete their terms and return to society. Reentry affects all who are released, regardless of their method of release or form of community supervision, if any.

If the reentry process is successful, both the public and the released prisoner benefit. Public safety gains are typically measured in terms of reduced recidivism. Other reintegration benefits include increased participation in social institutions such as the labor force, families, neighborhoods, schools, and faith communities. There are financial and social benefits associated with all forms of improvement.

SVORI programs are geared toward serious and violent offenders, particularly adults released from prison and juveniles released from correctional facilities. Although reentry is also an issue for offenders released from jails, pre-trial detention, or Federal prisons, these facilities are not the focus of the SVORI programs or of this report (although in a few SVORI programs, prisoners are transferred to county jails for intensive programming prior to release).



SVORI Overview

SVORI is a collaborative Federal effort to improve outcomes for adults and juveniles returning to communities from correctional facilities. The Initiative addresses reentry outcomes along criminal justice, employment, education, health, and housing dimensions. Funded by the U.S. Departments of Justice (DOJ), Labor (DOL), Education (Ed), Housing and Urban Development (DHUD), and Health and Human Services (DHHS), this unprecedented national response is intended to help States better utilize their correctional resources to reduce recidivism.

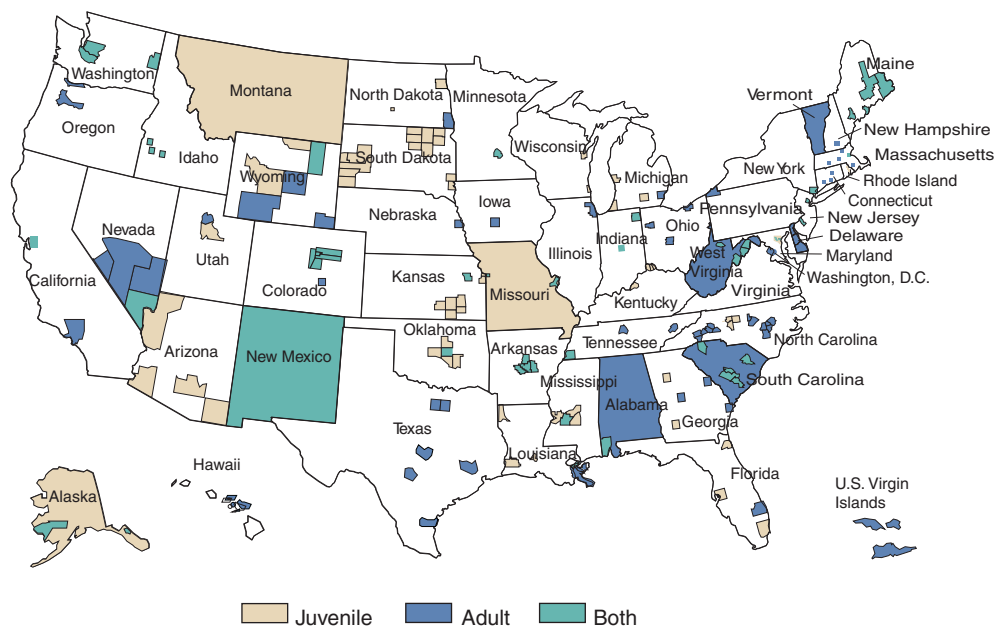
SVORI Goals

- To improve quality of life and self-sufficiency through employment, housing, family, and community involvement
- To improve health by addressing substance use (sobriety and relapse prevention) and physical and mental health
- To reduce criminality through supervision and by monitoring noncompliance, reoffending, rearrest, reconviction, and reincarceration
- To achieve systems change through multi-agency collaboration and case management strategies

Sixty-nine grantees at both State and local levels received a total of approximately \$110 million to develop new or expand existing programs offering integrated supervision and reentry services to adults or juveniles leaving correctional facilities. Reentry efforts were funded through SVORI in all 50 States, plus the District of Columbia and the U.S. Virgin Islands. (See Exhibit 1-1, which shows the post-release geographical areas targeted by SVORI grantees. A list of SVORI grantees by State is shown in Appendix A.) Individually, grantees received between \$500,000 and \$2 million in single, 3-year awards. These funds were intended to enable jurisdictions to leverage other funds.

Although the program announcement closed in mid-2002, and all the grantees were allowed to spend travel funds from their full grant award to attend the initial cluster conference in August of 2002, there were certain requirements specific to each award that the grantees had to meet before being given approval to use their entire award. Varying amounts of time were needed to meet these requirements, which resulted in grantees receiving access to full funding at different times. By the last quarter of 2002, most grantees were allowed to spend up to 10% of their award for planning purposes while they completed site-specific requirements necessary to receive their full awards. Most grantees received full spending approval during 2003; about 10 grantees did not receive approval until early 2004.

Exhibit 1-1. Post-release Geographical Areas Targeted by SVORI Grantees



All grantees are required to establish and support a partnership between institutional and community agencies. For grantees targeting adult populations, these partnerships include the State Department of Corrections and at least one local community agency. For grantees targeting juvenile populations, the partnerships include the State agency responsible for juvenile correctional placements and a community agency involved in providing services to and/or supervising juveniles.

SVORI funding supports the creation of a three-phase continuum of services that begins in prison, moves to a structured reentry phase before and during the early months of release, and continues for several years as released prisoners take on increasingly productive roles in the community. Although conceptually straightforward, this model is far from “business as usual”—it requires State and local agencies to collaborate in ways that have been rare in the past.

Among the Initiative’s priorities is providing services to those adults and juveniles who are most likely to pose a risk to the community upon release and to those who face multiple challenges upon returning to the community. Sites have an opportunity to create innovative reentry strategies that will contribute to the development of national models of best practices in reentry. In order to receive funding, the sites were required to identify and address service gaps and needs, while enhancing existing efforts with increased training and technical assistance. In doing this, sites were asked to ensure that programs promote productive social roles so that prisoners are able to move successfully from living under correctional control to becoming law-abiding and productive members of society.

Reentry Context

To better understand SVORI, it is important to consider the context surrounding reentry. State-level sentencing and release policies affect the reentry landscape and simultaneously reflect and shape public opinion regarding crime and criminals. Prison incarceration and release trends highlight the increasing importance of effective release planning and reentry programming. It is also essential to understand the significant needs of returning prisoners and to identify reentry strategies that are effective in addressing these needs.

Sentencing Policies

Adult Sentencing

The sentencing environment has undergone significant shifts over the past 30 years. For most of the 20th century, the U.S. judicial system was dominated by *indeterminate sentencing*, under which a prisoner’s sentence consisted of a range of years (typically a minimum and a maximum), and a release authority (typically a parole board) determined when in that period to end the incarceration, resulting in a *discretionary release*. Within this framework, the parole boards played a critical role in determining the length of time a prisoner spent in prison, when post-release supervision would begin, and how to set sanctions and rewards for post-release behavior. Fundamental to this approach was a belief in rehabilitation—that with proper assistance, prisoners could become productive members of society (Petersilia, 2003).

Definitions

Indeterminate Sentencing—A prison sentence with a maximum term established at the time of sentencing, but not a fixed term. Parole boards determine when to release individuals from prison.

Determinate Sentencing—A prison sentence with a fixed term of imprisonment that is determined by a judge, a statute, or sentencing guidelines and that can be reduced by good-time or earned-time credits.

Discretionary Release—The release of an inmate from prison where the release date is decided by a board or some other authority.

Mandatory Release—The release of an inmate from prison where the release date is the result of a determinate sentence and is not decided by a panel or board.

Conditional Release—The release of an inmate from prison to community supervision (which includes probation or parole) with a set of conditions for remaining in the community. If the conditions are violated, the individual can be returned to prison or face another sanction in the community.

Unconditional Release—The release of an inmate from prison where he or she is not under community supervision and is not required to abide by special conditions (and therefore cannot be returned to prison without being convicted of a new offense).

Adapted from Travis and Lawrence (2002)

Beginning in the 1970s, however, public confidence in rehabilitation waned and support for incarceration increased as a result of a combination of factors, including the rising crime rate, increased problems with drug abuse, and research evaluations suggesting that rehabilitation had no effect on decreasing recidivism. A 1974 essay by Robert Martinson suggesting that “nothing works” (in reference to the effect of rehabilitation on recidivism rates) had a significant impact on policy (Martinson, 1974). In the next decade, the “war on drugs” resulted in tough anti-crime measures, increased spending on incarceration, and a crackdown on drug abusers.

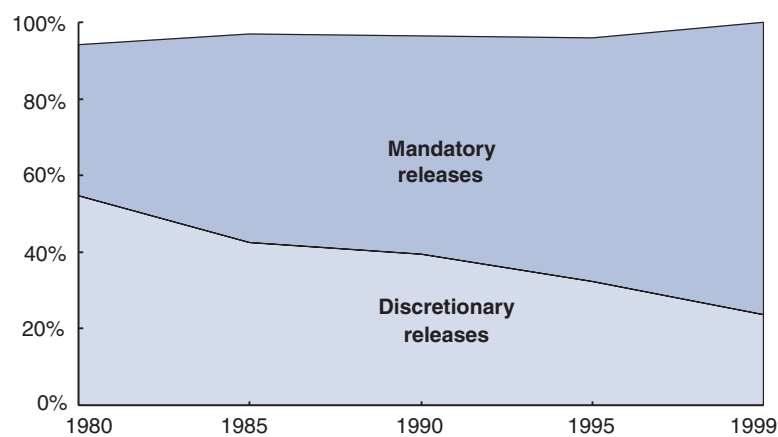
This policy shift led toward a system of *determinate sentencing*, under which prisoners receive a fixed-term sentence set by statute or sentencing guidelines that, in some cases, can be reduced by earned-time or good-time credits. The resulting release from a determinate sentence (called a *mandatory release*) is based solely on the statutory sentence length (plus or minus credits for behavior) and is not determined by a

parole board. Under mandatory release policies, release occurs regardless of behavior, removing the incentive for good behavior. Between 1980 and 1999, the percentage of releases that were mandatory increased from 39% to 77% (Hughes, Wilson, and Beck, 2001). (See Exhibit 1-2.) The national trend over the past 25 years has been an increase in the use of imprisonment—incorporating certainty in sentence length—as a way to deter future crime and increase public safety (Petersilia, 2003).

Following release, some former prisoners continue to be supervised in the community, a practice generally termed *parole supervision*, though some States have replaced parole with other types of post-release supervision. The proportion of these supervised, or *conditional*, releases increased sharply between 1960 and 1980 (Hughes, Wilson, and Beck, 2001). (See Exhibit 1-3.) This trend leveled off during the 1980s, when 80% of prison releases were conditional. Since 1990, the proportion of prisoners released without parole supervision (*unconditional release*) has been increasing, totaling more than 100,000 (Hughes, Wilson, and Beck, 2001). The number of unconditional releases is still relatively small, however, compared with those released under conditional supervision or parole.

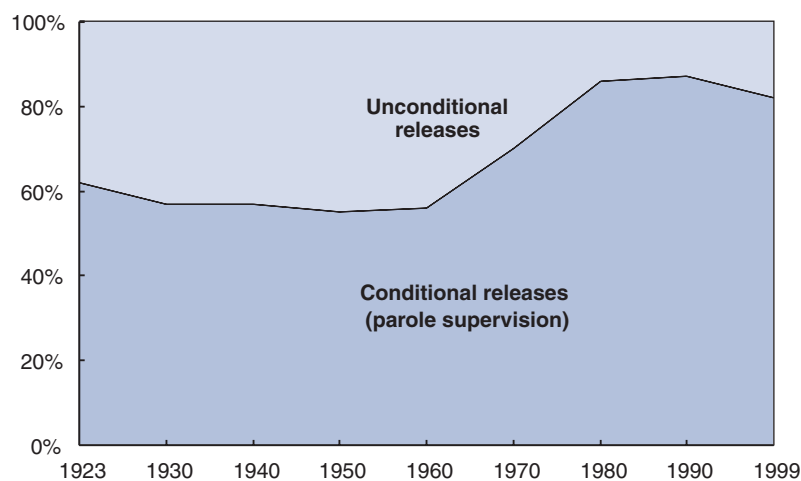
In addition to changes in determinate sentencing and methods of release, States have implemented a variety of sentencing reforms, including mandatory minimum sentences for designated crimes, truth-in-sentencing practices that reduce earned-time or good-time credits for violent offenders, and “three-strikes” laws that increase

Exhibit 1-2. Mandatory Prison Releases Compared with Discretionary Prison Releases, 1980, 1985, 1990, 1995, 1999



Source: Hughes, Wilson, and Beck (2001)

Exhibit 1-3. Unconditional Prison Releases Compared with Conditional Prison Releases, 1923–1999



Source: National Prisoner Statistics (NPS-1) Series, Bureau of Justice Statistics

the chance that persistent repeat offenders will be imprisoned for long periods of time or life. There has also been an increase in the use of specialized courts (e.g., drug courts), which attempt to balance punishment, treatment, and programming (Butts and Mears, 2001). Moreover, States have differentially adopted such policies, some choosing to implement them, others maintaining traditional models (Tonry, 1999). Despite the lack of uniformity, the overall philosophy on sentencing policy has changed, and this change has had an impact on the ways in which prisoners are prepared for their release and on their incentive for engaging in programming during incarceration.

Juvenile Sentencing

For juvenile offenders, sentencing policies have also changed. Many States have altered their laws to expand sentencing options for criminal and juvenile courts. As with adults, an increasing number of jurisdictions use specialized courts, such as teen courts, that provide a balance of punishment and rehabilitation (Butts and Mears, 2001). Blended sentencing practices allow for sentences to begin in the juvenile system and continue into the adult system (Mears, 2000). Although some juveniles spend their entire period of incarceration within the juvenile system, others begin in the juvenile system but complete their sentence in the adult system; still others begin and complete their sentence within the adult system. Revised transfer provision laws make it easier to transfer juveniles into the adult criminal justice system, and traditional confidentiality provisions have been loosened (Howell, 2003). The use of blended sentencing and relaxed transfer provisions means that it is now much more common to find juveniles in the adult system. These alternative juvenile incarceration options make the measurement and understanding of youth reentry especially complex (Mears and Travis, 2003).

Incarceration and Release Trends

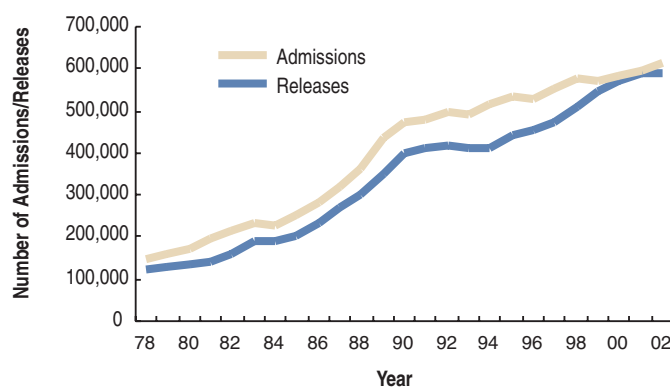
The relationship between sentencing policies and trends in incarceration is a complex one, as changes in sentencing policies can be prompted by patterns in admissions and releases and at the same time result in new trends. Current trends, indicating an increasing number of prisoners returning to the community, highlight the importance of reentry planning and preparation.

Adult Trends

The U.S. prison population nearly doubled in size between 1990 and the end of 2002, from 708,393 to 1,277,127 (BJS, 2003). This increase in prisoners was followed by an increase in the number of State and Federal prison releases from 405,400 to 630,000 between 1990 and 2002. Releases from State prisons increased 46% between 1990 and 2002, from 405,400 to 589,844 (Hughes and Wilson, 2003). (See Exhibit 1-4 for admission and release trends from 1977 through 2002; also see Appendix B for a detailed listing of admission and release numbers by State.)

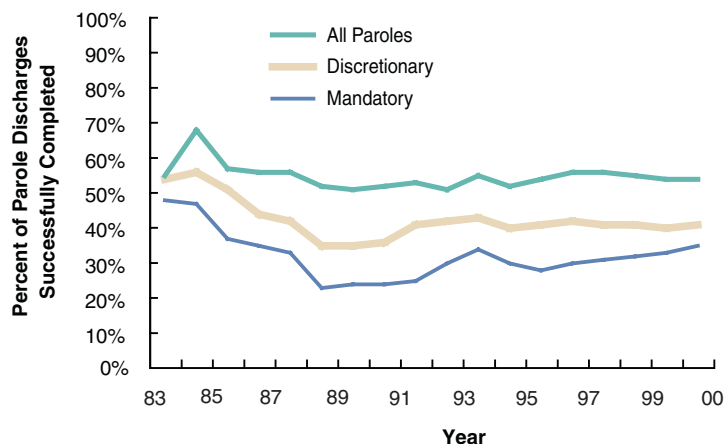
As stated earlier, the majority of prisoners are released to parole or some other form of conditional supervision. The type of parole appears to make a difference in the success of the parolee in avoiding a parole revocation that results in a return to prison. State prisoners released by a parole board (discretionary parolees) have consistently had higher success rates than those released through mandatory parole. (See Exhibit 1-5.) In 2000, 54% of discretionary

Exhibit 1-4. State Prison Admissions and Releases in the U.S., 1978-2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

Exhibit 1-5. Percentage of State Parole Discharges Successfully Completing Supervision, 1983–2000



Source: Hughes and Wilson, 2003

State Budgets and Criminal Justice Expenditures

Recent pressure on State budgets has caused some States to begin reevaluating their criminal justice expenditures, which on average accounted for 13% of States' general funds and were estimated to total \$68 billion in 2002 (National Governors' Association, 2004). The Massachusetts Taxpayers Foundation recently released a bulletin noting that, for the first time in several decades, Massachusetts is spending more on prisons than it is on public higher education, appropriating \$830 million for corrections facilities and only \$816 million for public higher education in 2003 (Massachusetts Taxpayers Foundation, 2003). The average annual cost of incarcerating an adult is roughly \$25,000, which is more than the cost of many treatment programs or intermediate sanctions such as halfway houses or parole supervision.

As a result of increased expenditures in a time of resource scarcity, some States have begun to make changes in terms of policy and spending. According to findings from a survey by the Vera Institute of Justice, reductions in corrections expenditures in fiscal years 2003 and 2004 were evident in roughly one-quarter of States (Wool and Stemen, 2004). The study also noted that States have begun considering new policy options in an effort to reduce the number of prison admissions as well as the length of prison sentences. Some examples include treatment alternatives and reductions in the use of mandatory minimums. Responding to these budgetary concerns, shifting priorities, and the desire to increase public safety in the long term, SVORI has positioned States to take advantage of the available knowledge base regarding "what works" to reduce the recidivism rate.

parolees were successful, compared with 35% of mandatory parolees. The difference in success rates of those released on discretionary and mandatory parole may be attributable to differences in incentives or supervision practices or to differences in the characteristics of those released under the two release mechanisms. In other words, in States with both discretionary and mandatory parole, those chosen for discretionary release are likely to be those judged prior to release to have the highest likelihood of success following release.

Regardless of the type of parole being used by States, parole violators now make up a substantially larger percentage of total prison admissions. As a percentage of all admissions to State prison, parole violators more than doubled from 17% in 1980 to 35% in 1999. Between 1990 and 1999, the number of parole violators admitted to State prisons rose approximately 50%, while new court commitments rose only 7% (Hughes, Wilson, and Beck, 2001).

Juvenile Trends

Juveniles, though more likely to serve shorter sentences than adults (typically less than a year), are likely to have repeated placements; many of them will have been incarcerated for approximately one-third of their adolescence (Snyder, 2004). Additionally, the size of the population of incarcerated youth is more difficult to quantify because they are found in both the adult and juvenile systems. In spite of these complications, researchers estimate that roughly one-third of the more than 600,000 returning prisoners each year consists of those younger than 24 years of age (Mears and Travis, 2003). Of those individuals, it is estimated that roughly two-thirds will be rearrested within 12 months of release (Krisberg and Howell, 1998).

As a result of recidivism and stricter sentencing, the need for bed space in juvenile facilities is on the rise. Between 1989 and 1998, the number of juveniles adjudicated to residential placement facilities increased 37% (Sickmund, 2003). Increasing incarceration rates have also been attributed to higher numbers of drug-related and violent offenses, as well as to an increase in the sentencing of females to correctional facilities (up 50% between 1990 and 1999) (Harris, 2003).

Needs of Returning Prisoners

Released prisoners face enormous challenges, from finding jobs and housing to staying sober, while avoiding high-risk persons and places. One key to successful reentry is identifying these challenges and tailoring reentry plans and services to address them.

Finding employment is one of the most pressing needs facing returning prisoners. Although many prisoners were working prior to incarceration (Beck et al., 1993), their education level, work experience, and skills are well below national averages for the general population (Andrews and Bonta, 1994). Further, the stigma associated with incarceration often makes it difficult for returning prisoners to secure jobs (Holzer, Raphael, and Stoll, 2002); when they do, they tend to earn less than individuals with similar backgrounds who have not been incarcerated (Bushway and Reuter, 2001). Despite evidence that vocational and educational programs are effective (Bushway and Reuter, 2001), access to them is often limited in prisons, and availability has declined over the past decade (Lynch and Sabol, 2001).

Many prisoners have substance abuse problems. According to a 1997 national survey of State prisoners, 80% reported a history of drug use or alcohol abuse (Mumola, 1999). Although studies indicate that treatment can reduce drug use and criminal activity (Gaes, Flanagan, Motiuk, and Stewart, 1999), only 10% of State prisoners reported receiving formal substance abuse treatment in 1997, down from 25% in 1991 (BJS, 2000).

Prisoners are also much more likely than the general population to have chronic and infectious diseases, and they account for a significant portion of the total population infected with HIV or AIDS, hepatitis B and C, and tuberculosis (Hammett, Roberts, and Kennedy, 2001). Rates of mental illness among prisoners are two to four times those of the general population (Lurigio, 2001). Individuals with dual and triple diagnoses (e.g., for substance abuse, mental illness, and HIV infection) face acute difficulties, and the associated service needs present substantial challenges.

Many former prisoners lack the financial resources or personal references necessary to compete for and secure housing in the private housing market. Moreover, Federal laws may bar convicted felons from public housing and Federally assisted housing programs, and living with family or friends is not always an option. Returning prisoners who are unable to secure housing may go to shelters or become homeless.

Reentry Success Story—Hawaii BEST Reentry Program

“BEST held a career expo for 29 inmates including SVORI participants and other offenders. We bused all participants from the local facility to Maui Economic Opportunity, Inc.; 10 businesses participated and conducted mock interviews with the participants. BEST presented a short skit, *The Dos and Don'ts of Interviewing*, which was followed by a fashion show and information on affordable clothing for interviews and work fairs. Business leaders also made presentations throughout the workshop, such as *What Employers Look For*, *Attitude*, and *First Impressions*. During a break, BEST provided employers with information about incentives for hiring ex-offenders. We intend to make this an annual event. Evaluations completed by participants indicated that they felt they had benefited from the event.”

—Verdine Kong, Hawaii BEST Project Director

Legal Barriers to Reentry Success

The Legal Action Center's recent report (2004) documents the legal barriers that former prisoners face upon their return to free society, including barriers related to employment, housing, benefits, voting, access to criminal records, parenting, and driving. Among its findings, the report indicates that over the past 20 years, Congress and State legislators have imposed new restrictions on eligibility for public benefits, student loans, and driver's licenses. Specifically, most States permit employer discrimination against individuals with criminal histories, restrict a former prisoner's right to vote, and limit a former prisoner's eligibility for public assistance and food stamps. The report's legislative recommendations include eliminating arrest records as a deciding factor in eligibility determinations for public benefits, reducing the public accessibility of conviction information on the Internet, and restoring former prisoners' right to vote.

Needs Related to Children and Families of Prisoners

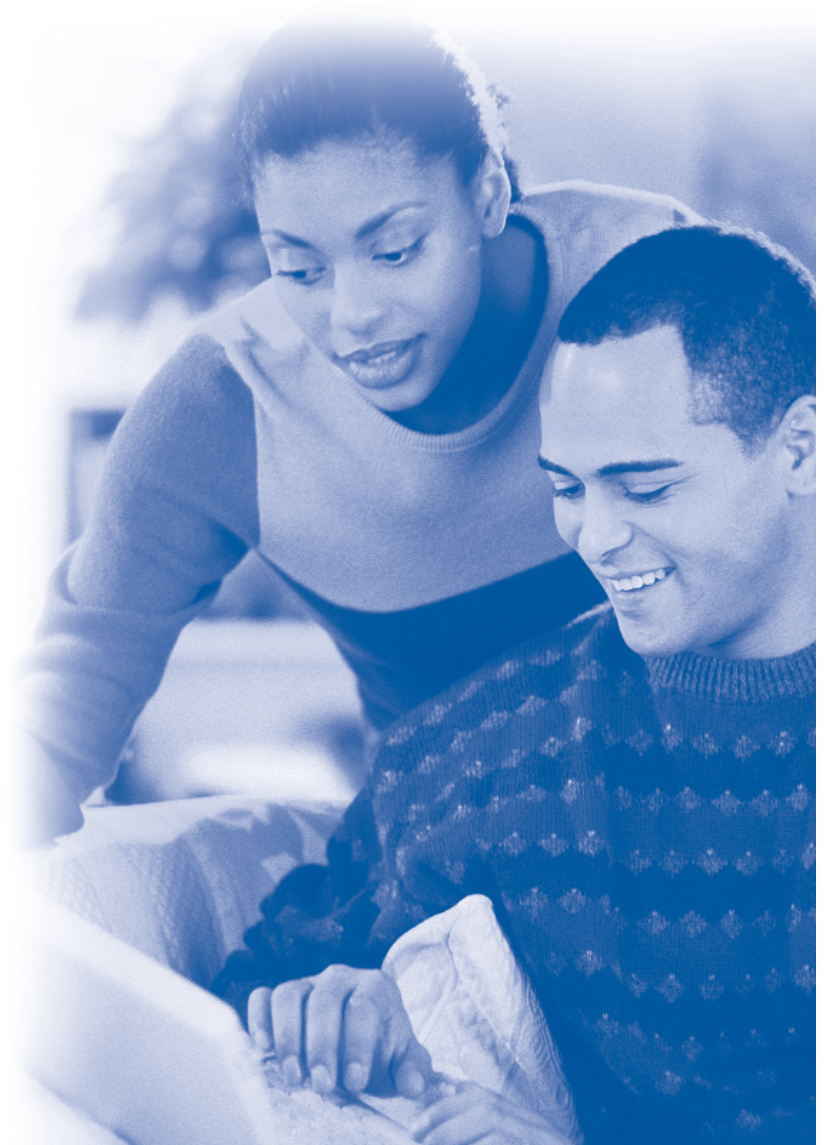
In 1997, 55% of State prisoners reported having one or more children, and nearly 46% of these parents lived with their minor children at the time they were admitted to prison (Mumola, 2000). While the percentage of prisoners who are parents has remained about the same over the past decade, the increase in the number of prisoners means that there are many more children who have one or more parents incarcerated. In 1999, about 1.3 million children under the age of 18 had parents in State prisons (Mumola, 2000).

Prisoners are often cut off from their families, and the same is true for contacts between incarcerated parents and their children. Lynch and Sabol (2001), using data from a 1997 BJS prisoner survey, reported that only about 20% of those incarcerated for less than a year had weekly visits with their children. This figure dropped to 10% for those incarcerated for 5 years or more. Similarly, those incarcerated for 5 years or more were less likely to have weekly communication through phone calls and letters than those with shorter sentences.

Specialized Needs of Juveniles

Longer and stricter sentences for young populations can also increase the challenges associated with successful reintegration into society. Increased time away from family members, jobs, and the educational system increases the chances that youth will fall even farther behind than they might have been before incarceration. Youth returning from commitment are likely to have relatives who have been incarcerated, to have not completed eighth grade, and to have begun regular drug and alcohol use at a young age (Snyder, 2004). A review of recent studies notes that 36% of committed juveniles suffer from a learning disability (Rutherford, Bullis, Wheeler Anderson, and Griller-Clark, 2002), and more than 40% of youth in the juvenile justice system have a history of substance abuse (Aarons, Brown, Hough, Garland, and Wood, 2001). Juveniles committed in facilities are more likely to have some type of mental illness than youth in the general population (Teplin, Abram, McClelland, Dulcan, and Mericla, 2002), resulting in additional risks and barriers upon release (Snyder, 2004).

The juvenile population also has unique developmental needs. Young released prisoners face challenges in both the transition from a correctional facility to the community and the transition from childhood to adulthood. Successful reintegration requires developmentally appropriate services and resources (Altschuler and Brash, 2004).



What Works

Recent research on rehabilitation-oriented programs is promising. Treatment geared toward reducing drug use and criminal activity among prisoners has been shown to be effective, particularly when the treatment spans the incarceration and post-release periods (Gaes et al., 1999). Job training and work programs have also been shown to have a significant impact on the employment and recidivism rates of older men (Bushway and Reuter, 2001).

A recent meta-review of reentry program evaluations identified several approaches that appear to work. For example, vocational and work-release programs were found to improve skills and reduce recidivism. Pre-release programs and some drug treatment programs had similar effects on participants. Those who stayed in halfway houses committed less severe and less frequent crimes, and educational programs were deemed capable of increasing achievement scores (Seiter and Kadela, 2003).

Reentry Success Story—Ohio Community-Oriented Reentry (CORE) Program

“As the project director for the grant, I have had the opportunity to observe and participate in the Reentry Management Teams. In all the years of working for the Department of Rehabilitation and Correction, this has been one of the most powerful and moving experiences I have been afforded. I have witnessed offenders—who in the past would have been written off—grow, mature, and begin to accept responsibility for their behaviors and attitudes. I wish I could record the interaction between the Reentry Management Team and the offender to illustrate what a wonderful tool this is becoming as the process begins to mature. One of the key differences I see with the reentry process is allowing offenders to have input and decision-making capabilities regarding their own lives. Offenders are beginning to take ownership of their life plan and of their future.”

—Angela Lee, Ohio CORE Project Director



Reentry Success Story—Miller

Miller* was on probation before he came to prison for 2 years. Twelve months before being paroled, Miller became a resident in the HOPE Therapeutic Community at the Gunnison prison in Utah. Miller is now successfully living in his community with family members. Since the week he paroled, he has successfully completed 6 months of substance abuse treatment and has consistently tested negative for substance use. Miller has been employed as a laborer with a concrete company, where he makes \$18.00 per hour. He is reunited with his 8-year-old daughter. He has a valid driver's license and an insured automobile. He attends the monthly Reentry Client/Family meetings and brought his daughter to the Christmas Party.

*Name has been changed.

As a result of these and other positive findings, attitudes about punishment and sentencing have begun to shift back toward recognizing the value of treatment. A 2001 study showed less public support for longer sentences as a means to reduce crime than had previously been found. Two-thirds of respondents supported the use of services such as job training and education as the proper approach to reducing crime. Only 28% believed that long sentences and increased incarceration were the most effective methods of increasing public safety. For the most part, survey respondents favored a more balanced approach to crime reduction, emphasizing services and prevention (Peter D. Hart Research Associates, Inc., 2002).

State governments have also begun to modify their approaches to corrections, balancing reductions in correctional budgets (in times of tight State coffers) with treatment-oriented programming. In 2003, 13 States reportedly enacted significant reforms to their corrections policies, some repealing mandatory minimums and others offering more treatment-oriented alternatives (Wool and Stemen, 2004). In an effort to support States in developing meaningful programming for a population that made up a large share of prison admissions—people failing after prison release—the Federal government launched SVORI.

This section has provided the context and rationale for the funding of SVORI. The trends in both prisoner populations and sentencing policies show the need for improved reentry planning, programming, and services. The following section provides further information about the multi-site evaluation of SVORI and plans for future analysis and reporting. The remainder of the report describes what SVORI grantees are doing across the United States.

SVORI represents a significant investment of Federal resources and local efforts. It is important to carefully study the Initiative, in terms of both local efforts at funded sites and the extent to which these efforts result in improved prisoner outcomes.

RTI International is teamed with the Urban Institute to conduct the Multi-site Evaluation of SVORI. A group of senior policy experts and practitioners has also been engaged to inform the research team with insight into policy and practice, additional methodological expertise, and strategies for dissemination of findings. The goal of the evaluation is to determine whether the selected programs have accomplished the overall goal of SVORI: increasing public safety by reducing recidivism among the populations served by these programs. In addition, the evaluation will determine the relative costs and benefits of SVORI.

Evaluation Components

Following the completion of a 1-year design and assessment period in April 2004, the evaluation team began work on a 4-year comprehensive impact evaluation that will continue through the end of the evaluation period in 2008. The evaluation includes an implementation assessment of all grantees, an impact evaluation (focused on a limited number of sites), a cost-benefit analysis, and a dissemination plan.

Implementation Assessment

The implementation assessment involves the collection of information on SVORI activities in all 69 sites. During the design and assessment period, researchers defined and documented the SVORI models and programs, which included identifying the target population(s), the program elements, the timing of services and programming, the agencies involved, and the degree of systems integration. This *National Portrait of SVORI* is the initial product of the implementation assessment. Continued activities under the implementation assessment will involve annual data collection from all the sites, which will document implementation, progress, and sustainability activities. In addition, selected programs will take part in site visits and interviews with key stakeholders.

Impact Evaluation

The impact evaluation will compare outcomes for two groups of returning prisoners—a group who receives reentry services as part of SVORI prior to and during the first 2 years after release, and a comparison group. The primary data collection component is a longitudinal study of returning prisoners in selected sites. This study will include males, females, adults, and juveniles. Experimental designs will be used in several sites, with quasi-experimental approaches in the remainder.

Impact evaluation activities during the design and assessment period included site selection, instrument design, pilot testing, establishment of site evaluation protocols, and Institutional Review Board (IRB) approval. Implementation of the longitudinal study will involve a number of interview activities. Researchers will conduct pre-release interviews with prisoners who are SVORI participants and with those

SVORI Multi-site Evaluation Research Questions

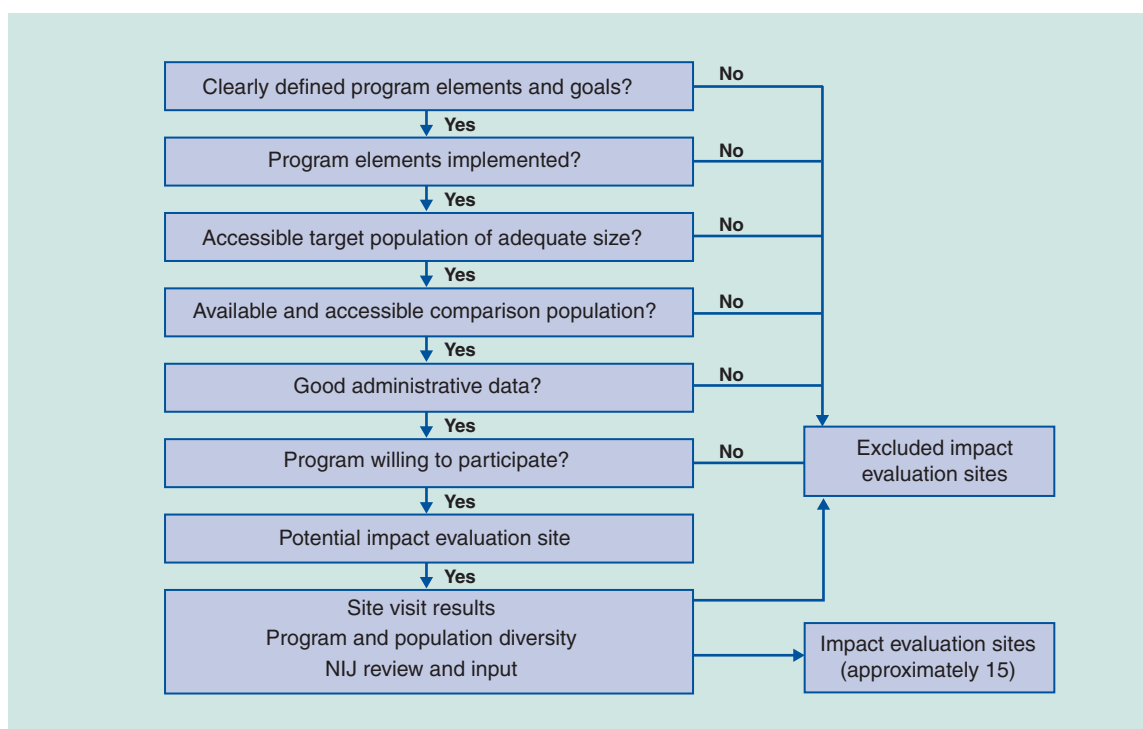
- To what extent did SVORI lead to more coordinated planning and integrated services among partner agencies?
- To what extent did reentry participants receive more individualized and comprehensive services than comparison subjects?
- To what extent did reentry participants demonstrate better recidivism, health, and personal functioning outcomes than comparison subjects?
- To what extent did the benefits derived from reentry programming exceed the costs?

who are not. These same prisoners will also be interviewed at 3, 9, and 15 months following release to determine the effects of SVORI over time. The interview instruments will address short- and long-term outcomes, including employment, education, housing, family contact/stability, health, supervision compliance, substance use, and recidivism. The interviews will also provide details on participation in programs and services by study participants before and after release.

Supplemental data that will be used to augment the prisoner interview data include State corrections and law enforcement administrative records, oral fluids testing for detection of illegal drug use, and key stakeholder interviews.

Site selection for the impact evaluation followed the decision tree shown in Exhibit 2-1. Based on information gathered during the implementation assessment, the sites (listed in Exhibit 2-2) that best met the selection criteria were asked to participate in the impact evaluation. The final selection was guided by the need to include programs offering a variety of approaches and from different regions, as well as expected case flow during the baseline data collection period.

Exhibit 2-1. Impact Evaluation Selection Criteria



Cost-Benefit Analysis

Understanding the relative costs of SVORI is critical to determining its success. The evaluation team plans to perform a cost-benefit/effectiveness analysis that will link to the impact evaluation and provide a greater understanding of the costs and benefits. The cost-benefit analysis will identify the additional expenditures and resources required to operate a reentry program and the returns on investment (ROI). Integrating findings from the implementation assessment, the impact evaluation, and cost data, the cost-benefit analysis will attempt to determine the cost-effectiveness of reentry funds. This piece of the evaluation will be fundamental in providing an ROI that will aid in the policy discussion surrounding the economics of SVORI.

Exhibit 2-2. SVORI Grantees Selected for Inclusion as Impact Evaluation Participants

State	Grantee
CO	Colorado Department of Corrections
FL	Florida Department of Juvenile Justice
IN	Indiana Department of Corrections
IA	Iowa Department of Corrections
KS	Kansas Department of Corrections Kansas Juvenile Justice Authority
ME	Maine Department of Corrections
MD	Maryland Department of Public Safety and Correctional Services
MO	Missouri Department of Corrections
NV	Nevada Department of Corrections
OH	Ohio Department of Rehabilitation and Correction
OK	Oklahoma Department of Corrections
PA	Pennsylvania Department of Corrections
SC	South Carolina Department of Corrections South Carolina Department of Juvenile Justice
VA	Virginia Department of Corrections
WA	Washington State Department of Corrections

Dissemination

The evaluation team is committed to providing real-time information about SVORI and will engage and inform practitioners, policy makers, researchers, local SVORI programs, and the Federal Partners by providing frequent, useful, and accessible findings. Dissemination topics will be tailored to the issues most important to the various constituencies that make up the reentry community, and the evaluation team will enlist the help of the Reentry Policy Council² and other experts in the reentry field to determine these issues.

Future Reports

This evaluation will produce several technical reports; a hallmark of this project, however, is its focus on more immediate products of interest to practitioners. A variety of interim products will be published, including snapshots of outcomes at the early stages of release, as well as “briefs” on best practices of specific innovative reentry approaches. The evaluation team will also produce several topical reports that focus on individual and site experiences in the domains of employment, substance use, public safety, and family/community. These reports will additionally highlight the lessons learned and innovations used by the grantees.

Where to Find More Information

The SVORI Multi-site Evaluation website (<http://www.svori-evaluation.org>) is the best place to find more information about the SVORI Multi-site Evaluation. The website provides information about the SVORI grantees, current evaluation activities, and reports/presentations on evaluation findings.

The remaining sections of this report provide details on the SVORI grantees, beginning with an overview and summary of features across SVORI reentry programs. The final section includes detailed summaries of reentry activities in each State, as well as the District of Columbia and the U.S. Virgin Islands.

² The Reentry Policy Council is a bipartisan collection of nearly 100 State and local government officials and community leaders who shape criminal justice, health, housing, and social service policy by working together to craft recommendations intended to improve reentry outcomes.

This section provides an overview of programs funded through SVORI by summarizing characteristics and components across the SVORI programs. It highlights some of the innovative practices developed in local SVORI programs and describes some of the barriers and challenges SVORI program staff reported. The program summary illustrates SVORI on a broad scale, while the examples of innovative strategies and barriers highlight how specific programs are implementing reentry activities.

Program Summary

This program summary is based on aggregate-level data, drawn from document reviews, telephone interviews, and site visits. At the time data were initially collected in fall 2003, projects were reporting plans for their programs. The status of these plans was verified with SVORI project directors or staff in June and July 2004. The program summary does not reflect independent verification of implementation by the evaluation team.

There are, in total, 69 SVORI grantees representing 52 jurisdictions (all 50 States, the U.S. Virgin Islands, and Washington, D.C.). Thirteen of these grantees are juvenile justice agencies, 45 grantees are adult correctional agencies, and 11 are other State agencies (such as public health departments).

Many SVORI grantees operate more than one administratively distinct program, each of which generally has a unique project director or coordinator and offers a unique set of services or targets distinct populations. For example, some grantees have developed and are administering different programs for adults and juveniles. Other grantees are targeting prisoners returning to different counties. In some cases, these counties tailor their reentry programs differently and each has its own project director; in others, the activities across counties are quite similar and are coordinated by a single project director. Most States (35) funded under SVORI have a single grantee; of these, 12 grantees operate more than one administratively distinct reentry program. Seventeen States received more than one SVORI grant, and two of these grantees operate multiple reentry programs. Thus, the 69 SVORI grantees are operating 88 distinct programs. These programs are the focus of this section of the report.³

There is clear diversity among programs in how they are positioned within their own systems, with 40 (45%) of the programs being an expansion of an existing reentry program and 48 (55%) being new programs. In terms of governance, 70 programs (85%) have a formal steering committee, and 12 (15%) do not.⁴ SVORI programs also vary widely in the characteristics of prisoners participating in their programs, the size and geographical scope of their programs, and the components and services they offer.



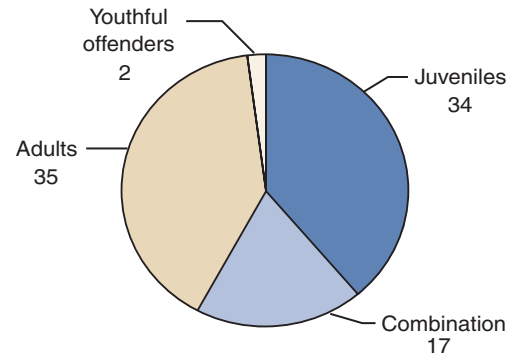
³ Some jurisdictions may be receiving funding to support reentry activities through multiple sources. This *National Portrait of SVORI* focuses wherever possible on activities funded directly through SVORI. In some cases, however, disentangling which activities are funded through distinct sources is beyond the scope of this project.

⁴ Data for six programs (7%) were unavailable.

Participant Characteristics

The local SVORI programs' targeted populations vary with regard to age, gender, special needs, and offense/criminal history. As shown in Exhibit 3-1, of the 88 SVORI programs, 35 (40%) target adults only, 34 (39%) specifically target juveniles, 2 (2%) target youthful offenders,⁵ and 17 (19%) target a combination of adults and juveniles.⁶ Seventy-one programs (81%) target both males and females, 16 (18%) target males only, and 1 program (1%) targets females only.

Exhibit 3-1. Age Types Targeted in SVORI Programs



Although some programs have rigid eligibility requirements, most SVORI programs include a wide variety of participants, contributing to a good deal of diversity across programs, as shown in Exhibit 3-2. In all, 50 programs (57%) do not consider offense type when selecting their target population. Additionally, 66 programs (75%) do not specifically target populations based on their needs (i.e., substance abuse, mental illness, or co-occurring disorders). Slightly more than half of the programs (48 programs; 55%) do not apply exclusionary criteria (e.g., sex offenders or prisoners who are severely mentally ill) when selecting SVORI participants.

Exhibit 3-2. Inclusion and Exclusion Criteria for Enrollment in SVORI Programs

Inclusion Criteria						Exclusion Criteria			
Offense Type			Special Populations						
	n	%		n	%		n	%	
Sex offenses	2	2.3%	Substance abusers	4	4.5%	Sex offenders	10	11.5%	
Other violent offenses	7	8.0%	Mentally ill	1	1.1%	Severely mentally ill	8	9.2%	
Combination	21	24.1%	Co-occurring (dual diagnosis)	1	1.1%	Sex offenders and severely mentally ill	10	11.5%	
Other	7	8.0%	Multiple special populations	16	18.2%	Other	11	12.6%	
Offense type not used	50	57.5%	None	66	75.0%	None	48	55.2%	
Total	87	100.0%	Total	88	100.0%	Total	87	100.0%	

Note: The number of programs does not equal 88 for all columns because complete data were not available for all programs.

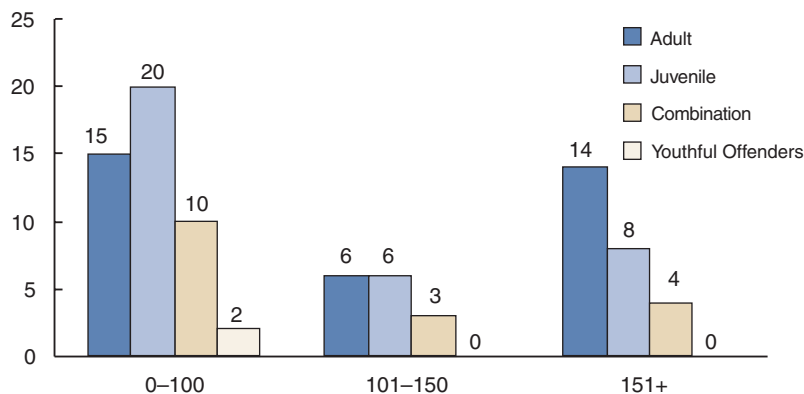
⁵ Programs targeting youthful offenders refer only to those individuals sentenced under Youthful Offender statutes (which cover the sentencing of juveniles as adults, up to age 25 in some States).

⁶ Sixteen programs target those 18 and under, 25 programs target those between 18 and 25, 23 programs target those between 25 and 35, and 21 programs target populations specifically between the ages of 18 and 35.

Enrollment Capacity

The programs vary in their planned annual enrollment capacity. Of the 88 programs, 47 (53%) expect to serve 100 or fewer participants per year, 15 (17%) expect to serve between 101 and 150 per year, and 26 (30%) expect to serve more than 150 per year. (See Exhibit 3-3.) Juvenile programs tend to be smaller than adult programs, with 20 (59%) of the 34 juvenile programs serving 100 or fewer prisoners per year, and only 8 expecting to serve over 150 per year. Adult programs, on the other hand, tend to be larger, as only 15 (43%) of the 35 programs expect to serve 100 or fewer prisoners per year, and 14 (40%) expect to serve over 150 per year.

Exhibit 3-3. Estimate of Annual Program Capacity by Population Type



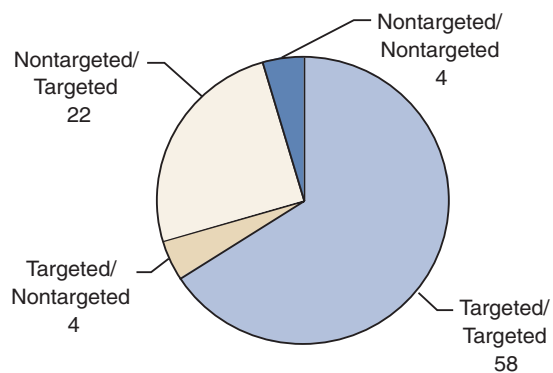
Geographical Parameters

The programs differ in terms of how many facilities and post-release communities are being included. Because this geographical targeting has implications for a program's ability to concentrate SVORI resources and the extent of a funded program's reach, programs were classified based on whether populations are geographically targeted before and after release. Programs that target prisoners before release choose participants from a specific institution or group of institutions. Those that are classified as nontargeted in the pre-release phase accept participants from any facility in the State. Programs that target prisoners after release limit eligibility based on the area to which a former prisoner is returning, be it to one of a selected group of counties, or a particular county, city, or area within a city. Programs defined as nontargeted in the post-release phase place no restrictions on where a former prisoner is returning within the State when selecting their target population.

Based on these definitions, programs were classified by the evaluation team into one of the following four categories, as shown in Exhibit 3-4:

(1) Targeted Pre- and Post-release, (2) Targeted Pre-release/Nontargeted Post-release, (3) Nontargeted Pre-release/Targeted Post-release, and (4) Nontargeted Pre- and Post-release. Two-thirds of the SVORI programs (58) have chosen to specify geographical parameters for the target population both before and after release. Only 5% (4 programs) target participants geographically in the pre-release phase but not in the post-release phase. Twenty-five percent (22) of the programs place post-release geographical restrictions on participation but set no particular restrictions on where participants are located prior to release. Finally, 5% (4) do not place restrictions on target geography in either the pre-release or post-release phases of their programs.

Exhibit 3-4. Pre- and Post-release Geographical Parameters



Program Components and Duration

SVORI programs are encouraged to implement a multi-phased approach. Although the structure varies, programs usually plan at least one pre-release phase and at least one post-release phase. The pre-release, institutionally based phase generally entails the selection of eligible participants and the initiation of SVORI programming and services. During the pre-release phase, most programs begin the development of a reentry plan for each participant. This plan usually assesses basic needs (e.g., medical services, food, shelter, and clothing).

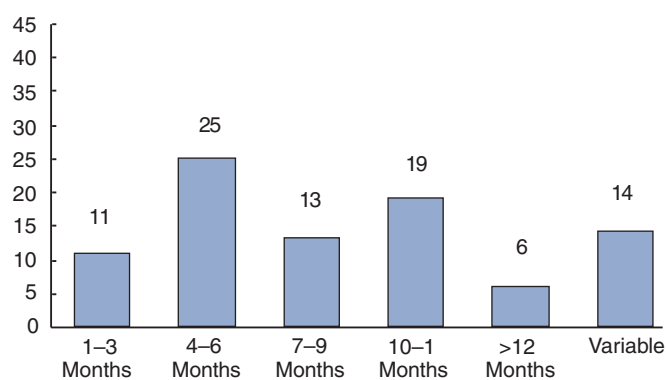
Exhibit 3-5. Pre-release Components

Components	Programs Offering	
	Number	%
Assessment (risk and/or needs)	85	97%
Plan development (case management, treatment plan development, and/or release plan development)	84	95%
Substance abuse treatment	82	93%
Mental health counseling	80	91%
Medical and/or dental services	71	81%
Employment and/or education training	84	95%
Housing assistance	62	70%
Faith-based services	68	77%
Other (parenting, domestic violence, life skills, and/or anger management)	80	91%

Most programs plan to provide a wide array of services to SVORI participants. Ninety-seven percent (85) of the 88 programs are expecting to provide either a risk or needs assessment prior to release (the vast majority of these programs use both types of assessments), and 95% (84) plan to provide all, or a combination, of the following services: case management, treatment plan development, and release plan development. (See Exhibit 3-5.) Some services may also be provided to non-SVORI participants within the facilities.

The length of time during which SVORI participants are identified and begin receiving services varies across programs, from 1 month to more than 12 months prior to release. The majority of programs (57; 65%) plan to begin pre-release programming between 4 months and 1 year prior to release. (See Exhibit 3-6.)

Exhibit 3-6. Pre-release Programming Duration



A post-release phase usually includes review and modification of the reentry plan by a transition team and the SVORI participant, regardless of whether SVORI participants will be under official post-release supervision (generally probation or parole). The transition team may be located in the criminal justice system (including correctional or post-release supervision staff) or a community (including faith-based) organization, and may include a variety of members. The transition team develops a schedule involving case management, employment services, supervision and monitoring, transitional housing, treatment, and aftercare. As in the pre-release phase, programs plan to offer a wide range of services to SVORI participants in the post-release phase (these services may also be provided to non-SVORI participants within the community). In the post-release

phase, 97% of programs expect to offer employment or education training, and over 90% will offer mental health counseling and substance abuse treatment. (See Exhibit 3-7.)

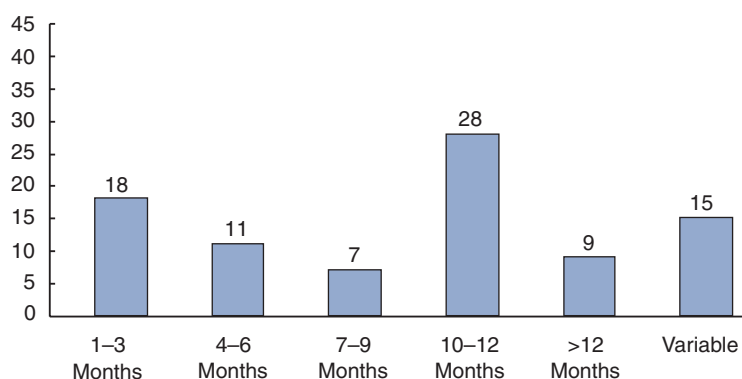
Many SVORI programs operating in States that release prisoners under parole supervision include a second post-release phase designed so that participants continue to receive support from the community following the completion of their parole term. During this sustaining phase, program administrators encourage participants to maintain contact with personal social support networks and to be involved in community reintegration activities.

The most common length of combined post-release phases is 10 to 12 months (28 programs; 32%); one-fifth (18 programs) expect to provide intensive services only during the first 3 months following release. Nine programs (8%) plan to offer services for more than 1 year. (See Exhibit 3-8.)

Exhibit 3-7. Post-release Components

Components	Programs Offering	
	Number	%
Assessment (risk and/or needs)	78	89%
Plan development (case management, treatment plan development, and/or release plan development)	83	94%
Substance abuse treatment	85	97%
Mental health counseling	84	95%
Medical and/or dental services	60	68%
Employment and/or education training	85	97%
Housing assistance	75	85%
Faith-based services	73	83%
Other (parenting, domestic violence, life skills, and/or anger management)	77	87%

Exhibit 3-8. Post-release Programming Duration



This program summary has shown a number of interesting patterns. Most programs—particularly those serving juveniles—are small, and most are focusing resources in a few facilities and communities. Perhaps because the sites have chosen to concentrate resources, they plan to provide a comprehensive array of programs and services to their program participants, consistent with SVORI's overall objectives. As shown in the following subsection, many of the grantees have incorporated innovative features into their local SVORI programs.

Program Highlights

Each of the SVORI programs is engaged in an effort to reform and revitalize its State's approach to facilitating the successful reentry of its program participants. This subsection illustrates some of the programs and practices that are being implemented across the SVORI grantees. As with any new undertaking, the programs are also encountering challenges as they reform and involve other agencies in the reentry process. The most common of these challenges and barriers are also discussed.

Innovative Practices

SVORI is intended to help States develop new and innovative approaches to transitioning prisoners into the community in ways that reduce the likelihood that SVORI participants will engage in new criminal behavior and return to prison. Such practices include using data to make strategic decisions, overseeing release with reentry courts, offering pre-release curricula, and utilizing video-conferencing to facilitate coordination and community in-reach. In addition, the programs are involving many people and organizations in the reentry process, including families, law enforcement, faith-based organizations, community accountability panels, victim witness advocates, and the offenders themselves. A goal of many of the programs is to establish community service provider networks that will identify and access the services and programs individuals need once they return to the community. Finally, some programs are developing graduated sanctions to tailor appropriate levels of response to varying degrees of misconduct. This selection of innovative practices is described in more detail below. These strategies were gleaned from communications with SVORI program directors and are illustrative—not exhaustive—of the many innovative activities underway across the country. (For details on each program's activities, see Section 4.)

Using Data to Support Strategic Decisions

Data can be an important part of programming decisions about how to use funding. Relying on data helps corrections and community supervision staff be confident that they are making the best use of their programming resources to target specific types of offenders or specific geographical locations in the State. For example, some SVORI programs have reviewed data to determine the extent of particular types of special needs in the corrections population, such as co-occurring substance abuse and mental health issues. Others have focused their efforts on releasing prisoners who meet a particular threshold of need determined by an assessment instrument. Still others are targeting particular counties, cities, or neighborhoods in response to data that demonstrate that the majority of former prisoners in their State return to those areas. In addition to using data prior to implementation, some programs continue to collect and analyze data on the program and its participants to assess the effectiveness of the program; such programs may use data to determine when and how to make mid-course corrections.

Grantee Examples of Data-Driven Strategies

- The *Wyoming Department of Corrections* selected target post-release counties that had the highest expectation of success based on recidivism data. The State also examined data from other correctional programs within the State to identify facilities that would be expected to benefit substantially from the reentry services based on past experience with programming.
- The *West Virginia Division of Juvenile Services* used economic and probation caseload data to identify 10 rural counties that showed a combination of economic disadvantage and high probation caseloads. By determining which counties were the most disadvantaged, they were better able to strategically focus their programming efforts on the counties with the most need.

Providing Oversight: Reentry Court

One approach to managing former prisoners who are returning to their communities is the use of reentry courts. Court-based reentry management has the advantage of allowing the reentry process to begin at sentencing and continue throughout the release period (Travis and Lawrence, 2002). In addition, court-based models are able to leverage judicial authority and to maximize the use of sanctions and rewards. However, not all reentry courts have the judicial branch as the authoritative body, with some programs involving administrative law judges instead (Lindquist, Hardison, and Lattimore, in press). Reentry courts typically draw on the drug court model, based on the recognition that using judicial authority to apply sanctions and rewards and to marshal resources has been shown to be effective in drug courts (Belenko, 2001; Gottfredson and Exum, 2002; Fielding, Tye, Ogawa, Imam, and Long, 2002; Turner et al., 2002; Banks and Gottfredson, 2003), and that a similar model could be applied to support prisoner reintegration. Although little is known about the implementation or effectiveness of this relatively new approach to managing prisoner reentry, reentry courts may hold promise for establishing a system of accountability and support during the reentry process.

Grantee Example of Reentry Courts

The *Indiana Department of Corrections* operates a reentry court program. Upon release, participants are brought to Allen County Community Corrections (ACCC), given an in-depth forensic and risk assessment, and put on electronic monitoring. The first Friday after release, they appear before the judge for the first reentry court hearing, where they are informed about the program. Two weeks later, they meet with the judge again and a reintegration plan is imposed by the court; adherence to this plan is a condition for continued freedom. The participant continues to appear before the court every 2 to 5 weeks, depending on need, to review progress and to assess any problems that might arise. ACCC provides continual supervision and services for up to 2 years. A reentry team handles case management and makes recommendations to the judge. Throughout this process, the court provides oversight using a pre-established set of graduated sanctions and rewards. The reentry court offers an array of reintegration services for participant referral. The court also shares a strong relationship with the faith-based community—local pastors attend court hearings and offer mentoring services.

Preparing Offenders for Reentry: Pre-release Curriculum-Based Programs

Some SVORI grantees have developed curriculum-based, classroom programs for incarcerated offenders. This coursework approach is intended to better prepare prisoners for their reentry experience. Such courses provide prisoners with information about what to expect once they are released, how to handle particular situations, how and where to seek help if needed, how to deal with the daily tasks of living, and how to work toward successful reintegration into their community and family. The idea is that this new information and skill set will ultimately lower the risk of recidivism. The courses vary in length, and the intensity of offender participation varies across sites.

Grantee Example of Reentry Curriculum

The *Iowa Going Home Keys* program is a 12-week in-prison course that SVORI clients returning to Des Moines participate in on a daily basis during the months just before release. The class covers computer skills, basic vocational training, employment issues, money management, family issues, substance abuse issues, and strategies for managing leisure time. Course participants are introduced to the Des Moines area service network, which they can tap into for assistance upon release. Community service providers across a number of service domains (e.g., welfare-to-work, social security, child support enforcement, substance abuse, mental health) conduct presentations during the course so that prisoners can meet with them, increasing the likelihood that prisoners will seek out their support upon release. Course participants also have the opportunity to meet post-release case managers from the Des Moines Area Community College and the dedicated parole officer assigned to all Keys clients.

Using Video-Conferencing to Facilitate Interaction, Communication, and Connections to the Community

A number of SVORI programs use video-conferencing technology to mitigate barriers associated with the physical distance between a prisoner and the community. This distance, which can stretch across an entire State, can affect the ability of the community to connect with the prisoner prior to release, as well as make cross-agency coordination and communication challenging. It is a particular challenge for rural and large States. The use of video-conferencing during the incarceration term allows for offenders to participate in post-release planning with agency representatives in their home community, providing a more personal, face-to-face connection than telephone conversations. Video-Conferencing can also be used to connect prisoners with family members and mentors in the community to establish and maintain supportive personal relationships that are then continued following release. Some SVORI programs use video-conferencing technology as a way to facilitate communication across SVORI partner agencies and facilities. Meetings accomplished through this method reduce travel time and costs and allow for higher-quality interaction.

Grantee Examples of Video-Conferencing Use

- The *Maine Reentry Network* provides video-conferencing so that offenders can meet with community-based organization staff prior to release, as well as match offenders to community mentors. Video- and tele-conferencing are also used to connect the reentry teams at each facility for overall program planning and service provision.
- The *Mississippi Juvenile Reentry* program utilizes video-conferencing while the offenders are in prison so that they can meet with community service providers or family members.
- The *Washington Going Home* program targets prisoners returning to three counties, two of which are in the Seattle area, and the third located in the far eastern part of the State (Spokane). Program participants are housed in four prison facilities across the State; however, many prisoners are held in the main facility in Walla Walla, which is located in the southern portion of the State, far away from any of the target counties. SVORI funds were used to introduce video-conferencing technology, which is allowing more frequent and effective meetings to occur across facilities and county-based reentry planning teams.

Involving the Family in Reentry

Many adult and juvenile SVORI programs focus on reintegration with families and the importance of assisting former prisoners with the transition back to the family. Some of these programs involve bringing family members into the facility, along with a case manager who will work with prisoners once they are released, to strategize as a group about transition needs and services. Other programs continue or start contact with family members once former prisoners are in the community; these programs provide services not only to the individual to assist in reintegration, but also to the larger family group to ease stresses and challenges.

Grantee Example of Family Involvement

The *Oklahoma Office of Juvenile Affairs* is implementing a Multi-systemic Therapy (MST) approach, which relies heavily on involvement of family members both while youth are in the facility and once they are released. In fact, a youth cannot participate in MST unless a designated family member or another significant adult also participates. The program staff work to address challenges and issues facing the whole family network as a way to ease the reintegration process and increase the potential success of the returning youth.

Involving Law Enforcement in Reentry: Support and Accountability

In some SVORI programs, law enforcement personnel play an integral role in both pre-release and post-release activities. Police involvement in reentry may emphasize social support through community building and/or deterrence through heightened surveillance. For example, in several cities police are collaborating with parole officers, treatment providers, and members of the faith community to deliver unified messages of support and surveillance—both pre- and post-release. Involving law enforcement in reentry provides officers with new opportunities to connect to their communities and to take community policing to a new level. This strategy can also have a positive impact on victims of crime, children of offenders, and neighborhoods.

Grantee Example of Law Enforcement Involvement

Law enforcement is a key player on the *Kansas Department of Corrections* SVORI team. A law enforcement representative meets with SVORI clients before they are released from prison. Clients learn about law enforcement's role on their reentry team, and the officer discusses issues related to the neighborhood to which they are returning, including community expectations and available resources. Another purpose of this meeting is to give law enforcement a human side to diminish adversarial feelings prisoners may have toward police and to communicate support in the reentry process. A law enforcement representative sits on every community accountability panel—without voting rights—to communicate accountability to the offender and to celebrate successes.

Involving the Broader Community in Reentry: Faith-Based Organizations

One of the community partnerships suggested by the Federal partners in the funding solicitation for sites was with the faith-based community. In conceptualizing and implementing their reentry programs, many sites have developed strong collaborations with local faith-based agencies, including both individual faith-based organizations and umbrella groups representing numerous faith-based organizations in the community. Roles for faith-based organizations in the SVORI sites are varied and include providing services such as emergency aid (e.g., clothing, food banks), mentoring, pastoral counseling, employment, transportation, and housing; conducting needs assessments for program participants (pre- and/or post-release); coordinating family and community support for individual offenders; providing case management services to program participants; providing guidance to the program through participation in the program's steering committee or advisory board; and serving as community advocates for the SVORI program. Several of the programs emphasized the value of involving faith-based organizations in their SVORI programs, particularly in the final phase of reentry during which formal supervision ends and the responsibility for successful reintegration shifts to the community.

Grantee Example of Faith-Based Organization Involvement

The *Michigan Department of Corrections* reentry program is supported by the strong involvement of a local faith-based organization, Wings of Faith. This organization provides case management for all reentry clients. As program participants enter the pre-release facility in which they receive reentry programming, they are assigned to a Wings of Faith case manager. During the months prior to release, these case managers go into the participating facilities to conduct needs assessments and begin addressing barriers to success. After release, they continue to work closely with the parole officer assigned to participants. Although some agencies require that a service referral come from a parole officer, the Wings of Faith case managers provide the majority of service referrals (as well as needs assessments) for program participants. A notable feature of the program is that Wings of Faith and the parole officer are co-located in a one-stop center (The Samaritan Center) that also houses numerous local nonprofit service providers, facilitating more immediate access to services. Wings of Faith also does much of the public relations work and marketing for the program, which has helped promote community support.

Involving the Broader Community in Reentry: Community Accountability Panels

Some SVORI programs are working with community members as stakeholders in the reentry process through Community Accountability Panels or Boards. The goal of such panels is to embrace a restorative justice model whereby community members work with former prisoners to reintegrate into and give back to the community they left. The panel gives former prisoners the message that the community as a whole is aware of their return and serves as an informal supervision mechanism. More important, however, the panel provides a network of support for former prisoners to celebrate successes, brainstorm service solutions when roadblocks are met, and negotiate appropriate sanctions from community supervision agencies.

Grantee Example of Community Accountability Panels

The *Kansas Department of Corrections* has a very active community accountability panel. It includes representatives from a number of service providers in the Topeka area, as well as community members with an interest in assisting former prisoners; parole and law enforcement representatives serve as non-voting members. The panel greets the returning community member within 18 days of release to offer assistance and describe its role in the accountability process. The panel then meets with the former prisoner every 6 weeks. The intensive community case manager briefs the panel members about the person's progress or concerns over the past 6 weeks, and then the group, along with the former prisoner, discusses how to proceed. The panel serves two functions: intervention and celebration. The intent is to provide a community network of support and recognition a former prisoner would not otherwise have.

Using Community-Based Organizations to Strengthen Community Linkages

Whereas traditionally, correctional agents handle case management and supervision of released prisoners, several SVORI grantees have contracted with local community-based organizations (CBOs) to provide post-release case management and service coordination. In this model, community-based staff can provide case management services that draw on an understanding of community dynamics and can better utilize potential community resources. In one State, multiple CBO staff are hired and managed by an intermediary organization with whom the Department of Public Safety and Correctional Services has subcontracted; in another, the CBO has a direct contract with the SVORI grantee.

Grantee Examples of CBO Involvement

- The *Maryland Department of Public Safety and Correctional Services* has contracted with the Enterprise Foundation (a private, not-for-profit, community-building organization) to act as an intermediary to provide case management and advocacy for the Re-entry Partnership (REP) Initiative clients. Because more than half of Maryland's prisoners return to a handful of neighborhoods in Baltimore, Enterprise contracts specifically with five CBOs, which then hire and supervise the case managers and advocates. The case managers do a pre-release assessment, develop a case plan for the prisoner, and continue to follow the released prisoner into the community. The community advocates are former prisoners who are hired to act as peer mentors to REP participants.
- The *Pennsylvania Department of Corrections* has contracted with the largest CBO in Erie County—Greater Erie Community Action Committee—which has hired staff to provide case management. In this site, not only is the organization knowledgeable about the community, but it serves as a one-stop center for the other services it provides (e.g., drug treatment and vocational/employment services).

Considering the Victims in Reentry: Collaboration with Victim Witness Advocates

An important component of some SVORI programs is including the victim's perspective in reentry planning and implementation of reintegration processes. Ensuring that the "voice of the victim" is heard requires collaboration and openness to building the partnerships that can increase offenders' chances of success while holding them accountable for their actions. Victim service providers and victim advocates play a critical role in successful reentry planning by serving as liaisons to victims, ensuring victims' rights and providing "wraparound" services that address victims' needs during the reentry process (Seymour, 2001).

Grantee Example of Victim Involvement

The *Maine Department of Corrections* routinely works with its victim witness program to ensure that the victim of the crime can provide input into the release planning for the person who committed the crime. Once prisoners are referred into the SVORI program, the victim witness advocates are notified that they are clients of the program. The victim witness advocate then informs the victim that the offender is part of a special reentry program, which is preparing the offender for release. The victim is informed about what the program entails and is encouraged to contact the victim witness advocate to provide feedback and share concerns about the particular offender's return. If necessary, victim witness advocates also work with victims on safety planning issues to ensure that the victims are prepared for any type of circumstance. The victims become part of the reentry team, develop reintegration plans, and provide input on appropriate services and release conditions.

Involving Former Prisoners in Reentry Programs: Peer Support

Some SVORI programs have made an explicit effort to involve former prisoners in the network of support provided to newly released prisoners. Involving former prisoners in the reentry programming process creates an opportunity for mutual peer support as they navigate the reentry process. Such peer support networks may help them feel an increased sense of connection and assistance from others who have already walked the same path. These peer relationships may also increase the likelihood that former prisoners continue to be productive members of the community. Former prisoners can be involved in reentry programs in a variety of ways. They can serve as peer mentors to those who are newly released, committing to meet in an ongoing one-on-one relationship; they can facilitate support groups that provide opportunities to share concerns and advice about the reintegration process and how best to deal with challenges; and they can serve as former prisoner representatives on community accountability panels, participating in the supervision and support activities these panels provide for new releasees.

Grantee Examples of Involving Offenders in Peer Support

- The *Ohio Community-Oriented Reentry (CORE)* program incorporates peer support into its program strategy. Several community agencies facilitate peer support partnerships between former prisoners and prisoners released through CORE. Once CORE participants complete their supervision requirements (1 year following release), they are offered the opportunity to join other former prisoners as members of the community reentry management team, which meets with and supports CORE participants.
- Over 7 years ago in Minnesota, female offenders who were being released from prison worked together to create an organization focusing on family and community. This organization, Faith-Based Call, provides employment, housing, and counseling services to newly released female offenders. It has since expanded to provide similar services to men and is now a partner in the *Minnesota Department of Corrections* SVORI program, providing a peer-support opportunity for the reentry program participants.
- The *Oklahoma Department of Corrections* provides an opportunity for peer support through support groups. SVORI participants facilitate groups to provide one another with support networks to address their unique issues and needs as they go through the process of reentering the community.

Creating Community Service Provider Networks Focused on Reentry

Developing a community service network can be challenging, as bringing agencies together to work toward a common goal requires significant time investment and relationship building. With this in mind, some SVORI programs have hired individuals whose job it is to create a service provider network that focuses on returning prisoners, addresses gaps in services areas, and prioritizes services to this group. Programs use different terms for this position, including “Boundary Spanner” and “Reentry Specialist.” Regardless of the title, this work involves talking with community agencies, educating providers about the unique needs of former prisoners, and building positive relationships with providers so that they either prioritize or begin to serve returning prisoners. Although the provider network developers may or may not work directly with returning prisoners, they do the important job of making sure there is a cadre of service providers able and willing to accept referrals from case managers and work with individuals toward success.

Grantee Examples of Building Community Service Provider Networks

- The *Minnesota Department of Corrections* SVORI program supports a Community Resource Developer, who is charged with developing a “preferred provider service network” of social service agencies that provide services to returning prisoners. The Community Resource Developer maintains an up-to-date list of over 70 local service providers, which is used by the Community Resource Coordinators, who provide case management to program participants.
- In the *Washington Going Home* program, each participating county has a dedicated Community Advisor who coordinates and brokers services for Going Home participants. This function is distinct from case management services provided by Community Risk Management Specialists.

Using Graduated Sanctions to Reduce Reincarceration

Individuals released from prison who ultimately return do so for a number of reasons, including violation of the conditions of their supervision. Some reentry programs are making efforts to develop and apply a set of responses that increase in severity based on the seriousness of the infraction. Such graduated sanctions allow for a range of responses to address misconduct, thus reducing the reliance on reincarceration without counteracting or negating the progress that released prisoners may have already made.

Grantee Example of the Use of Graduated Sanctions

Nevada’s *Going Home Prepared* program has developed a set of intermediate sanctions used during the first year after release. Program participants receive 6 months of intensive parole supervision, as well as monthly progress reviews by the reentry court. Both the court and the parole officer can impose appropriate, graduated sanctions to address non-compliance with program and parole-release requirements. The program has developed a system that places parole misconduct on a low-to-high continuum with four levels. For example, Level 1 of the misconduct scale consists of minor infractions such as non-payment of fees, a missed or positive drug test, and failure to participate in community service. The corresponding response may be a verbal or written warning, a curfew, a writing assignment, or increased drug testing. On the other end of the scale, Level 4 misconduct includes a new felony conviction, violent behavior, and indictment for violation offense. The response to these most serious transgressions may be a combination of Level 1–3 sanctions or revocation of parole. The reentry court also grants incentives to reward program participation and success, such as reducing the number of times participants have to meet with the parole officer, and increases in privileges.

Barriers and Challenges

In implementing various approaches to facilitating prisoner reentry, the SVORI programs have reported several challenges; some are common across many sites, though others are unique to specific programs. Many of the barriers discussed below, all of which were specifically mentioned by project directors in the course of site visits, are a direct result of engaging in a “new way of doing business” and are closely associated with forging new community partnerships. Future reports from the Multi-site Evaluation will include a more extensive review of these and other barriers, as well as an analysis of specific strategies that programs used to overcome them.

Coordinating Activities across Disparate Systems

Because SVORI is designed to bring together agencies that traditionally have not worked together, some programs have reported barriers related to interagency coordination. For example, some programs have experienced “turf” issues, as agencies work to develop trust and learn to partner with one another. In order to overcome these issues, programs have had to focus on creating common goals and improving communication among agencies and staff. Barriers between institutional and community staff were cited as particularly difficult to overcome, since these two groups historically have not interacted regularly with one another. Even within institutions, some programs report that conflict between types of staff poses a challenge, with programming and custody staff having disparate or conflicting priorities. In addition to ideological differences among (or within) agencies, logistical issues related to coordination may also be a challenge; programs may have to employ creative solutions to streamline the potentially conflicting standard operating procedures and timelines among various agencies.

Partnering with the Community

Several programs identified community partnerships as particularly important to the success of the SVORI program. However, establishing and facilitating communication among government agencies and a variety of appropriate service providers has proven to be a challenge in some sites. Although some programs have not had any difficulty integrating faith-based organizations, others have noted being challenged by including faith-based components in their programs’ reintegration efforts. Forging new relationships with any CBO that has not previously worked with correctional agencies or populations is challenging (and certainly not unique to faith-based organizations). Because many programs expect that such CBOs will ultimately play a major role in providing long-term support for returning prisoners once their formal supervision period has ended, these partnerships are essential to the success of some SVORI programs.

Identifying Participants for Pre-release Programming

Another barrier that programs encounter is the inability to identify release dates in time to provide sufficient pre-release programming. Although the intention of SVORI was to ensure the provision of at least 1 year of pre-release services, not all sites have been able to achieve this goal. Several programs have indicated difficulty in accurately identifying eligible participants early enough to provide extensive pre-release programming. In some sites, this barrier may be related to shifting sentence lengths and release dates, in that many otherwise eligible participants may not be able to be enrolled because of a sentence length that would not accommodate 1 year of programming. Programs located in States still using discretionary release may experience particular difficulty in planning for reentry services, because the date of release is not known ahead of time.

This aggregate review of the initial data gathered from SVORI grantees and programs provides an overview of the similarities and differences across programs funded through SVORI, as well as some innovative practices implemented by these programs. As with any large-scale, cross-agency initiative, reentry efforts come with inherent challenges, but SVORI grantees are working to overcome them through increased communication and collaboration. The following and final section of the report describes specific reentry program activities, providing an overview for each State, information on SVORI grantees, and details on specific program implementation activities.

SECTION 4 | SVORI Program Details by State

This section describes the 69 grantees funded by SVORI. The information is organized by State (including the District of Columbia and the U.S. Virgin Islands) and is based on proposals and workplans submitted by the grantees, telephone interviews with program directors, and site visits to selected grantees. All acronyms and abbreviations referenced in this section are defined in Appendix C.

The summary for each *State* begins with an overview of the SVORI grant organization describing the distribution and target populations of grantees and administrative programs throughout the State.⁷ When available, the rationale for selection of the target areas or demographics (as reported by grantees) is provided. Adult admission and release trends⁸ are included as additional context for jurisdictions targeting adults; equivalent juvenile data were not available across all States.

A *grantee* overview follows and includes the address for the local SVORI website (when available), descriptive information regarding the grantee's data management system and local evaluation plans, and a listing of the individual SVORI programs operated by the grantee.

Each SVORI *program* is then described in detail, including the target population, inclusion criteria, pre-release facilities involved, steering committees involved, and communities to which released prisoners are returning. The individual programs are depicted according to the phases participants go through as they prepare for return to the community. The majority of the programs are implementing three phases, generally including pre- and post-release programming and long-term support.

The description of each of the program phases includes an identification of specific risk and needs assessments administered, the duration of the phase, components and services offered within the phase, and a description of service coordination activities. Within the description of components, unique aspects of the program are highlighted, including descriptions of reentry planning, case management, and specialized services. The more typical reentry services (e.g., substance abuse treatment, mental health services, education) are listed together. Each program description concludes with an overview of system-level and individual-level changes intended to result from SVORI funding as reported by the projects.⁹

Although every effort has been made to present the information contained in this section consistently, the following summaries are based primarily on project director reports and therefore vary widely. Much of the reported information reflects each grantee's planned activities and components. Although this information was verified by project directors and grant coordinators in June and July 2004, the implementation status of such activities and components is not addressed in this report. This report documents the presence of many of the common themes noted across programs (e.g., case management, project governance, cross-agency interaction); an implementation assessment being conducted as part of the SVORI Multi-site Evaluation will present such activities with more systematic detail.

⁷ Each State has a unique configuration of grantees and programs within its jurisdiction.

⁸ Adult admission and release trends were compiled from several sources and are referenced in each State summary.

⁹ System-level changes include organizational changes such as new collaboration among community agencies, and individual-level changes include participant-specific changes such as increased availability of services.

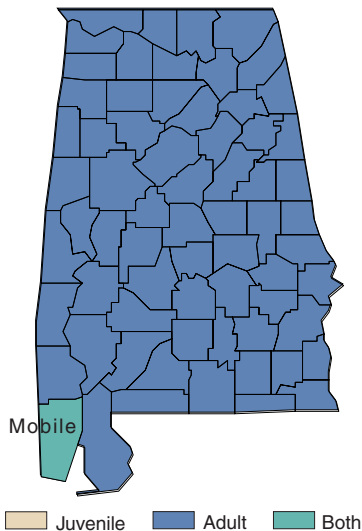
ALABAMA

SVORI Grantees in Alabama

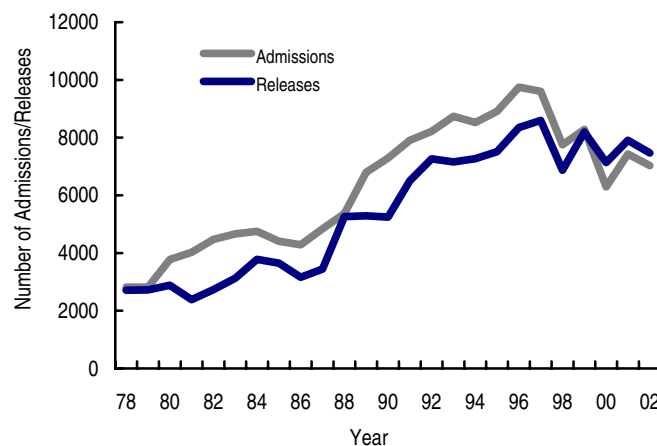
- Alabama Department of Youth Services (AL DYS)
- Alabama Department of Economic and Community Affairs (AL DECA)

Alabama has two SVORI grantees: one focused on juveniles returning to Mobile County (depicted in the map below) and one focused on female adults returning statewide. The juvenile program targets those returning to Mobile County because that community has developed an array of local alternative sentencing options and therefore sends only the most serious and chronic offenders to DYS; these offenders later return to the community with no aftercare. Females are targeted in the adult program because of a recent significant increase in the number of female serious and violent offenders and because of the consequences for families of offenders with dependent children. The line chart below provides BJS statistics on adult prison admission and release trends in Alabama over a 24-year period.

Alabama SVORI Target Areas



Alabama Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Alabama Department of Youth Services

SVORI website	None
Data management system	Monthly reports and Alabama Administrative Office of Courts Information System
Local evaluation planned	No
Program name	Going Home to Mobile

AL DYS

Going Home to Mobile

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	101–150
Inclusion criteria	Repeat offenders
Exclusion criteria	Severely mentally ill
Pre-release facilities	Males exiting AL DYS Mt. Meigs facility and females exiting AL DYS Chalkville facility
Post-release locations	Mobile County
Participation	Mandatory
Legal release status	All participants are under community supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	A reentry coalition or task force meets to set guidelines for supervision of offenders returning to the community
Post-release reentry authority	Mobile County Juvenile Court
Number of phases	3

Phase 1: In-Facility: Prepare Youth Offender for Reentry**Duration:** 4–6 months**Assessments:** Risk and needs assessments Y-LSI, the POSIT, Career Scope, and Magellan Vocational Assessment**Components/services offered within phase:**

- Case management with a focus on matching future youth offender needs and current family needs with community resources
- Treatment plan development
- Individualized Reentry Plan development
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, faith-based services, individual counseling, and trauma counseling

Coordination of services:

- Institutional Case Manager

Phase 2: Structured Transition**Duration:** 1–3 months**Assessments:** Ongoing risk and needs assessment**Components/services offered within phase:**

- Reentry plan is completed
- Participant is given a pass/furlough home to meet with formal and informal support
- Networks identified in the Individualized Reentry Plan
- In addition to services begun in Phase 1, services that become available in this phase include mentoring, employment opportunities with identified church members, tutoring, youth group activities, counseling provided by church Youth Development staff, and mainstream participation in a variety of church-sponsored youth activities

Coordination of services:

- Mobile-based Reentry Case Manager

Phase 3: Community Reentry**Duration:** 7–9 months**Assessments:** Ongoing risk and needs assessment**Components/services offered within phase:**

- Case management with a focus on reinforcing targeted areas designed to increase chances for successful integration
- Revision of treatment plan and reentry plan
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management classes, faith-based services, and after school programming

Coordination of services:

- Mobile-based Reentry Case Manager

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Providing a more comprehensive range of services to youth returning to Mobile County

SVORI Grantee: Alabama Department of Economic and Community Affairs

SVORI website	None
Data management system	Will be relying on the AL DOC to provide lists of offenders who meet participation criteria
Local evaluation planned	No
Program name	Adult Females

AL DECA	Adult Females
TARGET POPULATION	

Population type	Female adults
Number of targeted prisoners	151–200
Inclusion criteria	Repeat offenders; those who have committed violent offenses other than Murder 1, Part 1 violent offenses, or Class A felonies
Exclusion criteria	Sex offenders
Pre-release facilities	Julia Tutwiler Prison for Women
Post-release locations	Statewide
Participation	Voluntary
Legal release status	Participants are under parole/probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Unknown
Post-release reentry authority	With judicial approval, some will be released through Community Corrections (ADOC) and others will be released through an independent parole board
Number of phases	4

Phase 1: Assessment and Planning

Duration: Unknown

Assessments: Risk and needs assessment

Components/services offered within phase:

- Development and periodic review and revision of the reentry plan
- Case management and formation of a transition team

Coordination of services:

- University of Alabama at Birmingham's Treatment Alternatives to Street Crime's (UAB TASC) case manager with assistance from the transition team

Phase 2: Institutionally Based Program

Duration: Unknown

Assessments: Ongoing risk and needs assessment

Components/services offered within phase:

- Ongoing review and revision of reentry plan
- Ongoing case management by transition team led by the case manager
- Reunification of participants with their children through monthly visitation and Story Book project (mother is taped reading a story for her children—tape and story book are mailed to the child)
- Specific targeted services include, as needed, substance abuse treatment, education, employment skills/vocational training, job fairs, parenting skills classes, life skills training, faith-based services, mentoring, and domestic violence support groups

Coordination of services:

- UAB TASC's case manager with assistance from transition team

*Phase 3: Community-Based Transition Program***Duration:** 1 year minimum**Assessments:** Ongoing risk and needs assessment**Components/services offered within phase:**

- Ongoing case management, including intensive supervision and highly structured activities; supervision will include random drug and alcohol testing, day reporting, employment verification, sanctions, and incentives for compliance
- Restitution and community service program
- Continuation of services provided in Phase 2
- New services available in Phase 3 include transitional housing, transportation assistance, HIV/AIDS education and counseling, access to medical care, assistance in obtaining benefits, and support (e.g., SSI, SSDI, TANF, Medicaid, Medicare)

Coordination of services:

- UAB TASC's case manager with assistance from the transition team

*Phase 4: Community-Based Long-Term Support***Duration:** Unknown**Assessments:** Unknown**Components/services offered within phase:**

- Aftercare treatment groups
- Continuation of mentor relationships
- Continuation of faith-based services
- Continuation of assistance in accessing benefits and support (e.g., SSI and TANF)

Coordination of services:

- Aletheia House

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Conducting a comprehensive needs assessment from which a reentry plan is developed
- Assignment of a dedicated staff person whose job is to open channels of communication and collaboration between agencies and facilitate services for offenders post-release
- Involvement of community resource providers in the transition process with regular feedback about how things are going
- Formation of a transition team to supervise and guide the transition process
- Development of a core curriculum required for participants

Individual-level changes

- Inclusion of the offender and the victim in reentry planning
- Opportunity to meet with community resource providers before leaving the institution
- Increased supervision and post-release incentives for compliance
- Long-term post-release support and assistance after the offender is no longer under supervision

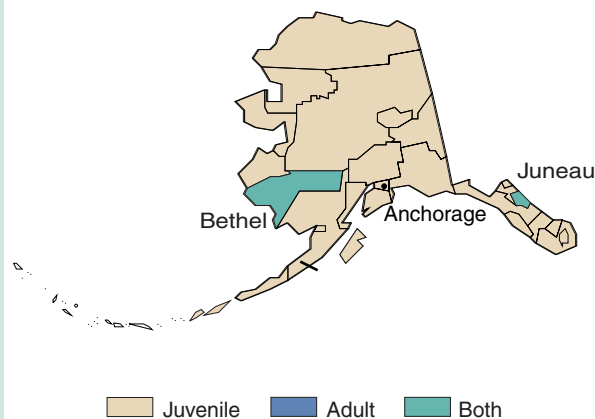
ALASKA

SVORI Grantees in Alaska

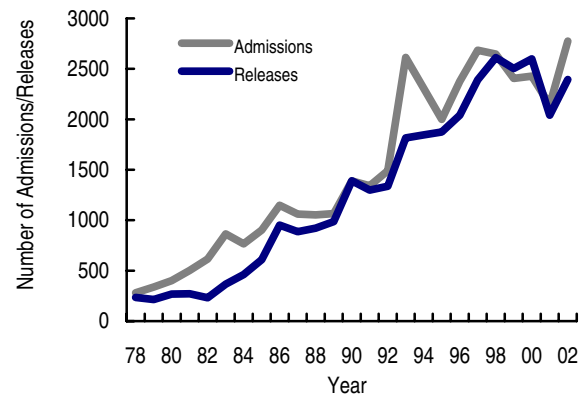
- Alaska Department of Corrections (AK DOC)
- Alaska Department of Health and Social Services (AK DHSS)

Alaska has two SVORI grantees: one focused on adults and one focused on juveniles, each targeting specific areas of the state (depicted in the map below). Serious and violent offenders may have to relocate to urban areas for the majority of the time they are under post-sentence supervision, as these are the areas where specialized treatment and supervision resources exist. Juneau and Bethel, regional hubs for their areas of the state, already provide some services to reentering offenders from these communities. SVORI funding enables Alaska to expand outreach and services to the many smaller rural communities feeding into these hubs. The line chart below provides BJS statistics on adult prison admission and release trends in Alaska over a 24-year period.

Alaska SVORI Target Areas



Alaska Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Alaska Department of Corrections

SVORI website	None
Data management system	AK DOC's MIS will be used to identify and track participants
Local evaluation planned	Yes
Program name	Alaska Adult "Going Home"

AK DOC		Alaska Adult "Going Home"
TARGET POPULATION		
Population type	Male adults and youthful offenders	
Number of targeted prisoners	Fewer than 50 in the first year	
Inclusion criteria	All serious and violent offenders, including those who have committed sex offenses, burglary, felony attempted burglary, or other crimes against a person; repeat offenders; and very serious first-time offenders	
Exclusion criteria	None	
Pre-release facilities	Lemon Creek and Yukon-Kuskokwim (YK) State prisons	
Post-release locations	The Juneau and Bethel communities and people being released to smaller and isolated villages/communities	
Participation	Voluntary	
Legal release status	Participants are under probation/parole	

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Two Reentry Steering Committees (one in Southeast Alaska and the other in the YK delta)
Post-release reentry authority	AK DOC
Number of phases	3

Phase 1: Institutionally Based Plan**Duration:** 4–6 months

Assessments: LSI-R, Static-99 for sex offenders, chemical dependency assessment, behavioral health assessment, TABE, and the Power Path Program

Components/services offered within phase:

- Development of an individualized supervision and reentry plan
- Case management, led by an institutional case manager with involvement from institutional staff, community members, and probation officers
- Specific targeted services include, as needed, chemical dependency treatment, mental health treatment, education (GED attainment, functional literacy, English-language competency, computer skills training), employment, parenting classes, batterers' intervention programs, victim impact classes, spiritual programming, cultural programming, and medical and dental services

Coordination of services:

- Reentry Case Management Team, which in this phase will be mostly institutional staff, led by the institution case manager

Phase 2: Community-Based Transition**Duration:** 2 months

Assessments: Risk assessment and supervision needs assessment, and continuation of other assessments used in Phase 1 as milestones that require reevaluation are reached

Components/services offered within phase:

- Refinement of the individualized supervision and reentry plan, with increased focus on the community aspects of the program
- Continued case management with a shift toward focusing on community resources and supervision
- Transition planning for identifying community resources/services/assistance, including housing assistance, family reunification, family counseling, and other services received while institutionalized
- Specific targeted services include, as needed, chemical dependency treatment, mental health treatment, education (GED attainment, functional literacy, English-language competency, computer skills training), employment, parenting classes, batterers' intervention programs, victim impact classes, spiritual programming, and cultural programming

Coordination of services:

- Reentry Case Management Team, which in this phase will include more community team members led by the community case manager

Phase 3: Community-Based Long-Term Support**Duration:** 13–24 months

Assessments: Risk assessment and supervision needs assessment, and continuation of other assessments used in Phase 1 as milestones that require reevaluation are reached

Components/services offered within phase:

- Refinement of the individualized supervision and reentry plan, with increased focus on the progress made
- A victim restitution program
- Community work service
- Specific services to individuals suffering from Fetal Alcohol Syndrome and other organic disorders
- Specific targeted services include, as needed, chemical dependency treatment, mental health treatment, education, employment, parenting classes, batterers' intervention programs, victim impact classes, spiritual programming, cultural programming, housing assistance, family reunification, family counseling, and sex offender treatment

Coordination of services:

- Reentry Case Management Team, which in this phase will be mostly community team members, led by the community case manager

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Use of a transition team including institution staff and community members that is responsible for integrated case management
- Use of a community case manager
- Assignment of dedicated staff to establish partnerships with community service providers
- Use of assessments of needs/risk to develop the reentry plan
- Inclusion of family members and the victim in the reentry plan process

Individual-level changes

- Continuation of services/resources after reentry in the community
- Greater supervision, including sanctions for noncompliance with program expectations after reentry in the community

SVORI Grantee: Alaska Department of Health and Social Services

SVORI website	None
Data management system	Other MIS that identifies SVORI participants
Local evaluation planned	No
Program name	Alaska Youth Reentry Initiative

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	101–150
Inclusion criteria	Serious and violent juvenile offenders, offense or criminal history not used as an identifying factor
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Anchorage and surrounding communities (Girdwood, Chugiak, Eagle River, Indian)
Participation	Mandatory
Legal release status	Most participants are under probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	An informal steering committee at this time; may convert to a formal steering committee in the future
Post-release reentry authority	Department of Health and Social Services, Department of Juvenile Justice
Number of phases	3

Phase 1: Institution Phase**Duration:** Indefinite**Assessments:** POSIT and MAYSI**Components/services offered within phase:**

- Case management and the development of a transition team to participate in the development, monitoring, and enforcement of the youth's re-entry plan
- Education through the Anchorage School District
- Mentoring through Big Brothers Big Sisters
- Specific targeted services include, as needed, sex offender treatment; community projects; mental health services; anger management; substance abuse treatment; gender-specific treatment for girls; positive peer culture therapy; and intensive, highly structured services for violent offenders

Coordination of services:

- Case manager

Phase 2: Transition Phase**Duration:** 3 months**Assessments:** YSL/CMI**Components/services offered within phase:**

- Development of an individualized aftercare plan
- Supervision/case management by a caseworker and ongoing participation of the transition team
- Victim-offender mediation when the victim is willing to participate
- Continuation of mentoring through Big Brothers Big Sisters
- Job readiness and transitional skills training
- Specific targeted services include, as needed, sex offender treatment; community projects; mental health services; anger management; substance abuse treatment; gender-specific treatment for girls; positive peer culture therapy; and intensive, highly structured services for violent offenders

Coordination of services:

- Caseworker of the Intensive Community Supervision Program

Phase 3: Community Phase**Duration:** Minimum of 4 months**Assessments:** YSL/CMI**Components/services offered within phase:**

- Refinement of the Individualized Aftercare Plan
- Continued case management and supervision by the case worker and transition team
- Housing assistance
- Routine, scheduled contacts to monitor the youth and family
- Crisis intervention for the youth and family, as necessary
- Continued mentoring through Big Brothers Big Sisters
- Brokerage with community resources and linkages to social networks to continue access to services received in Phases 1 and 2, including education; job training and placement services; medical services; life skills training; sex offender treatment; community projects; mental health services; anger management; substance abuse treatment; gender-specific treatment for girls; positive peer culture therapy; and intensive, highly structured services for violent offenders

Coordination of services:

- Caseworker of the Intensive Community Supervision Program

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

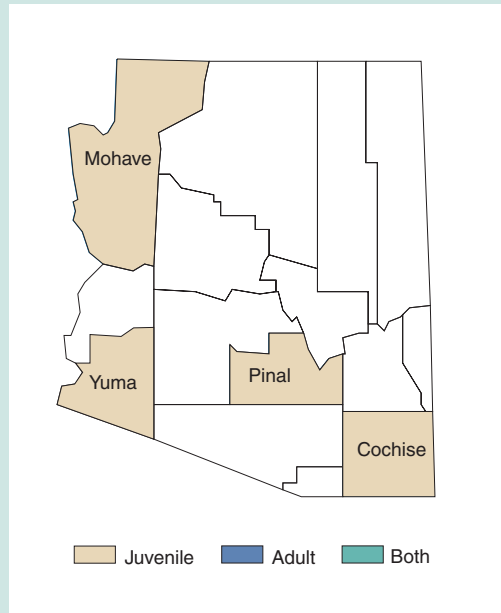
- SVORI funding is primarily being used to enhance a well-developed reentry program for youthful offenders by increasing the number of therapists on staff

ARIZONA

SVORI Grantees in Arizona

- Arizona Department of Juvenile Corrections (ADJC)

Arizona has one SVORI grantee that advocates for improvements in the transition of youth statewide and specifically focuses on male and female juveniles returning to four rural counties (Pinal, Mohave, Cochise, and Yuma), depicted in the map below. In 1990, the ADJC was established as a separate entity from the Arizona Department of Corrections as one of a number of reforms in the supervision and treatment of juveniles in the State system. The ADJC operates and maintains four secure care facilities for the custody, treatment, and education of committed juveniles from 15 Arizona counties, each of which sends its most difficult juvenile offenders. The counties targeted for post-release have populations with special needs, such as youth who have severe mental health problems, substance abuse problems, and sexual offending behaviors.



SVORI Grantee: Arizona Department of Juvenile Corrections

SVORI website	http://www.adjc.az.gov/
Data management system	MIS identifies SVORI participants
Local evaluation planned	No
Program name	Arizona Department of Juvenile Corrections Re-entry Initiative

ADJC		Re-entry Initiative
TARGET POPULATION		
Population type	Male and female juveniles	
Number of targeted prisoners	201+	
Inclusion criteria	None	
Exclusion criteria	None	
Pre-release facilities	All State secure care facilities	
Post-release locations	Assigned to a parole office in one of four rural counties: Pinal, Mohave, Cochise, and Yuma	
Participation	Mandatory	
Legal release status	All youth released to the community from secure care are under parole supervision	

PROGRAM ORGANIZATION AND SERVICES

Steering committee	A reentry coalition or task force meets to give ADJC input on grant implementation and collaboration
Post-release reentry authority	ADJC Community Corrections (Juvenile Parole)
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: 7–9 months

Assessments: Within 40 days of commitment to ADJC, the youth receives a risk/needs assessment, medical/dental screening, and mental health screening. Currently, ADJC is implementing the Criminogenic Assessment Protective Factors Assessments to build on the previous assessments using this multi-domain tool (to be agency-wide by 12/04). In addition, the Strategies for Juvenile Supervision assessment is being completed to assist in defining supervision status.

Components/services offered within phase:

- Following the completion of assessments, the Initial Treatment Plan (ITP) is developed. This will be the first step toward a Continuous Case Plan for the individual youth's care in treatment and in the community.
- Assignment of the youth to appropriate housing based on his/her need/risk classification
- Establishment of "Faith Community Connections" through faith-based mentors (available on a limited basis)
- Specific targeted services include, as needed, mental health counseling, medical/dental services, education, vocational planning, parenting skills training, behavior management, and faith-based services. Other services provided for youth who need them are substance abuse services, sex offender counseling, services for violent offenders, and therapeutic crisis intervention.
- Opportunities for high school credits, GED, and college courses are offered in secure care.

Coordination of services:

- As the youth's release date approaches, the Transition Team is convened to review his/her progress and prepare for his/her transition to the community. A multidisciplinary team is convened to develop a Parole Plan as a continuation of the ITP. Once the services a youth will need in the community are identified, arrangements are made to have those in place upon his/her release. Community resources are utilized as a part of this plan, whenever possible.

Phase 2: Community-Based Transition

Duration: 7–9 months, continues into Phase 3

Assessments: Risk and needs assessments are continued through this phase with a focus on successful transition from secure care to conditional liberty (parole)

Components/services offered within phase:

- Continued development of the Parole Plan
- CAPFA assessments at 90-day intervals
- Specific targeted services include, as needed, mental health counseling, medical services, medical/dental services, education, vocational exploration, parenting skills training, life skills training, anger management, faith-based services, and substance abuse treatment. Provision of new services to youth after release, including employment skills/vocational training, life skills, and independent living.

Coordination of services:

- The Reentry Specialist will spearhead the effort to bring the continuous case plan and community resources together for transition planning and plan implementation

Phase 3: Community-Based Long-Term Support

Duration: Begins when Phase 2 ends; duration varies

Assessments: Risk and needs assessments are continued through this phase, with a focus on successful transition from conditional liberty (parole) to independence from the juvenile justice system

Components/services offered within phase:

- Development of an individualized plan using a coordination of community services to meet individual youth and family needs
- Specific targeted services include, as needed, mental health counseling, education placement, vocational skills training, parenting skills training, life skills training, anger management, faith-based mentors, substance abuse treatment, employment skills/vocational referrals, and placement services

Coordination of services:

- The Reentry Specialist will put together a team of community partners (resource partners), whose involvement with the youth and his/her family will continue beyond the time that the Reentry Specialist's participation is completed
- Continued development of interagency agreements to improve accessibility to services for youth and families

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased involvement of the community in providing programs and services to youth reentering these rural communities
- Ongoing feedback to the community partnerships about the success of the collaboration
- Increased involvement of faith-based institutions in providing mentors for the youth and in enlightening church/community members about the youth reentering their community

Individual-level changes

- More intensive case management and continuum of services during transitions from secure care to parole and from parole to independence
- Ongoing, comprehensive needs assessment that drives the development of the reentry plan

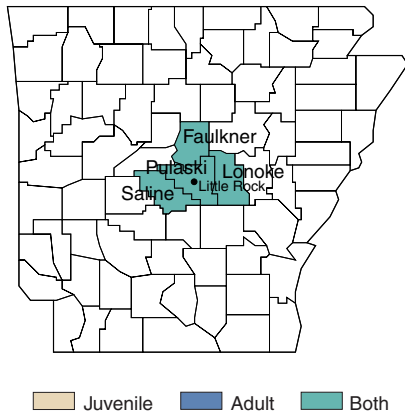
ARKANSAS

SVORI Grantees in Arkansas

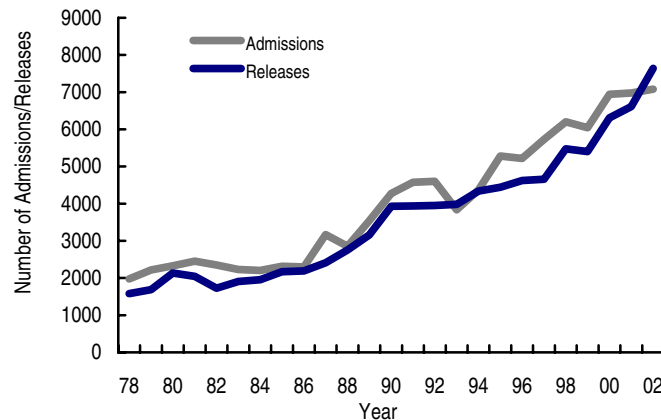
- Arkansas Department of Community Correction (AR DCC)

Arkansas has one SVORI grantee with two administratively distinct reentry programs: one is focused on adults and one is focused on juveniles. Both programs target individuals returning to Faulkner, Lonoke, Pulaski, and Saline counties (depicted in the map below). In the adult program, the grantee has targeted serious and violent offenders in their maximum security or administrative segregation units, who are not eligible for other pre-release programs due to their security status. The line chart below provides BJS statistics on adult prison admission and release trends in Arkansas over a 24-year period.

Arkansas SVORI Target Areas



Arkansas Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Arkansas Department of Community Correction

SVORI website	None
Data management system	SVORI-specific MIS
Local evaluation planned	For the juvenile program, an existing staff analyst will conduct an internal evaluation. The adult program is collecting performance measures and has plans to hire an independent evaluator.
Program names	Arkansas Adult Arkansas Juvenile

AR DCC: PROGRAM 1

Arkansas Adult

TARGET POPULATION

Population type	Male and female adults and youthful offenders adjudicated as adults
Number of targeted prisoners	101–150
Inclusion criteria	Persons who have recidivated, committed violent offenses, a history of criminality such as substance abuse, and classified through assessment as serious and violent offenders
Exclusion criteria	None
Pre-release facilities	Selected State prisons
Post-release locations	Faulkner, Lonoke, Pulaski, and Saline counties
Participation	Voluntary
Legal release status	All offenders are under community supervision and parole

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Both an Executive Committee (with membership from DCC, ADC, and DYS) and a Steering Committee (with membership from police, institutional staff, educators, substance abuse treatment, mental health treatment, and faith-based service providers) are in place
Post-release reentry authority	Independent Parole Board
Number of phases	2

Phase 1: Institutional Programs

Duration: 2–6 months

Assessments: Risk and needs assessment, psychological evaluation, PII, Beta, WRAT-3, and LSI-R

Components/services offered within phase:

- Development of a written reentry plan with the involvement of the offender
- Program to match the needs of the offender with community resources, including the offender writing letters to providers and resource managers and accepting the expectations and consequences of his/her release
- Group meetings to work on socialization and control
- Classes to recognize thought distortion and errors in thinking
- Pre-release curriculum focusing on anger management and social control, life skills training, substance abuse recovery, relapse prevention, mental health services, housing assistance, and job skills development
- Specific targeted services include, as needed, medical services, dental services, education, parenting skills training, and faith-based services

Coordination of services:

- Case management transition team

Phase 2: Community-Based Transition

Duration: 6–12 months

Assessments: Ongoing risk and needs assessment, job aptitude assessment

Components/services offered within phase:

- Ongoing development of the written reentry plan with the involvement of the SVORI participant
- Case management through a highly structured program that utilizes supervision, sanctions, and services coordinated through a central location in order to provide structured transition for SVORI participants
- Aid in addressing reentry needs including Social Security Disability Insurance; clothing; food stamps; other social needs addressed through TEA, TANF, Welfare to Work Programs; medical and dental plans; and housing
- Specific targeted services include, as needed, anger management and social control, life skills training, substance abuse recovery, relapse prevention, mental health services, job skills development/training, education, parenting skills training, and faith-based services

Coordination of services:

- Case management transition team
- Private and nonprofit community-based provider has a Professional Services Contract with DCC

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Provision of reentry services to serious and violent offenders (no services available to this population before SVORI)
- Use of a transition team to manage the reentry process
- Needs assessments conducted and updated as a tool for developing and revising a written reentry plan

Individual-level changes

- Increased services available to participants, such as housing assistance
- More intensive supervision in the post-release phase so that needs are identified and addressed more quickly
- Inclusion of the family and the SVORI participant in the development of the reentry plan

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Ages 14–21, committed serious or violent crimes (A or Y class), multiple recidivists, and/or those at high risk for re-offending
Exclusion criteria	None
Pre-release facilities	All State juvenile facilities
Post-release locations	Faulkner, Lonoke, Pulaski, and Saline counties
Participation	Mandatory
Legal release status	Participants are in pre-release programs and under community supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Both an Executive Committee (with membership from AR DCC, ADC, and DYS) and a Steering Committee (with membership from police, institutional staff, educators, substance abuse treatment, mental health treatment, and faith-based service providers) are in place.
Post-release reentry authority	Department of Human Services, Division of Youth Services
Number of phases	2

Phase 1: Institutional Programs

Duration: 4–6 months

Assessments: Risk and needs assessment, WISC-III, WRAT-3, Bender Gestalt Drawings, MMPI-A, The Jesness Inventory, CPS, BDI-II, House-Tree-Person Drawings, Incomplete Sentences Blank, The Hand Test, and the University of Arkansas-Little Rock, Department of Criminology Security Risk Assessment Tool

Components/services offered within phase:

- Ongoing development of a written reentry plan with the involvement of the SVORI participant
- Case management through a highly structured program that utilizes supervision, sanctions, and services coordinated through a central location in order to provide structured transition for SVORI participants
- Mentoring program
- Aid in addressing reentry needs including Social Security Disability Insurance; clothing; food stamps; other social needs addressed through TEA, TANF, Welfare to Work Programs; medical and dental plans; and housing
- Continuation of post-release services through community resources that focus on anger management and social control, life skills training, substance abuse recovery, relapse prevention, job skills development/training, education, parenting skills training, and faith-based services

Coordination of services:

- Case management transition team

Phase 2: Community-Based Transition

Duration: 6–24 months (or longer if needed)

Assessments: Ongoing risk and needs assessment, job aptitude assessment

Components/services offered within phase:

- Ongoing development of a written reentry plan with the involvement of the SVORI participant
- Case management through a highly structured program that utilizes supervision, sanctions, and services coordinated through a central location in order to provide structured transition for SVORI participants
- Mentoring program
- Aid in addressing reentry needs including Social Security Disability Insurance; clothing; food stamps; other social needs addressed through FINS, TEA, TANF, Welfare to Work Programs; medical and dental plans; and housing
- Continuation of post-release services through community resources that focus on anger management and social control, life skills training, substance abuse recovery, relapse prevention, job skills development/training, education, parenting skills training, and faith-based services

Coordination of services:

- Case management transition team

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Provision of reentry services to serious and violent offenders (no services available to this population before SVORI)
- Use of a transition team to manage reentry process
- Needs assessments are conducted and updated as a tool for developing and revising a written reentry plan

Individual-level changes

- Increased services available to participants, such as housing assistance
- More intensive supervision in the post-release phase so that needs are identified and addressed more quickly
- Inclusion of the family and the SVORI participant in the development of the reentry plan

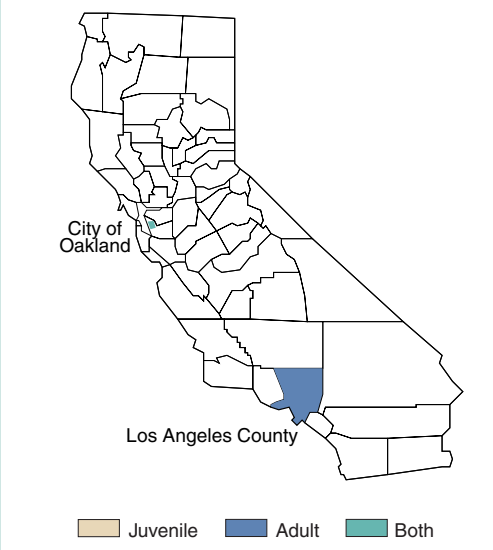
CALIFORNIA

SVORI Grantees in California

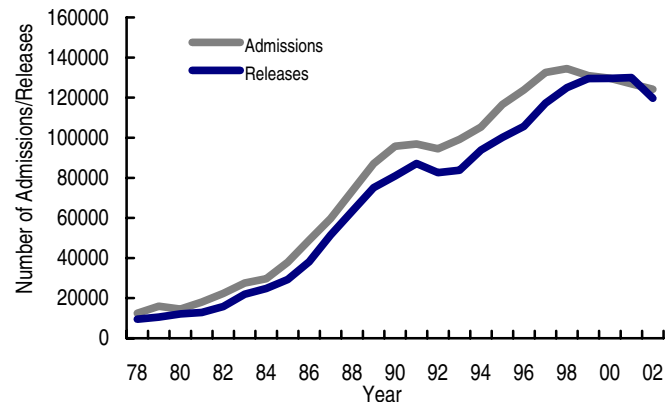
- City of Oakland
- California Department of Corrections (CDC)

California has two SVORI grantees: one focused on adults and juveniles returning to the City of Oakland and one focused on adults returning to Los Angeles County (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in California over a 24-year period.

California SVORI Target Areas



California Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: City of Oakland

SVORI website	None
Data management system	Electronic web-based data collection and evaluation tool designed and maintained by a grant subcontractor
Local evaluation planned	Yes
Program name	Project Choice

City of Oakland

Project Choice

TARGET POPULATION

Population type	Male juveniles and adults
Number of targeted prisoners	Fewer than 50
Inclusion criteria	Juveniles ages 14–17 under California Youth Authority (CYA) jurisdiction with high-risk parole board designations (1–4) and drug offenders; adults 18–30 under CDC supervision and R4 drug offenders. All participants are at high risk of reoffending and at high-risk of being violent
Exclusion criteria	Predatory or serial sex offenders
Pre-release facilities	CYA's Northern California Youth Correctional Institution—3 facilities; CDC San Quentin State Prison
Post-release locations	City of Oakland
Participation	Mandatory for juveniles; voluntary for adults
Legal release status	Most juvenile participants are under parole supervision; all adult participants are under parole supervision.

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	CYA and CDC
Number of phases	3

Phase 1: Institutional Phase**Duration:** 6–12 months

Assessments: Needs Assessment (adults only), ASI, Intensive Intake Interview, Risk Assessment, and vocational interest surveys. Risk Assessment tool is a modified version of Dr. Barry Krisberg's offender risk assessment tool. May use CAPS/COPS/COPES assessments.

Components/services offered within phase:

- Restorative Justice program to increase victim awareness (adults only)
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, self-esteem building, and mentoring through intensive case management and support groups

Coordination of services:

- Reentry coach, project manager of community-based organization (CBO), and the City of Oakland staff

Phase 2: Transition**Duration:** 6–12 months

Assessments: May include Ahmends Quick Test, GAMA, TABE, CSAS, AIS, Weinberger Adjustment Inventory, Drug Experience Questionnaire, and a mental health assessment

Components/services offered within phase:

- Specific targeted services include, as needed, intensive supervision and support; educational services; vocational, college, and career counseling; vocational training; job placement; on-the-job support; substance abuse treatment; mental health counseling; housing support; and community service/restitution. Service provided through intensive case management and weekly life skills group.

Coordination of services:

- Project manager of the CBO, the Reentry Coach/case manager, and the City of Oakland staff

Phase 3: Long-Term Support**Duration:** 6–12 months

Assessments: Same assessments that are used during the Transition phase, along with focused vocational interest and placement interviews

Components/services offered within phase:

- Police and Corrections Team (PACT) — participants required to attend one 2-hour meeting with service providers once paroled to provide contact information so that they can be monitored during this phase (adults only)
- Specific targeted services include, as needed, educational and vocational training, job placement and employment support, substance abuse and mental health services, housing support, restitution, parenting skills training, domestic violence prevention and intervention, life skill training, anger management, faith-based services, conflict resolution, mentoring, family reunification, and family support

Coordination of services:

- Project manager of the CBO, the Reentry Coach/case manager, and the City of Oakland staff

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- New collaboration of agencies, including city government, correctional institution, parole, and CBOs; State agencies are becoming involved and signing Memoranda of Understanding
- In an attempt to move in the same direction as Project Choice, Parole is creating PACT teams in each parole district and developing steering committees, and community resource centers are being placed in each of the parole districts

Individual-level changes

- Reentry coach will have an on-the-street mentor and coach role with his/her clients and will work in a nontraditional, flexible manner, using a wraparound approach; coaches will be on call 24/7 by cell phone and pager
- Families will be involved with the reentry planning
- Increased linkages will exist with CBOs
- A mentoring program will involve successful parolees for peer support

SVORI Grantee: California Department of Corrections

SVORI website	http://www.corr.ca.gov/ParoleDiv/Grant.asp
Data management system	SVORI-specific MIS
Local evaluation planned	Yes
Program name	Going Home Los Angeles (GHLA)

CA DOC	Going Home LA
TARGET POPULATION	

Population type	Male adults
Number of targeted prisoners	201+
Inclusion criteria	Violent offenders with co-occurring disorders currently enrolled in the Walden House substance abuse program
Exclusion criteria	Severely mentally ill offenders
Pre-release facilities	California Substance Abuse Treatment Facility and State Prison, Corcoran
Post-release locations	Los Angeles County
Participation	Voluntary
Legal release status	All participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES	
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Steering committee	Decision Makers steering committee
Post-release reentry authority	Parole and Community Services Parole Unit in the Department of Corrections
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: 4–6 months

Assessments: C-RAS, SCL-90-R, MHCAS

Components/services offered within phase:

- Organizing continuing care resources fairs and community-based service provider visits to the institution
- Securing items to facilitate transition into the community (e.g., Department of Motor Vehicle printouts)
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, and reentry support groups

Coordination of services:

- GHLA Case Manager and Transition Coordinating Team (TCT) work to develop reentry plan and service plan. The TCT consists of a Primary Substance Abuse counselor, a Transitional Coordi-

nator, the Substance Abuse Services Coordination Agency (SASCA) Community Services Coordinator, the Parole Agent, Correctional Counselor, and the community based treatment providers.

Phase 2: Community-Based Transition

Duration: 6 months

Assessments: C-RAS, SCL-90R, MHCAS, and outcome measures geared at measuring substance abuse relapse and mental health issues

Components/services offered within phase:

- Parolee can be placed in either residential or Sober Living plus outpatient services for up to 6 months post-release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, domestic violence prevention and intervention, life skills training, anger management, faith-based services, and classes in criminality, cognitive behavioral change, and the prevention of recidivism

Coordination of services:

- GHLA Case Manager will have at least monthly contact with the parolee and will establish a Reentry Coordinating Team; the GHLA Steering Committee will identify additional support services and work with the Program Planning Committee to develop protocols for coordination of services

Phase 3: Long-Term Planning

Duration: 10–12 months

Assessments: At 12 months, C-RAS, SCL-90, MHCAS, and outcome measures geared at measuring substance abuse relapse and mental health issues

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, domestic violence prevention and intervention, life skills training, anger management, and faith-based services

Coordination of services:

- Reentry Coordinating Team will review participants' progress, and the participant will continue to work with the GHLA Case Manager

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- GHLA is intended to be a temporary program that will be absorbed into existing funding by establishing protocols to address the serious and violent offender population

Individual-level changes

- Increase the availability of services specifically targeting serious and violent offenders with dual diagnoses

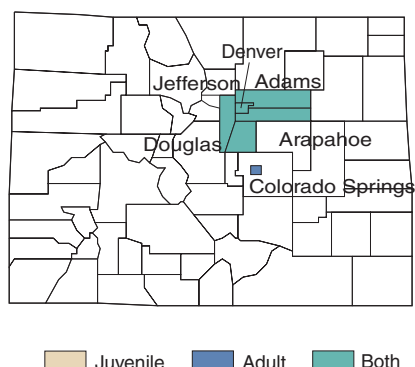
COLORADO

SVORI Grantees in Colorado

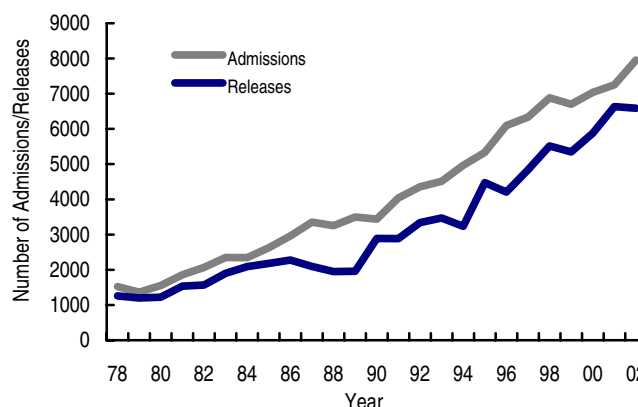
- Colorado Department of Corrections (CO DOC)

Colorado has one SVORI grantee operating four SVORI programs: three programs target adults, youthful offenders, and juveniles returning to five counties in the Denver area (depicted in the map below), and one program focuses on seriously mentally ill adults returning to the City of Colorado Springs (also shown). The line chart below provides BJS statistics on adult prison admission and release trends in Colorado over a 24-year period.

Colorado SVORI Target Areas



Colorado Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Colorado Department of Corrections

SVORI website	None
Data management system	Stand-alone CO DOC database for the adult program; youthful offender program uses CO DOC system called DCIS
Local evaluation planned	CO DOC will conduct a local evaluation for the adult program
Program names	Colorado Affirms Reentry Efforts (CARE)—Adults Colorado Affirms Reentry Efforts (CARE)—Youthful Offender System Colorado Affirms Reentry Efforts (CARE)—Juveniles Colorado Reentry Court for the Seriously Mentally Ill

CO DOC: PROGRAM 1

CARE—Adults

TARGET POPULATION

Population type	Male adults
Number of targeted prisoners	101–150
Inclusion criteria	Ages 19–35; targeting five distinct populations: (1) general population, (2) offenders with serious mental illness, (3) sex offenders, (4) assault level 3, and (5) offenders in administrative segregation, using the following inclusion criteria: LSI score at or above 28 and MHNLA score of 3+, returning to the Denver metropolitan area, and having a mandatory release date or sentence discharge date within 24–48 months
Exclusion criteria	None
Pre-release facilities	Selected State prisons including Sterling Correctional Facility
Post-release locations	Five-county Denver area: Denver, Adams, Arapahoe, Douglas, and Jefferson counties
Participation	Voluntary
Legal release status	All participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Yes
Post-release reentry authority	CO DOC
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: 18.5 weeks (12 weeks cognitive therapy, 6.5 weeks pre-release services)

Assessments: LSI and MHNLA, along with others that measure mental health, substance abuse problems, employment, and education

Components/services offered within phase:

- Reentry planning will begin at least one year prior to release, with a Reentry Plan being developed by the transition team and active involvement by the offender, family members, and victim(s)
- Each offender has a specific transition team consisting of the members of the core facility transition team (case manager, parole officer, and reintegration specialist) and unique members based on identified needs or risk factors
- A formal transition report is written to address issues related to supervision, risk factors, and needs
- A step-down model is used in which participants step down to a minimum security facility, Intensive Supervision Parole (ISP), or community corrections
- There is a major emphasis on a standardized enhanced cognitive program
- Community service providers will come into the institution to meet with offenders, as will family members and other significant others
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical/dental services, employment skills/vocational training, housing assistance, parenting skills training, dating violence prevention, life skills training, anger management, faith-based services, sex offender treatment, legal needs, and mentoring services

Coordination of services:

- A core facility team (a case manager and the Reintegration Specialist) and a Community Team (parole officer, community reintegration specialist, and others) meet throughout the program to assess and plan the offender's next step down.

Phase 2: Community Reintegration

Duration: Depends on length of parole

Assessments: Because of longer prison stays among CO DOC offenders, a reassessment may occur 1 year prior to parole eligibility to determine participation in CARE. Periodic assessments will be used to inform decisions regarding classification and reclassification, reentry plans, release, community supervision and services, revocation, and discharge from supervision or sentence.

Components/services offered within phase:

- Transition team works with offender, institution, and community agencies before and after release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention, life skills training, anger management, faith-based services, batterer intervention, counseling on avoidance of criminal behavior, family reintegration/reunification plans, restitution plan, aftercare programs, and IMPACTS program services

Coordination of services:

- Core facility team (Case Manager and Reintegration Specialist) and Community Team (parole officer, community reintegration specialist, others)

Phase 3: Community Assumes Responsibility

Duration: There is no time frame. This is a process that begins with the connection of the offender to community resources. Offenders are required to complete the Phase 3 transition plan, which outlines their attachment to the community over a long period of time. The effort is viewed as lifelong.

Assessments: Because of longer prison stays among CO DOC offenders, a reassessment may occur one year prior to parole eligibility to determine participation in CARE. Periodic assessments will be used to inform decisions regarding classification and reclassification, reentry plans, release, community supervision and services, revocation, and discharge from supervision or sentence.

Components/services offered within phase:

- Offender, family members, and victim are included in the Reentry Plan as part of transition services
- The transition team works with offender, institution, and community agencies before and after release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention, life skills training, anger management, faith-based services, batterer intervention, counseling on avoidance of criminal behavior, family reintegration/reunification plans, restitution plan, aftercare programs, and IMPACTS program services.

Coordination of services:

- Core facility team (Case Manager and Reintegration Specialist) and Community Team (parole officer, community reintegration specialist, others)

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Increased communication between community and corrections
- Key CO DOC staff have been linked to the process to provide feedback
- Improved transition plan development process
- Greater information sharing among partners
- Therapy focuses on aggression and attachment

Individual-level changes

- Step-down approach
- SVORI participants receive an enhanced cognitive program
- SVORI participants benefit from pairing programming with step-down procedures
- CARE participants receive more urine analyses and security measures as well as more intensive treatment (process therapy)

TARGET POPULATION

Population type	Male youthful offenders
Number of targeted prisoners	Fewer than 50
Inclusion criteria	CYO-LSI score of 31 or above and returning to Denver Metro or Colorado Springs
Exclusion criteria	Severely mentally ill offenders
Pre-release facilities	Youthful Offender System in Pueblo
Post-release locations	Denver and Colorado Springs
Participation	Voluntary
Legal release status	Youth offenders in the community have inmate status; all participants are under intensive community supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Placement Committee
Post-release reentry authority	DOC
Number of phases	3

Phase 1: Institutional Phase

Duration: 3 months

Assessments: Full diagnostic and risk assessment; CYO-LSI

Components/services offered within phase:

- Reentry plan is developed, with the offender and family members as active participants in its creation
- Other services include medical and dental services and employment skills/vocational training

- Collaboration with CO Forum on Restorative Justice to develop Circles of Support
- Arapahoe/Douglas Workforce Center
- Step-down approach to supervision in community
- Specific targeted services include, as needed, academic education, Quick Skills cognitive education, personal development skills, life skills, anger management, mental health and substance abuse treatment, job training, and mentoring

Coordination of services:

- Facility Program Team (Reintegration Specialist; facility case manager or the pre-release case manager; the offender; the offender's family members, optional; the parole officer at the last two pre-release transition team meetings; SAVIO House; and additional key players, as needed)

Phase 2: Transition Phase**Duration:** 3 months**Assessments:** Full diagnostic and risk assessment; CYO-LSI**Components/services offered within phase:**

- Emphasis on post-release phase
- Community-based transition programs work with offenders prior to and immediately following their release from incarceration
- Transition team works with offender before he/she leaves the institution
- Use of video-conferencing while in prison to meet with community service providers or family (both of whom come to the institution to meet with offenders)
- Specific targeted services include, as needed, case management, education, monitoring, mentoring, life skills training, assessment, vocational training, job skills development, mental health and substance abuse treatment, medical and dental services, anger management, and personal growth and development

Coordination of services:

- Facility Program Team

Phase 3: Reintegration Phase**Duration:** 1 year

Assessments: The CYO-LSI is used for community supervision and service modification, TABE test scores from the facility are used in conjunction with the PLATO educational software to determine academic levels and course study, and the Ansell-Casey Life Skills Assessment is used as a pre- and post-incarceration life skills assessment. The Arapahoe/Douglas Workforce Center uses the Holland and CHOICES career assessment instruments.

Components/services offered within phase:

- Each offender receives money in a personal spending account that can be used for rent, food, clothing, bus passes, medical services, home furnishings, parenting services, and other miscellaneous needs
- Participants receive extensive employment services (training, job matching, job placement) through Arapahoe/Douglas Workforce Center
- Participants receive help with legal issues (e.g., custody filings), individual and family counseling, parenting classes, and substance abuse services, mostly through SAVIO House

- Use of transition team, case management, and coordination of partnerships among offender and community service agencies
- Faith-based services, community Circles of Support, and case management are also part of the post-release services, as well as intensive post-release supervision, which includes a minimum of two contacts with the participant per week
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, education, housing assistance, domestic violence prevention and intervention, and anger management services

Coordination of services:

- Community Program Team (members are the same as for the Facility Program Team, except that an offender has a different case manager for each phase); case management for CARE participants is linked by the Community Reintegration Specialist, who oversees case management throughout all three phases

CHANGES AS A RESULT OF SVORI FUNDING**System-level changes**

- Increased pre-release involvement of community providers
- Increased program visibility

Individual-level changes

- Enhanced cognitive education courses are continued following release
- Involvement with the Arapahoe/Douglas Workforce Center during incarceration
- Duration of pre-release programming extended from 3 months to 6
- Use of a Community Reintegration Specialist to link pre- and post-release case management
- Employment counseling through the A/D Workforce Center; community-based support through Community Circles of Support
- Individualized or specialized mental health services
- Improved access to community incentives; additional funds available in individual spending accounts for living incentives

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	201+
Inclusion criteria	Classified as serious and violent, score of 31+ on CLSI, and at least 6 months left on parole
Exclusion criteria	None
Pre-release facilities	Right of Passage Ridgeview (boys), Girlview (girls), Lookout Mountain (boys), and adding Everest in the future
Post-release locations	Five-county Denver area: Denver, Adams, Arapahoe, Douglas, and Jefferson counties
Participation	Voluntary
Legal release status	All participants are under parole supervision for 6 months

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Yes
Post-release reentry authority	Independent parole board; Division of Youth Corrections (DYC) juvenile parole board
Number of phases	3

Phase 1: Facility Phase

Duration: 6 months

Assessments: CYOLSI will be the primary tool for identifying DYC youth for the CARE project. Additional assessment instruments include the following: DYC Risk Assessment Instrument, CCAR, Psychological Services Summary, SUS-1A, Woodcock Johnson, WISC and Stanford-Benet IQ Tests, Apticom, TAP, and Reading-Free Vocational Interest Inventory.

Components/services offered within phase:

- Transition Team will be developed, including the youth, Client Manager, family member, mentor, provider, and any other support person; members of the youth's Circle of Support will also be recruited
- Reentry Plan will be developed by the team and identify each team member's role, as well as identify goals and time frames in which to achieve those goals. The victim will also be included in reentry planning, and family members and community service providers will come into the institution to meet with offenders.
- Facilities offer varying specific services and curricula for their populations

- Transition Team members meet monthly to review client needs and update the plan
- Reassessment prior to release and modifications as needed to Reentry Plan
- Specific targeted services include, as needed, mental health treatment, substance abuse treatment, anger management, sex offender treatment, parenting skills training, educational programs, legal needs, vocational programs, work experience, medical services, housing assistance, domestic violence prevention and intervention, life training, mentoring, and faith-based services

Coordination of services:

- Client Manager and Reintegration Specialist (also the Project Director)

Phase 2: Parole Phase

Duration: 6 months

Assessments: Periodic assessments will be used to inform decisions regarding classification and reclassification, reentry plans, release, community supervision and services, revocation, and discharge from supervision or sentence

Components/services offered within phase:

- Community-based services will be

“backed in” and linked with institutionally based services, which can include mental health and substance abuse treatment, mentoring, and educational and work experience programs

- Specific targeted services include, as needed, housing assistance, parenting skills training, domestic violence prevention, life skills training, anger management, faith-based services, batterer intervention program, counseling on avoidance of criminal behavior, restitution plan, aftercare programs, and IMPACTS program services.
- Family reintegration services will begin and/or intensify at this stage while other services may decrease to reduce a youth's reliance on institutional-based services.
- Transition team continues working with offender and community
- Client Manager's role changes into the role of a Parole Officer but stays the same person to maintain continuity in the case

Coordination of services:

- Parole Officer (same person who was the Client Manager), Reintegration Specialist (also Project Director), and Parole Advocate

Phase 3: Community Phase

Duration: Occurs when the client has completed parole and is no longer in “the system”; the duration is hoped to be a lifetime

Assessments: No assessments used during this phase

Components/services offered within phase:

- Community-based services will begin at the time of community reintegration

- DYC will enter into long-term service agreements with agencies that provide the following services: day treatment, drug/alcohol services, employment, family reunification, vocational rehabilitation services, housing, mental health services, and other services outlined in the Reentry Plan
- Leverage existing resources available in a youth’s community to meet needs identified in the Reentry Plan

- Circles of Support will play an important role in helping youth reintegrate successfully, connect to services and support systems, and adhere to the Reentry Plan

Coordination of services:

- Client Manager/Parole Officer and Parole Advocate

CHANGES AS A RESULT OF SVORI FUNDING**System-level changes**

- Increased communication between community and corrections
- Improved transition plan development process
- Key CO DOC staff linked to process to provide feedback
- Addition of a step-down approach

Individual-level changes

- Cognitive program (Thinking for a Change) is available only for SVORI participants at the boys’ facility, but the State is moving toward adopting this curriculum for everyone
- Girls’ facility is running a leadership program targeted toward SVORI participants
- SVORI participants meet with Client Manager once a month and will receive intensive community tie-in (in the long term)
- Other differences include Transition Team support, Circle of Support, guidance from community liaison, and links to community resources

CO DOC: PROGRAM 4**Colorado Reentry Court for the Seriously Mentally Ill****TARGET POPULATION**

Population type	Male and female adults
Number of targeted prisoners	Fewer than 50
Inclusion criteria	Must be released on parole, seriously mentally ill, and returning to Colorado Springs
Exclusion criteria	Unknown
Pre-release facilities	All State prisons
Post-release locations	Colorado Springs
Participation	Voluntary
Legal release status	Participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Placement Committee
Post-release reentry authority	DOC
Number of phases	1

*Phase 1: Community-Based Long-Term Support***Duration:** 6 months**Assessments:** Mental Health Needs Level Assaultiveness Code, LSI**Components/services offered within phase:**

- Transition Team is developed
- Circles of Support is implemented
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance,

parenting skills training, domestic violence prevention, life skills training, anger management, faith-based services, batterer intervention program, counseling on avoidance of criminal behavior, family reintegration/reunification plans, restitution plan, aftercare programs, and IMPACTS program services

- All seriously mentally ill offenders receive a mental health assessment and plan developed during incarceration

Coordination of services:

- Parole Board

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Introduction of a Reentry Court model; at court hearings, the team receives a progress update, and the judge uses graduated sanctions and incentives

Individual-level changes

- SVORI participants appear once a month (or once every 2 weeks) in court; the administrative law judge, mental health center representative, TASC representative, parole officer, and client attend the court hearings

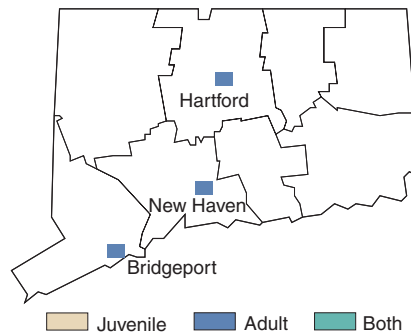
CONNECTICUT

SVORI Grantees in Connecticut

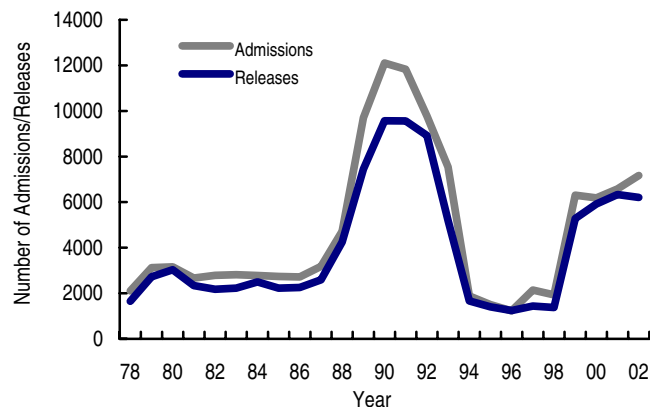
- Connecticut Department of Mental Health and Addiction Services (CT DMHAS)

Connecticut has one SVORI grantee focusing on adults and youthful offenders returning to the cities of Bridgeport, New Haven, and Hartford (depicted in the map below). The Connecticut Department of Mental Health and Addiction Services has identified a group of serious offenders at extremely high risk of continued involvement with the adult criminal system. This population, identified as serious and violent young mentally ill adults in the correctional system with comorbid substance use disorders, is particularly vulnerable to arrest and recidivism. The line chart below provides BJS statistics on adult prison admission and release trends in Connecticut over a 24-year period.

Connecticut SVORI Target Areas



Connecticut Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Connecticut Department of Mental Health and Addiction Services

SVORI website	None
Data management system	The Research Division at DMHAS will create a supplemental data system
Local evaluation planned	Dr. Robert Trestman, University of Connecticut Health Center
Program name	Connecticut Offender Reentry Program

CT DMHAS

Connecticut Offender Reentry Program

TARGET POPULATION

Population type	Male and female adults and youthful offenders
Number of targeted prisoners	201+
Inclusion criteria	Mental health and co-occurring substance abuse scores of 3–4
Exclusion criteria	None
Pre-release facilities	Selected State prisons
Post-release locations	Hartford, Bridgeport, and New Haven
Participation	Voluntary
Legal release status	Most offenders are under supervised release

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	Department of Corrections and Connecticut Department of Mental Health and Addiction Services
Number of phases	3

Phase 1: Institutionally Based Programming

Duration: 12 months

Assessments: Current and historical life information, physical health history, substance abuse, mental health, and risk assessments

Components/services offered within phase:

- Sex offender programs
- Victim services (victim-offender dialogue, victim educational services)
- Religious services (gym, therapeutic recreation class)
- Specific targeted services include, as needed, substance abuse treatment (AA/NA), mental health counseling, medical and dental services, financial assistance for housing needs, life skills training, faith-based services, anger management, and educational placement (GED)

Coordination of services:

- Transition team, which includes case managers, clinicians, vocational specialists, DOC, Parole, Probation, and DMHAS's project manager

Phase 2: Community-Based Transition

Duration: 6–12 months

Assessments: Identification and prioritization of practical concerns; specifying life concerns (e.g., housing, employment, finances)

Components/services offered within phase:

- Domestic violence programming
- Family members involvement implemented
- Victims' rights
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills, education, housing assistance, domestic violence prevention and intervention, and life skills training

Coordination of services:

- Transition team

Phase 3: Community-Based Long-Term Support

Duration: Services remain available to participants until released from community supervision

Assessments: No specific assessments are used in this phase

Components/services offered within phase:

- Continuum of supervision
- Domestic violence programming
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, obtaining employment, vocational/educational training, safe and permanent housing, domestic violence prevention and intervention, and life skills training

Coordination of services:

- Case Manager

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Family members and other significant others come into the institution to meet with offenders
- Integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases
- Staff person whose job it is to create partnerships with community service providers, which will open channels of communication and collaboration among agencies and facilitate services for offenders once they are released
- Reentry coalition or task force of agencies that meets to set guidance for supervision of offenders returning to the community
- Regular feedback mechanism among agencies to ensure that the collaboration is working
- Agency protocols shared regarding how service provision is approached

Individual-level changes

- Reentry plan developed prior to release that is tailored to the individual risk and/or needs of the offender
- Needs assessment updated prior to release specifically for the purpose of developing a reentry plan
- Offender as an active participant in the creation of the reentry plan prior to release
- Staff from within the institution and community agencies working with the offender before he/she leaves the institution
- Required core curriculum that all offenders who are released must receive prior to release

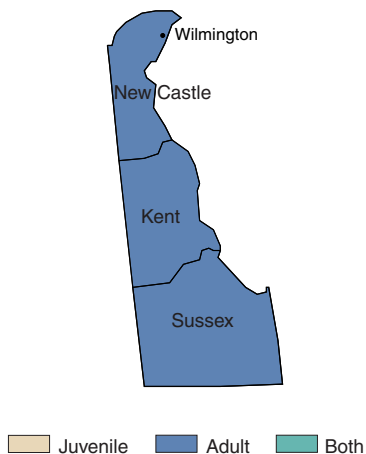
DELAWARE

SVORI Grantees in Delaware

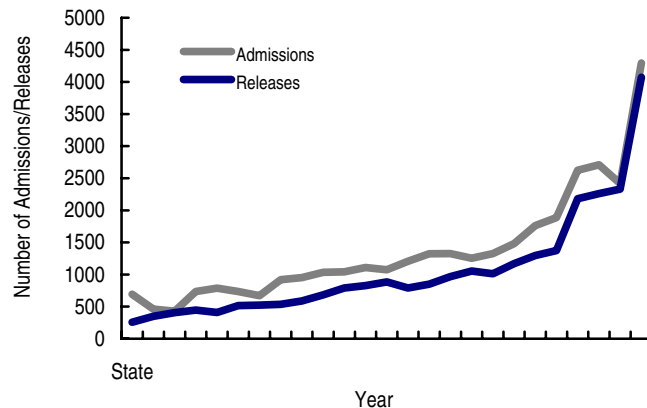
- Delaware Health and Social Services/Division of Substance Abuse and Mental Health (DE SAMH)

Delaware has one SVORI grantee focused on adults returning to New Castle, Kent, and Sussex counties (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Delaware over a 24-year period.

Delaware SVORI Target Areas



Delaware Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Delaware Health and Social Services/Division of Substance Abuse and Mental Health

SVORI website	None
Data management system	Criminal Justice Information System (CJIS)
Local evaluation planned	The Delaware Statistical Analysis Center will conduct a local evaluation
Program name	Delaware Offender Reentry Project

DE DSAMH

Delaware Offender Reentry Project

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	None
Exclusion criteria	Sex offenders
Pre-release facilities	All State prisons
Post-release locations	New Castle, Kent, and Sussex counties
Participation	Voluntary
Legal release status	All participants are under supervised probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Formal Reentry Steering Committee
Post-release reentry authority	Superior Court Reentry Court and DOC
Number of phases	3

Phase I**Duration:** 12 months**Assessments:** Substance abuse, mental health, risk-to-the-community, and employment/training**Components/services offered within phase:**

- Development of case management
- Drug testing through urinalysis
- Specific targeted services include, as needed, substance abuse treatment (AA/NA), mental health counseling, medical services, housing assistance, and educational training

Coordination of services:

- Prisoner counselor and a public defender who acts as case advocate

Phase II**Duration:** 12 months**Assessments:** Substance abuse, mental health, and employment/training**Components/services offered within phase:**

- Increased involvement between members of participants' families; returning offender is included
- Victims' rights recognition
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, education, job skills and employment services, transitional housing assistance, and avoidance of criminal behavior triggers

Coordination of services:

- Case manager

Phase III**Duration:** Ongoing and can continue until participant is stabilized**Assessments:** Substance abuse, mental health, and employment training**Components/services offered within phase:**

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, education, job skills and employment services, transitional housing assistance, and avoidance of criminal behavior triggers

Coordination of services:

- Case manager

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Integrated case management where representatives from multiple community service providers and/or corrections agencies meet to discuss and work on particular cases
- Case manager from a community-based organization who brokers services from appropriate agencies
- Partnerships created with community service providers, which will open channels of communication and collaboration among agencies and facilitate services for offenders
- Joint mission statements with other agencies around reentry
- Reentry coalition or task force for agencies that meets to set guidelines for supervision of offenders returning to the community
- Regular feedback mechanisms among agencies to ensure that the collaboration is working
- Agencies sharing protocols regarding how service provision is approached

Individual-level changes

- Development of reentry plan prior to release that is tailored to the individual risk and/or needs of the offender
- Offender as an active participant in the creation of a reentry plan prior to release
- Use of a transition team that includes staff from within the institution and community agencies that will work with offender post-release
- Community service providers coming into the institution to meet the offender
- Needs assessment updated prior to release specifically for release planning

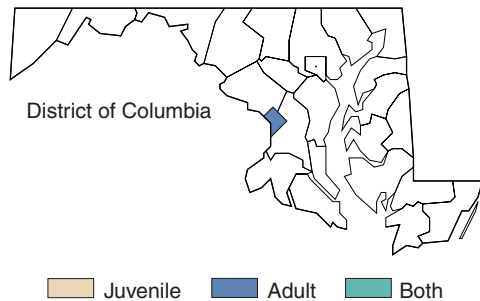
DISTRICT OF COLUMBIA

The District of Columbia (DC) has one SVORI grantee focused on adult and youthful offenders returning to the DC metropolitan area (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in the District of Columbia over a 24-year period.

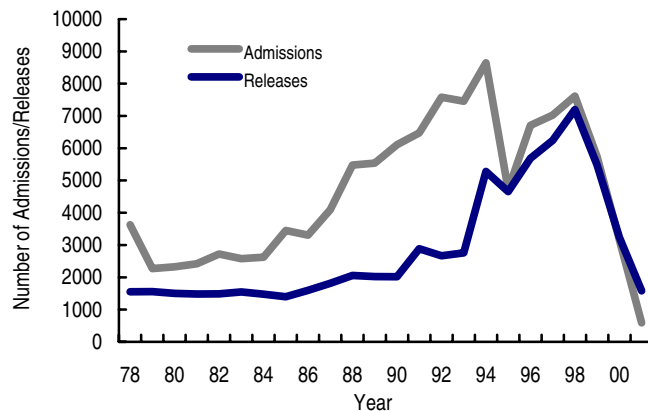
SVORI Grantees in the District of Columbia

- Executive Office of the Mayor through the Deputy Mayor of Public Safety and Justice (ODMPSJ)

District of Columbia SVORI Target Areas



District of Columbia Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Executive Office of the Mayor through the Deputy Mayor of Public Safety and Justice

SVORI website	None
Data management system	JUSTIS data collection system
Local evaluation planned	Quarterly Performance Reports
Program name	District of Columbia Offender Reentry

ODMPSJ

District of Columbia Offender Reentry

TARGET POPULATION

Population type	Male and female adults and youthful offenders
Number of targeted prisoners	Fewer than 50
Inclusion criteria	Youth who score above 16 on the risk assessment
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	DC Metropolitan Area
Participation	Voluntary for adult offenders. Youth offenders participate through commitments as a result of court involvement through the District's Youth Service Administration.
Legal release status	Most participants are under community supervision, Youth Services Administration, court Social Services, or Diversion

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	Adult—Court Services and Offender Supervision Agency (CSOSA) Juvenile—Department of Human Services' Youth Services Administration (DHS/YSA)
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: At least 1 year, depending on terms of sentence (adults); 60–90 days (juveniles)

Assessments: Adults: substance abuse, employment and education needs, housing; Juveniles: risk/need, mental health, substance abuse, employment services

Components/services offered within phase:

- Adults: Under Inmate Financial Responsibility Program (IFRP), participants are required to make payments from their earnings to satisfy court-ordered fines, victim restitution, child support, and other monetary judgments
- Adults: Have an opportunity to gain temporary release from custody after meeting strict requirements
- Juveniles: Individual Service Plan (ISP) is developed
- Juveniles: Aftercare case manager is assigned
- Adult and juvenile offenders receive specific targeted reentry services, including, as needed, substance abuse treatment, mental health counseling, medical and dental services, life skills training, faith-based services, and educational placement (GED)

Coordination of services:

- Adults: Reentry team consisting of a halfway house case manager, one Community Supervision Officer (CSO), a mentor (if assigned) or family member
- Juveniles: Transition team consisting of specialized service provider, intensive aftercare case manager, intensive service provider, the youth, and his/her family

Phase 2: Community-Based Transition

Duration: Adult inmates up to 120 days; juveniles 90–120 days

Assessments: Adults: reassess risk level/CSOSA screener designed to assess the offender's risk of re-offense and need for support services

Components/services offered within phase:

- Adults: Transitional Intervention Parole Services (TIPS) will complete the Screener and develop a reentry case plan for each returning offender. The case plan will establish goals and direct the offender toward needed services to address levels of functioning across a number of domains, which include criminality, aggression and violence, addiction, education, employment, and community support/family/peer networks
- Adults: specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, life skills training, faith-based services, and educational placement (GED)
- Juveniles: public defender services; other specific targeted services include, as needed, computer training, financial support for school, vocational, mental health, substance abuse treatment, expressive art therapy, medical and dental, faith-based services, mentoring services, and peer mediation

Coordination of services:

- Adult: reentry team
- Juvenile: team/Steering Committee—transition services will be coordinated with existing management activities to begin 90 days prior to planned release from the correctional facility

Phase 3: Community-Based Long-Term Support

Duration: Average length of parole/supervised release for adults is 54 months; for juveniles 12 months

Assessments: Adults: employment, marital/family relations, substance abuse habits, emotional adjustment, and attitude toward successful community reintegration; Juveniles: risk/needs

Components/services offered within phase:

- During Phase 3, Community Supervision Officers will continue to implement the reentry case plan developed for each offender during the transition phase, or immediately upon release if the offender did not transition from prison to the community through a community corrections center. The case plan establishes goals and directs the offender toward needed services to address levels of functioning across a number of domains, which include criminality, aggression and violence, addiction, education, employment, community support/family/peer networks, psychosocial functioning, housing, and leisure time.
- Establishment of Project Empowerment Plus (PEP), whose goal is to move reentrants from incarceration to self sufficiency, self empowerment, and independence from the criminal justice system through combining employment, human and social services in a comprehensive and coordinated manner delivered in a single service location.
- Juveniles: Specific targeted services include, as needed, mentoring, family counseling, and community service projects

Coordination of services:

- Adults: reentry team
- Juveniles: transition team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Establishment of Project Empowerment Plus as a significant post-release component
- Increased collaboration across various District of Columbia human service agencies and the Court Services and Offender Supervision Agency to connect offenders to community based services
- Establishment of the District government–led “Community Partnerships for the Future,” a network of community-based service providers intended to expand the range of services accessible to program participants

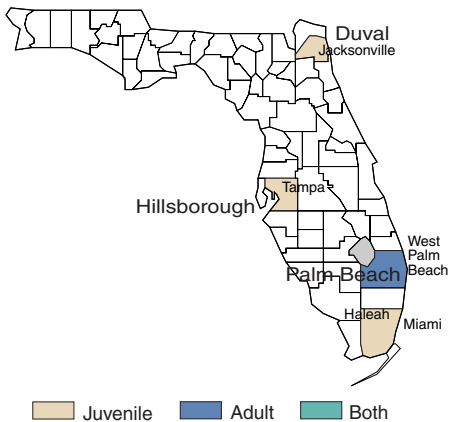
FLORIDA

SVORI Grantees in Florida

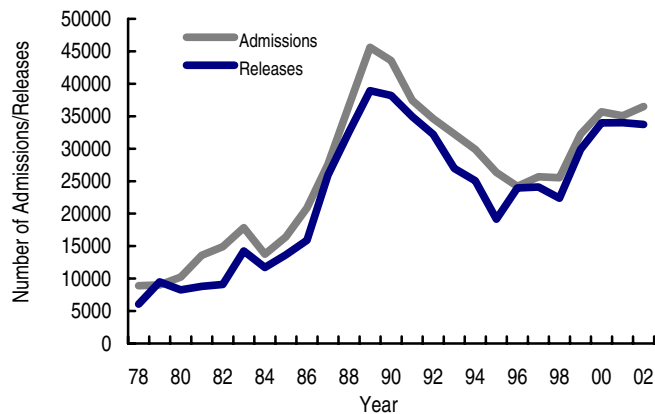
- Florida Department of Corrections (FL DOC)
- Florida Department of Juvenile Justice (FL DJJ)

Florida has two SVORI grantees: one focused on adults returning to Palm Beach County and one focused on juveniles returning to Duval, Miami-Dade, and Hillsborough counties (depicted in the map below). The juvenile grantee is using SVORI funds to enhance an existing reentry program. The line chart below provides BJS statistics on adult prison admission and release trends in Florida over a 24-year period.

Florida SVORI Target Areas



Florida Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Florida Department of Corrections

SVORI website	None
Data management system	Suncom, Correctional Data Center (CDC)
Local evaluation planned	Draft evaluation plans underway
Program name	Serious and Violent Reentry Initiative

FL DOC		Serious and Violent Reentry Initiative
TARGET POPULATION		
Population type	Male and female adults	
Number of targeted prisoners	51–100	
Inclusion criteria	Sex offenses and other violent offenses	
Exclusion criteria	None	
Pre-release facilities	Selected State prisons	
Post-release locations	Palm Beach County	
Participation	Voluntary	
Legal release status	Most offenders are released under probation supervision	

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Palm Beach County Criminal Justice Coalition
Post-release reentry authority	FDC/Probation and Parole Department, Circuit 15
Number of phases	3

Phase 1: Protect and Prepare**Duration:** Up to 1 year**Assessments:** Comprehensive vocational and substance abuse assessments**Components/services offered within phase:**

- Transition planning team is formed and consists of mental health counselors, substance abuse counselors, victim advocate, mentors, probation officer, Transitional Assistance Specialist (TAS), case managers, and a classification officer. The transition team works with offender throughout all phases.
- Treatment and release plans are tailored to the individual needs of the prisoner
- Prisoners, family members, and victims are all involved in the development of the reentry plan
- The TAS is responsible for case management
- Video-conference tool is available to bring in family members to document what problems are going on within the family
- Family unification counseling is provided
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, financial assistance for housing needs, life skills training, faith-based services, and anger management

Coordination of services:

- Transition team

Phase 2: Control and Restore**Duration:** Up to 1 year**Assessments:** No specific assessments used in this phase**Components/services offered within phase:**

- Victim's Rights Organization involved in recommendations for community service
- Victim restitution counseling included
- Palm Beach County Jobs Partnership organizes community service
- Transitional housing provided
- A faith-based organization brings together local churches and other religious organizations
- Mentoring program established
- Global Positioning System (GPS) tracking system implemented

Coordination of services:

- Transition team

Phase 3: Responsibility and Productivity**Duration:** Remainder of supervision term**Assessments:** No specific assessments used in this phase**Components/services offered within phase:**

- Ongoing involvement of family members
- Palm Beach County Workforce Development Board one-stop center
- Probationer's Educational Growth Program support program
- Specific targeted services include, as needed, substance abuse treatment (AA/NA), mental health counseling, medical and dental services, financial assistance for housing needs, life skills training, faith-based services, anger management, and educational placement (GED)

Coordination of services:

- Transition team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Use of video-conferencing while offender is incarcerated to meet with community service providers or family
- Community service providers come into the institution to meet with offenders
- Integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases
- Case manager from a community-based organization who brokers services from appropriate agencies for offenders post-release
- Staff person who creates partnerships with community service providers in an effort to open channels of communication and collaboration among agencies, and facilitate services for offenders post-release
- Regular feedback mechanism among agencies to ensure that the collaboration is working

Individual-level changes

- Reentry planning prior to release tailored to the individual
- Inclusion of victims and family members during reentry planning
- Mentor assigned from prisoner's home community
- Preparation of the community for the prisoner's return
- Prisoner-specific teams
- Continuum of post-supervision activities

SVORI Grantee: Florida Department of Juvenile Justice

SVORI website	None
Data management system	Automated information system
Local evaluation planned	No available funds
Program name	Going Home

TARGET POPULATION

Population type	Male and female youthful offenders
Number of targeted prisoners	201+
Inclusion criteria	Seriously delinquent youth with at least one adjudication for a violent felony with other risk factors for recidivism identified on the extensively validated YSL/CMI assessment instrument
Exclusion criteria	None
Pre-release facilities	Selected State Juvenile Corrections Community Programs
Post-release locations	Duval, Miami-Dade, and Hillsborough counties
Participation	Mandatory
Legal release status	All participants are under Conditional Release (CR)

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Coalition
Post-release reentry authority	FL DJJ
Number of phases	3

Phase 1: Protect and Prepare

Duration: 60 days (180 days for sex offenders)

Assessments: YSL/CMI

Components/services offered within phase:

- A transition team that includes Juvenile Probation Officer (JPO), the CR provider, and the juvenile and his/her family is formed; the transition team works with offender through all phases
- Victim impact curriculum is used and victims are included during reentry planning
- Specific targeted services include, as needed, substance abuse treatment, medical and dental services, mental health counseling, educational and vocational training, behavior management, housing assistance, and life skills training

Coordination of services:

- Transition team

Phase 2: Control and Restore

Duration: 60–90 days

Assessments: No specific assessments used in this phase

Components/services offered within phase:

- Coordination of transportation services
- Home visitations
- Family crises intervention

Coordination of services:

- Transition team

Phase 3: Responsibility and Productivity

Duration: 12 months

Assessments: No specific assessments used in this phase

Components/services offered within phase:

- Offender continues to receive targeted reentry services available in Phase 2

Coordination of services:

- Transition team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Use of YLS/CMI for assessment tool
- Development of mission statements with other agencies around reentry
- Use of a reentry coalition or task force of agencies who meet to set guidance for supervision
- Use of regular feedback mechanisms among agencies to ensure that the collaboration is working
- Sharing of agency protocols regarding how service provision is approached

Individual-level changes

- Enhancement of reentry programming and services available to juvenile offenders

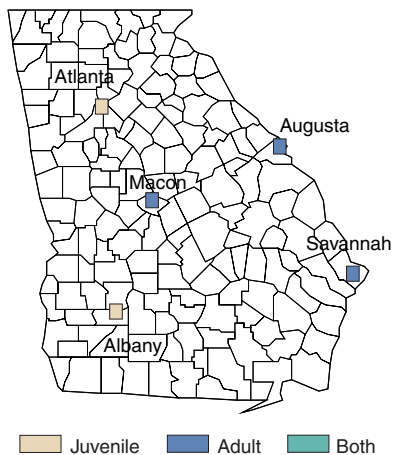
GEORGIA

SVORI Grantees in Georgia

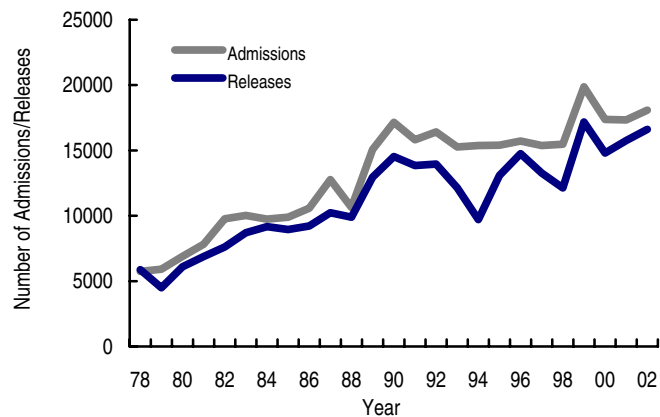
- Georgia Criminal Justice Coordinating Council (GA CJCC)

Georgia has one SVORI grantee focused on juveniles returning to the cities of Albany and Atlanta as well as adults and youthful offenders returning to the cities of Augusta, Macon, and Savannah (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Georgia over a 24-year period.

Georgia SVORI Target Areas



Georgia Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Georgia Criminal Justice Coordinating Council

SVORI website	None
Data management system	Adults: Oracle-based information case management system Juveniles: OTIS, a statewide database
Local evaluation planned	Strategic Planning Division will conduct an in-house unit evaluation
Program name	Georgia Reentry Initiative

GA CJCC

Georgia Reentry Initiative

TARGET POPULATION

Population type	Male and female adults and juveniles
Number of targeted prisoners	201+
Inclusion criteria	Adults: ages 25–35, criminal history, considered high risk of offending, and released through transition centers Juveniles: ages 12–17, 6–36-month secure confinement by commitment order, IQ in the normal range, and considered high risk
Exclusion criteria	Sex offenders and severely mentally ill offenders
Pre-release facilities	Selected State prisons
Post-release locations	Augusta, Macon, and Savannah; Albany, Atlanta (for juveniles only)
Participation	Voluntary
Legal release status	Participants are under parole or probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	State Board of Pardons and Parole and Department of Juvenile Justice
Number of phases	3

Phase 1: Prison**Duration:** Unknown**Assessments:** Adults: Northpointe COMPASS, ASI, and TABE; Juveniles: MST**Components/services offered within phase:**

- Reentry planning begins
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, housing needs, life skills training, faith-based services, anger management, and employment skills/vocational training

Coordination of services:

- Juvenile Probation/Parole Specialist

Phase 2: Transition Center**Duration:** 6–9 months**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Offenders transition from inmates to members of society
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, housing needs, life skills training, faith-based services, anger management, and employment skills/vocational training

Coordination of services:

- Transition team made up of treatment providers, Department of Corrections security, counseling and employment staff

Phase 3: Probation/Parole Community**Duration:** Unknown**Assessments:** Community assessment to identify case management services and gaps**Components/services offered within phase:**

- Resources provided for families to be part of the offender's rehabilitation process
- Victims and victim advocacy groups will provide input and guidance to formulate portions of reentry phase
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, housing needs, life skills training, faith-based services, anger management, and employment skills/vocational training

Coordination of services:

- Transition team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Community service providers allowed to come into the institution to meet with offenders
- Integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases

Individual-level changes

- Reentry planning prior to release tailored to the individual
- Inclusion of family members during reentry planning
- Inclusion of victim during reentry planning

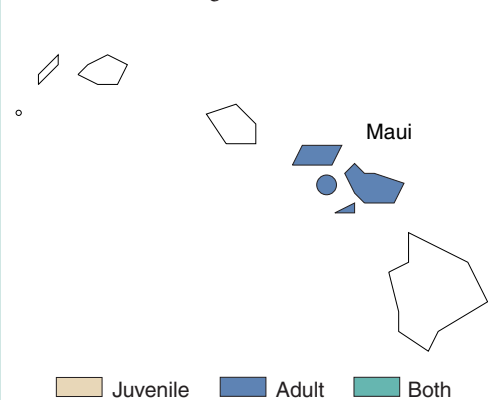
HAWAII

SVORI Grantees in Hawaii

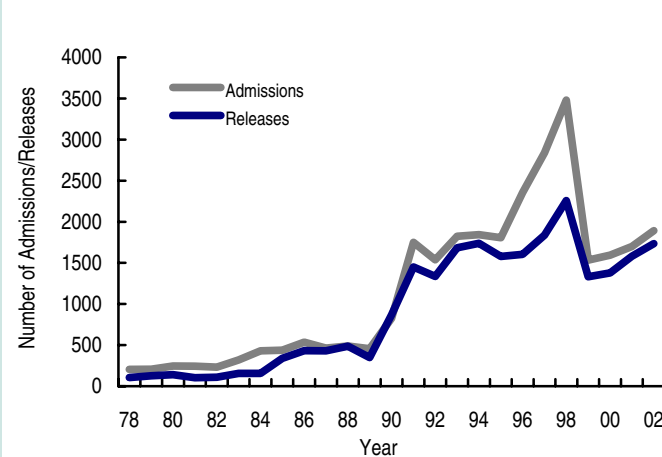
- Hawaii Department of Public Safety (HI DPS)

Hawaii has one SVORI grantee focusing on adults returning to Maui (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Hawaii over a 24-year period.

Hawaii SVORI Target Areas



Hawaii Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Hawaii Department of Public Safety

SVORI website	None
Data management system	Integrated system in development
Local evaluation planned	Pending
Program name	Being Empowered and Safe Together (BEST) Reintegration

HI DPS

Being Empowered and Safe Together (BEST)

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 18–35 and serious and violent offenders
Exclusion criteria	Sex offenders until they complete Sex Offender Treatment Program (SOTP)
Pre-release facilities	Selected State prisons
Post-release locations	Maui County
Participation	Voluntary
Legal release status:	Most enrollees are released under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Planning and Advisory Council; “The Partners”
Post-release reentry authority	Hawaii Department of Public Safety, the Second Circuit Judiciary, and Maui Economic Opportunity, Inc.
Number of phases	3

Phase 1**Duration:** 6 months**Assessments:** LSI, RAD, and ASUS used to measure recidivism, level of risk to the community, and mental health issues**Components/services offered within phase:**

- Individual Service Plan (ISP) is developed
- Inmates participate in reentry planning
- Mentor training in community begins
- Inmates matched with community-based mentor
- All participants sign a Reentry Agreement that states clearly that failure to participate will result in expulsion from the program
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, family unification, educational and vocational training, life skills training, faith-based services, cognitive skills training, and culturally based programs

Coordination of services:

- BEST case managers, Maui Community Correctional Center (MCCC) administrative staff, MCCC case managers, Maui Drug Court

Phase 2**Duration:** 12 months**Assessments:** LSI, ISP, recidivism, level of risk to the community, mental health, and substance abuse**Components/services offered within phase:**

- Restorative Justice Programs in development
- Graduated system of intermediate sanctions administered
- Family Reunification implemented as a joint objective
- Mentor training in community continues
- Job training, employment referrals, and support services
- Support services implemented, including job-related transportation, clothing, vocational training
- Assistance with Mental Health and Substance Abuse Treatment services
- Integrated case management services between BEST and supervising agencies

Coordination of services:

- BEST case managers, Hawaii Paroling Authority (HPA)—Maui District Office, The Judiciary, Second Circuit, Adult Client Services Division, Maui Intake Services Center (MISC), Sex Offender Treatment Program (SOTP), Drug Treatment and Mental Health Services Providers

Phase 3**Duration:** 18+ months**Assessments:** LSI reassessment and ISP tools are used to measure recidivism, level of risk to the community, mental health, and substance abuse issues**Components/services offered within phase:**

- Mentoring continues
- Specific targeted services include, as needed, substance abuse and mental health treatment, housing assistance, employment services, cultural awareness and renewal, and cognitive skills training

Coordination of services:

- BEST case managers, HPA, MISC, the Judiciary, Second Circuit, Adult Client Services Division, various community service providers

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Funding is now available for services that were volunteer-based
- Needs assessment conducted and updated prior to release specifically for the purpose of developing a reentry plan
- Case management where representatives from multiple community service providers and/or corrections agencies meet to discuss and work on particular cases
- Partnerships created with community service providers, which will open channels of communication and collaboration among agencies and facilities for offenders post-release

Individual-level changes

- Development of reentry plan prior to release is tailored to the individual risk and/or needs of the offender
- Offenders are active participants in the creation of the reentry plan
- Family members are included during reentry planning
- Transition team from within institution and community agencies will work with offender before, during, and after release throughout incarceration and parole term
- Case managers from a community-based organization broker services from appropriate agency for offenders post-release
- Offenders are better prepared to reenter the community, are motivated, and are invested stakeholders in the community

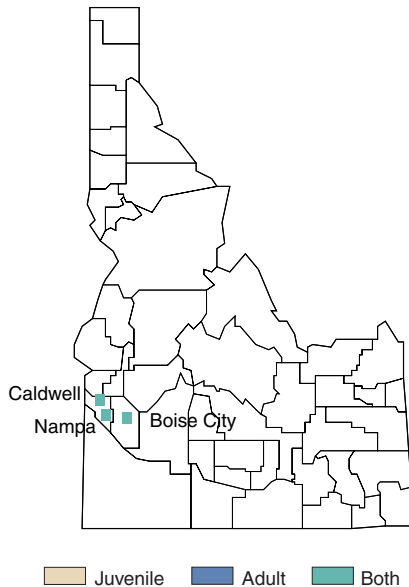
IDAHO

SVORI Grantees in Idaho

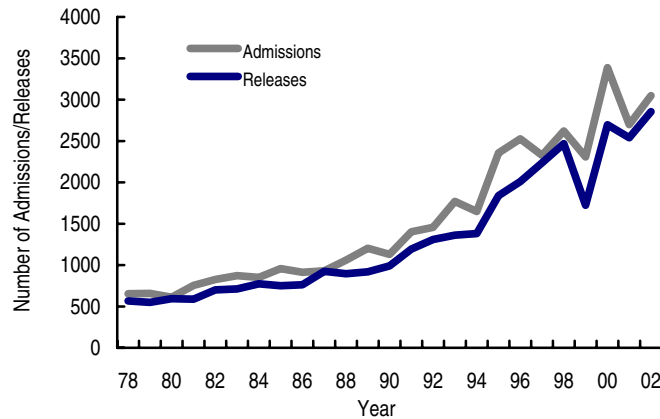
- Idaho Department of Corrections (ID DOC)

Idaho has one SVORI grantee with two administratively separate programs: one focused on adults and one focused on juveniles, all returning to the cities of Boise, Caldwell, and Nampa (depicted in the map below). ID DOC is using SVORI funds to improve its comprehensive reentry program by filling gaps in the current system and by strengthening relationships and collaboration among agencies and community partners. The line chart below provides BJS statistics on adult prison admission and release trends in Idaho over a 24-year period.

Idaho SVORI Target Areas



Idaho Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Idaho Department of Corrections

SVORI website	None
Data management system	Offender Management System
Local evaluation planned	Yes; evaluator not selected
Program names	Idaho SVORI Juvenile Reentry Program

ID DOC: PROGRAM 1

Idaho SVORI

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	51–100
Inclusion criteria	Ages 25 years and younger, identified as violent, and within 3 years of parole eligibility
Exclusion criteria	Severely mentally ill offenders
Pre-release facilities	Selected State prisons
Post-release locations	Cities of Boise, Caldwell, and Nampa
Participation	Voluntary
Legal release status	All participants are under supervised parole

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Advisory Committee on Reentry
Post-release reentry authority	Idaho Parole Commission
Number of phases	3

Phase 1: Institution**Duration:** 6 months**Assessments:** LSI-R, TABE, and COMPU-13**Components/services offered within phase:**

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, housing, life skills programming, and education and vocational training

Coordination of services:

- Transition Reentry Team (resource broker, parole officer, education counselor, representative of vocational rehabilitation, parole commission, institutional case manager, and representative of victims services)

Phase 2: Transition**Duration:** 6 months**Assessments:** Responsivity assessments, Jesness, Hare Psychopathy Checklist, and COSSAS (for non-native speakers of English)**Components/services offered within phase:**

- Offender receives specific targeted reentry services, as needed, substance abuse treatment, mental health counseling, medical and dental services, housing, life skills programming, and education and vocational training

- Restitution

- Sanctions for failure to participate

Coordination of services:

- Transition Reentry Team

Phase 3: Sustaining**Duration:** 1 year**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Development of community partnerships
- Victim advocacy and education

Coordination of services:

- Transition Parole Officer

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Filling existing service gaps
- Enhancing relationship-building and collaboration among agencies and community partners

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	101–150
Inclusion criteria	Ages 14–20, identified as serious or violent offenders, and on county probation for at least 6 months after release
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Cities of Boise, Caldwell, and Nampa
Participation	Voluntary
Legal release status	All participants are under juvenile probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Coordinating reentry team
Post-release reentry authority	Counties
Number of phases	3

Phase 1: Institution**Duration:** 10–12 months**Assessments:** LSI-R, YLSI, SASSI**Components/services offered within phase:**

- Relapse prevention plan is developed
- Advocacy and education for victims, offenders, and family members are provided

Coordination of services:

- Community Treatment Team (juvenile services coordinator, juvenile probation officer [JPO], resource broker, and family members)

Phase 2: Transition**Duration:** Up to 1 year**Assessments:** IDJC, a comprehensive assessment**Components/services offered within phase:**

- Relapse prevention plan is developed
- Advocacy and education for victims, offenders, and family members are provided

Coordination of services:

- Community Treatment Team

Phase 3: Sustaining**Duration:** 12 months**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, restitution, family involvement, housing, educational services, and job training

Coordination of services:

- Juvenile probation officer

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Specific case manager from a community-based organization who brokers services from appropriate agencies for offenders once they are released
- Reentry coalition or task force of agencies that meets to set guidance for supervision of offenders returning to the community
- Regular feedback mechanism among agencies to ensure that the collaboration is working

Individual-level changes

- Increased availability of transportation, providing increased access to services

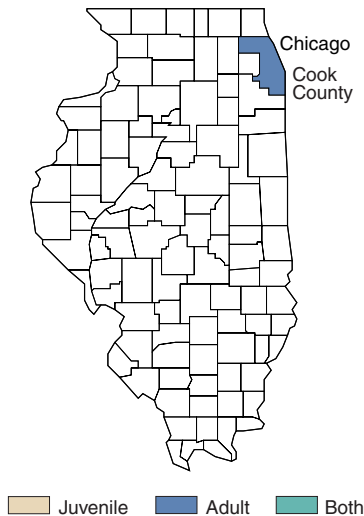
ILLINOIS

SVORI Grantees in Illinois

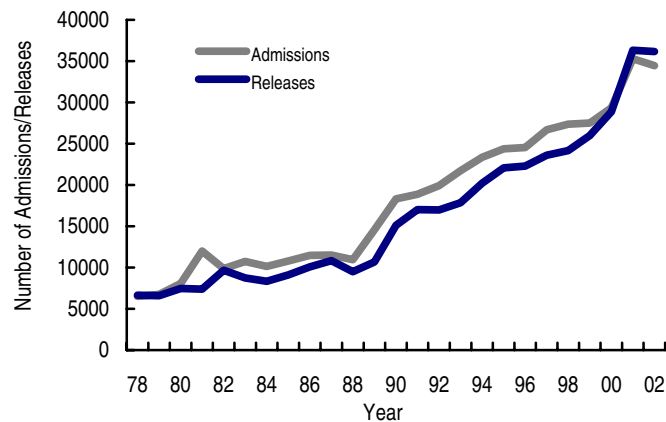
- Illinois Department of Corrections (IL DOC)

Illinois has one SVORI grantee focused on adults and juveniles returning to Chicago (Cook County) with a concentration in the North Lawndale and West Garfield communities, depicted in the map below. The grantee targeted these communities because of the high percentage of ex-offenders who return there. The line chart below provides BJS statistics on adult prison admission and release trends in Illinois over a 24-year period.

Illinois SVORI Target Areas



Illinois Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Illinois Department of Corrections

SVORI website	None
Data management system	Criminal Justice Information Authority (CJIA)
Local evaluation planned	Irving B. Harris Graduate School of Public Policy—University of Chicago
Program name	Illinois Going Home

IL DOC

Illinois Going Home

TARGET POPULATION

Population type	Male adults and juveniles
Number of targeted prisoners	151–200 adults and juveniles
Inclusion criteria	Violent tendencies and/or a high risk of recidivism
Exclusion criteria	Sex offenders
Pre-release facilities	All State prisons, especially West Side Adult Transition Center
Post-release locations	City of Chicago (Cook County), including the communities of North Lawndale and West Garfield
Participation	Voluntary
Legal release status	Over 90% are on mandatory supervised parole for 1–2 years

PROGRAM ORGANIZATION AND SERVICES

Steering committee

Reentry Steering Committee

Post-release reentry authority

Illinois Department of Corrections and Prisoner Review Board

Number of phases

3

*Phase I***Duration:** 6 months

Assessments: Adults: Vocation assessment, substance abuse screening (TCU drug screen), MCMI (an adult personality test), and GAMA (a nonverbal, self-administered intelligence test). Juveniles: MMPI (assesses psychopathology and identifies social and behavioral problems); and “socrates” (assesses both adult and juvenile client motivation)

Components/services offered within phase:

- Transition team formed; Includes IL DOC parole officers, Treatment Alternatives for Safe Communities (TASC), and North Lawndale Employment Network staff.
- Begin assistance with family reunification, including re-establishing relations with adults and children
- Initial reentry plan developed by Field Service Representative (an employee of a given correctional center/prison) and refined by transition team
- Specific targeted services include, as needed, substance abuse and mental health counseling, employment needs, and living skills

Coordination of services:

- Case manager and transition team

*Phase II***Duration:** 6 months

Assessments: Security and supervision assessment, substance abuse and mental health assessment, living skills and support services assessment, pre-employment and employment skills assessment

Components/services offered within phase:

- Continue assistance with family reunification, including re-establishing relations with adults and children
- Specific targeted services include, as needed, substance abuse and mental health counseling, medical and dental services, employment and living skills, housing assistance, and anger management

Coordination of services:

- Case manager and transition team

*Phase III***Duration:** Up to 12 months

Assessments: Reassessment of reentry plan

Components/services offered within phase:

- Ongoing family involvement with reentry plan
- Fidelity bond coverage is offered up to \$10,000 for up to 6 months for participants who are not commercially bondable because they are ex-offenders and have a firm job offer of full-time work lasting 6 months or longer
- Specific targeted services include, as needed, substance abuse and mental health counseling, medical and dental services, employment and living skills, housing assistance, and anger management
- Individual Development Account (IDA) that matches participants' savings 2 to 1 up to \$6,000 for post-secondary education or home purchase

Coordination of services:

- Case manager

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- For the first time, IL DOC has the flexibility to temporarily detain parolees without revoking their parole and returning the parolees to prison. IL DOC will hold a parolee for 3–12 weeks in a “halfway back” facility for technical violations of parole.
- Case manager keeps the entire transition team briefed about the progress of program participant and will meet with team members when changes to a participant’s reentry plan are needed
- Faith-based community group provides continual assistance
- Use of minimum-security Adult Transition Center (ATC) located in the N. Lawndale community as a Phase I base for pre-release delivery of services (previously this center was used only for work release)
- Use of video-conferencing while the offender is in prison to meet with community service providers and family when participants cannot be transferred to west side ATC for security reasons
- Agencies have regular feedback mechanism to ensure that the collaboration is working

Individual-level changes

- Offender is active participant in the creation of the reentry plan
- Family members are involved in reentry planning
- Individualized case management for each participant through all three program phases
- Transition team works with participant throughout all phases
- Graduates of Going Home program will become mentors to other participants

INDIANA

SVORI Grantees in Indiana

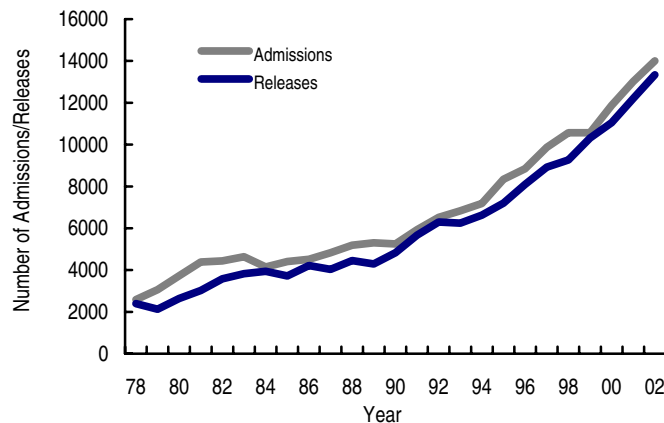
- Indiana Department of Corrections (IN DOC)

Indiana has one SVORI grantee with four administratively separate programs: one focused on adults returning to Allen County, one focused on juveniles returning to Allen County, one focused on adults returning to Marion County, and one focused on juveniles returning to Marion County (depicted in the map below). The adult program in Allen County was already very well established, and therefore the SVORI money distributed to it was more limited and helped expand existing program efforts. The Marion County programs concentrate efforts in several Weed and Seed communities. The line chart below provides BJS statistics on adult prison admission and release trends in Indiana over a 24-year period.

Indiana SVORI Target Areas



Indiana Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Indiana Department of Corrections

SVORI website

<http://www.ChoicesTeam.org/>—(Marion County)
<http://www.allencountycorrections.com/>—(Allen County Adult)

Data management system

The Allen County adult program has access to the SPILLMAN (local law enforcement database), IDACS (arrest information), NCIC (National Crime Information Center), and the local court system (tracks conviction and sentencing information). The local evaluation team for the adult program has a database tracking Reentry Court participants. The juvenile program in Allen County uses the Quest Case Management system and has the ability to flag SVORI participants through this system. In Marion County, both the adult and juvenile programs use The Clinical Manager (TCM), a clinical and fiscal management software program that has been tailored to meet the unique needs of this program.

Local evaluation planned

The Indiana Criminal Justice Institute will include the adult program in Allen County in its existing Reentry Court local evaluation; it may also include the juvenile program in Allen County. The Hudson Institute is conducting the local evaluation for the Marion County juvenile program. For the Marion County adult program, the Director of Outcomes and Evaluation from Choices, Inc. is coordinating the evaluation and will be assisted by IN DOC's Director of Planning and IN DOC's Director of Religious Services and Community Involvement.

Program names

Allen County Adult Program
 Allen County Juvenile Program
 Marion County Adult Program
 Marion County Juvenile Program

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Those convicted of a Class D felony or above, returning to Allen County, and eligible for early release under transition statute (no change in credit time within 45 days of release, resident of Indiana, agreement from sentencing courts, no murder offenses, and serving at least a 2-year sentence)
Exclusion criteria	Those with serious mental health problems (either refusing to take medications or taking injectable psychotropic medications), severe physical handicaps that preclude electronic monitoring (e.g., deaf mutes), or two or more Reentry Court failures
Pre-release facilities	All State prisons
Post-release locations	Allen County
Participation	Voluntary agreement to participate; mandatory once they are involved with the Reentry Court
Legal release status	All are released early to Allen County Community Corrections

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Advisory Board
Post-release reentry authority	Allen County Superior Court implemented by Allen County Community Corrections
Number of phases	2

Phase 1: Initial Release

Duration: 5 weeks

Assessments: The forensic assessment includes an educational intelligence test (Kaufman Brief Intelligence Test), a personality assessment (MMPI-II/PAI), a clinical interview with a mental health therapist, and an assessment for psychopathy (Hare PCL-R) and risk assessments.

Components/services offered within phase:

- Reentry Court operating; all participants receive electronic monitoring
- Offender meets with the Reentry Court within the first week of release
- Reintegration plan developed
- Participants oriented to the program
- Team-integrated case management provided
- Transition team formed

Coordination of services:

- Allen County Community Corrections and Reentry Court

Phase 2: Post-release

Duration: 5–52 weeks

Assessments: No specific assessments are used in this phase

Components/services offered within phase:

- Reintegration plan imposed by the Reentry Court Judge
- Offenders pay to participate in the post-release programming through cash or community service
- Allen County Community Corrections provides team-integrated case management and the majority of post-release services
- Reentry Court responsible for providing oversight, graduated sanctions, and rewards
- Programming offered through Allen County Community Corrections includes cooperative learning GED classes and other educational programs through local post-secondary institutions; life skills training; cognitive skill development; sex offender treatment; crisis intervention; substance abuse programs; mentoring and victim/offender conferencing; family counseling; victim awareness; a 2 week intensive Offender Employment Academy and a transitional job program

Coordination of services:

- Allen County Community Corrections and Reentry Court

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Allen County Community Corrections able to work more closely with IN DOC
- Purchased more electronic monitoring systems
- Provided assistance to a local halfway house called Wings of Hope, where many of the female participants are housed after release
- Expanded the geographical parameters of the program from the southeast quadrant of Fort Wayne to all of Allen County
- Hired a Job Developer to seek out jobs in the community for participants and to sit in on team case management meetings
- Mentally ill offenders received expedited appointments with psychiatrists, the establishment of a medication management system, enrollment in counseling/treatment, and stabilized housing. Offenders in need of services received specialized case management services within one to two days of release from prison and can rely on appointments with a psychiatrist within one to two weeks of release.

Individual-level changes

- Increased ability to provide job counseling services to specific offenders as a result of the new Job Developer position
- Increased use of electronic monitoring

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Those who are assessed as high risk and repeat offenders
Exclusion criteria	Ages 18 and older, severely mentally ill, and sex offenders
Pre-release facilities	All State prisons
Post-release locations	Allen County
Participation	Mandatory
Legal release status	Court reassumes jurisdiction upon release for all SVORI participants, who are placed on electronic monitoring

PROGRAM ORGANIZATION AND SERVICES

Steering committee	All agencies that signed the Memorandum of Understanding are included
Post-release reentry authority	IN DOC and Court have joint jurisdiction
Number of phases	3

Phase 1: Readiness**Duration:** 1–3 months**Assessments:** Risk and needs assessments conducted**Components/services offered within phase:**

- Electronic monitoring provided
- Case management provided
- Mentoring provided
- Ongoing treatment plan development
- Reentry court hearing on the day of release
- Regular meetings with parole, probation, or case manager for the first 30 days post-release
- Reentry court meets with youth every 6 months to assess compliance
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, and sex-offender counseling

Coordination of services:

- Two Youth Services Transition Specialists (YSTS) are dedicated to the program and serve as case managers in the facility

Phase 2: Community-Based Transition**Duration:** 90 days**Assessments:** Participants receive ongoing risk and needs assessments.**Components/services offered within phase:**

- Electronic monitoring provided
- Case management provided
- Mentoring provided
- Ongoing treatment plan development
- Reentry court hearing on the day of release
- Regular meetings with parole, probation, or case manager for the first 30 days post-release
- Reentry court meets with youth every 6 months to assess compliance
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, and sex-offender counseling

Coordination of services:

- Allen County Superior Court

Phase 3: Community-Based Long-Term Support**Duration:** Up to 1 year**Assessments:** Participants receive ongoing risk and needs assessments.**Components/services offered within phase:**

- Case management
- Mentoring
- Ongoing treatment plan development
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, and sex-offender counseling

Coordination of services:

- Less stringent monitoring by a specialized juvenile transition team made up of case managers and transition coordinators

CHANGES AS A RESULT OF SVORI FUNDING**System-level changes**

- Opened a new facility, Allen County Juvenile Center (ACJC), to house court and administrative offices as well as process all participants pre-release
- Increased awareness of the long-term needs of the juveniles
- Implemented the Parent Participation Plan
- Improved communication with IN DOC

Individual-level changes

- Increased availability of specialized and ongoing services

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	51–100
Inclusion criteria	Those convicted of a Class D felony or above and returning to one of the three targeted Weed and Seed Communities
Exclusion criteria	Sex offenders
Pre-release facilities	Primarily Pendleton Correctional Facility, Correctional Industrial Facility, and Indiana Women's Prison
Post-release locations	3 Weed and Seed communities in Marion County (Westside, SUMO, and Martindale/Brightwood)
Participation	Voluntary unless stipulated by parole or probation
Legal release status	Most will be released to supervision through parole or probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Advisory Board
Post-release reentry authority	Marion Superior Court or Marion County Community Corrections
Number of phases	3

Phase 1: Pre-release**Duration:** 3–6 months**Assessments:** LSI-R (Level of Service Inventory- Revised)**Components/services offered within phase:**

- Application to participate
- Treatment plan development
- Ongoing relapse prevention plan development
- Determination of facility programming through assessments and development of program requirements
- Identification and development of community requirements for releasee
- Mentor match, mentor training
- Community match, community training
- Physical and mental health and welfare check
- Identification requirements verified
- Specific targeted services include, as needed, employment assessment/training/contacts, education assessment/

programs/contacts, housing assessment/ programs/contacts, family development/ parenting skills training, life skills training, and religious assessment/programs/contacts

Coordination of services:

- Community Reentry Chaplain

Phase 2: Immediate Post-release**Duration:** 90 days**Assessments:** None**Components/services offered within phase:**

- Requirements set by courts or by parole/probation
- Treatment plan assessed and reevaluation
- Life skills development
- Continuation of relapse prevention plan, employment plan, family development, and community development

Coordination of services:

- Community Reentry Chaplain

Phase 3: Ongoing Support and Accountability**Duration:** Approximately 40 weeks**Assessments:** LSI-R**Components/services offered within phase:**

- Continued development of neighborhood associations
- Treatment plan monitoring
- Emphasis on accountability and responsibility
- Job search recaps—employment stability

Coordination of services:

- Community Reentry Chaplain

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Increased willingness in Weed and Seed communities to work with and welcome offenders home
- Increased awareness in community of offender needs
- Recognition of barriers to successful reintegration
- System-wide community support
- Community cooperative efforts with INDOC, Parole/Probation, Community Corrections, and the criminal justice system (courts and prosecuting attorneys)
- Neighborhood associations (Weed and Seed) and faith-based training programs/mentoring programs

Individual-level changes

- Increased availability of specialized and ongoing services during incarceration, reentry and post-release
- Development of community of support, including a faith-based community
- Recognition of barriers to successful reintegration
- Development of a integrated reentry treatment plan and relapse prevention plan
- Increase in available services, including life skills training, an immediate and long term family needs assessment and treatment program, and employment and housing services with relocation as necessary

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	101–150
Inclusion criteria	Ages 14–17.5 and “High” or “Very High” risk on IN DOC assessment tool
Exclusion criteria	Over 18 at the time of release or severely mentally ill, sex offenders
Pre-release facilities	Participants come from the Pendleton (Pendleton, IN), Plainfield (Plainfield, IN) and Indianapolis Juvenile facilities
Post-release locations	3 Weed and Seed Communities in Marion County (Westside, SUMO, and Martindale/Brightwood)
Participation	Voluntary; once the court becomes involved upon release, it becomes mandatory
Legal release status	Participants are put on parole for the first 30 days after release. After 30 days, participants are released form parole and put on probation.

PROGRAM ORGANIZATION AND SERVICES

Steering committee	All agencies that signed a Memorandum of Understanding are included
Post-release reentry authority	IN DOC and Court have joint jurisdiction
Number of phases	3

Phase 1: Readiness**Duration:** 60 days**Assessments:** Risk and needs assessments and strength-based intake assessment**Components/services offered within phase:**

- Case management by Youth Services Transition Specialist (YSTS) and Service Coordinators
- Strength-based treatment plan development
- Assignment to a mentor
- Release plan development
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, life skills training, anger management, and faith-based services
- Reentry and Court Team (REACT), the transition team, meets with participant at least once before release

Coordination of services:

- Service Coordinators (employed by Choices) meet with youth weekly or biweekly to provide case management, plan development, and assessments.

Phase 2: Community-Based Transition**Duration:** 30+ days**Assessments:** Risk and needs assessments completed by YSTS**Components/services offered within phase:**

- Case management by the YSTS and individualized REACT team
- Ongoing treatment plan development and involvement of mentor
- Youth are released 30 days early (temporary leave) as an incentive to participate
- Participants receive electronic monitoring (at judge's discretion)
- Participants meet the judge in court on the day of their release and weekly thereafter
- Judge imposes sanctions and rewards during 30-day trial period and mandates participation of parents and family
- Continuation of services provided in Phase 1, with the addition of domestic violence prevention and intervention

Coordination of services:

- Service Coordinators have daily contact with the youth and work with Weed and Seed community representatives to ensure that youth are linked to services.

Phase 3: Community-Based Long-Term Support**Duration:** 3–12 months**Assessments:** YSTS completes risk and needs assessments 90 days post-release**Components/services offered within phase:**

- Case management (Service Coordinator and YSTS)
- Ongoing treatment plan development and involvement of mentor
- Continuation of services offered in Phase 2

Coordination of services:

- The REACT team advises the judge about participants' progress with their Reentry/Treatment Plan. As long as youth have made progress in accordance with the plan, the judge puts them on a gradual step-down where supervision becomes decreasingly stringent.

CHANGES AS A RESULT OF SVORI FUNDING**System-level changes**

- REACT Team led by Choices individually formed for each participant (includes Service Coordinator, YSTS, Weed and Seed representative, mentors, family, community members and school personnel)
- Communication and information sharing increased among partners
- Department of Education included for the first time in the reentry process
- Changed community attitude to be more accepting of reentry planning

Individual-level changes

- REACT Team rallied around youth to link them to services and to provide case management
- Youth held accountable by the Reentry Court for good behavior through electronic monitoring, sanctions, and rewards

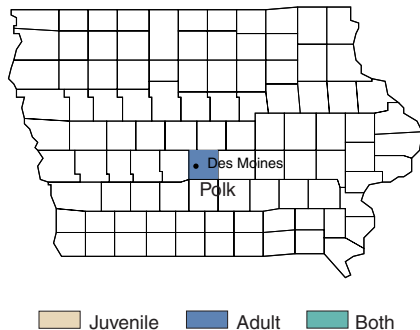
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SVORI Grantees in Iowa

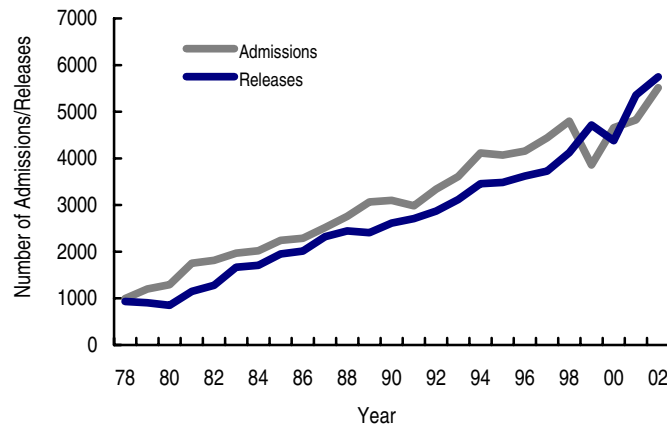
- Iowa Department of Corrections (IA DOC)

Iowa has one SVORI grantee focused on adults and youthful offenders returning to Polk County (depicted in the map below). The site chose to target young offenders because of (1) the high rate of recidivism among young offenders, which has been a major factor in the growth of Iowa's prison population, and (2) the high rate of probation and parole technical revocations. The line chart below provides BJS statistics on adult prison admission and release trends in Iowa over a 24-year period.

Iowa SVORI Target Areas



Iowa Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Iowa Department of Corrections

SVORI website	None
Data management system	The Iowa Correction Offender Network (ICON)
Local evaluation planned	The Iowa Division of Criminal and Juvenile Justice Planning is conducting a local evaluation
Program names	Going Home KEYS—Keys Essential to Your Success Going Home Reentry Grant

IA DOC: PROGRAM 1

Going Home KEYS—Keys Essential to Your Success

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 18–35, LSI-R assessment scores of 24 or higher, have specific employment needs, and have been confined for 12 months
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Polk County
Participation	Voluntary
Legal release status	Most offenders are released under parole supervision or work release

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee and Reentry Partners
Post-release reentry authority	The Iowa Parole Board has release authority, and the Fifth Judicial District Correctional Program has community supervision authority
Number of phases	3

Phase 1: Preparation Phase**Duration:** 12 weeks**Assessments:** LSI-R, substance abuse, employment-related service, and mental health**Components/services offered within phase:**

- Case management development
- Community-based case manager and parole officer visits with the participant in the institution
- Reentry plan development
- 12-week KEYS program: curriculum-based, classroom program
- Involvement of participants in reentry plan development
- Specific targeted services include, as needed, mental health counseling, medical services, employment skills/vocational training, education, housing assistance, parenting skills training, life skills training, and mentoring

Coordination of services:

- Case managers

Phase 2: Release Planning Phase**Duration:** 12 months to 2 years**Assessments:** No specific assessments used in this phase**Components/services offered within phase:**

- Increased communication with the work release facility
- Formation of a transitional team for each offender
- Offender receives specific targeted reentry services, as needed, including basic life skills, computer skills, vocational training, employment, money management, family issues training, housing assistance, and parenting skills training
- A Community Accountability Board consisting of community volunteers recommends alternative sanctions, works with each case manager, and meets with offenders as needed (at least once)

Coordination of services:

- Case managers

Phase 3: Sustaining Phase**Duration:** Remainder of supervision term (typically 12 months)**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Case management continues
- Participants are introduced to community-based service providers
- Specific targeted services include, as needed, substance abuse treatment, mental health services, and employment counseling and training

Coordination of services:

- Case managers and community supervision staff
- Reentry Support Workers

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Using a team approach to reentry
- Using partnerships to use scarce resources more efficiently
- Fostering cross-agency participation and increased communication across institutions

Individual-level changes

- Beginning planning for reentry and transition to the community at each offender's entry to prison
- Preparing the community pre-release for the prisoner's return
- Providing enhanced and targeted reentry services

TARGET POPULATION

Population type	Male and female young adults
Number of targeted prisoners	Less than 50
Inclusion criteria	None; all juvenile offenders who age out (turn 18) while in placement at statewide training schools are eligible
Exclusion criteria	None
Pre-release facilities	Statewide training schools: Training School in Eldora for males, and Toledo Young Adult Home for females
Post-release locations	Polk County
Participation	Voluntary
Legal release status	Juvenile offenders who age out while in placement typically will no longer be under the jurisdiction of the court

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Community Transition Team
Post-release reentry authority	Not under court jurisdiction after age 18 unless new crime is committed under adult system
Number of phases	3

*Phase 1: Institution Phase***Duration:** 60 days**Assessments:** Substance abuse and mental health**Components/services offered within phase:**

- Case management is further developed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, education, housing assistance, life skills training, and anger management

Coordination of services:

- Transition team

*Phase 2: Transition Phase***Duration:** 9–12 months**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Case management is further developed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, education, housing assistance, life skills training, sex offender treatment/supports, and anger management

Coordination of services:

- Transition team

*Phase 3: Stabilization Phase***Duration:** 12 months**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Development of individualized plans using a wraparound process
- Establishment of individual funding accounting for services not available through existing funding streams
- Improved access to resources identified in the wraparound plan
- Ongoing support and supervision
- Employment and training services

Coordination of services:

- Transition team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Formation of a partnership between IA DOC and Polk County Decategorization

Individual-level changes

- Increased services available to young adult participants aging out of the juvenile system
- Case management services

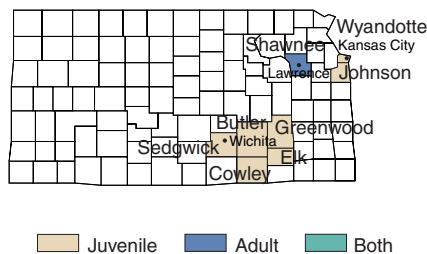
KANSAS

SVORI Grantees in Kansas

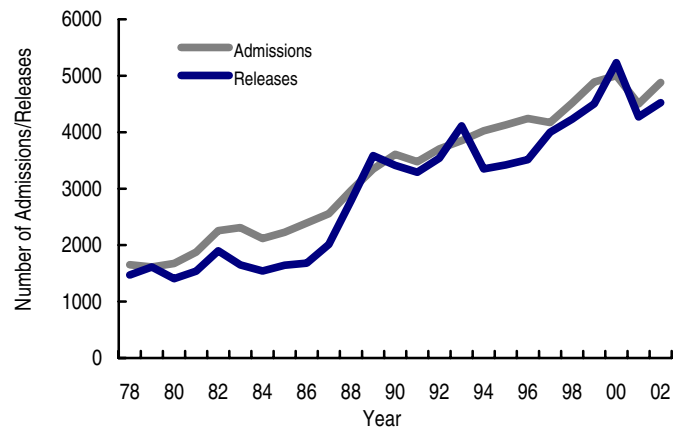
- Kansas Department of Corrections (KDOC)
- Kansas Juvenile Justice Authority (KS JJA)

Kansas has two SVORI grantees: one focused on adults returning to Shawnee County (depicted in the map below) and one focused on juveniles returning to five judicial districts located in the south-central areas of Sedgwick, Cowley, and Butler/Elk/Greenwood counties and in the northeast areas of Johnson and Wyandotte counties (also shown). The adult grantee targeted Shawnee County because it includes both urban and rural populations, contains or is near the main prison facilities in the state, hosts a significant number of returning prisoners, and has a large number of community service agencies. The juvenile grantee targeted the judicial districts containing Kansas City and Wichita because a majority of the juvenile offenders return there. The rural areas surrounding these two urban areas were also targeted because the reentry efforts will need to be replicated in other rural areas throughout the state. The line chart below provides BJS statistics on adult prison admission and release trends in Kansas over a 24-year period.

Kansas SVORI Target Areas



Kansas Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Kansas Department of Corrections

SVORI website	None
Data management system	KDOC has two databases in which SVORI participants can be identified. Local evaluator has developed a SVORI-specific database that includes additional information.
Local evaluation planned	University of Kansas is conducting a local evaluation
Program name	Shawnee County Reentry Program (SCRCP)

KDOC

Shawnee County Reentry Program (SCRCP)

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 18–34, at high risk of recidivism or violence
Exclusion criteria	None
Pre-release facilities	Statewide adult prisons; all males transferred to Lansing facility for SVORI programming
Post-release locations	Shawnee County
Participation	Voluntary
Legal release status	Approximately 80% on post-release supervision; approximately 20% not under supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	42 key partners form a steering committee and advisory board and participate on community accountability panel and expert teams
Post-release reentry authority	Community Accountability Panel
Number of phases	3

Phase 1: Identification and Assessment Phase

Duration: 6–8 months is ideal; duration varies depending on when offender is identified for participation

Assessments: LSI-R

Components/services offered within phase:

- Development of reentry plan
- Case management by Reentry Case Manager Advocate
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, medical and dental services, employment skills training, vocational rehabilitation, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills, anger management, faith-based services, budgeting, nutrition, health, family transition, family workshop, character building, and cognitive skills (Thinking for a Change)

Coordination of services:

- Reentry Case Manager Advocate to coordinate services at the individual offender level in all phases
- Boundary spanner to broker services at the aggregate level across all phases

Phase 2: Transition Phase

Duration: 1 year (6 months pre-release; 6 months post-release)

Assessments: Needs assessment

Components/services offered within phase:

- Offender meets with transition team (Reentry Program Coordinator, Reentry Case Manager Advocate, SCRCP parole officer, SCRCP police officer, mental health agency representative) to further develop release plan
- Offender required to complete core curriculum (one educational, one lifeskill, one reentry planning, and one job skill enhancement) prior to release
- Engage offender's family or other supports
- Address anti-social attributes through mentor or by engaging other pro-social community members
- Reach-in by community service providers; community supports identified
- Case management by Reentry Case Manager Advocate who transitions with participant
- Victims may participate in reentry planning process
- Participants meet with Offender Workforce Development Specialist (OWDS) for job preparedness assessment to help transition from pre to post release
- Trained mentor from community assigned to participant and makes transition with participant from pre- to post-release

- Community Accountability Panel (SCRCP-specific police officer, victims' services representative, mental health representative, substance abuse representative, one person from community, and ex-offender) monitors offender's progress

- SCRCP-specific parole officer supervises all program participants who are on parole

- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, medical and dental services, employment skills training and employment services (resume writing, job searches, job placement assistance), vocational rehabilitation, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills, anger management, faith-based services, family services, community service/restitution, and victim/offender mediation

- Local provider completes assessments regarding mental health and substance abuse needs upon release

Coordination of services:

- Reentry Case Manager Advocate to coordinate services at the individual offender level in all phases
- Boundary spanner to broker services at the aggregate level across all phases
- 42 key partners form 6 expert teams to coordinate community resources and brainstorm on individual cases

Phase 3: Community Phase

Duration: Varies as a function of the length of post-release supervision period

Assessments: No specific assessments are used in this phase

Components/services offered within phase:

- Reentry program hands over case to parole, which handles supervision and case management from that point on
- Support by Case Manager Advocate (if needed)

- Alumni supports
- Individual contacts for crises
- Events/activities to keep offenders connected and coming back to the program (e.g., “tax returns for free” party)
- Community Accountability Panel
- Community connections and supports

Coordination of services:

- Reentry Case Manager Advocate to coordinate services at the individual offender level in all phases
- Boundary spanner to broker services across all phases
- 42 key partners with expertise in all key service and community issues to coordinate resources and brainstorm on individual cases

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Use of Community Accountability Panel and community expert panels in areas such as housing, employment, education, community safety, and medical/mental health
- Increase in collaboration among community partners
- Cooperation and collaboration between reentry program and victim services
- Creation of a Community Reentry Steering Committee
- Addition of SVORI-specific police officer and parole officer
- Use of a boundary spanner to deal with systemic barriers among entities
- Existence of regular feedback mechanism among agencies to ensure that the collaboration is working
- Sharing of agency protocols regarding approach to provision

Individual-level changes

- Forming offender-specific transition teams that include staff from the institution and the community to work with offender in pre- and post-release phases
- Earlier start for reentry planning
- Release plan tailored to offender’s needs and finalized by transition team and offender
- Enhanced case management by Reentry Case Manager Advocate, institutional case manager, and parole officer
- Reach-in by community service providers
- Additional classes and gender-specific health programming
- Trained mentor from community assigned to participant
- Greater assistance with financial matters
- Intensive supervision and monitoring by parole and Community Accountability Panel
- One parole officer for all offenders
- Greater access to services

SVORI Grantee: Kansas Juvenile Justice Authority

SVORI website	None
Data management system	JJA has three data warehouses in which SVORI participants can be flagged
Local evaluation planned	Wichita State University is conducting a local evaluation
Program name	Going Home Initiative (GHI)

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	201+
Inclusion criteria	Returning to one of five judicial districts; conditional release >6 months; and identified high risk for reoffending (moderate-high risk/moderate-high needs) including substance abuse or mental health problems, history of family disorganization, involvement with delinquent peers, extensive criminal history
Exclusion criteria	None
Pre-release facilities	Statewide juvenile correctional facilities
Post-release locations	One of five judicial districts: 13th, 18th, 19th (south-central areas of Sedgwick, Cowley, and Butler/Elk/Greenwood counties); and 10th and 29th (northeast areas of Johnson and Wyandotte counties)
Participation	Voluntary
Legal release status	All participants under Conditional Release

PROGRAM ORGANIZATION AND SERVICES

Steering committee	No formal steering committee; focus groups with key players
Post-release reentry authority	KS JJA
Number of phases	3

Phase 1: Institutional Phase

Duration: 10 months (average)

Assessments: Battery of assessments: specific JCF's risk and needs, mental health, and substance abuse assessments

Components/services offered within phase:

- Extensive testing/assessment for first 3–4 weeks
- Program plan developed by institutional social worker, community case manager, other institution staff, and offender within first 30 days
- Video-conferencing utilized, as needed
- Case management by institutional social worker
- Monthly reports on offender's progress sent to field personnel
- Community Reentry Facilitator begins identifying services in community that would meet offender's needs, and serves as liaison between facility and community
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, medical and dental services, vocational training, education, community living skills, anger

management, faith-based services, psycho-education groups in sex education and parenting, recreation, character education, self-care, social skills training, mentoring, adolescent development and behavior modification, family counseling, and sex offender treatment

Coordination of services:

- Institutional staff coordinate services

Phase 2: Community Reintegration/Transition Phase

Duration: Approximately 1 year (30 days pre-release until end of supervision period, which averages 10–12 months)

Assessments: Youth needs assessments

Components/services offered within phase:

- 30 days prior to release, release plan developed at Family Group Conference by offender, family, Community Reentry Facilitator, institutional case manager, Intensive Supervision Officer/community case manager, Long-Term Support Specialist, and community stakeholders/supporters
- Video-conferencing utilized, as needed, for Family Group Conference

- Victim involved in reentry planning process, as appropriate
- Offender meets with Intensive Supervision Officer/community case manager within 48 hours of release
- Case management by Intensive Supervision Officer (lead case manager) and Community Reentry Facilitator, who also provide community support
- Supervision and monitoring by Intensive Supervision Officer, Community Reentry Facilitator, community police officers, school resource officers, and other stakeholders
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, medical and dental services, vocational training, education, housing assistance, parenting skills training, domestic violence services, life skills training, anger management, faith-based services, mentoring, and family counseling

Coordination of services:

- Community Reentry Facilitator to coordinate transition from pre-release to post-release and to coordinate resources post-release

*Phase 3: Long-Term Support Phase***Duration:** 1 year**Assessments:** No specific post-release assessments are used**Components/services offered within phase:**

- Participant no longer under supervision
- Long-Term Support Specialist seeks to improve opportunities for offender to connect with community resources

- Long-Term Support Specialist monitors offender for new arrests 6 months and 12 months after Conditional Release period ends

Coordination of services:

- Long-Term Support Specialist to coordinate resources

CHANGES AS A RESULT OF SVORI FUNDING**System-level changes**

- Broader involvement of agencies
- Greater mobilization of resources
- Community Reentry Facilitator to open channels of communication and collaboration among agencies
- Family and community involvement in offender reentry
- Integrated effort continues after supervision period

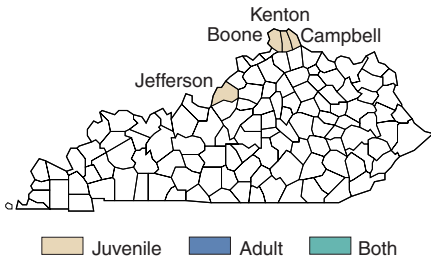
Individual-level changes

- Family Group Conference prior to offender's release
- Additional release planning and community connections
- Community Reentry Facilitator and Long-Term Support Specialist provide enhanced case management and resource coordination
- More intensive supervision
- More resources identified for post-release

SVORI Grantees in Kentucky

- Kentucky Department of Juvenile Justice (KY DJJ)

Kentucky SVORI Target Areas



Kentucky has one SVORI grantee focused on male juveniles returning to Jefferson, Kenton, Campbell, and Boone counties (depicted in the map at left). The SVORI grant in Kentucky builds on an existing effort called the Intensive Aftercare Program (IAP), which provides supervision and monitoring post-release. The IAP did not, however, provide the continuity of services that youth and their families needed. SVORI program administrators chose to focus SVORI funding on the two areas of the state that are most heavily populated and have two of the three highest juvenile populations in the IAP.

SVORI Grantee: Kentucky Department of Juvenile Justice

SVORI website	None
Data management system	Juvenile Offender Management System
Local evaluation planned	SVORI activities will be documented through an existing evaluation of the Intensive Aftercare Program
Program name	Kentucky Juvenile

KY DJJ

Kentucky Juvenile

TARGET POPULATION

Population type	Male juveniles
Number of targeted prisoners	51–100 (annually)
Inclusion criteria	Ages 14–18, those assessed as high risk upon admission, and those enrolled in the Intensive Aftercare Program
Exclusion criteria	Sex offenders, youthful offenders, the physically disabled, and the severely mentally ill
Pre-release facilities	Audubon Youth Development Center (Louisville)
Post-release locations	Jefferson County and Northern Kentucky (Kenton, Campbell, and Boone counties)
Participation	Mandatory
Legal release status	Intensive Aftercare Supervision as all youth remain committed to KY DJJ until release through court. All youth will be under aftercare supervision by designated case workers.

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Managers of partnering agencies included
Post-release reentry authority	Reentry Court
Number of phases	2

Phase 1: Institutionally Based Programs

Duration: 7–9 months (entire length of stay in the facility)

Assessments: DJJ risk/needs assessment tool (weighting factors such as age at commitment, prior violations, prior out-of-home placements, history of truancy, incarceration of parents, parental substance abuse problems)

Components/services offered within phase:

- Case management provided
- Family counseling received
- Comprehensive treatment planning meeting held within 21 days of placement
- Treatment plan developed
- Final reentry plan completed 45–60 days pre-release (revised on a monthly basis until this point)
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, employment skills/vocational training, education, and life skills training

Coordination of services:

- Treatment/Transition Team will include representatives from the KY DJJ and representatives of each local service provider. The team will meet monthly from entry into the facility until release.

Phase 2: Community-Based Transition/Long-Term Support

Duration: 10–12 months

Assessments: Assessment continues while youth is in placement and post-assessments are completed prior to discharge

Components/services offered within phase:

- Community Phase Supervision Standards imposed, including a minimum of 30 hours per week in programming, a weekly schedule prepared for the case manager by the youth documenting these 30 hours in addition to the rest of his schedule, satisfactory participation in any required treatment and/or competency development programming, and a required curfew (relaxing as youth displays progress)
- Reentry Court meets once a week with youth and families as required
- Step-down approach to community reentry (i.e., some youth go to a group home or a day treatment/reporting center)
- Mandatory family participation
- Reentry Plan becomes Reentry Court “contract” and is presented at Court upon release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, and life skills training

Coordination of services:

- Case manager compiles information on staffing sheets to prepare for the Court session
- The Treatment/Transition Team will meet with the youth weekly upon release (each team member is responsible for specific information related to his or her area of responsibility), and the frequency of meetings will relax gradually as participants progress
- Reentry Court judge imposes graduated sanctions and rewards on the participating youth

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Developed a Reentry Court
- Increased continuity of services

Individual-level changes

- Increased time spent under supervision of a treatment/transition team
- Increased participation on the part of agencies, family, and the community in each individual’s reentry process

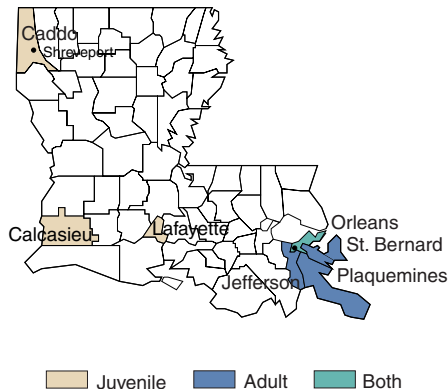
LOUISIANA

SVORI Grantees in Louisiana

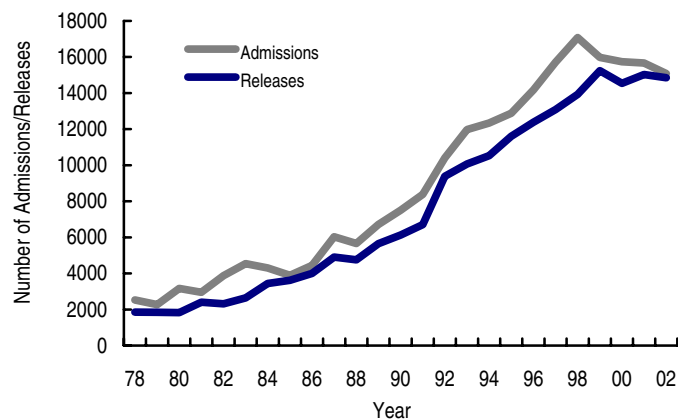
- Louisiana Department of Public Safety and Corrections Services (LA DPSCS)

Louisiana has one SVORI grantee with two administratively separate programs focusing on adults returning to four parishes (Orleans, Jefferson, St. Bernard, and Plaquemines) and juveniles returning to four parishes (Lafayette, Orleans, Caddo, and Calcasieu), depicted in the map below. The line chart below provides BJS statistics on adult prison admission and release trends in Louisiana over a 24-year period.

Louisiana SVORI Target Areas



Louisiana Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Louisiana Department of Public Safety and Corrections Services

SVORI website	http://www.corrections.state.la.us/corrections%20organized%20for%20re-entry.htm
Data management system	Statewide probation and parole data management system will track participants' status and progress, Corrections and Justice Unified Network (CAJUN)
Local evaluation planned	No
Program names	Corrections Organized for Re-Entry (CORG) Corrections Organized for Re-Entry Juvenile Program (CORGJ)

LA DPSCS: PROGRAM 1

Corrections Organized for Re-Entry (CORG)

TARGET POPULATION

Population type	Male and female adults and youthful offenders
Number of targeted prisoners	101–150
Inclusion criteria	Ages 18–34 who have been assessed as high risk for re-offense at admission
Exclusion criteria	Sex offenders and the severely mentally ill
Pre-release facilities	Dixon (Jackson), Elayn Hunt (St. Gabriel), and Louisiana Correctional Institute for Women (St. Gabriel)
Post-release locations	Four parishes in Louisiana (Orleans, Jefferson, St. Bernard, and Plaquemines)
Participation	Voluntary
Legal release status	All SVORI participants are released under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Steering committee composed of prison staff, post-release staff, and the Project Director
Post-release reentry authority	State Statute/Louisiana Board of Parole
Number of phases	3

Phase 1: Getting Ready**Duration:** 6–9 months**Assessments:** Needs assessment, risk assessment (LSI-R)**Components/services offered within phase:**

- Case management provided
- Job Skills Education Program provided
- Project Metamorphosis (job placement counseling in facility and community) administered
- Restorative Justice Project administered
- Youthful Offender Program (includes anger management, parenting, substance abuse treatment, and education) provided
- Offender Reentry Plan (ORP) developed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Transition Team includes case management personnel, probation and parole officers, job development specialists, and the community resources coordinator

Phase 2: Going Home**Duration:** 3 months**Assessments:** Ongoing risk and needs assessments**Components/services offered within phase:**

- ORP updated and revised
- Accountability plan developed
- Case management provided
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Transition Team

Phase 3: Staying Home**Duration:** Up to 15 months**Assessments:** Ongoing risk and needs assessments**Components/services offered within phase:**

- Revision of Reentry Plan completed
- Case management provided
- Computer-based software training provided
- Violent aggressor treatment administered
- Meeting conducted with parole officer upon release
- Electronic monitoring provided
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Transition Team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Hiring of a Community Resources Coordinator to assess resources and solicit assistance from Federal, State, and local agencies to enlist support for services to participants in the community; they maintain a database of available resources, and it will be readily available to all staff.
- Hiring of a Job Development Specialist, who serves as the liaison between participants and the local Workforce Investment Board and one-stop centers
- Increased communication across agencies and institutions (where, in some cases, none previously existed)

Individual-level changes

- Increased use of electronic monitoring
- Increased availability of long-term and specialized services and case management

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	151–200
Inclusion criteria	Those who have been assessed as high risk for re-offense at admission
Exclusion criteria	Sex offenders and the severely mentally ill
Pre-release facilities	Jetson (Baton Rouge), Bridge City (Bridge City), Swanson I and Swanson II (Monroe)
Post-release locations	Four Parishes (Lafayette, Orleans, Caddo, and Calcasieu)
Participation	Voluntary
Legal release status	All participants are on parole

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Institutional social services staff, case workers, health care professional within the institution, juvenile probation and parole staff, district-specific transition specialists and community-based service providers in the specific district
Post-release reentry authority	Juvenile Court System
Number of phases	3

Phase 1: Getting Ready

Duration: Variable

Assessments: Risk assessment conducted

Components/services offered within phase:

- Case management provided
- Transition specialists meet with family and community members
- Transition specialists provide individual and group counseling, links to services, and life skills training
- Restorative Justice services provided
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Transition Specialists (four hired) provide intensive transitional oversight

Phase 2: Going Home

Duration: Variable

Assessments: No specific instrument is used; however, all juveniles incarcerated in Louisiana institutions are considered very high risk. Therefore, all that leave are still considered high risk. Decisions to provide additional services through the SVORI transition specialists are made by careful examination of the case records, recommendation by institutional social workers, willingness of participant and participant's family to receive extra assistance, availability of appropriate services in the home community, and other individual factors. No particular formula is used.

Components/services offered within phase:

- Transition Plan developed
- Restorative Justice services provided
- Case management provided
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Transition Specialists (four hired) will provide intensive transitional oversight

Phase 3: Staying Home

Duration: Variable

Assessments: No particular instrument is used to determine additional risk factors. All juveniles served under Phase 2 are served under Phase 3 unless they are re-incarcerated, move away, or voluntarily withdraw their participation.

Components/services offered within phase:

- Electronic monitoring provided in some cases
- Transition plan implemented by Transition Specialist in concert with probation officer
- Computer-based software training available
- Case management provided
- Violent aggressor treatment provided
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Transition Specialists (four hired) will provide intensive transitional oversight and will work with the probation officer

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Hiring of four Transition Specialists (each will work with about 55 participants per year)
- Increased communication across agencies and institutions (where, in some cases, none previously existed)

Individual-level changes

- Increased availability of ongoing services; Transition Specialist will continue to provide services after probation is complete
- Increased continuity of service provision; the Transition Specialist will follow youth throughout pre- and post-release

MAINE

SVORI Grantees in Maine

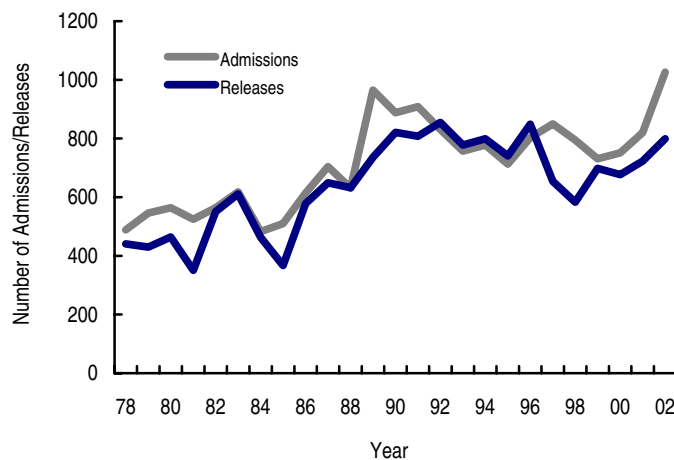
- Maine Department of Corrections (ME DOC)

Maine has one SVORI grantee focused on offenders returning to Androscoggin, Knox, Penobscot, and Washington counties (depicted in the map below), with administratively separate programs for adults and juveniles. The four counties to which participants return were chosen for the following reasons: Penobscot—more urban county in a rural state; Washington—high poverty, very rural and remote; Androscoggin—areas of high poverty, both urban and rural areas, had concerns about sex offenders residing there after release from incarceration; Knox—wanted to participate and contains two work release centers and a State prison. The line chart below provides BJS statistics on adult prison admission and release trends in Maine over a 24-year period.

Maine SVORI Target Areas



Maine Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Maine Department of Corrections

SVORI website	None
Data management system	CORIS Management Information System
Local evaluation planned	Possibly some assistance from Muskie
Program names	Maine Reentry Network–Adult Maine Reentry Network–Juvenile

ME DOC: PROGRAM 1

Maine Reentry Network–Adult

TARGET POPULATION

Population type	Male and female adults and youthful offenders
Number of targeted prisoners	201+
Inclusion criteria	Ages 16–25, categorized as “High Risk” based on LSI/Y-LSI assessment
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Androscoggin, Knox, Penobscot, and Washington counties
Participation	Voluntary
Legal release status	Some are under post-release supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee Maine Reentry Network Steering Committee

Post-release reentry authority ME DOC

Number of phases 2

Phase 1: Pre-release

Duration: 6 months

Assessments: LSI-R/Y-LSI assessments, strength-based 12 life domain assessments

Components/services offered within phase:

- Reentry team with institutional, other governmental (including victim advocate), community supervision, family, and community-based organization representatives with an identified lead case manager
- Reentry specialist to assist with networking and brokering services
- Video-conferencing so offenders can meet with community-based organization staff before release, and community mentors are matched with offenders as well
- Strong collaborative of all partners (governmental and community-based organization) for planning and implementation of project
- Specific targeted services include, as needed, mental health and substance abuse treatment, job training, family services and family involvement (e.g., mentoring for children of adult offenders), assistance with MaineCare (Medicaid) application 45 days prior to release, faith-based services, work release programs, and educational assistance

Coordination of services:

- Reentry Team

Phase 2: Post-release

Duration: 6 months

Assessments: LSI-R/Y-LSI assessments

Components/services offered within phase:

- Housing support (Rural Assistance Center vouchers)
- Intensive post-release case supervision, through the integrated case management/reentry team
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence treatment, life skills training, anger management, mentoring, family reintegration, job placement, and faith-based services

Coordination of services:

- Reentry Team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased collaboration among service agencies (both governmental and community-based organizations)
- Community reach-in through the reentry team

Individual-level changes

- Intensive case management
- Meeting the probation officer (as part of the team) and community providers before release to work on the reentry plan
- Mentoring
- Housing support with voucher program
- Assistance in qualifying for Medicare/Medicaid

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Categorized as “High Risk” based on LSI-R/YO-LSI assessment
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Androscoggin, Knox, Penobscot, and Washington counties
Participation	Voluntary
Legal release status	About 40% of offenders are on probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	ME DOC/Reentry Network
Post-release reentry authority	ME DOC
Number of phases	2

Phase 1: Pre-release

Duration: 6 months

Assessments: LSI-R/Y-LSI assessments

Components/services offered within phase:

- Housing support (RAC vouchers)
- Intensive post-release case supervision, through the integrated case management/reentry team
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence treatment, life skills training, anger management, and faith-based services

Coordination of services:

- Reentry Team

Phase 2: Post-release

Duration: 6 months

Assessments: LSI-R/Y-LSI assessments

Components/services offered within phase:

- Housing support (RAC vouchers)
- Intensive post-release case supervision, through the integrated case management/reentry team
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence treatment, life skills training, anger management, job placement, mentoring, family reunification, and faith-based services

Coordination of services:

- Reentry Team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased collaboration among service agencies (both governmental and community-based organizations)
- Community reach-in through the reentry team

Individual-level changes

- Intensive case management
- Meeting the probation officer (as part of the team) and community providers before release to work on the reentry plan
- Mentoring
- Housing support with voucher program
- Assistance in qualifying for Medicare/Medicaid

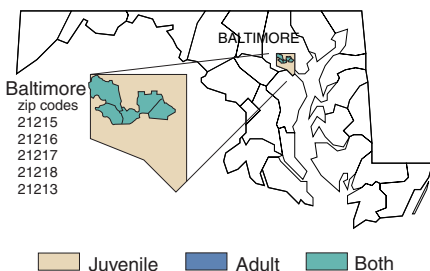
MARYLAND

SVORI Grantees in Maryland

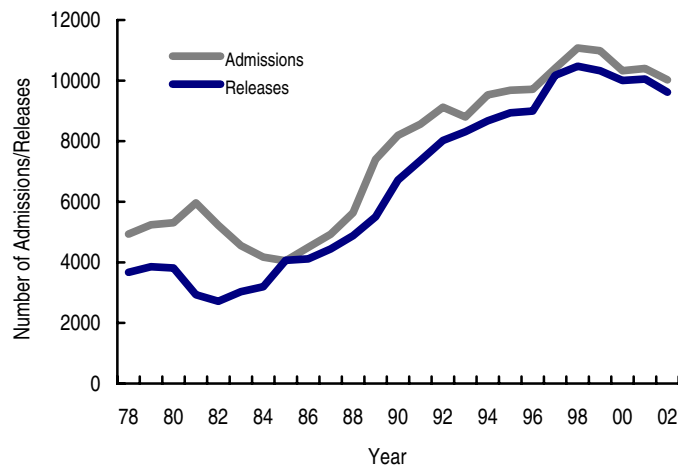
- Maryland Department of Public Safety and Correctional Services (MD DPSCS)

Maryland has one SVORI grantee with two administratively separate programs: one focused on adults returning to five zip codes in Baltimore (depicted in the map below) and the other focused on juveniles returning either to a Baltimore city residence or to the Baltimore City Public School system (also shown). The adult program is using SVORI funding to expand an existing reentry program to include one additional zip code. The juvenile program involves a new partnership between the Department of Juvenile Justice (DJJ) and Baltimore City Public Schools intended to increase the number of released juveniles returning to school. The line chart below provides BJS statistics on adult prison admission and release trends in Maryland over a 24-year period.

Maryland SVORI Target Areas



Maryland Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Maryland Department of Public Safety and Correctional Services

SVORI website	None
Data management system	The adult program has a mainframe database at Baltimore, the Metropolitan Transition Center (MTC), and the SVORI flagging is done by hand. DJJ uses ASSIST, which is a data management system capable of flagging SVORI participants.
Local evaluation planned	Researchers at the University of Maryland are conducting the adult program evaluation; the juvenile program does not have a local evaluation planned
Program names	Reentry Partnership (REP) Juvenile Reentry Program

MD DPSCS: PROGRAM 1

Reentry Partnership (REP)

TARGET POPULATION

Population type	Male adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 24–35 and have been assessed as serious and violent at least 1 year prior to release
Exclusion criteria	Sex offenders, those with detainers, and the severely mentally ill
Pre-release facilities	Men: MTC—Baltimore
Post-release locations	Five zip codes in Baltimore: 21213, 21215, 21216, 21217, 21218
Participation	Voluntary
Legal release status	About 60% of participants will be on parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	A reentry coalition or task force of agencies meets to set up guidelines for supervision of offenders returning to the community
Post-release reentry authority	None
Number of phases	2

Phase 1: Pre-release**Duration:** 90 days**Assessments:** Risk and needs assessments provided**Components/services offered within phase:**

- Recruitment meetings or “exit interviews” occur each month at MTC (involving the parole officer, the Community Case Manager [CCM]), the Advocate, a police officer, MD DPSCS staff, and service providers)
- CCM, and Advocates assist prisoners in obtaining necessary forms of identification
- Male REP participants receive three courses pre-release: (1) Outreach (life skills training), (2) Strive (job readiness training), and (3) a weekly relapse prevention meeting through Patrick Allen House
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, and life skills training

Coordination of services:

- Enterprise Foundation sends caseworkers into MTC; Alternative Directions provides services to the 20 women in the program

Phase 2: Post-release**Duration:** Variable**Assessments:** The case plan is created from the needs assessment**Components/services offered within phase:**

- Retrieval of men from MTC by caseworker is provided
- Group and individual counseling is provided
- Intensive substance abuse treatment for women at Alternative Directions is provided
- Case management and assistance in obtaining necessary forms of ID provided
- Release plan is implemented
- Male participants are assigned a CCM and an Advocate (usually an ex-offender) who has regular contact with them and links them to services
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, anger management, parenting skills training, mentoring, support group network, and life skills training

Coordination of services:

- Enterprise Foundation (men), Alternative Directions (women)

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Zip code added to the post-release geographic parameters
- Twenty women are being served post-release by Alternative Directions
- Increasing staff by adding a CCM and Advocate to East Baltimore, adding an Advocate in Harlem Park, and adding a CCM and Advocate in Garrison-Park Heights

Individual-level changes

- Prisoner establishes a relationship with a caseworker pre-release and receives ongoing services and linkages to services from the caseworker post-release
- Participants are provided with financial assistance for transportation assistance and to obtain necessary forms of identification

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	201+
Inclusion criteria	All youth falling within the geographical parameters
Exclusion criteria	None
Pre-release facilities	Participants come from Charles H. Hickey Junior School (Baltimore), Thomas J.S. Waxter Children's Center (girls; Laurel), Thomas O'Farrell (Marriottsville), Youth Centers (Western Maryland), Baltimore City Juvenile Justice Center (Baltimore)
Post-release locations	Those with a Baltimore City residence, and those returning to the Baltimore City Public Schools
Participation	Mandatory
Legal release status	All are released on Intensive Aftercare Supervision through DJJ

PROGRAM ORGANIZATION AND SERVICES

Steering committee	No; workgroup
Post-release reentry authority	The Department of Juvenile Justice
Number of phases	2

Phase 1: Readiness

Duration: Entire duration of incarceration (average 6 months), 5 hours/day

Assessments: Participants receive a WRAT educational assessment and a risk assessment

Components/services offered within phase:

- Educational Specialist continues to work with youth for 2 years post-release
- Case management provided by an aftercare case manager
- Mentoring provided
- Local Management Boards work with the aftercare transition team to ensure that youth are linked to proper services
- Ongoing treatment plan developed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Transition teams consisting of a CCM, parents, student, a parent liaison, and an educational transition specialist
- Those in Intensive Aftercare Supervision will also have an Intensive Aftercare supervisor

Phase 2: Post-release

Duration: 2 years

Assessments: Unknown

Components/services offered within phase:

- Educational Specialist continues to work with youth for two years post-release
- Case management provided by an aftercare case manager
- Mentoring provided
- Local Management Boards work with the aftercare transition team to ensure that youth are linked to proper services
- Ongoing treatment plan developed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based services

Coordination of services:

- Educational Specialist, DJJ case manager, and the rest of the aftercare transition team provide supervision and link youth to services

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Educational Specialists hired to work with youth throughout incarceration and 2 years post-release
- Credit-recovery program implemented in which 139 computers and 30 printers purchased for incarcerated youth
- Collaboration and partnership between DJJ and the Baltimore City Public Schools

Individual-level changes

- More education-focused services received for a longer period of time
- Educational experience enhanced through stronger supports in the school system

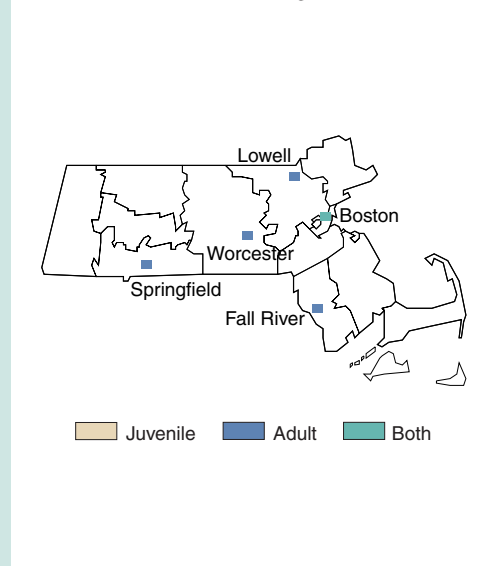
MASSACHUSETTS

SVORI Grantees in Massachusetts

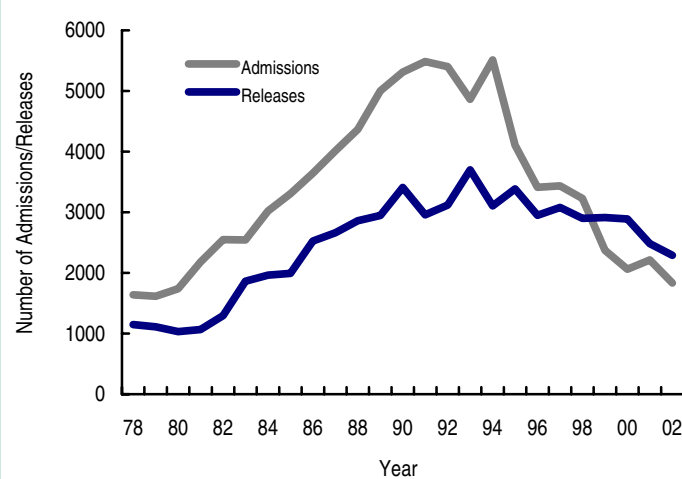
- Massachusetts Department of Correction (MA DOC)
- Massachusetts Department of Youth Services (MA DYS)

Massachusetts has two SVORI grantees: one focused on adults returning to the cities of Boston, Fall River, Lowell, Springfield, and Worcester; and the other focused on juveniles returning to the Boston metropolitan area (depicted in the map below). The adult grantee targeted these five communities because nearly half their prisoners return to those communities. The juvenile grantee used its SVORI funding to augment existing reentry programming by addressing problems with communication, preparation, service delivery, and ineffective outcome measurement. The line chart below provides BJS statistics on adult prison admission and release trends in Massachusetts over a 24-year period.

Massachusetts SVORI Target Areas



Massachusetts Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Massachusetts Department of Correction

SVORI website	None
Data management system	The Inmate Management System flags SVORI participants
Local evaluation planned	No
Program name	Massachusetts Adult

MA DOC

Massachusetts Adult

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Those serving at least a 1-year sentence, who have a driver's license, and who have been assessed as high/moderate risk upon admission
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Boston, Fall River, Lowell, Springfield, and Worcester
Participation	Mandatory
Legal release status	Parole supervision for some; others are not on any formal supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	MA DOC for those released on parole
Number of phases	3

Phase 1: Institutionally Based Programs**Duration:** 1–3 months**Assessments:** Risk and needs assessment (LSI-R) upon incarceration**Components/services offered within phase:**

- Case management provided
- Risk-reduction plan developed
- Compliance with risk-reduction plan monitored by case manager
- Transition plan developed through a Transition Workshop
- Monthly meetings held to monitor the transition plans of returning offenders
- HIV/AIDS education programs offered
- Sex offender treatment offered
- Transition team formed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, parenting skills training, domestic violence prevention and intervention, and anger management

Coordination of services:

- Reentry case manager

Phase 2: Community-Based Transition**Duration:** 3 months**Assessments:** Career Center Counselors do assessments in the One-Stop Career Centers just after release. Job aptitude and employment-related skills are assessed.**Components/services offered within phase:**

- Regular meeting with parole officer scheduled with adherence to reentry plan monitored (for those on parole)
- Graduated sanctions imposed on those who are noncompliant (for those on parole)
- Those not released on formal supervision are made aware of community expectations and are linked to community-based organizations—CCCs and CRCs—to access needed services
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, anger management, and life skills training

Coordination of services:

- Reentry case manager, and parole officer (if applicable)

Phase 3: Community-Based Long-Term Support**Duration:** 10–12 months**Assessments:** No other formal assessments are completed at this time.**Components/services offered within phase:**

- Participants are linked to community-based organizations—CCCs and CRCs—to access needed services
- Those on intensive supervision are moved to (less strict) regular caseload supervision
- Transition team composition is changed to reflect the community-based networks that the participant has formed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, anger management, and life skills training

Coordination of services:

- Community case manager

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Working relationships have been formalized among MA DOC, the Department of Labor, and the Workforce Investment Boards
- Post-release needs of participants have been better identified

Individual-level changes

- Relationship with reentry case manager pre-release established and continued through ongoing services and linkages to services post-release
- Intensive case management and individualized plan development increased

SVORI Grantee: Massachusetts Department of Youth Services

SVORI website	None
Data management system	MAJJIC system electronically tracks clients
Local evaluation planned	Yes
Program name	Going Home—Massachusetts Juvenile Program

MA DYS	Going Home—Massachusetts Juvenile Program
TARGET POPULATION	

Population type	Male and female juveniles and youthful offenders
Number of targeted prisoners	151–200
Inclusion criteria	Ages 14–21 who have been assessed as high risk upon incarceration and those convicted of an offense in Grid Level 4 or higher in addition to firearm and violent offenses in Grid Level 3
Exclusion criteria	None
Pre-release facilities	All facilities in the Metro-Boston area; however, most will come from the Metropolitan Treatment Center
Post-release locations	Metro-Boston area—Dorchester, Roxbury, Mattapan, and the South End
Participation	Mandatory until 18th or 21st birthday, depending on the offense
Legal release status	Participants are under DYS supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Steering committee
Post-release reentry authority	MA DYS
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: 1–3 months

Assessments: YLSI (risk assessment tool), Clinical assessment battery, MAYSI-2, SASSI, a Neuropsychological Screening Inventory, and the Mississippi Post-Traumatic Stress Disorder assessment tool

Components/services offered within phase:

- Case management provided by residential caseworkers
- Treatment plan developed
- Monthly treatment meetings held
- Reentry plan developed and reviewed 30 to 60 days pre-release at a discharge meeting
- Transition team formed including residential caseworker, community caseworker, residential clinical staff, reentry case manager, and the client's family

- Family counseling
- Relapse prevention plan developed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, anger management, sex offender counseling, and life skills training

Coordination of services:

- Transition team

Phase 2: Community-Based Transition

Duration: Variable

Assessments: Unknown

Components/services offered within phase:

- Community caseworker ensures that reentry plan is implemented upon release
- Reentry case manager provides intensive

case management and the coordination of services

- Family members receive referrals to needed services
- Mandatory family participation and family counseling provided
- Electronic monitoring provided
- Reentry Plan becomes Reentry Court “contract” and is presented at court upon release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, anger management, faith-based services, and life skills training

Coordination of services:

- Reentry case manager through MA DYS

Phase 3: Community-Based Long-Term Support

Duration: 10–12 months

Assessments: Unknown

Components/services offered within phase:

- Community caseworker continually revises reentry plan
- Reentry case manager provides intensive case management and coordinated services
- Family members receive referrals to needed services
- Mandatory family participation and family counseling provided
- Electronic monitoring provided
- Compliance is monitored by DYS, and graduated sanctions are administered for violations
- A Grant of Conditional Liberty Agreement is completed by the community caseworker and signed by the youth
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, anger management, faith-based services, and life skills training

Coordination of services:

- Reentry case manager through MA DYS

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- New staff hired—community caseworker, reentry case manager
- Concentrated effort on serious offenders so that it is much harder for those kids to “slip through the cracks”

Individual-level changes

- Increased use of electronic monitoring
- Increased use of intensive case management and individualized plan development

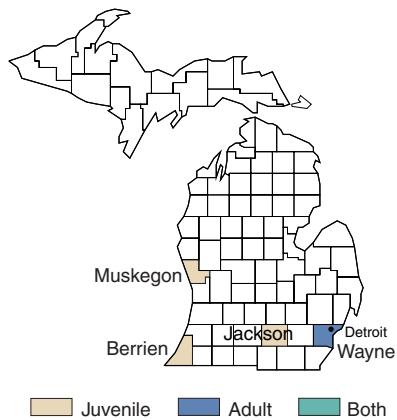
MICHIGAN

SVORI Grantees in Michigan

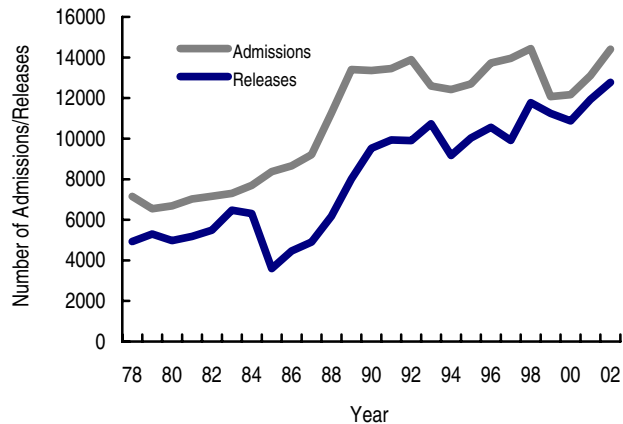
- Michigan Department of Corrections (MDOC)
- Michigan Family Independence Agency (MI FIA)

Michigan has two SVORI grantees: one focused on adults returning to Wayne County and one focused on juveniles returning to Berrien, Jackson, Muskegon, and Wayne counties (depicted in the map below), each of which operates an administratively distinct reentry program. The line chart below provides BJS statistics on adult prison admission and release trends in Michigan over a 24-year period.

Michigan SVORI Target Areas



Michigan Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Michigan Department of Corrections

SVORI website	None
Data management system	MDOC has an MIS that identifies SVORI participants
Local evaluation planned	None
Program name	Michigan Reentry Initiative—Walk With Me (MRI–WWM)

MDOC

Michigan Reentry Initiative—Walk With Me

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Violent offenders, including drug offenders and high risk offenders
Exclusion criteria	Sex offenders
Pre-release facilities	Selected State prisons
Post-release locations	Wayne County
Participation	Voluntary
Legal release status	All offenders released to Phase 2 are on parole status

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Yes
Post-release reentry authority	MDOC
Number of phases	3

Phase 1: Going Home (Protect and Prepare—Institutionally Based Programs)

Duration: 1–3 months

Assessments: COMPAS

Components/services offered within phase:

- BRIDGES Program—a curriculum for participants who have multiple barriers to acquiring and sustaining employment
- Assistance with family reunification and acquisition of valid identification documents (e.g., State ID, social security card)
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational skills, education, housing assistance (including supervised housing options), parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, cognitive restructuring curriculum, and mentoring

Coordination of services:

- MDOC Management Team

Phase 2: Welcome Home (Control and Restore—Community-Based Transition)

Duration: 12–24 months

Assessments: Reassessment using risk and needs assessment

Components/services offered within phase:

- Reentry Initiative participant will be referred to appropriate services available through Wings of Faith, whose staff begin working with offenders 4 months prior to release and provide post-release services at a one-stop center (the Samaritan Center)
- Partnering with Community Treatment Centers, Inc., to provide a transitional housing service for offenders needing combined housing and substance abuse services
- Designating a site for participants to receive needed services such as Technical Assistance for Needy Families, food stamps, Medicaid insurance, transportation services, family preservation and reunification services, medical care for low-income and special populations, and parenting skills training
- Specific targeted services include, as needed, substance abuse treatment, food and clothing, legal aid, crisis intervention, counseling, job skills/employment, education, restorative justice, supervised housing, and mentoring

Coordination of services:

- Wings of Faith

Phase 3: Staying Home (Responsibility and Productivity—Community-Based Long-Term Support)

Duration: 24–36 months

Assessments: None

Components/services offered within phase:

- Transitional housing service continues
- The Department of Veterans Affairs refers veterans to the local Michigan Career Development Center, where participants receive services related to employment, housing, and training, and can get referrals for substance abuse and mental health counseling
- Specific targeted services include, as needed, relapse prevention, mentoring, counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, and faith-based services

Coordination of services:

- Wings of Faith

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Use of transition teams in the facility and community to work with specific offenders prior to release
- Inclusion of pre-release curriculum and cognitive restructuring
- Inclusion of one-stop center for participants to acquire services in post-release phase
- Regular feedback mechanism among agencies to ensure that the collaboration is working
- Shared agency protocols regarding approach to service provision
- Joint mission statements with other agencies around reentry

Individual-level changes

- Inclusion of offender and family members in reentry planning prior to release
- Use of a boundary spanner—staff person who creates partnerships with community service providers, which facilitate services for offenders and open communications among agencies

SVORI Grantee: Michigan Family Independence Agency

SVORI website	None
Data management system	Various youth MIS across the four juvenile programs
Local evaluation planned	Various evaluations planned across the four juvenile programs
Program names	Jackson County Going Home Grant Wayne County Going Home Grant Berrien County Going Home Grant Muskegon County Going Home Grant

MI FIA: PROGRAM 1	Jackson County Going Home
TARGET POPULATION	

Population type	Male and female juveniles
Number of targeted prisoners	Fewer than 50
Inclusion criteria	Sex offenders and other violent offenders; Class 1, Class 2, and Class 3 offenses; scoring at a certain level on the risk assessment
Exclusion criteria	None
Pre-release facilities	Selected State facilities: Jackson County Treatment Program, also in Family Independence Agency's medium security residential settings
Post-release locations	Jackson County
Participation	Voluntary
Legal release status	All participants are under aftercare

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Advisory Council
Post-release reentry authority	Judicial Branch
Number of phases	3

Phase 1: Pre-release

Duration: 4–6 months

Assessments: Risk/needs assessment

Components/services offered within phase:

- Case management and family support
- “Circle of Support” model
- Anger management, life skills, and lasting family connections
- Transition Team including family member

Coordination of services:

- Transition Team

Phase 2: Community-Based Transition

Duration: 6–18 months

Assessments: Risk/needs assessment

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, and mentoring

Coordination of services:

- Aftercare Caseworker

Phase 3: Community-Based Long-Term Support

Duration: Up to 6 months

Assessments: Risk/needs assessment

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills, vocational training, education, housing assistance, faith-based services, and mentoring

- Gradual release of institutional services, while increasing community services

- Sex offender training, as needed

Coordination of services:

- Aftercare Caseworker

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Emphasis on reintegration planning
- Use of Transition Teams in the facility and community to work with specific offenders prior to release
- Allowing community service providers to come to the institution to meet with offenders
- Use of integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases
- Joint mission statements with other agencies around reentry
- Regular feedback mechanism among agencies to ensure that the collaboration is working
- Shared agency protocols regarding approach to service provision

Individual-level changes

- Inclusion of offender, family members, and victim in the reentry planning
- More efficient coordination of services
- Use of a community accountability panel (consisting of members of the community) that meets with offenders once they are released as part of the supervision process
- Use of a boundary spanner—staff person who creates partnerships with community service providers, which facilitate services for offenders and open communications among agencies

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Sex offenders and other violent offenders; under court jurisdiction for at least 12 months; reside with family; court order must mandate participation, allow for electronic monitoring; progressive sanctions
Exclusion criteria	None
Pre-release facilities	Selected State facilities: specific residential placement
Post-release locations	Wayne County
Participation	Mandatory
Legal release status	All participants are under supervision of temporary court wards

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Central Care Management Organization Advisory Board and Board of Directors
Post-release reentry authority	Judicial branch
Number of phases	3

*Phase 1: Going Home***Duration:** 4–6 months**Assessments:** Juvenile Classification/Assessment, risk/needs assessment**Components/services offered within phase:**

- Meet with I-Team weekly for the first 2 months, then once a month
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, peer counseling, and faith-based mentoring

Coordination of services:

- Transition Team

*Phase 2: Welcome Home***Duration:** 12 months**Assessments:** Risk/needs assessment**Components/services offered within phase:**

- Meet with I-Team weekly for the first 2 months, then once a month
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, peer counseling, and faith-based mentoring

Coordination of services:

- Community Care Management Organization

*Phase 3: Staying Home***Duration:** Until the offender turns 21**Assessments:** Risk/needs assessment**Components/services offered within phase:**

- Goal development and infrastructure creation
- Independence established through having a safe haven in a religious institution
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, peer counseling, and faith-based mentoring

Coordination of services:

- Member of the reentry team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Involvement of people from the community and faith-based organizations 6 months prior to release
- Use of integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases
- Use of a required core curriculum that all offenders who are released receive prior to release
- Regular feedback mechanism among agencies to ensure that the collaboration is working
- Shared agency protocols regarding approach to service provision

Individual-level changes

- Inclusion of mentoring services, with large faith-based team approach
- Use of a community accountability panel (consisting of members of the community) that meets with offenders once they are released as part of the supervision process
- Use of a boundary spanner—staff person who creates partnerships with community service providers, which facilitate services for offenders and open communications among agencies

TARGET POPULATION

Population type	Male juveniles
Number of targeted prisoners	Fewer than 50
Inclusion criteria	Sex offenders and other violent offenders; assault with intent to murder, attempted murder, murder, criminal sex contact, armed robbery, arson of dwelling, breaking and entering to commit felony, or under supervision of family court and placed on probation
Exclusion criteria	None
Pre-release facilities	Selected State prisons: delinquent youth in residential placement in Berrien County
Post-release locations	Berrien County
Participation	Mandatory
Legal release status	All participants are under probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Berrien County Commissioners and Berrien County Trial Court
Post-release reentry authority	Judicial branch
Number of phases	3

*Phase 1: Pre-release***Duration:** 7–9 months**Assessments:** YASI**Components/services offered within phase:**

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, and faith-based component
- Enhancement of family treatment during incarceration
- Family Services Coordinator and Treatment Group Leaders enhance level of reintegration services from admission to release

Coordination of services:

- Family Services Coordinator

*Phase 2: Community-Based Transition Phase***Duration:** 3 months**Assessments:** YASI**Components/services offered within phase:**

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, and faith-based component

Coordination of services:

- Reintegration Probation Officer

*Phase 3: Community-Based Long-Term Support***Duration:** 3–6 months**Assessments:** YASI**Components/services offered within phase:**

- Place in aftercare, work with family, closely monitor and supervise, and establish contact with services
- Family Services Coordinator and Treatment Group Leaders enhance level of reintegration services from admission to release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, and faith-based component

Coordination of services:

- Family Services Coordinator

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Move toward cognitive behavioral treatment including peer group, process, and cognitive components
- Reintegration Family Service Coordinator begins working on integration as soon as youth are committed
- Using transition teams in the facility and community

Individual-level changes

- Including offender and family members in reentry planning prior to release
- Using a community accountability panel consisting of members of the community that meets with the offenders once they are released as part of the supervision process
- Using a boundary spanner—staff person who creates partnerships with community service providers, which facilitates services for offender and opens communications between agencies

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	Fewer than 50
Inclusion criteria	Score on risk/needs assessment instrument and ordered by court at time of sentence/placement
Exclusion criteria	None
Pre-release facilities	Selected State prisons in residential placement in Muskegon County
Post-release locations	Muskegon County
Participation	Mandatory
Legal release status	All participants are under aftercare

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Program-level steering committee
Post-release reentry authority	Judicial branch
Number of phases	3

*Phase I: Pre-release***Duration:** 1–6 months**Assessments:** Court-based assessment**Components/services offered within phase:**

- Family court counseling; review requirements of program, provide counseling to parents in order to raise awareness
- Specific targeted services include, as needed, faith-based mentoring and outdoor focus through team outdoor adventures; job training and placement from Goodwill; success skills, development, and life skills via the Health Department; substance abuse and parent mentors provided by Catholic Social Services; and family support from Child and Family Services

Coordination of services:

- Court Family Counselor

*Phase II: Community-Based Transition***Duration:** 3 months**Assessments:** Court-based assessment**Components/services offered within phase:**

- Intensive Aftercare Probation
- 90 days pre-release, community restoration board (community members) present reentry plan to committee

Coordination of services:

- Specialized Case Manager and Transitional Team

*Phase III: Community-Based Long-Term Support***Duration:** 6 months**Assessments:** Court-based assessment**Components/services offered within phase:**

- Intensive Aftercare Probation

Coordination of services:

- Supervising Officer

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Using transition teams in the facility and community to work with specific offenders prior to release
- Using Community Restoration Boards to approve/disapprove of the reentry plan 90 days prior to release

Individual-level changes

- Using a community accountability panel (consisting of members of the community) that meets with the offenders once they are released as part of the supervision process
- Using a boundary spanner—staff person who creates partnerships with community service providers, which facilitate services for offenders and open communications among agencies
- Identifying specific case managers from a community-based organization who broker services from appropriate agencies for offenders once they are released

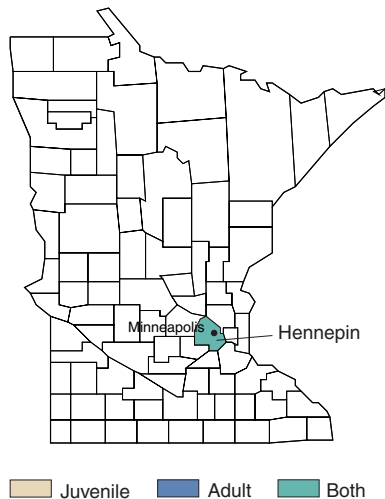
MINNESOTA

SVORI Grantees in Minnesota

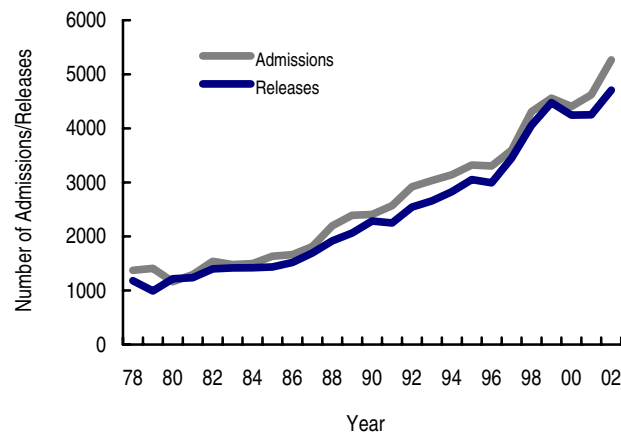
- Minnesota Department of Corrections (MN DOC)

Minnesota has one SVORI grantee focused on adults and juveniles returning to Hennepin County (depicted in the map below). The grantee chose to target Hennepin County because the majority of offenders return there. The line chart below provides BJS statistics on adult prison admission and release trends in Minnesota over a 24-year period.

Minnesota SVORI Target Areas



Minnesota Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Minnesota Department of Corrections

SVORI website	None
Data management system	Using a SVORI-specific MIS called TEAMS
Local evaluation planned	The Research and Evaluation Unit of the Minnesota Department of Corrections is conducting a local evaluation
Program name	Minnesota Serious and Violent Youthful Offender Reentry Project

MN DOC

Minnesota Serious and Violent Youthful Offender Reentry Project

TARGET POPULATION

Population type	Male and female adults and juveniles
Number of targeted prisoners	201+
Inclusion criteria	Ages 16–34, release date prior to June 2004; multiple challenges (chemical dependency, serious mental illness, developmental and learning disabilities); and high risk of re-offending (high scores on LSI-R and YLSI)
Exclusion criteria	Sex offenders
Pre-release facilities	All State prisons except one low-level juvenile facility and one boot camp
Post-release locations	Hennepin County
Participation	Voluntary
Legal release status	Minnesota does not have discretionary parole. Fourteen percent of offenders are discharged from prison at expiration with no community supervision.

PROGRAM ORGANIZATION AND SERVICES

Steering committee	3 committees
Post-release reentry authority	MN DOC and Community (Hennepin County Community Corrections [i.e., the parole officer] requests that sanctions be given, but the MN DOC Hearings and Release Division is the agency that imposes them)
Number of phases	3

Phase 1: Reentry Preparation**Duration:** 45 days**Assessments:** LSI-R and YLSI**Components/services offered within phase:**

- 90-day plan over course of Phases 1 and 2, includes reentry curriculum, community visit/screen, and release plan
- Institutional treatment priority
- Release plan that includes input from the participant, family members, and victim, as well as a transition team that includes staff from within the institution and community agencies
- Nontraditional case management through Community Reentry Coordinators (CRCs) rather than probation officers
- Team approach with use of community support groups/community reintegration teams, and coordination with law enforcement
- Transfer to pre-release facility (most participants) 90 days prior to release, orientation, and treatment plan development
- Specific reentry services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, faith-based services, restorative justice, use of flex fund/service linkages, electronic alert system, preferred provider service network, and circles of support

Coordination of services:

- Institutional case managers

Phase 2: Community-Based Services and Case Management**Duration:** 45 days

Assessments: CRCs perform an assessment of offenders' interest in receiving faith-based services while still incarcerated; if offenders want faith-based services, then staff from Faith-Based Call go into the prisons and a full assessment is completed

Components/services offered within phase:

- 72-hour intensive service
- Case management continues with reentry-specific goals, such as provision of local services
- Other services initiated in Phase 1 are continued as part of the 90-day plan

Coordination of services:

- Institutional case managers

Phase 3: Informal Social Control**Duration:** Up to 1 year

Assessments: Informal self-assessment to determine needed services

Components/services offered within phase:

- Transition team that includes staff from within the institution and community agencies
- Ongoing case management through CRCs who monitor service use and meet with offenders once or twice a week, varying over time
- Supervision of participants (only 3% are not under supervision)
- Continuation of previous phases' services, as needed

Coordination of services:

- Institutional reentry coordinator, the CRC, and staff from Faith-Based Call

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Realization of the importance of the faith community
- Allowing community organizations into prisons
- State agency focus on sustainability
- Joint mission statements with other agencies around reentry
- Mechanism for regular feedback among agencies
- Shared agency protocols regarding how service provision is approached

Individual-level changes

- More community involvement and priority for services during pre-release phase
- Intensive case management from the CRCs during post-release phase
- Through their CRCs, offenders have access to flex funds (for immediate needs) and ongoing services during the post-release phase consistent with each offender's reentry plan

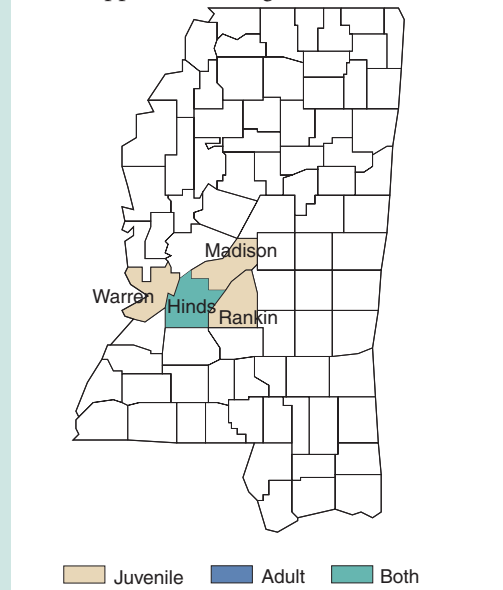
MISSISSIPPI

SVORI Grantees in Mississippi

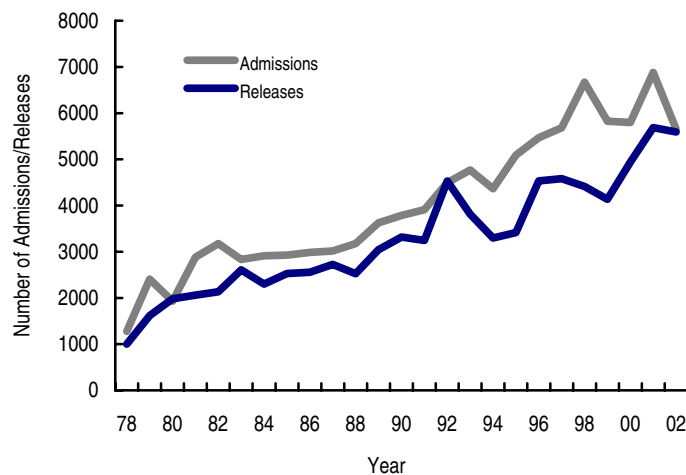
- Mississippi Department of Corrections (MS DOC)

Mississippi has one grantee with two administratively separate programs; one targets male adults returning to Hinds County and the other targets male juveniles returning to Hinds, Rankin, Madison, and Warren counties (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Mississippi over a 24-year period.

Mississippi SVORI Target Areas



Mississippi Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Mississippi Department of Corrections

SVORI website	None
Data management system	Using the MS DOC's Offendertrak Program to track the progress of Reentry Program participants.
Local evaluation planned	No
Program names	Mississippi Reentry—Mississippi "Going Home" Reentry Program Mississippi Reentry Juvenile

MS DOC: PROGRAM 1

Mississippi "Going Home" Reentry Program

TARGET POPULATION

Population type	Male adults
Number of targeted prisoners	201+
Inclusion criteria	Drug offenders, sex offenders, and other violent offenders; eligible for parole within 12 months; convicted of a "serious" and/or "violent" offense (homicide, robbery, sex offenses, offenses involving a deadly weapon, gang affiliation, sentenced as a habitual offender, convicted for sale of a controlled substance); minimum of 1 year post-release supervision
Exclusion criteria	No detainees and no serious Rule Violation Report (RVR) within 6 months prior to request for participation
Pre-release facilities	One prison facility: MS State Penitentiary (Parchman, MS)
Post-release locations	Hinds County
Participation	Voluntary and mandatory
Legal release status	All participants are under a type of supervised release—parole, probation, or earned release

PROGRAM ORGANIZATION AND SERVICES

Steering committee Mississippi Collaboration Interagency Reentry Team

Post-release reentry authority Department of Corrections and Parole Board, Circuit Courts, and Youth Court Judges

Number of phases 2

Phase 1: Institutionally Based Program

Duration: 4–6 months

Assessments: LSI-R; joint intake and assessment procedure comprising interagency staffing groups

Components/services offered within phase:

- Restorative Justice Approach—offers offenders a means to give back to the community
- Involve offenders in the Second Chance Pet Project—rescues and trains homeless and neglected animals to become companions and service animals for disabled and handicapped children and adults
- Involve offenders in Habitat for Humanity—a nonprofit, ecumenical housing ministry that seeks to eliminate poverty housing and homelessness worldwide. Offenders will have the opportunity to acquire skills that will be beneficial to securing employment, in addition to giving back to the community.
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence, life skills training, anger management, and faith-based services

Coordination of services:

- Case manager and integrated case management teams

Phase 2: Community-Based Transition

Duration: 13–24 months

Assessments: LSI-R; joint intake and assessment procedure comprising interagency staffing groups

Components/services offered within phase:

- Will assist the participants in finding establishments that provide housing at a reduced fee
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, and faith-based services

Coordination of services:

- Case manager and integrated case management teams

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Integrated case management including representatives from multiple community service providers and/or corrections/supervision agencies who meet to discuss and work on particular cases
- Joint mission statements with other agencies around reentry
- Reentry coalition or task force of agencies meets to set guidelines for supervision of offenders returning to the community
- Regular feedback mechanism among agencies to ensure that the collaboration is working
- Shared agency protocols regarding approach to service provision
- Boundary spanner—staff person who creates partnerships with community service providers facilitating services for offenders and opening communication among agencies

Individual-level changes

- Using transition teams in the facility and community to work with specific offenders
- Community accountability panel (consisting of members of the community) that meets with the offenders post-release as part of the supervision process

TARGET POPULATION

Population type	Male juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Ages 14–17; committing crimes against persons, assaults, sex crimes, drive-by shootings, auto theft, drug offenses, repeat offenders, and placement problems; performing academically at a minimum of a sixth-grade level; physically fit/able to work; and diagnosis of conduct disorder such as oppositional defiant disorder, substance abuse/dependence, and alcohol abuse/dependence
Exclusion criteria	Physically handicapped and having an IQ below 70
Pre-release facilities	Mississippi Youth Correctional Complex (MYCC): Oakley Training School, Units 1 and 2 and Ironwood
Post-release locations	Hinds, Rankin, Madison, and Warren counties
Participation	Mandatory
Legal release status	All participants will be under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	The transition team at the MYCC
Post-release reentry authority	The Mississippi Department of Human Services/Division of Youth Services/Youth Re-entry Program has primary responsibility for imposing sanctions or rewards for post-release behavior
Number of phases	3

Phase 1: Institutional Phase

Duration: 7–9 months

Assessments: Mississippi Delinquency Risk Assessment Scale, TABE, Aptitude Test, Drug Test; TRACC Model will assess, monitor, and evaluate Phase 1

Components/services offered within phase:

- The Youth Reentry Specialist who works with youth for 3 years (all three phases) continues as case manager
- Youth reside either in a residential facility or at home. Residential facilities will offer 24/7 security and will provide meals.
- Supervision includes random drug testing and electronic monitoring
- The MYCC will develop an Individualized Treatment Plan (ITP) for each of the reentry program participants and ensure that goals and objectives of the ITP are met
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education,

housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, tutoring, and cognitive skills development

Coordination of services:

- Utilizing a Transition Team—Youth Reentry Specialist, Graduate Assistant from Jackson State University, and Multisystematic Training (contractual service)
- MYCC team, which consists of a psychologist, a nurse, a counselor, an educational coordinator, a vocational coordinator, a recreational coordinator, the Branch Director, the Project Officer, the Judge, the parent/legal guardian, and the TLC Director

Phase 2: Community Phase

Duration: 10–12 months

Assessments: Mississippi Delinquency Risk Assessment Scale; TABE; Aptitude Test; Drug Test; Treatment, Research, and Result-Based Accountability for Competency-Based Community Corrections

(TRACC) Model. The TRACC Model will assess electronic monitoring and evaluate Phase 1 results.

Components/services offered within phase:

- The Youth Reentry Specialist continues as case manager
- Youth reside either in a residential facility or at home
- Supervision includes random drug testing and electronic monitoring
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, tutoring, and cognitive skills development

Coordination of services:

- One-stop center that will provide all the community services
- Youth Reentry Specialist brokers services

Phase 3: Long-Term Phase**Duration:** Unlimited**Assessments:** No specific assessments used in this phase**Components/services offered within phase:**

- Multisystematic Training which will provide a 15- chapter self-improvement and life skills training program. Eight critical areas will be addressed: (1) motivation, (2) goal setting, (3) problem solving and decision making, (4) emotional control, (5) family relationships, (6) financial stability, (7) effective communication, and (8) employment search and retention.
- Youth will discontinue using electronic monitoring device, and home-based services will begin
- Intensive work with the family and parents to accomplish reunification; provide mentoring, training, and support; and encourage active involvement
- Community involvement—vendors from the community and persons involved with faith-based organizations should participate on the advisory board
- Youth serve in the community as volunteers
- Aftercare services—Multisystematic Training will provide aftercare services
- The community and faith-based organization, along with mentoring, will play a vital part in the monitoring and aftercare with long-term goals of the program
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, mentoring, military recruitment, and in-home economics

Coordination of services:

- Multisystematic Training and Youth Reentry Specialist will provide aftercare services and encourage parental involvement

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Transition team that includes staff from within the institution and community agencies (e.g., community service providers, corrections officers, supervision agencies), who will be working with offenders post-release
- Integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases
- Community service providers come to the institution to meet with offenders
- Required core curriculum that all offenders receive prior to release

Individual-level changes

- Needs assessment conducted or updated prior to release for developing a reentry plan
- Inclusion of family members in reentry planning prior to release
- Inclusion of victim during reentry planning prior to release
- Use of video-conferencing while offenders are in prison so that they can meet with community service providers and family members
- Identification of a specific case manager from a community-based organization who brokers services from appropriate agencies for offenders once they are released
- Use of a community accountability panel (consisting of members of the community) that meets with the offenders once they are released as part of the supervision process
- Creation of a boundary spanner—staff person who creates partnerships with community service providers, facilitating services for offender and open the communications among agencies

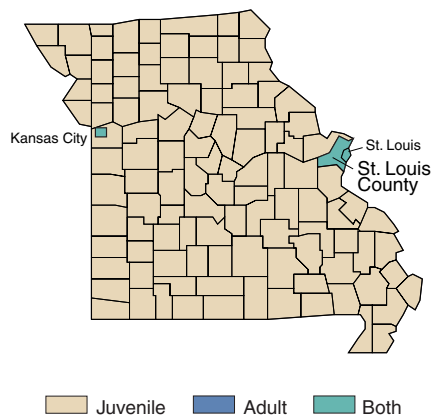
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SVORI Grantees in Missouri

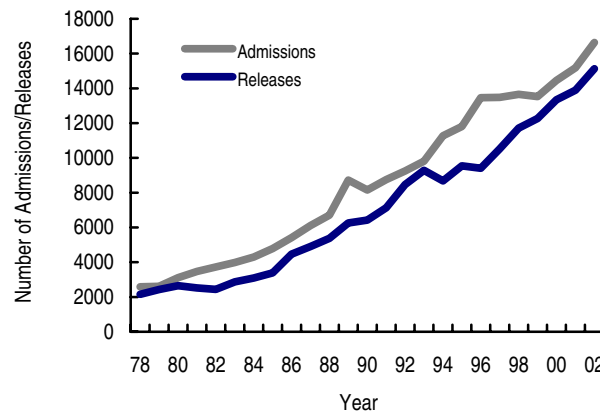
- Missouri Department of Corrections (MO DOC)
- Missouri Department of Social Services (MO DSS)

Missouri has two SVORI grantees: one focused on juveniles returning statewide and one focused on adults returning to the City of St. Louis, Kansas City, and St. Louis County (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Missouri over a 24-year period.

Missouri SVORI Target Areas



Missouri Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Missouri Department of Corrections

SVORI website	None
Data management system	Using OPI II—a Management Information System
Local evaluation planned	MO DOC is conducting a local evaluation
Program name	Project Connect

MO DOC

Project Connect

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 17–35, drug and property offenses, criminal history, low vocational skills, and low educational skills
Exclusion criteria	Sex offenders and severely mentally ill offenders
Pre-release facilities	All State prisons
Post-release locations	City of St. Louis, Kansas City, St. Louis County
Participation	Mandatory
Legal release status	All participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	MO DOC
Number of phases	2

Phase 1: Institutional Phase

Duration: 10–12 months

Assessments: Client Analysis Scale-Risk and Need, Initial Classification and Testing Process, Salient Factor Scale, Prehearing Report or Community Placement Assessment Report, WRAT, Career Occupational Preference Survey, Career Oriented Placement and Evaluation, CAPS, Wechsler Adult Intelligence Scale, TCUDS, and Missouri DOC SACA

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, and anger management

Coordination of services:

- Reentry Specialist

Phase 2: Community Phase

Duration: 10–12 months

Assessments: Need Score, Risk, Department of Corrections SACA, and TCUD

Components/services offered within phase:

- In Kansas City, an Executive Board coordinates panels for offenders. In St. Louis, the Coordinating Council creates community support networks for the female offenders coming out. Both the Executive Board and the Coordinating Council are composed of community resources and members.
- Assign a mentor to participants
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, and faith-based services

Coordination of services:

- Parole officer and Reentry Transition Team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Offenders in the reentry program placed at the top of the waiting list for services when they are released
- Deliberately focusing efforts on females (half of reentry group)
- Transfer reentry participants to pre-release facilities 15 months prior to release and conduct meetings at 12, 9, and 6 months pre-release
- Community resource council (made up of staff from community organizations, Federal agencies, and ex-offenders) that meets monthly and selects the individuals from Project Cope that are matched with female offenders

Individual-level changes

- Assigning mentors to each offender returning to the community
- Assigning partners from the Coordinating Council to female offenders based on their specific needs
- Involving offenders, family members, and community service providers in reentry planning
- Using a transition team that includes institutional staff and community agencies, which works with offenders after release
- Community accountability panel that meets post-release with the offenders as part of the supervision process

SVORI Grantee: Missouri Department of Social Services

SVORI website	None
Data management system	Missouri Juvenile Justice Information System
Local evaluation planned	Yes
Program name	Going Home

MO DSS	Going Home
TARGET POPULATION	

Population type	Male and female juveniles
Number of targeted prisoners	201+
Inclusion criteria	Sex offenses, other violent offenses, drug offenses, repeat offenders, and serious initial offenses
Exclusion criteria	Substance abusers and mentally ill
Pre-release facilities	All State prisons—Five regions, 45 sites
Post-release locations	Statewide
Participation	Mandatory
Legal release status	Nearly all youth receive aftercare services post-residential treatment

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Five teams at each region; some site- and community-liaison teams
Post-release reentry authority	Department of Youth Service (DYS; branch of DSS)
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: 7–9 months

Assessments: Missouri Juvenile Risk Assessment Scale and the Division Needs Assessment Scale

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse counseling, career education, family therapy, abuse survivor counseling, sexual offender counseling, individual and group counseling, jobs programs, on-site healthcare, dental services, psychological care, special education services, foster care placements and housing assistance, life skills training, anger management, and other personal development activities

Coordination of services:

- Service coordinator that remains with offender through aftercare

Phase 2: Community-Based Transition

Duration: 4–6 months

Assessments: Division Needs Assessment Scale

Components/services offered within phase:

- Intensive case monitoring involves the use of Trackers, who assist case managers by monitoring behavior throughout the day, ensuring that they meet with alcohol counselors, keep appointments with physicians monitoring physical and/or mental health needs, and meet with employers to discuss job performance issues. These staff also assist youth with social service agencies to address public assistance services.

Coordination of services:

- Service coordinator

Phase 3: Community-Based Long-Term Support

Duration: Until at least one aspect of training is complete

Assessments: None

Components/services offered within phase:

- Specific targeted services include, as needed (identified by the community), vocational training, education, substance abuse treatment, mental health counseling, medical services, dental services, employment skills training, housing assistance, life skills training, anger management, and faith-based services

Coordination of services:

- Community Liaison Councils and service coordinator

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Emphasis on vocational training
- Programming conducted in small groups; all DYS facilities are small group homes
- Involvement of Community Liaison Councils to help service coordinators broker services

Individual-level changes

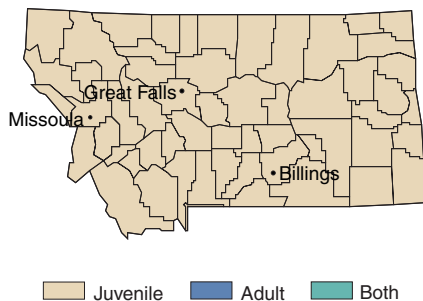
- Vocational activities more hands-on and targeted at specific skills needed in local areas
- Keep same service coordinator from pre-release through aftercare
- Assigning Trackers to youth during the community phases

MONTANA

SVORI Grantees in Montana

- Montana Department of Corrections (MT DOC)

Montana SVORI Target Areas



Montana has one grantee that targets juveniles across all areas of the State (depicted in the map at left). Montana's size and population distribution make it necessary to provide programs and services for corrections aftercare to remote as well as urban areas of the State.

SVORI Grantee: Juvenile Division of the Montana Department of Corrections

SVORI website	None
Data management system	Unknown
Local evaluation planned	Not yet formalized
Program name	Offender Reentry

MT DOC

Offender Reentry

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	151–200 annually
Inclusion criteria	Ages 12–17, sex offenses, drug offenses, and other violent offenses
Exclusion criteria	None
Pre-release facilities	Participants are returning from one of two Montana Youth Correctional Facilities—Pine Hills YCF (males) and Riverside YCF (females)
Post-release locations	Statewide
Participation	Voluntary
Legal release status	Most participants are under juvenile parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Transition team
Post-release reentry authority	Juvenile Division of the MT DOC
Number of phases	2

Phase 1: Pre-release Programming**Duration:** 7–9 months**Assessments:** YSL/CMI assessment**Components/services offered within phase:**

- Family members and community service providers meet with the juvenile to assist in transition planning, including determining the juvenile's supervising officer
- Aftercare coordinators consider the resources in the juvenile's return community in the construction of a reentry plan. (The aftercare coordinator works in conjunction with the community, families, and regional parole officers to create an individualized aftercare case plan for the offender.)
- Reentry plans are developed within 30 days of arrival at the correctional facility
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, life skills training, faith-based services, parenting skills training, domestic violence prevention and intervention services, and anger management

Coordination of services:

- Aftercare coordinator (service broker) and the transition team, which typically includes a juvenile parole officer, therapist, family/foster family individuals, education staff, law enforcement officers, religious community representatives, juvenile/young adult offender organization representatives, mentors, victim advocates, and other local community representatives (as needed)

Phase 2: Post-release Programming**Duration:** Varies based on commitment level**Assessments:** YSL/CMI assessment**Components/services offered within phase:**

- Supervision decreases gradually as responsibilities shift to the juveniles and their families, and linkages to the home community become stronger
- Services depend on the county of release, in that some rural counties may not have full access to services. (Transition team members will provide access to programs and services for juveniles whenever possible, including transportation to service locations.)
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, and faith-based services
- Mentoring programs are also offered, which will provide access to needed services in rural counties

Coordination of services:

- Transition team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Youth correctional facilities previously had no aftercare planning or support for juvenile reentry

Individual-level changes

- Aftercare coordinators identify key support areas in the community to fill juveniles' needs, and also schedule pre-placement visits with community service liaisons
- Quarterly reporting between the community and the correctional system ensures successful completion of the reentry process, with repeated YSL/CMI assessments to address possible changes in needs and services
- Family members and community service providers meet with the juveniles to assist in transition planning

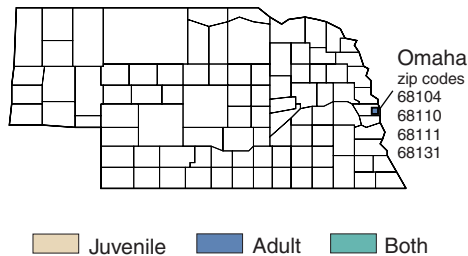
NEBRASKA

SVORI Grantees in Nebraska

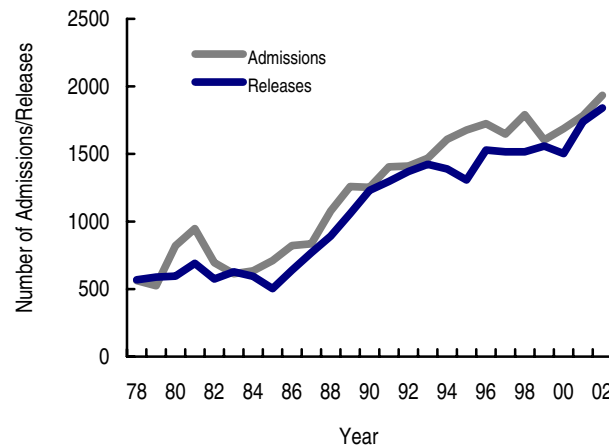
- Nebraska Department of Correctional Services (NE DCS)

Nebraska has one SVORI grantee serving adults returning to four zip codes in metropolitan Omaha (depicted in the map below). The SVORI target population is individuals who are in need of intensive services upon release. The line chart below provides BJS statistics on adult prison admission and release trends in Nebraska over a 24-year period.

Nebraska SVORI Target Areas



Nebraska Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Nebraska Department of Correctional Services

SVORI website	None
Data management system	NE DCS has a correctional database that can be queried to identify offenders who participate in the Reentry Program
Local evaluation planned	Omaha's College of Public Affairs and Community Services at the University of Nebraska is conducting the local evaluation
Program name	Nebraska Adult

NE DCS		Nebraska Adult
TARGET POPULATION		
Population type	Male adults	
Number of targeted prisoners	201+	
Inclusion criteria	Ages 18–35, identified as “violent” by the Nebraska Board of Parole, identified as “high risk” on assessment, with tentative release dates equal to or less than 5 years	
Exclusion criteria	Sex offenders, the severely mentally ill, and offenders serving life sentences	
Pre-release facilities	All State prisons	
Post-release locations	Four Omaha zip codes: 68104, 68110, 68111, and 68131	
Participation	Voluntary	
Legal release status	Most participants will be under parole supervision, though offenders who are released at expiration of their sentences will not be automatically excluded	

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Steering Committee
Post-release reentry authority	Nebraska Board of Parole
Number of phases	3

Phase 1: Institutionally Based Programs**Duration:** At least 1 year**Assessments:** Risk assessment designed by the Nebraska Board of Parole**Components/services offered within phase:**

- Personalized Reentry Program Plan (PREPP), which is designed for each offender at the time of admission
- Participants are moved to a pre-release facility (Community Correctional Center—Omaha) before release
- Case management
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, life skills training, parenting skills training, domestic violence counseling, employment programs, education, housing assistance, anger management, and faith-based services

Coordination of services:

- One year prior to a offender's parole, the reentry team begins exploring community treatment and programming options. The team is made up of the prisoner, a case manager, law enforcement, the Parole Board, a parole officer, transition manager, treatment providers, community service providers, family and community members, and a representative from victim advocacy groups.

Phase 2: Community-Based Transition**Duration:** Variable**Assessments:** Ongoing risk assessment**Components/services offered within phase:**

- PREPP revised
- Transition plan created
- Supervision program developed
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, life skills training, parenting skills training, domestic violence counseling, employment programs, education, housing assistance, anger management, and faith-based services

Coordination of services:

- Reentry team

Phase 3: Community-Based Long-Term Support**Duration:** Up to 2 years**Assessments:** Ongoing risk assessment**Components/services offered within phase:**

- Revision of Reentry Plan to include services available after release from parole
- Assistance in finding employment
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, life skills training, parenting skills training, domestic violence counseling, employment programs, education, housing assistance, anger management, and faith-based services

Coordination of services:

- Reentry team will change to consist of those community programs that have longevity and can provide services to offenders after release from parole

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased enthusiasm
- Future expansion of the program throughout the State

Individual-level changes

- Participants are moved to a pre-release facility (Community Correctional Center—Omaha) before release, where they receive specialized reentry services

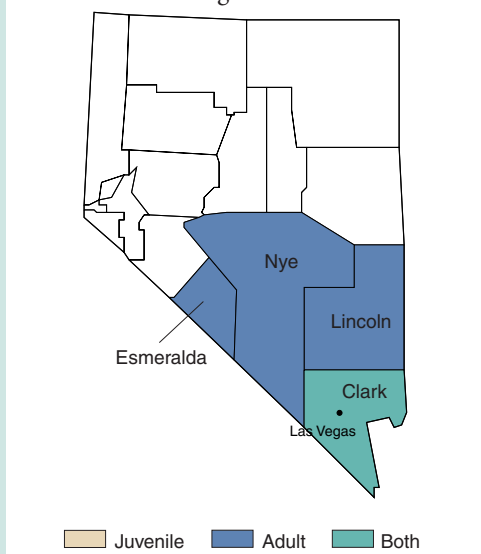
NEVADA

Nevada has two SVORI grantees: one focused on adults and one focused on juveniles, all returning to Southern Nevada (Clark, Lincoln, Nye, and Esmeralda counties), depicted in the map below. Well over half of Nevada's prisoners return to these counties. The line chart below provides BJS statistics on adult prison admission and release trends in Nevada over a 24-year period.

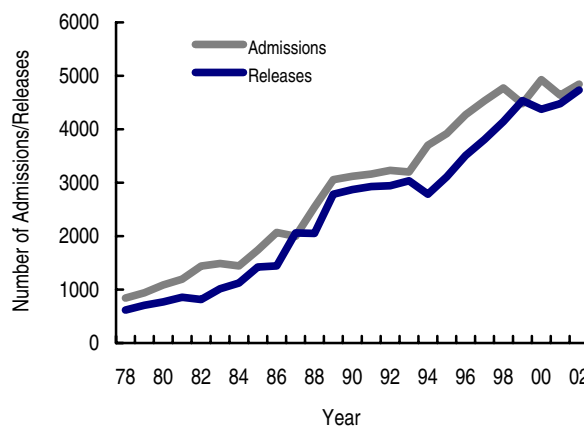
SVORI Grantees in Nevada

- Nevada Department of Corrections (NDOC)
- Nevada Youth Correctional Services (NV YCS)

Nevada SVORI Target Areas



Nevada Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Nevada Department of Corrections

SVORI website	http://www.doc.nv.gov/programs/ghp.php
Data management system	The site is in the process of creating a SVORI database/tracking system. Data from NDOC's Offender Management system and Parole and Probation's (P&P) OTIS system will be included to create a comprehensive database to be used throughout the program.
Local evaluation planned	A researcher from the University of Nevada Las Vegas is conducting the local evaluation
Program name	Going Home Prepared

NV DOC

Going Home Prepared

TARGET POPULATION

Population type	Male and female adults and juveniles
Number of targeted prisoners	201+
Inclusion criteria	Ages 14–35 at the time of release; convicted of category A or B felony OR repeat offender with a history of violence, weapon-related crime, and/or gang activity (drug offenders included if offender also has criminal history, sex offenders included if victim is adult of opposite sex); eligible for parole between November 2003 and June 2006; eligible for parole on last and final sentence; and no INS detainers or felony holds from other States
Exclusion criteria	Sex offenders

TARGET POPULATION

Pre-release facilities	All State prisons (any of the State's prisons, 10 conservation camps, or the State restitution center)
Post-release locations	Southern Nevada (Clark, Lincoln, Nye, and Esmeralda counties)
Participation	Mandatory once enrolled
Legal release status	All participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Advisory Board
Post-release reentry authority	NV DOC
Number of phases	3

Phase 1: Institutional Services**Duration:** 6–12 months**Assessments:** LSI-R**Components/services offered within phase:**

- Selection Committee meets monthly to decide which prisoners who meet the eligibility criteria to include in the program through file reviews
- Enrolled male participants transfer to Southern Desert Correctional Facility to receive SVORI programming
- Female participants receive SVORI services at two of three participating female facilities
- Individual treatment plans for institutional programming developed
- SVORI-specific curricula provided
- Reentry plan developed with assistance from Reentry Planning Committee (composed of the Reentry Coordinator, Reentry Case Managers, NDOC psychologists, representatives of partner agencies, and P&P officer)
- Participant and family members included in reentry planning
- Mandatory classes include Victim Empathy, Criminal Thinking Errors, Project Metamorphosis, Life Skills, Personal Growth, Change Plan, and Relapse Prevention
- Specific targeted services include, as

needed, education, mental health, individual and group counseling, medical and dental services, job training, substance abuse treatment, registration for Selective Service, development of child support payment plans, assistance with obtaining identification documents, anger management, health education, money management, parenting skills training, and interactive journaling

Coordination of services:

- Reentry Case Managers coordinate service provision for individual participants; Reentry Planning Committee includes institutional and community service providers; and Reentry Coordinator oversees and promotes coordination of services throughout the duration of the program (pre- and post-release)

Phase 2: Community-Based Transitional Services**Duration:** 12 months

Assessments: LSI-R reassessment at approximately 9 months post-release; Division of Parole and Probation's instrument may be administered to determine risk to the community and necessary supervision level

Components/services offered within phase:

- Release to the community and utilization of services identified in reentry plan
- Reentry Court appearance at least once a

month for first 6 months

- Intensive supervision by P&P Officer and Reentry Coordinator (for at least 6 months; longer if necessary)
- Intermediate sanctions
- Random drug testing
- Case management provided by P&P Reentry Social Worker
- Victim Impact Panel (mandatory)
- Community Accountability and Support Committee (composed of members of the Advisory Board) reviews participants' progress and conducts a reassessment 9–12 months post-release
- Monitoring and tracking provided by Reentry Coordinator for a total of 12 months post-release
- Continued case management and service coordination by P&P Reentry Social Worker for up to 12 months post-release
- Specific targeted services include, as needed, education; job training and employment services; substance abuse and mental health treatment; mentoring; violence intervention; anger management; life skills training; short-term transitional housing; medical and dental services; basic needs (e.g., transportation, clothing, food); parenting skills training; child care; child support; faith-based services; and family counseling

PROGRAM ORGANIZATION AND SERVICES

Coordination of services:

- Case management and service coordination provided by P&P Reentry Social Worker, who works closely with the participant's P&P Officer; 16 state-level and 31 local community partners offer participants a comprehensive, wraparound system of services, support, and criminal justice supervision. Five protocols (education, mental health, law enforcement and victims, substance abuse, and workforce development) guide service provision and coordination. Reentry Coordinator oversees and promotes coordination of services throughout duration of program.

- P&P Reentry Social Worker and P&P Officer continue to work together while participant is in program (up to 12 months post-release) and with service providers; the Reentry Coordinator continues to monitor the participant through the end of official program participation

Phase 3: Community-Based Long-Term Support

Duration: Indefinitely (official program participation ends 12 months post-release; however, community partners continue to provide follow-up and services for as long as the client requires services)

Assessments: No specific assessments used in this phase

Components/services offered within phase:

- Transition to normal parole
- Specific targeted services include, as needed, education; job training and employment services; substance abuse and mental health treatment; mentoring; violence intervention; anger management; life skills training; housing assistance; medical and dental services; basic needs (e.g., transportation, clothing, food); parenting skills training; child care; child support; faith-based services; and family counseling

Coordination of services:

- None

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased cooperation and connections between the prisons and the community
- P&P Reentry Social Workers on staff
- Special prison unit to provide SVORI programming
- Establishment of a Reentry Court
- The Reentry Coordinator promotes partnerships and service linkage among community service providers
- “One-stop shop” model that brings services to the participant prior to release and provides assistance navigating a complicated service system

Individual-level changes

- Introduction of SVORI-specific classes increases participants' chances of success
- Reentry plan tailored to participant's individual needs
- Institutional program staff to provide case management and connections to community services prior to release
- Intensive supervision that utilizes intermediate sanctions
- P&P Reentry Social Worker to provide case management during parole in collaboration with P&P Officer and service providers
- Financial support to pay for services, so that participants receive the services they need
- Obtainment of identification for participants to facilitate release

SVORI Grantee: Nevada Youth Correctional Services, Nevada Youth Parole Bureau (Department of Human Resources, Division of Child and Family Services)

SVORI website	None
Data management system	Nevada Youth Parole Bureau uses UNITY data management system. The Reentry Program maintains a supplemental data collection system designed specifically for collecting reentry data.
Local evaluation planned	No
Program name	Going Home Reentry Program

NV YCS

Going Home Reentry Program

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	151–200
Inclusion criteria	Ages 14–17; three main criteria will be used to identify eligible participants through the use of an assessment instrument: (1) age at first referral, (2) number of adjudicated offenses at the time of commitment, and (3) number of adjudicated violent and serious offenses. In some cases where an offender does not meet all three criteria, an override will qualify the offender as eligible.
Exclusion criteria	Offenders 18 years of age or older, juveniles under interstate compact (committed crime in another state but serving parole sentence in Nevada), or with serious mental health issues will be excluded from participation. Other exclusions are youth who have been convicted of sexual crimes and youth who are seriously mentally ill.
Pre-release facilities	Any of the State's three youth correctional centers
Post-release locations	Clark County/Las Vegas
Participation	Mandatory
Legal release status	All participants are on active parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Community Provider Reentry Network
Post-release reentry authority	Nevada Youth Parole Bureau
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: 7–9 months (total pre-release, including Phases 2 and 3)

Assessments: Risk/needs assessment, LSI-R, self-report substance abuse assessment, criminal history, mental health, family history, etc.

Components/services offered within phase:

- Reentry orientation; participant handbook

- SVORI-specific institutional programming provided in addition to the established institutional services
- 16-week gender-specific curriculum for females between the ages of 15 and 17. This program design focuses on sexual victimization, prostitution relapse prevention, and mild mental health and substance abuse issues.

- Using a reentry court model that is mandatory and convenes monthly

- Case management provided by Reentry Social Worker
- Designated facility staff person serves as liaison between participant and Reentry Social Worker
- Monthly in-person meetings between participant and Reentry Social Worker at institution
- Specific targeted services include, as needed, substance abuse and mental health assessment and treatment, educa-

tion, employment/vocational training, anger management, life skills training, medical/dental services, domestic violence prevention and intervention, family dynamics, anger management, values clarification, social awareness, parenting skills training, programming for parents, gender-specific programming, mentoring, and athletic programs

Coordination of services:

- Reentry Social Worker and facility liaisons hold telephone conferences each month to discuss participants' needs and progress; Reentry Social Worker meets with participant in institution once monthly and begins to establish the link between institution and community.

Phase 2: Community-Based Transition

Duration: 7–9 months (total pre-release, including Phase 1)

Assessments: Risk/needs assessment and LSI-R

Components/services offered within phase:

- Transition team works with each participant to develop release, treatment, and educational plans
- Group sessions conducted by Reentry Social Worker, who prepares for the participant to reenter the community
- Mentoring provided by faith-based organizations
- Family and Reentry Social Worker meetings
- The Reentry Social Worker and Reentry Parole Officers (POs) meet with partici-

pants prior to release and establish the link between institution and community

- Referrals made to appropriate community-based services
- Reintegration Aftercare Program used by one facility for reentry planning
- Reentry-specific curricula provided (e.g., alternatives to violence, victim awareness, and life skills training) at each institution and in the community at a Community Reentry Center
- Existing parole recommendation process used by each of the correctional facilities

Coordination of services:

- Reentry Social Worker matches participants to services depending on the availability of the service and the result of each participant's assessment and treatment plan

Phase 3: Community-Based Parole

Duration: 6–11 months total; Three sub-phases: 1—Structured transition (30–60 days), 2—Community-based parole phase I (60–90 days), and 3—Community-based parole phase II (90–180 days)

Assessments: Risk/needs assessment, LSI-R, self-report substance abuse assessment

Components/services offered within phase:

- Within 72 hours of release, the participant and his/her parents meet with members of the Reentry Authority, the Transition Team, and the Educational Liaison at the Community Resource and Reentry Center to review the treatment and educational plans and initiate programming and services

- Community Resource and Reentry Center established to provide SVORI-specific programming by community service providers ("family nights," GED tutoring, Day Treatment Program to provide classes in anger management, drug/alcohol use/education, job skills, social skills, victim awareness, self-sufficiency planning, and individual counseling, as needed)
- Three dedicated Reentry Parole Officers with small caseloads
- Reentry Social Worker provides case management in collaboration with three Reentry Parole Officers
- Intensive supervision
- Graduated sanctions
- Graduation ceremony upon successful program completion
- Use of a component on Gang Intervention and alternatives to gangs. Parole counselors assigned to the Reentry Program have also become certified as instructors in developing an anti-gang curriculum. These parole officers work closely with correctional center staff in training and conducting workshops for the staff and institutionalized youth.

Coordination of services:

- The Reentry Social Worker provides case management and oversees referrals and provision of services. The Social Worker and the three Reentry Parole Officers collaborate closely. Monthly staff meetings facilitate good communication and the sharing of information within the 4-person team.

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Addition of a social worker to parole for the first time (case management and link from community to institution are new facets)
- Reentry curricula developed by parole officers to use in Day Treatment program
- New office space serves as Reentry office space and a classroom for the Day Treatment program
- Critical link between the institution and the community established through Reentry Social Worker and Reentry Parole Officers that work with participant throughout pre- and post-release phases
- Increased communication among Reentry Parole Officers, institutions, offenders' families, and community agencies
- Shared agency protocols
- Feedback mechanism among agencies to ensure that collaboration is working
- Informational materials for youth and their families

Individual-level changes

- Intensive supervision with graduated sanctions
- Connection to community while in institution through Reentry Social Worker and Reentry Parole Officers
- Active family involvement in reentry planning processes
- Assistance from Transition Team to develop release, treatment, and education plans
- Integrated case management
- Specific SVORI programming both pre- and post-release
- Gang intervention component

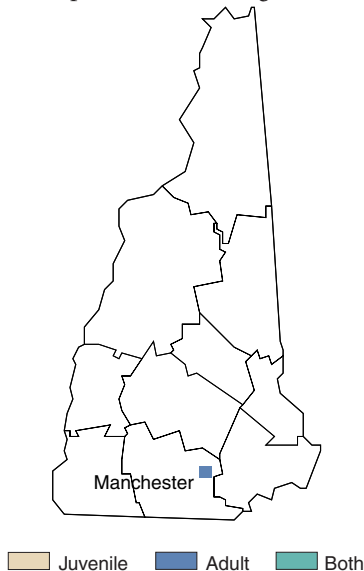
NEW HAMPSHIRE

SVORI Grantees in New Hampshire

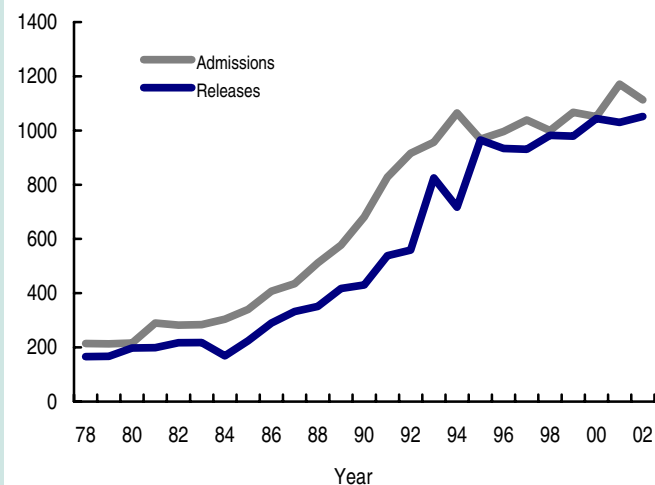
- New Hampshire Department of Corrections (NH DOC)

New Hampshire has one SVORI grantee focused on adults returning to the City of Manchester (depicted in the map below). Manchester was chosen as the State's reentry site because it receives the majority of releasees and poses barriers to successful reentry such as rapid population growth, a high proportion of ethnic populations (including refugee and "linguistically isolated" families), high poverty rates, and a high unemployment rate. The line chart below provides BJS statistics on adult prison admission and release trends in New Hampshire over a 24-year period.

New Hampshire SVORI Target Areas



New Hampshire Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: New Hampshire Department of Corrections

SVORI website	None
Data management system	SVORI-specific automated MIS is in development
Local evaluation planned	The research and planning arm of the NH DOC is conducting an internal local evaluation
Program name	NH DOC Reentry Initiative

NH DOC		Reentry Initiative
TARGET POPULATION		
Population type	Male and female adults	
Number of targeted prisoners	201+	
Inclusion criteria	Ages 17–35; residing in Manchester at time of incarceration; at least 12-month incarceration; highest risk of recidivism; greatest number of barriers/are most in need of reentry services (because of issues such as criminal history, resistance to reentry services, unemployment, lack of education, substance abuse, poor mental and physical health, disabilities, inadequate housing, lack of transportation, family troubles, and poverty) as determined by risk assessment	
Exclusion criteria	None	
Pre-release facilities	All State prisons	
Post-release locations	City of Manchester	
Participation	Voluntary	
Legal release status	Most participants are under probation/parole supervision	

PROGRAM ORGANIZATION AND SERVICES

Steering committee State Reentry Steering Committee; Local Reentry Advisory Council; Institution-Based Reentry Committee

Post-release reentry authority NH State Parole Board

Number of phases 3

Phase 1: Institution-Based Services

Duration: Approximately 4–6 months (begins at least 6 months prior to release)

Assessments: LSI-R; NH DOC's Objective Classification System evaluation; STATIC 99 for sex offenders

Components/services offered within phase:

- Development of an individual Institution-Based Reentry Plan
- Monitoring of participant's progress and preparedness by case managers/case counselors
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment/vocational training, education, parenting skills training, domestic violence services, life skills training, anger management, faith-based services, victim empathy, family support services, a victim witness assistance program, and a variety of specialized reentry-focused services

Coordination of services:

- Transition team (case management team) management, led by Reentry Advocate, will begin at this time and continue throughout the program. Members will vary depending on the program phase (although core members will remain constant) and may include the offender, Reentry Advocate, Probation and Parole Officer (PPO), institution-based staff, law enforcement staff, and community service providers.

Phase 2: Residential Transition and Community-Based Services

Duration: Approximately 3 months (prior to release, once the participant has been reclassified to minimum security status)

Assessments: Reassessment to determine program eligibility

Components/services offered within phase:

- Community reentry plan (later used as the parole plan) is updated, identifying how community services will be procured
- Provision of institution-based services will continue, including specialized reentry-focused services and required participation in victim empathy workshops, community service, and restitution activities while still incarcerated and once in the residential transitional facility
- Participant and family members are active participants in reentry planning process
- Community service providers enter institution to meet with offenders
- Participant moves to a community-based, residential, supervised transition program prior to being granted parole and reentry
- Once granted parole, the Reentry Advocate introduces the offender and the PPO to improve and expedite the release process after reentry conditions are met and approved by the appropriate parole authority

Coordination of services:

- Weekly meetings between Project Manager and staff from Probation and Parole to ensure open, consistent communication between Reentry Advocates and the PPOs
- Reentry Advocates serve as Institutional PPOs, lead the case management/transition teams, and maintain primary responsibility of coordinating services
- An integrated systems protocol is used

Phase 3: Long-Term Self-Directed Support

Duration: 12 months

Assessments: Reassessment to determine what services are needed to sustain successful integration into the community will occur 3 months before the end of the phase (approximately 9 months after release) using LSI-R (STATIC 99 for sex offenders)

Components/services offered within phase:

- Supervision by PPO
- Reentry Support/Progress meetings held to provide peer encouragement and reinforcement
- Development of a plan for self-directed maintenance and continued support
- Specific targeted services include, as needed, education, housing assistance provided by faith-based organizations, job training and placement, vocational rehabilitation for offenders with significant disabilities, substance abuse, mental health, medical and dental services (including assistance with enrollment in SSI, Medicaid, etc.), family support (including domestic violence prevention and intervention, parenting education, and family counseling), sex offender assessment and treatment, life skills training, anger management, and transportation

Coordination of services:

- Reentry Advocate provides case management leadership; works with case management/transition team; serves as liaison to PPO; ensures that all of the indicated reentry services are coordinated, in place, and readily accessible; and monitors offender progress

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Enhanced ability of NH DOC to improve existing reentry procedures and services
- Involvement of community service providers prior to prisoner's release
- Use of a dedicated staff person to create partnerships, open channels of communication and collaboration among agencies, and facilitate services
- Sharing of agency protocols
- Development of Integrated Systems protocol
- Use of a victims' rights approach central to project's approach to reentry with addition of Victim Advocate position
- Reduction of caseloads for Reentry Advocates as compared to regular PPOs

Individual-level changes

- Improved case management and service coordination from dedicated Reentry Advocates
- Use of a case management/transition team that includes representatives and clinicians from appropriate agencies is put in place for each participant
- Inclusion of family members in reentry planning prior to release
- Allowing community service providers to enter the institution to meet with prisoners to participate in reentry planning

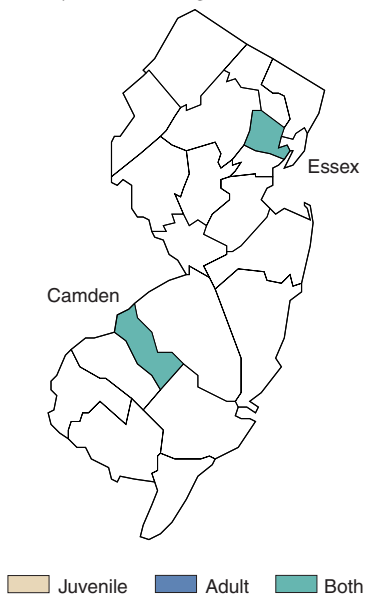
NEW JERSEY

SVORI Grantees in New Jersey

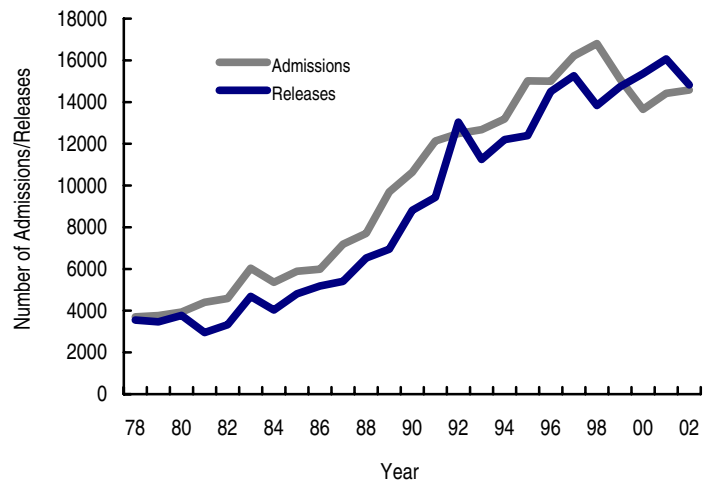
- New Jersey State Parole Board (NJ SPB)

New Jersey has one SVORI grantee with two administratively separate programs: one focused on adults returning to Camden and Essex counties and one focused on juveniles returning to Camden and Essex counties (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in New Jersey over a 24-year period.

New Jersey SVORI Target Areas



New Jersey Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: New Jersey State Parole Board

SVORI website	None
Data management system	SVORI-specific database is being developed by the local evaluator
Local evaluation planned	Researchers from Rutgers University are conducting the local evaluation
Program names	NJ State Parole Board—Adults NJ State Parole Board—Young Adults

NJ SPB: PROGRAM 1

Adults

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	51–100
Inclusion criteria	Ages 18–35, a sentence of 5–20 years, released on parole between October 2003 and July 2004, and a criminal record that includes at least one crime against a person or multiple offenses and probation/parole violations
Exclusion criteria	Offenders in special treatment centers, those who have committed only one crime against property, or those who have committed only drug crimes
Pre-release facilities	All State prisons
Post-release locations	Camden and Essex counties
Participation	Mandatory; special condition of parole
Legal release status	All NJ Adult SVORI participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Greater Newark Safer Cities Initiative (Essex County) and Camden County Advisory Board
Post-release reentry authority	NJ State Parole Board
Number of phases	2

*Phase 1: Institutionally Based Programs***Duration:** 9 months**Assessments:** LSI-R**Components/services offered within phase:**

- Assessment of risk
- Transfer to facility that provides needed services, if necessary
- Development of individualized reentry plan
- Case management provided by individual on multi-disciplinary transition team
- Faith-based community mentors to enter institutions to help prepare offenders for release
- Comprehensive wraparound services, including mental health counseling, medical/dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence services, life skills training, anger management, faith-based services, a Mutual Assistance Program (inpatient drug program), and SVORI-specific curricula

Coordination of services:

- Institutional parole counselors and representatives from parole and community agencies (for substance abuse, mental health, etc.) work together on multi-disciplinary teams. Case manager is designated on a rotating case-by-case basis to give each agency representative a chance to take the lead on case management.

*Phase 2: Community Transition and Long-Term Support***Duration:** 21 months (October 2003–June 2005)**Assessments:** No specific assessments used in this phase**Components/services offered within phase:**

- Parole supervision
- Multi-disciplinary transition team in each county works with offenders to identify needs and refer them to services
- Mandatory accountability sessions held at local churches for offenders, service providers, family members, and parole officers to discuss offenders' progress and address concerns
- Community wellness meetings held to address community concerns about parole
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence services, life skills training, anger management, and faith-based services

Coordination of services:

- Multi-disciplinary transition teams meet to discuss cases in which they identify needed services and make referrals. Accountability sessions are chaired by members of the Parole Board and include offenders, their families, service providers, and parole officers.

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Partnerships at state and local level forged to fill gaps and enhance services available to offenders
- Improved discharge planning with goal of providing seamless method of offender discharge from commitment to release
- Expansion of existing service systems to meet offenders' housing, mental health (co-occurring disorders), faith/mentoring, and employment needs
- Provision of needed institutional programs and services

Individual-level changes

- Contact with community-based service providers while still in prison
- Multi-disciplinary transition team to work with offender to identify needs and connect to services
- Development of an individualized reentry plan
- Direct participation of offender in the reentry planning process
- Inclusion of family members in the planning process
- Accountability sessions

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	151–200
Inclusion criteria	Ages 14–23; either on parole, post-incarceration supervision, or have judicial restriction dates during the grant period; and have an ICCD score of 9 or greater (Institutional Classification)
Exclusion criteria	Juveniles who are on parole only for a month or less during the program recruitment period
Pre-release facilities	All State juvenile correctional facilities
Post-release locations	Camden and Essex counties
Participation	A special condition of parole
Legal release status	All SVORI Candidates are supervised by their Regional Office of Juvenile Parole and Transitional Services

PROGRAM ORGANIZATION AND SERVICES

Steering committee	The Steering Committee comprises, to date, delegates from the Department of Labor, Department of Health and Senior Services, Department of Health Services, Department of Human Services—Division of Mental Health, the Division of Addiction Services, the NJ State Parole Board, the NJ Department of Corrections, the NJ Juvenile Justice Commission, and the NJ Supported Housing and Special Needs—NJ Housing Mortgage and Finance Agency. Agencies will be added to meet the needs of the SVORI population.
Post-release reentry authority	New Jersey State Parole Board, Community Programs Unit, the NJ Juvenile Justice Commission's Office of Juvenile Parole and Transitional Services, Community MDT(s) from Camden and Essex Counties
Number of phases	2

Phase 1: Institutionally Based Programs

Duration: 10–12 months

Assessments: ICCD score and SVORI criteria are used to identify participants

Components/services offered within phase:

- Parole supervision
- Multi-disciplinary reentry and transition team consisting of the institutional reentry team, family members, community agency representatives, case managers from the Office of Juvenile Parole and Transitional Services, and Juvenile Unit Hearing Officers from the State Parole Board
- Juvenile Parole case manager works with the institutional social workers to oversee provision of services and track participants progress
- Transitional school programs in both Camden and Essex counties prepare for returning SVORI candidates and act as port of entry for all youth returning to these counties

- Monthly reviews are held at the secure facilities and provide a forum for participants, institutional staff, family members, case managers and parole officers to assess progress, address concerns, and hold both participants and programs accountable
- Specific targeted services inside the secure facilities include, as needed, substance abuse and mental health treatment, and/or counseling, employment skills/vocational training, education, parenting skills training, life skills training, domestic violence services, anger management, and faith-based services

Coordination of services:

- Monthly meetings are held to coordinate and monitor youth. The reentry and transitional multi-disciplinary teams made up of the institutional social workers, child study teams, mental health, substance abuse, education, family when available, and the regional parole case manager from the Office of Juvenile Parole and Transitional Services.

Phase 2: Community Transition and Long-Term Support

Duration: 1–18 months

Assessments: Currently, the Commission administers its own risks/needs assessment, known as the Comprehensive Intake Assessment (CIA), and the YLSI is administered pre-release. It is expected that within the next 12 months the second half of the CIA (known as the CAP) will be used to identify risk and need and serve as a tool to help develop each individual's service plan.

Components/services offered within phase:

- Parole supervision
- Reentry and transitional multi-disciplinary team consisting of various community agency representatives, parole officers and case managers from the Office of Juvenile Parole and Transitional Services, members of the State Parole Board, and family when available meet weekly for case reviews
- Case manager oversees provision of services, parole officer supervises and monitors youth

- Non-transitional school programs act as a point of entry for all youth returning home
- Mandatory accountability sessions (held at the regional parole office and chaired by Parole Board Juvenile Unit Hearing Officer) provide a forum for participants, service providers, family members, and parole officers to assess progress, address concerns, and hold participants, parole, and service providers accountable
- Specific targeted services include, as needed, substance abuse and mental health outpatient and residential treatment, individual and family counseling, employment skills/vocational training, education, housing assistance, parenting skills training, life skills training, domestic violence services, anger management, and faith-based services

Coordination of services:

- Case managers, parole officers, and members of the reentry and transitional multi-disciplinary teams monitor progress and track each SVORI youth returning home

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Renewed partnership of Juvenile Conference Committees (JCC), State Parole Board, and many State and local organizations and stakeholders
- Movement from fragmented pre-release system to highly structured, all-inclusive team approach
- Streamlined, centralized internal JCC data collection and dissemination processes
- Improved risk and needs assessment protocol
- Shared agency protocols
- Growing interest in reentry with potential of statewide movement to address the needs and risks of youthful offenders
- Regular feedback mechanism among agencies to ensure collaboration is working
- Neutral facilitator (the Police Institute of Rutgers University) to assist JCC in improving reentry process

Individual-level changes

- Multi-disciplinary reentry and transition team includes institutional staff, juvenile parole staff, and community agencies
- Connection to service providers prior to release
- Family participation in planning process prior to release
- Priority given to offenders not participating in institutional services
- Implementation of an overarching case management system bridging institution, transition and community services, and programs through cross-training and seminars

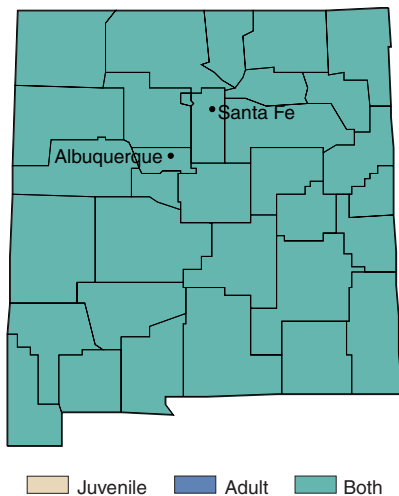
NEW MEXICO

SVORI Grantees in New Mexico

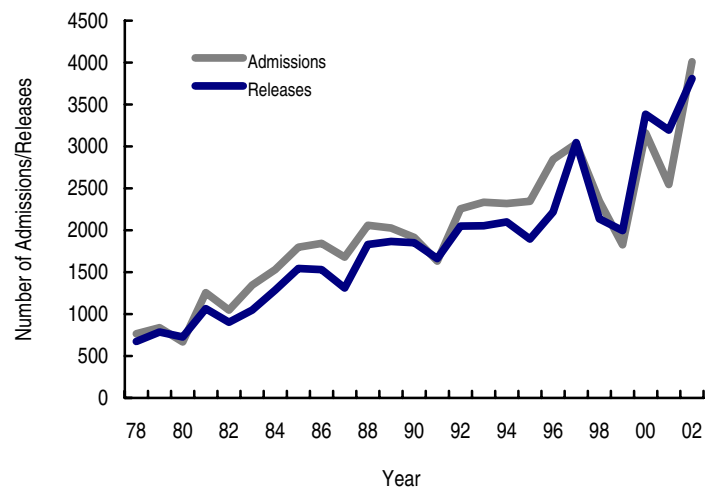
- New Mexico Corrections Department (NMCD)

New Mexico has one SVORI grantee focused on adults and juveniles returning to statewide locations (depicted in the map below). Problems that this grant intends to address include lack of identification of offender needs, insufficient or duplicative workable linkages across State agencies, lack of best practices in services provided through other community resources, fragmented services, and unequal statewide service. The line chart below provides BJS statistics on adult prison admission and release trends in New Mexico over a 24-year period.

New Mexico SVORI Target Areas



New Mexico Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: New Mexico Corrections Department

SVORI website	None
Data management system	Corrections and Parole both have their own automated databases; SVORI-specific database is in development
Local evaluation planned	The Institute for Social Research at the University of New Mexico is conducting the local evaluation
Program name	Safe Community Reentry

NMCD

Safe Community Reentry

TARGET POPULATION

Population type	Male and female adults and juveniles
Number of targeted prisoners	201+
Inclusion criteria	Adults—ages 17–35; Juveniles—ages 14–21, minimum of 6 months of parole time remaining on sentence, medium to high risk to reoffend as determined by risk assessment, and multiple barriers to reentry
Exclusion criteria	None
Pre-release facilities	All State prisons (eight adult and four juvenile facilities)
Post-release locations	Statewide
Participation	Mandatory
Legal release status	In 2001, approximately 63% of offenders were discharged from prison to parole supervision in the community

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	Both adult and juvenile parole boards
Number of phases	3

Phase 1: Institution-Based Services**Duration:** 6–12 months

Assessments: Risk Assessment Instrument (includes needs assessment) developed by the University of New Mexico Institute of Social Research; Juvenile Justice Division Risk Assessment instrument and companion Needs Assessment tool; assessment completed 12 months and immediately prior to release

Components/services offered within phase:

- Individual Reentry/Discharge Plan (IRP) developed with participation of offender and submitted to Parole Board
- Family participation encouraged
- Multidisciplinary Institution Reentry Committee reviews IRP
- Pre-release programming strongly encouraged including an introduction to community supervision expectations/requirements and assistance with completing identification and benefit applications
- Specific targeted services include, as needed, substance abuse and mental health treatment, medical and dental services, employability/cognitive education, education, parenting skills training, life skills training, anger management, faith-based services, sex offender treatment, and family reunification

Coordination of services:

- Institutional Reentry Coordinators (parole-based) / New Mexico Children, Youth, and Families Department (NMCYFD) Coordinators assigned to each of the State institutions to coordinate and lead discharge planning, including development of reentry plan and review by reentry committee

Phase 2: Community-Based Programs**Duration:** 6–12 months

Assessments: Risk/needs assessment completed by Probation & Parole (P&P) Officer 90 days after release and then every 6 months

Components/services offered within phase:

- IRP provided to P&P Officer from institution
- Supervision by P&P Officer
- Graduated sanctions
- Family member participation
- Community service (required)
- P&P Regional Transitional Coordinators and NMCYFD Coordinators established to support P&P officers in their area, assist in cross-training efforts, coordinate linkages between P&P and community agencies, and coordinate financial assistance to participants and family involvement
- Statewide coordinators established to assist in coordinating and filling in gaps in services (employment, health, and education)
- Transitional Reporting Centers, which continue to provide enhanced supervision, treatment services, case management, and service referral
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services (on referral basis), employment/vocational training, education, housing assistance, parenting skills training, life skills training, anger management, faith-based services, mentoring, and financial assistance (for clothing,

food, transportation, child care, medication, and treatment services)

Coordination of services:

- Community Transition Team (consisting of Regional Transition Coordinator, or NMCYFD Coordinator, and State departmental coordinators) will collaborate to monitor the implementation of the IRP

Phase 3: Community-Based Long-Term Support**Duration:** Up to 2 years (6–12 months for juveniles)**Assessments:** Every 6 months**Components/services offered within phase:**

- Program participation based on continued high risk and multiple needs
- Supervision provided on continuum; level determined by risk assessment results
- Specific targeted services include, as needed: employment services, substance abuse and mental health treatment, and support services (housing, public health, faith-based, NA/AA, and family reunification)

Coordination of services:

- Coordination of supervision services must be established and continue beyond program participation

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- First-time communication between the correctional facilities and P and P
- Institutional Reentry Coordinator, who provides link between corrections and parole
- Development of shared agency protocols
- Regional Transitional Coordinators, who support P and P officers in identifying and filling gaps in services
- Cross-training among major State partners (labor, health, education, mental health and corrections, and juvenile justice)

Individual-level changes

- Regular feedback mechanism among agencies to ensure that collaboration is working
- Institutional Reentry Coordinators to assist offenders in developing reentry plans
- Active participation by offender to develop plans for release

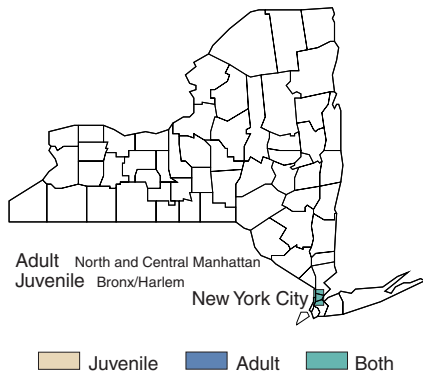
NEW YORK

New York has two SVORI grantees: one focused on adults returning to North and Central Manhattan, and one focused on juveniles returning to the Bronx and Harlem (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in New York over a 24-year period.

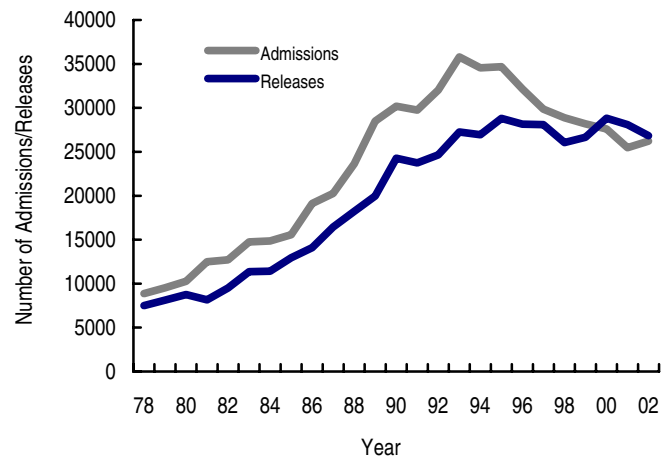
SVORI Grantees in New York

- New York Department of Correctional Services (NY DCS)
- New York State Office of Children and Family Services (NY CFS)

New York SVORI Target Areas



New York Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: New York Department of Correctional Services

SVORI website	None
Data management system	Using a SVORI-specific MIS
Local evaluation planned	Yes
Program name	Targeted Assessment and Reentry Program (TARP)

NY DCS

Targeted Assessment and Reentry Program (TARP)

TARGET POPULATION

Population type	Male adults
Number of targeted prisoners	51–100 annually
Inclusion criteria	Ages 17–35 and in maximum security prisons
Exclusion criteria	None
Pre-release facilities	Participants come from all maximum security prisons in the State, but all are transferred to Sing Sing before release
Post-release locations	North and Central Manhattan
Participation	Voluntary
Legal release status	Most are under conditional release/parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Policy Advisory Group and Neighborhood Coordinating Council
Post-release reentry authority	Division of Parole
Number of phases	3

Phase 1: Institutional Phase

Duration: 60–90 days

Assessments: Risk and Needs Assessment Instrument

Components/services offered within phase:

- Construction of a reentry plan based on the offender's Risk and Needs Assessment results
- Employment services, including employment-needs review and job-readiness training
- Assistance with Medicaid applications
- Contract for employment services and aggression replacement therapy
- Contact with faith-based organizations from the community prior to release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance,

parenting skills training, domestic violence services, life skills training, anger management, and family services

Coordination of services:

- TARP Policy Advisory Group

Phase 2: Community-Based Transition Phase

Duration: Lasts until sentence expiration or discharge from parole

Assessments: Risk and Needs Assessment only for conditional release participants

Components/services offered within phase:

- Access to job training or employment, substance abuse treatment, housing, mental and other health services, and benefits assistance
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational

training, education, housing assistance, parenting skills training, domestic violence services, life skills training, anger management, and family services

Coordination of services:

- TARP Policy Advisory Group

Phase 3: Community-Based Long-Term Support

Duration: Varies; services will be provided based on the needs of the offender

Assessments: Failure analysis meeting and treatment team meeting/notes

Components/services offered within phase:

- Continued support of community-based organizations and faith-based organizations

Coordination of services:

- Neighborhood Coordinating Council

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- TARP Policy Advisory Group and Neighborhood Coordinating Council assist in collaboration of programs and services

Individual-level changes

- The Risk and Needs Assessment Instrument targets greater supervision in the case management strategy
- Employment Specialist assists offenders with employment needs during post-release
- SVORI participants get preferential treatment in regard to program enrollment and more intensive services
- Increasing level of cooperation among agencies
- Integrated case management, including the offender and community service providers
- New staff hired to broker pre-release services for offenders

SVORI Grantee: New York State Office of Children and Family Services

SVORI website	None
Data management system	There are four databases managed by the NY Office of Children and Family Services that include program participants
Local evaluation planned	Yes
Program name	Back to Your Future

NY CFS Back to Your Future

TARGET POPULATION

Population type	Male juveniles
Number of targeted prisoners	51–100 annually
Inclusion criteria	Must have a “viable” home to return to for eligibility
Exclusion criteria	Severe mental illness
Pre-release facilities	One of two detention centers in the Bronx
Post-release locations	Bronx/Harlem area
Participation	Voluntary
Legal release status	All participants are under court-ordered intensive supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Unknown
Post-release reentry authority	NYS Office of Children and Family Services
Number of phases	2

Phase 1: Residential Component

Duration: 1–3 months

Assessments: Risk and needs assessment

Components/services offered within phase:

- Reintegration plan development begins immediately upon admission—implemented 4 weeks prior to release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, Moral Reconation Therapy, and functional family therapy

Coordination of services:

- NYS Office of Children and Family Services

Phase 2: Reintegration Plan Implementation

Duration: : 4–6 months

Assessments: Treatment team meeting/notes

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, Moral Reconation Therapy, functional family therapy

Coordination of services:

- Intensive Aftercare Worker

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Introduction of moral reconnection therapy and Functional Family Therapy, which have both expanded into other areas of NY State programs

Individual-level changes

- Program focuses only on evidence-based components
- Geographic specificity encourages family and community involvement
- Families are active participants in the creation of the case plan

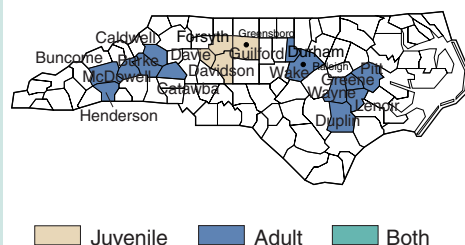
NORTH CAROLINA

North Carolina has two SVORI grantees: one targets adults and youthful offenders returning to 13 counties (depicted in the map below), and the other targets juveniles returning to 4 counties (also shown). NC DOC selected these counties (organized into 8 clusters) based on the following determinants: existing relationships between core partners, existing programs, the objective of achieving a mix of urban and rural communities, the objective of achieving representation of the entire state, numbers of returning offenders, existence of Treatment Accountability for Safer Communities (TASC) programs, existence of JobLink centers, and other existing partnerships. The NC DJJDP program targets juveniles returning to the Triad community (Greensboro, Winston-Salem, and High Point). The line chart below provides BJS statistics on adult prison admission and release trends in North Carolina over a 24-year period.

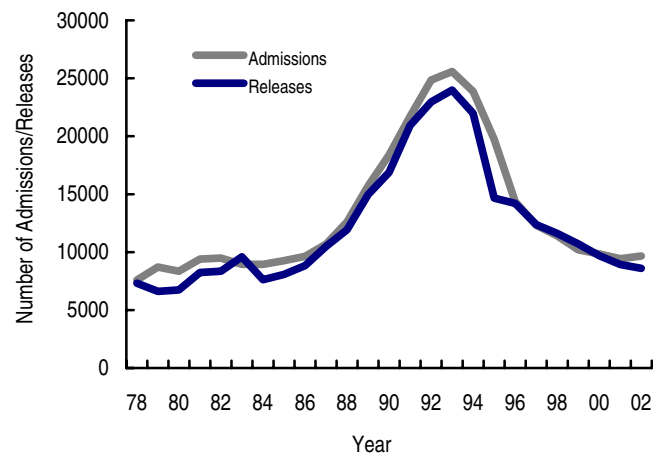
SVORI Grantees in North Carolina

- North Carolina Department of Correction (NC DOC)
- North Carolina Department of Juvenile Justice and Delinquency Prevention (NC DJJDP)

North Carolina SVORI Target Areas



North Carolina Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: North Carolina Department of Corrections

SVORI website	http://www.doc.state.nc.us/rap/goinghome.htm
Data management system	NC DOC's OPUS system is being enhanced to provide information to SVORI partners and to integrate current information on offender progress
Local evaluation planned	No
Program name	Going Home Initiative (GHI)

NC DOC		Going Home Initiative
TARGET POPULATION		
Population type	Male and female adults and youthful offenders	
Number of targeted prisoners	201+	
Inclusion criteria	Age 18–35 at the time of release; offenders who exhibit chronic criminal behavior and are likely to return to criminal activity; county of release; felony class B1-E; at least 90-day term of parole or post-release supervision	
Exclusion criteria	None	
Pre-release facilities	All State prisons; participants transfer to 20 designated facilities to work with Transition Teams	
Post-release locations	13 counties: Duplin, Greene, Lenoir, Pitt, Wayne, Durham, Wake, Buncombe, Burke, Caldwell, Catawba, Henderson, and McDowell	

TARGET POPULATION

Participation	Voluntary during incarceration; once released, GHI participation becomes a condition of release
Legal release status	Most are under post-release supervision; varies by sentence

PROGRAM ORGANIZATION AND SERVICES

Steering committee	State Planning Team, consisting of 14 representatives from NC DOC, HHS, Commerce, Community College System, and Governor's Office
Post-release reentry authority	NC DOC and Parole Commission
Number of phases	3

Phase 1: Institution

Duration: 9–12 months prior to release

Assessments: OTI and CA, used for referrals to the Treatment Accountability for Safer Communities (TASC) program. Needs assessments are administered prior to release specifically for reentry planning.

Components/services offered within phase:

- A transition team, led by the institutional case manager and including the inmate and other prison staff such as the mental health social worker, the probation officer, and other community members (e.g., JobLink, TASC, housing, faith-based, community college, vocational rehabilitation, and veterans affairs), handles case management and reentry planning. The transition team stays with the participant through all phases of the Initiative; different members take the lead in assisting the participants in each phase.
- Participants actively help create reentry plans tailored to their individual needs
- Family members are included in pre-release reentry planning
- Community service providers come into the institution to meet with offenders and assist in reentry planning
- Community work projects can begin in Phase 1 if inmate is eligible for work release
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills and vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management training, faith-based inter-

ventions, and cognitive behavioral interventions

Coordination of services:

- Transition team

Phase 2: Community-based Transition

Duration: 90 days–9 months, depending on supervision level; continues into Phase 3

Assessments: OTI and CA

Components/services offered within phase:

- Probation/Parole officers from the Division of Community Corrections act as the post-release authority and have case management responsibilities for the program participants with support from transition team
- Community work projects begin in this phase and continue into Phase 3
- The transition team stays with the participant through all phases of the initiative; different members take the lead in assisting the participants in each phase
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills and vocational training, education, housing assistance, parenting skills training, domestic violence counseling, life skills training, anger management, and faith-based assistance

Coordination of services:

- The transition team is responsible for coordinating services along with the

probation officer and other community members

Phase 3: Community-Based Long-Term Support

Duration: Begins when period of supervision ends; duration varies

Assessments: Substance abuse and mental health screenings through the TASC program

Components/services offered within phase:

- Community partners involved in previous phases take the lead role in this phase, helping the offender maintain employment, housing, and treatment programs (where applicable)
- Community work projects from Phase 2 continue
- The Transition Aftercare Network and other faith-based initiatives provide mentoring services and coordinate ex-offender groups, and treatment providers offer relapse prevention services
- JobLink centers have six designated offender specialists dedicated to working with SVORI participants
- Emergency funds are available to SVORI participants and are processed by probation officers (75% of grant funds are to be used for direct services)
- Specific targeted services include, as needed, housing, job training and placement, and substance abuse and mental health treatment programs

Coordination of services:

- Community partners from the transition team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased involvement from both community and State government in providing programs, services, and financial assistance to the Initiative
- Increased involvement of the Department of Commerce (funding six designated offender employment specialists at local JobLink centers)
- Dedicated SVORI probation officer in each cluster
- New and sustained partnerships between SVORI staff and community service providers, ensuring accountability, guidance, and cooperation

Individual-level changes

- More intensive case management and interaction with the local communities (more reaching in from outside community members) in the pre-release phase
- Needs assessment conducted prior to release, resulting in improved continuity of services and quicker implementation of the reentry plan
- Pre-release contact with probation officers, resulting in a smooth hand-off from the institution to the community

SVORI Grantee: North Carolina Department of Juvenile Justice and Delinquency Prevention

SVORI website	None
Data management system	A SVORI-specific database is still in the development phase
Local evaluation planned	Under development
Program name	CORE Project

NC DJJDP

CORE Project

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	Fewer than 50
Inclusion criteria	Violent offenders of Class A–E Felonies under NC statutes are eligible
Exclusion criteria	None
Pre-release facilities	All State youth development centers
Post-release locations	Davie, Davidson, Forsyth, and Guilford counties
Participation	Voluntary
Legal release status	All participants are under court-ordered supervision for 3–12 months following release

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Treatment Team
Post-release reentry authority	NC DJJDP
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: Varies by sentence, but lasts a minimum of 6 months

Assessments: NC DJJDP Risk Assessment and Needs Assessment as well as comprehensive assessments of cognitive abilities, physical/mental health, substance use/abuse, family relationships/resources and educational/vocational achievement, special needs and interests

Components/services offered within phase:

- A treatment team is assigned to each juvenile to begin transition planning and to monitor progress during Youth Development Center (YDC) programming
- Court counselors are assigned to participants at YDC intake to help prepare their transition back to the community and help network community services and programs
- Transition development specialists will be hired at the youth development centers to develop infrastructure and services in pre-release phase

- Youth participate in the development of their post-release plans with their treatment team members
- A major emphasis is on enhancing the educational and vocational training available at the facilities
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, life skills training, anger management, and faith-based services
- Sex offender treatment and other specialized services are also provided

Coordination of services:

- Treatment team

Phase 2: Community-Based Transition

Duration: 3–12 months

Assessments: NC DJJDP Risk Assessment and Needs Assessment

Components/services offered within phase:

- Specific targeted services include, as

needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, faith-based services, housing assistance, parenting skills training, domestic violence resources, life skills training, and anger management

Coordination of services:

- Court counselors

Phase 3: Community-Based Long-Term Support

Duration: : From end of post-release supervision period to as much as 3 years

Assessments: None

Components/services offered within phase:

- Programs and services from the previous phase will be maintained as necessary for the participant

Coordination of services:

- Transition Coordinators and Community Accountability Boards

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Success of this initiative would be used as a basis for future reentry program

Individual-level changes

- SVORI participants will have pre-release contact (starting at the time of commitment) with the transition coordinators who provide long-term case management, once their post-release supervision period ends
- The program is hiring transition development specialists to help identify community resources and build reentry support infrastructure
- Enhanced educational and vocational training are available at YDC
- Working groups oversee accountability in the community through the Center of Community Safety, local universities, and local community services and programs

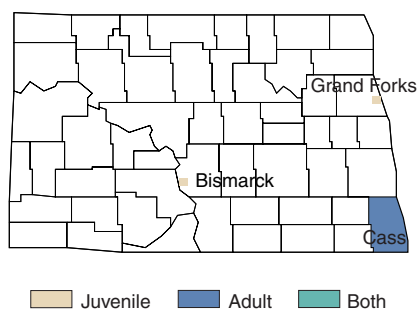
NORTH DAKOTA

North Dakota has two SVORI grantees: one grantee focuses on adults returning to Cass County (depicted in the map below), and the other grantee focuses on juveniles returning to the cities of Bismarck and Grand Forks (also shown). The adult grantee chose to target Cass County after data analysis showed that a large number of prisoners returning there met the eligibility criteria. The juvenile grantee targeted Bismarck because the majority of juveniles return to that community. The line chart below provides BJS statistics on adult prison admission and release trends in North Dakota over a 24-year period.

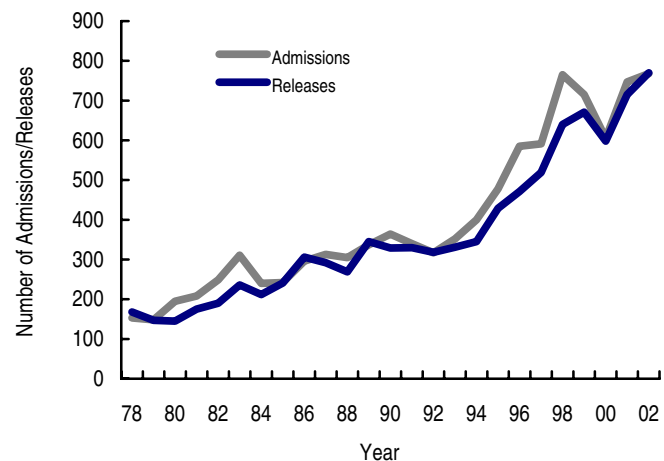
SVORI Grantees in North Dakota

- North Dakota Department of Corrections and Rehabilitation (DOCR), Division of Field Services (DFS)
- North Dakota DOCR, Division of Juvenile Services (DJS)

North Dakota SVORI Target Areas



North Dakota Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: North Dakota Department of Corrections and Rehabilitation, Division of Field Services

SVORI website	None
Data management system	Site is maintaining a spreadsheet to track SVORI participants
Local evaluation planned	No
Program name	Reentry Program

ND DOCR DFS		Reentry Program
TARGET POPULATION		
Population type	Male and female adults	
Number of targeted prisoners	101–150	
Inclusion criteria	Ages 18–35, risk assessment score of 24 or higher (at the time of commitment), history of violence, current violent offense, aggravating factors or other assessments that in the discretion of corrections officials deem the person eligible, and free of detainees prior to release	
Exclusion criteria	None	
Pre-release facilities	All State prisons	
Post-release locations	Cass County	
Participation	Mandatory	
Legal release status	All participants are under parole supervision	

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Advisory Board
Post-release reentry authority	NC DOCR DFS
Number of phases	3

Phase 1: Protect and Prepare**Duration:** 1–3 months**Assessments:** LSI-R**Components/services offered within phase:**

- Multi-disciplinary Reentry Team to review participants' progress and recommend institutional and community service needs
- Case management provided by Institutional Parole Officer (IPO)
- Focus on victim restitution
- Individualized reentry plan developed by IPO and participant near time of release with recommendations from Reentry Team
- Completion of recommended educational, treatment, and other institutional programs
- Review of release plan by Cass County Screening Team prior to release
- Specific targeted services include, as needed, substance abuse and mental health treatment, medical/dental, employment/vocational (industrial work program and computer training), education, housing assistance, parenting skills training, life skills training, domestic violence treatment, anger management, financial counseling, faith-based services, sex offender treatment, violent offender program, cognitive restructuring, and family counseling
- Release and continuation in program dependent on participant progress and reduction of risk

Coordination of services:

- IPO oversees in-house treatment for individual cases

Phase 2: Control and Restore**Duration:** 4–6 months (depends on length of sentence; goal is to serve participants 1 year post-release)**Assessments:** NC DJJDP Risk Assessment and Needs Assessment**Components/services offered within phase:**

- Transition to community corrections residential program (most participants)
- Parole supervision
- Graduated levels of supervision
- Case management provided by IPO and Parole Field Officer
- Transition to community corrections residential program (most participants)
- Community service
- Emphasis on faith-based and family connections
- Specific targeted services include, as needed: substance abuse (chemical dependency aftercare, AA/NA) and mental health treatment; employment services/vocational training; housing assistance; financial counseling (including budgeting to meet child support, victim restitution, fines/fees requirements); parenting skills training; life skills training; domestic violence treatment; anger management; and ESL

Coordination of services:

- Case is staffed by both IPO and Parole Field Officer; transition of case from IPO to Parole Field Officer

Phase 3: Responsibility and Productivity**Duration:** Participants remain in the reentry program until the expiration of their parole**Assessments:** LSI-R**Components/services offered within phase:**

- Case management provided by Parole Field Officer
- Graduated levels of supervision
- Adjustments made to plan as needed
- Emphasis on faith-based and family connections
- Specific targeted services include, as needed, substance abuse and mental health treatment, employment/vocational skills training, housing assistance, parenting skills training, life skills training, domestic violence services, anger management, and ESL

Coordination of services:

- Case management provided by Parole Field Officer

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased service linkage and collaboration among providers
- Services provided in more timely manner
- A halfway house philosophy that is supportive rather than controlling and restrictive
- Feedback mechanism among agencies to ensure that collaboration is working
- Shared agency protocols

Individual-level changes

- Individualized reentry plan
- IPO fills in gaps in institutional case management and community transition planning

SVORI Grantee: North Dakota DOCR, Division of Juvenile Services

SVORI website	None
Data management system	Automated case management software that integrates both institutional and community placement data is being utilized to track offenders from beginning of custody through all placements, until parental custody is restored or emancipation is granted
Local evaluation planned	North Dakota Association of Counties is conducting a local evaluation
Program name	Juvenile Program

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Ages 13–17 and high probability of re-offending (general eligibility criteria) as determined by risk/needs assessment
Exclusion criteria	None
Pre-release facilities	Youth Correctional Center (YCC)
Post-release locations	Cities of Bismarck and Grand Forks
Participation	Mandatory
Legal release status	Under custody of ND DOCR DJS

PROGRAM ORGANIZATION AND SERVICES

Steering committee	None
Post-release reentry authority	DJS
Number of phases	3

Phase 1: Institutionally Based Programming

Duration: 9–12 months (entire duration of commitment to institution)

Assessments: COMPAS, MAYSI, SJS

Components/services offered within phase:

- Universal enhanced pre-release services to all juveniles at YCC with focus on educational achievement
- Increased special education services
- Enhanced summer school programming
- Risk/needs assessment
- Case management
- Transition team to work with family and juvenile to develop treatment and reentry plans
- Specific targeted services include, as needed, substance abuse and mental health assessment and treatment; full medical and dental services; employment/vocational training; life skills training; parenting skills training; anger management; individual, group, and family counseling; education; multi-cultural curricula; religious programming; and restorative justice programming

Coordination of services:

- The case manager serves as the transition team lead member to coordinate and manage juveniles' reentry. Case manager follows youth from their communities to the institutions and back, serving as natural bridge from youth to family to community to institution.

Phase 2: Community-Based Transition Programs

Duration: 4–12 months

Assessments: Assessment conducted upon admission to Day Treatment; A-COPE taken at 3 points in Day Report program; COMPAS, MAYSI

Components/services offered within phase:

- Most juveniles participate in either Day Treatment (school-based) or Day Report Center (operated by nonprofit community partner)
- Day Treatment program precedes transition to regular classroom, serving youth in need of structured and graduated reentry to school for 6–12 months; includes culturally competent service delivery mechanisms
- Treatment plans reviewed and adjustments made every 9 weeks
- Day Report Center serves juveniles currently on probation or under custody who could benefit from added supervision, structure, and competency/skill development as they transition back to a less intensive level of supervision (after school, 16 weeks, 3 levels)
- Day Report Center instruction foci include victim empathy, study skills, anger management, conflict resolution, problem solving, life skills training, career planning, positive recreation, and volunteer service
- Conferencing method used to provide support and accountability at Day Report Center

- General community resources available include intensive supervision, treatment (for substance abuse, physical/sexual abuse, and mental health), in-home counseling, employment (diversified occupations) services, and, foster care services
- Case management and planning provided to all participants

Coordination of services:

- The Day Treatment social worker and DJS case manager review the participants' treatment plans and coordinate treatment services

Phase 3: Community-Based-Long Term Support

Duration: Until termination of the juvenile's court order

Assessments: COMPAS, MAYSI

Components/services offered within phase:

- Case management
- Focus on self-sufficiency planning, education, employment/vocational needs, and independent housing
- Tracking services and intensive in-home services

Coordination of services:

- DJS case manager continues to oversee treatment plan; is well acquainted with resources available and application procedures of child-serving agencies

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Increased services for youth in Bismarck and Grand Forks communities

Individual-level changes

- Enhanced educational services in institution
- Opportunity for gradual transition back to school and community through Day Treatment program
- Increased programming and support available through Day Report Center

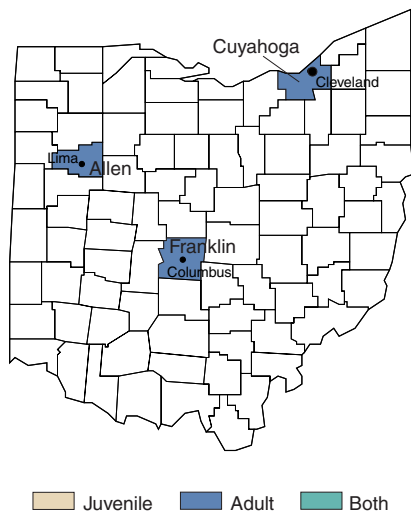
OHIO

SVORI Grantees in Ohio

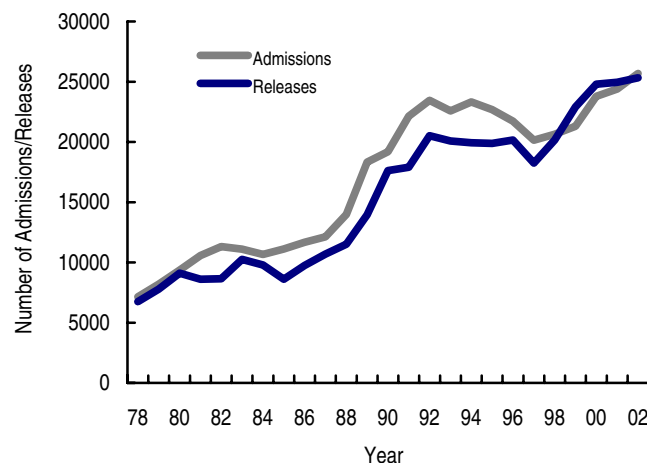
- Ohio Department of Rehabilitation and Correction (ODRC)

Ohio has one SVORI grantee focused on adults returning to Cuyahoga, Franklin, and Allen counties (depicted in the map below). Ohio is using SVORI funds to build on the existing Ohio Reentry Plan by placing an emphasis on State and local collaboration and by incorporating a full continuum of collaborative partnerships designed to provide structure, support, and accountability to offenders returning home. The SVORI funds target three very diverse counties: Cuyahoga has the largest number of offenders and is urban; Franklin is a medium-sized county; and Allen is small and rural. More than one-third of Ohio's prison population is from these three counties. The line chart below provides BJS statistics on adult prison admission and release trends in Ohio over a 24-year period.

Ohio SVORI Target Areas



Ohio Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Ohio Department of Rehabilitation and Corrections

SVORI website

<http://www.drc.state.oh.us/web/offenderreentry.htm>

Data management system

There is no SVORI-specific MIS system, but the State of Ohio has several different MIS systems that contain a wide variety of information. State MIS systems include CCIS (Community Corrections Information System), DOTS (Departmental Offender Tracking System), and RAP (Reentry Accountability Plan). The community service providers in Franklin, Allen, and Cuyahoga counties have access to the above-mentioned system and have updated capabilities in RAP.

Local evaluation planned

An internal evaluation is planned

Program name

Community-Oriented Reentry Program (CORE)

ODRC

Community-Oriented Reentry Program

TARGET POPULATION

Population type

Male and female adults

Number of targeted prisoners

201+

Inclusion criteria

Ages 18–35; repeat and violent offenders who have been assessed as “Reentry Intensive” through their assessment process, released to minimum 1 year parole supervision/post-release control, and incarcerated for at least 12 months

Exclusion criteria

Sex offenders

Pre-release facilities

One of the following seven selected facilities:
Ohio Reformatory for Women (Marysville)
Franklin Pre-Release Center (women, Columbus)

TARGET POPULATION

	Northeast Pre-Release Center (women, Cleveland) Richland Correctional Institution (Mansfield) Ross Correctional Institution (Chillicothe) Pickaway Correctional Institution (Orient) Allen Correctional Institution (Lima)
Post-release locations	Allen, Cuyahoga, and Franklin counties
Participation	Voluntary
Legal release status	All Offenders are released under a minimum of 1 year parole supervision/PRC

PROGRAM ORGANIZATION AND SERVICES

Steering committee	State-Level Committee
Post-release reentry authority	Division of Parole and Community Services
Number of phases	3

Phase 1: Pre-release

Duration: 10–12 months before release

Assessments: Following an initial screening to determine eligibility, risk and needs assessments are conducted for those who agree to participate. Mental health and substance abuse assessments by community providers are conducted immediately prior to release.

Components/services offered within phase:

- Reentry Accountability Plan tailored to the individual risks and needs of each participant is developed with participants, team members, family members, and victims, and is signed by each participant and Reentry Plan Coordinator
- Offenders linked to resources such as medical care, substance abuse services, mental health services, and housing before release

- A Reentry Management Team, consisting of a community case manager, an institutional case manager, a parole officer, family members, and appropriate treatment staff, meets with each participant monthly to provide services, support, and resources
- Community case management is handled by Community Connections in Allen and Franklin counties and by Community Re-Entry in Cuyahoga County
- All released offenders (including non-SVORI participants) participate in required core curriculum
- Participants meet monthly with community service providers, team members, and family members in the prison through in-person visits
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services,

dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based programming, and victim/family issues services

Coordination of services:

- ODRC is responsible for coordinating services, in conjunction with the participants, family members, institution case managers, parole officers, community case managers, and community service providers

Phase 2: Post-release**Duration:** 12 months**Assessments:** STATIC**Components/services offered within phase:**

- Participants meet with community case manager and parole officer (PO) within 72 hours of release
- Participants meet monthly (or more often, if desired by the participant) with the Community Reentry Management Team (which includes family members, faith-based organizations, and other community members) for at least 6 months, with meetings decreasing in frequency as progress is made
- Community case management is handled by Community Connection in Allen and Franklin counties and by Community Reentry in Cuyahoga County
- PO has a minimum of five contacts per month with each participant
- Financial assistance is provided for housing, work equipment, rental assistance, and obtaining identification
- Allen County operates a reentry court
- Specific targeted services include, as

needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based programming, and victim/family issues services

Coordination of services:

- ODRC is responsible for coordinating services in conjunction with participants, family members, parole officers, community case managers, and community service providers
- A dedicated staff member works to create partnerships with community service providers

Phase 3: Post-supervision**Duration:** Begins after 1 year on parole or when post-release control ends**Assessments:** As needed**Components/services offered within phase:**

- Community providers continue to support and engage offenders discharged from community supervision

- Community Case Management is handled by Community Connection in Allen and Franklin counties and by Community Reentry in Cuyahoga County

- Services they may receive include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based programming, and victim/family issues services

Coordination of services:

- Community Connection and Community Reentry are responsible for coordinating services in conjunction with the participants, family members, and community service agencies
- Dedicated staff members work to create and sustain partnerships with community service providers, community action groups, local law enforcement, and faith community

CHANGES AS A RESULT OF SVORI FUNDING**System-level changes**

- Use of technologies such as video-conferencing to put participants in touch with outside resources while still incarcerated
- New level of cooperation among agencies, including joint mission statements, shared protocols, and mechanisms for feedback
- Use of community accountability panel to facilitate successful reentry

Individual-level changes

- Focus on the reentry process as soon as incarceration begins
- Development of Reentry Management Teams that are specific to each participant
- Inclusion of family and victims in reentry planning
- One-on-one contact with service providers both in the prisons and in the community
- Earlier PO assignments (10–12 months prior to release) with more intensive contacts
- Community case manager assigned prior to release
- Priority status in release planning for participants
- Access to specialized types of services, such as rental assistance, not available to other recently released prisoners

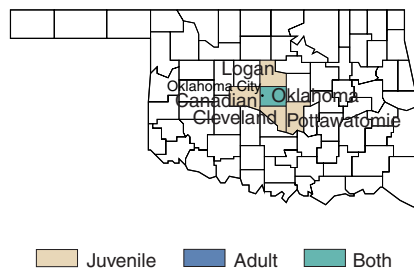
OKLAHOMA

Oklahoma has two SVORI grantees: one focused on adults returning to Oklahoma County and one focused on juveniles returning to Oklahoma, Logan, Cleveland, Canadian, and Pottawatomie counties (depicted in the map below). Oklahoma County was selected as the target post-release geographic area for adults because it leads all 77 Oklahoma counties in index crime rate and ranks second in incarceration rate. The five targeted post-release counties were chosen for juveniles because of their proximity to the local evaluator. The line chart below provides BJS statistics on adult prison admission and release trends in Oklahoma over a 24-year period.

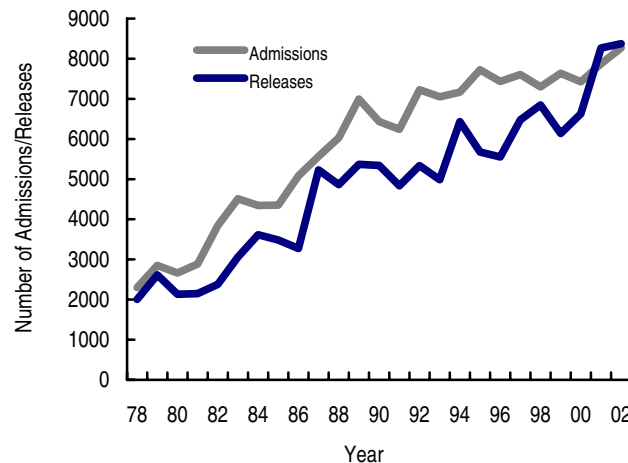
SVORI Grantees in Oklahoma

- Oklahoma Department of Corrections (OK DOC)
- Oklahoma Office of Juvenile Affairs (OK OJA)

Oklahoma SVORI Target Areas



Oklahoma Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Oklahoma Department of Corrections

SVORI website	None
Data management system	OK DOC has a database in which SVORI participants are flagged, as are offenders who were eligible but refused
Local evaluation planned	OK DOC is conducting an in-house evaluation
Program name	Partnership for Reintegration of Offenders Through Employment and Community Treatment in Oklahoma County (PROTECT)—Oklahoma County

OK DOC

PROTECT—Oklahoma County

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 18–35, high risk (scored above 29 on the LSI-R), and incarcerated for more than 12 months
Exclusion criteria	None
Pre-release facilities	All State and contract prisons, community corrections centers, and community work centers
Post-release locations	Oklahoma County
Participation	Voluntary
Legal release status	Approximately half on probation or parole supervision; approximately half not under supervision (max-outs)

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Statewide PROTECT Steering Committee
Post-release reentry authority	No reentry authority
Number of phases	3

Phase 1: Institutionally Based Programs**Duration:** 3–6 months

Assessments: LSI-R assesses risk and needs; ASUS and MAPP determine need for treatment services; TABE assesses education level; Static-99 is an assessment for sex offenders; and a psychological evaluation

Components/services offered within phase:

- Participant assigned transition worker from community organization based on needs
- Transition worker helps participant obtain birth certificate, social security card, social security income, veteran's benefits, housing, bus tokens, and vocational training pre-release
- Mentor from faith-based organization begins working with participant
- Transition team formed by the institutional case manager, transition worker, and participant
- Intensive case management provided by transition worker
- Family members included in reentry planning process
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, parenting skills training, domestic violence services, life skills training, anger management, cognitive-behavioral therapy (Thinking for a Change), faith-based services, job interviews via videoconferencing, visitation assistance for families, and sex offender treatment

Coordination of services:

- Transition worker and transition team coordinate services at the individual level

Phase 2: Community-Based Transition**Duration:** 90 days**Assessments:** LSI-R**Components/services offered within phase:**

- Transition worker transitions with participant to Phase 2, enhancing continuity of care
- Weekly contact with transition worker
- Case management by transition worker
- Monitoring of service receipt by transition worker
- Mentor from faith-based organization who continues working with participant
- PROTECT-specific support groups
- Supervision by PROTECT-specific probation officer for offenders released on probation
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence services, batterer intervention, life skills training, anger management, faith-based services, legal aid, financial assistance for school/vo-tech, assistance with electricity and utility bills, food stamps, job placement, bus passes and other transportation services, family services, ABE/GED program, computer resources, reintegration workshops (goal setting, self-esteem building, employability skills development), and screening and referral for infectious diseases

Coordination of services:

- Program staff from Community Corrections coordinate services at the aggregate level

Phase 3: Community-Based Long-Term Support**Duration:** 21–33 months (24–36 months post-release)

Assessments: No specific assessments are used in this phase

Components/services offered within phase:

- Transition worker transitions with participant to Phase 3
- Case management by transition worker up to 1 year post-release
- Offender continues to receive appropriate community services initiated in Phase 2
- Community agencies continue to document contacts and progress/problems
- Mentor from faith-based organization continues working with participant
- Probation/parole officer supervises offenders released under supervision

Coordination of services:

- Transition worker coordinates services for first year in the community
- Program staff from community corrections coordinate services at the aggregate level

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Greater communication and coordination of services among OK DOC and community agencies, especially the two workforce offices and the mental health and substance abuse treatment providers
- Greater communication between OK DOC and Community Corrections
- Regular communication among program staff from Community Corrections, supervision officers, and transition workers
- Program staff from Community Corrections to monitor service availability and coordinate services at the system level
- One probation officer for all PROTECT participants on probation

Individual-level changes

- Transition worker to coordinate services and provide intensive case management
- Transition worker in-reach 6 months pre-release
- Post-release services lined up while participant is still incarcerated
- Regular communication between transition worker and supervision officer
- Support groups exclusively for PROTECT participants

SVORI Grantee: Oklahoma Office of Juvenile Affairs

SVORI website	None
Data management system	Three databases in which SVORI participants can be identified; one SVORI-specific database (developed and maintained by local evaluator)
Local evaluation planned	University of Oklahoma Health Sciences Center (OUHSC) is conducting the local evaluation
Program name	Serious and Violent Offender Reentry Initiative

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	201+
Inclusion criteria	Ages 12–20 and must have a primary caregiver (regardless of biological relationship)
Exclusion criteria	Youth who are suicidal, homicidal, or psychotic; youth who are living independently
Pre-release facilities	All secure juvenile institutions and level E secure facilities
Post-release locations	Five counties in the Oklahoma City metroplex: Oklahoma, Logan, Cleveland, Canadian, and Pottawatomie
Participation	Voluntary
Legal release status	All youth under supervision (comparable to probation/parole) until released by court
Steering committee	Yes
Post-release reentry authority	Office of Juvenile Affairs (OJA)
Number of phases	3

PROGRAM ORGANIZATION AND SERVICES

Phase 1: Institutionally Based Programs**Duration:** 6–18 months**Assessments:** YLSI assesses risk and needs**Components/services offered within phase:**

- Case management by Juvenile Justice Specialist (JJS) from Juvenile Services Unit of OJA (comparable to probation/parole)
- Treatment plan developed by institution staff
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, parenting skills training, life skills training, aggression replacement, faith-based services, family counseling, recreational therapy, health education, mentoring, and sex offender treatment
- No SVORI-specific pre-release services or programming

Coordination of services:

- Institution staff coordinates services

Phase 2: Community-Based Transition (pre- and post-release)**Duration:** Pre-release component is 1 month. Post-release component is 3–6 months.**Assessments:** YLSI readministered; Adapted version of National Youth Survey; CBCL-parent report; MST model includes ongoing assessment process**Components/services offered within phase:**

- SVORI Project Director meets with offender, offender's family, institution staff, probation/parole officer, evaluator, advocate defender, and post-release service providers
- Offender is randomly assigned to one of two treatment interventions: Multisystemic Therapy (MST) or standard Oklahoma probation services (Community At-Risk Services [CARS])
- MST group receives structured, systemic aftercare with intensive family involvement and closer monitoring. Services address juvenile's risks and needs in five domains: individual, family, peer, school, and community.
- CARS group receives available services, which can include individual counseling, general life skills training, parenting skills training, and family counseling
- Individualized treatment plan developed by MST or CARS provider
- Case management by JJS
- Intensive supervision by JJS for first 30 days post-release
- Supervision by JJS continues until offender is released for custody by court
- JJS brokers services, monitors service use, and reports delinquency to courts

Coordination of services:

- Project Director coordinates initial meeting with key players at beginning of Phase 2
- JJS coordinates offender-level services for CARS group; JJS and MST provider coordinate offender-level services for MST group
- OJA coordinates system-level services

Phase 3: Community-Based Long-Term Support**Duration:** Varies (6–24 months on average); function of the length of post-release supervision period, which can last up to 2 years**Assessments:** Adapted version of National Youth Survey; CBCL-parent report**Components/services offered within phase:**

- Case management and supervision by JJS (for offenders still under supervision in Phase 3)
- Follow-up data collection activities at 6 months and 12 months post-release

Coordination of services:

- University of Oklahoma Health Sciences Center (OUHSC) evaluation staff coordinate follow-up data collection activities

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Contract with OUHSC for evaluation; OUHSC contracted service provider to hire and train MST therapists
- Use of MST for aftercare
- Communication and collaboration between MST therapist and Juvenile Services Unit for case management and service coordination

Individual-level changes

- Comprehensive, integrated services for offenders in MST group

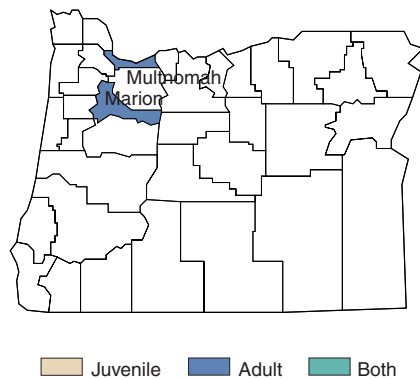
OREGON

SVORI Grantees in Oregon

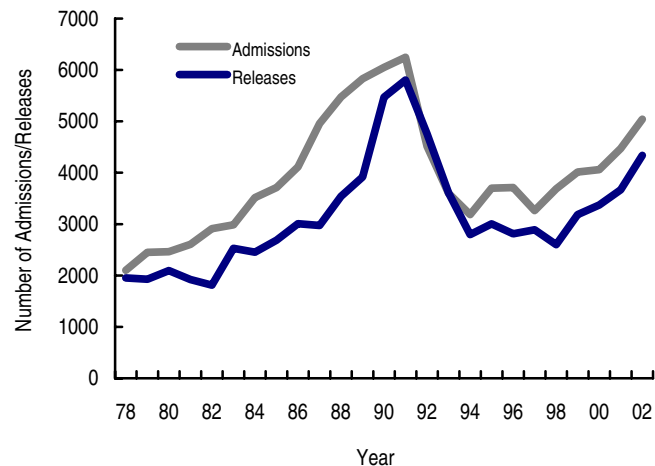
- Oregon Department of Corrections (OR DOC)

Oregon has one SVORI grantee focused on adult males and juveniles adjudicated as adults (youthful offenders) returning to Marion and Multnomah counties (depicted in the map below). The grantee targeted these counties because of the high number of prisoners returning to those communities who are identified as Security Threat Group (STG) or gang members. The line chart below provides BJS statistics on adult prison admission and release trends in Oregon over a 24-year period.

Oregon SVORI Target Areas



Oregon Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Oregon Department of Corrections

SVORI website	http://www.doc.state.or.us/oam/reentry.shtml
Data management system	OR DOC has an MIS that identifies SVORI participants and is integrated with the reentry authority's information system. Oregon Department of Justice has an automated database for STGs that identifies SVORI participants.
Local evaluation planned	The Research and Evaluation Unit of the DOC is conducting the local evaluation
Program name	Going Home Initiative

OR DOC

Going Home Initiative

TARGET POPULATION

Population type	Male adults and juveniles
Number of targeted prisoners	201+
Inclusion criteria	Ages 14–35, identified as STG/gang affiliated, and adjudicated as adults
Exclusion criteria	None
Pre-release facilities	Statewide adult prisons, transferred to one of three adult prisons once enrolled, and juveniles from specific youth facility (MacLaren Youth Authority)
Post-release locations	Marion and Multnomah counties
Participation	Mandatory
Legal release status	All offenders are released under Oregon Board of Parole and Post-Prison Supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Statewide Reentry Team
Post-release reentry authority	Oregon Board of Parole and Post-prison Supervision
Number of phases	3

Phase 1: Institutionally Based Programs Phase (pre-release)

Duration: 4–6 months

Assessments: Risk assessment (including STG identification); needs assessment; assessment of criminal attitudes

Components/services offered within phase:

- Case management by institution counselor
- Specific targeted services include, as needed, medical and dental services, substance abuse treatment, mental health treatment and services, employment skills/vocational training, education, GED, parenting skills training, domestic violence training, family reintegration, housing assistance, life skills training, anger management, cognitive/behavioral programs that address criminal thinking issues (Thinking for a Change), and faith-based services

Coordination of services:

- Institution counselor/case manager to coordinate services

Phase 2: Community Transition Phase (pre- and post-release)

Duration: 16–9 months pre-release; first few months on supervision (post-release)

Assessments: Risk and needs assessments

Components/services offered within phase:

- Reach-in by local law enforcement (particularly probation and parole officers), community service providers, faith-based organizations, and employment specialists
- Use of community volunteers as mentors
- Multidisciplinary team assigned to each offender; provides ongoing case management and supervision
- Pre-release transfer to a reentry facility in a correctional setting

- Removal of visible gang tattoos
- Full engagement of offender in release planning process
- Inclusion of offender's family members in release planning
- Case management by corrections counselor (pre-release) and parole and probation officer (post-release); ongoing case management and supervision by multidisciplinary team
- Continuation of community-based mentoring
- Enhanced supervision, including frequent home visits by parole officer; enhanced monitoring with surveillance and communication equipment
- Structured and graduated sanctions for violations of supervision/program compliance
- Continuity of care enhanced by continuing programming started in institution (e.g., Thinking for a Change, Life Skills, GED, mental health, alcohol, or drug services)
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical and dental services, employment skills/vocational training, education, housing assistance, domestic violence services, life skills training, anger management, faith-based services, mentoring, job placement, transportation, victim services, and sex offender treatment

Coordination of services:

- Case manager (corrections counselor/parole officer) coordinates communication with community partners and handles individual offender case management
- In-facility Transition Employment Specialists assist corrections counselor and parole and probation officer
- Multidisciplinary community team facilitates coordination of services

Phase 3: Long-Term Support Phase (post-release)

Duration: At least 12 months from the date of release

Assessments: No specific assessments are used in this phase

Components/services offered within phase:

- Resources targeted at establishing networks of support that will be sustained in the absence of criminal justice supervision
- Continuation of community-based mentoring
- In Marion County, increased monitoring of program compliance and continued supervision of offenders by parole officers to help develop community ties, use of restorative justice programs, and guarantee that offenders receive needed programs and services
- Reduced level of supervision
- Strong focus on employment, alcohol and drug treatment, mental health, and housing
- Specific targeted services include, as needed, aftercare treatment services, educational services, employment and housing stabilization, and involvement of faith-based and community organizations

Coordination of services:

- Existing community resources better aligned and used to serve the target population by fostering linkages and accessing available services

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Multi-disciplinary collaborations
- Reach-in by outside agencies for transition planning—prisons have made it easier for service providers and supervision officers from the community to get past security to work with incarcerated offenders
- Increased continuity of care for offenders reentering the community
- Use of digital cameras, global positioning equipment, electronic monitoring, and surveillance equipment to ensure appropriate whereabouts of offenders
- Community one-stops
- Increased use of faith-based service providers in the community

Individual-level changes

- Direct involvement of the offender in reentry planning
- Offender-specific teams
- Proactive tattoo removal
- Encouragement of voter registration for released offenders
- Pre-qualification for medical benefits

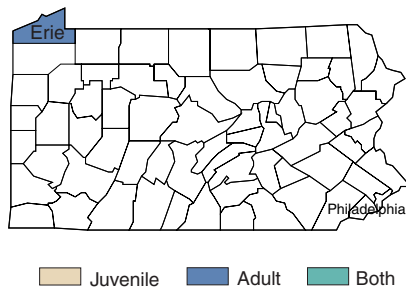
PENNSYLVANIA

SVORI Grantees in Pennsylvania

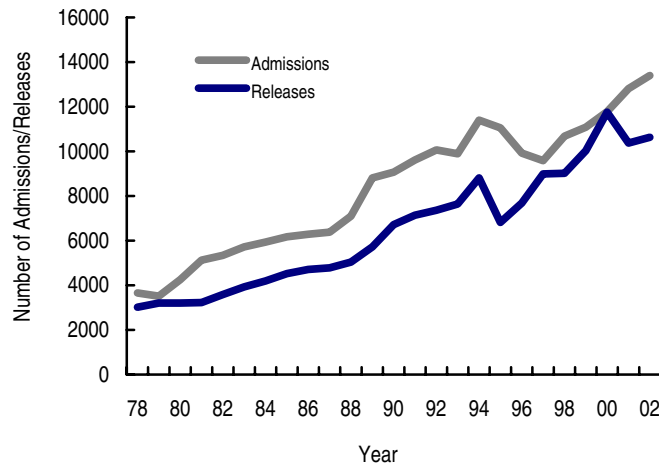
- Pennsylvania Department of Corrections (PA DOC)

Pennsylvania has one SVORI grantee focused on adults returning to Erie County (depicted in the map below). Erie County was targeted for a number of reasons. In 1999, it was fourth among Pennsylvania counties in the number of new court commitments, and the 1-year recidivism rate was 36% higher than the Department average for offenders released in 1995. Erie also faces significant socioeconomic challenges, including high unemployment rates, manufacturing declines, and poverty rates. The line chart below provides BJS statistics on adult prison admission and release trends in Pennsylvania over a 24-year period.

Pennsylvania SVORI Target Areas



Pennsylvania Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Pennsylvania Department of Corrections

SVORI website	None
Data management system	SVORI participants can be flagged in PA DOC database. PA DOC, parole, and community corrections all have their own databases. Data transfer is not automated. Community-based service providers are responsible for collecting much of the service data on SVORI participants for PA DOC.
Local evaluation planned	No
Program name	Erie, PA Reentry Program (EPRP)

PA DOC

Erie, PA Reentry Program (EPRP)

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 18–35; eligible for parole or reparole (i.e., inmates completing maximum sentence not eligible); have a minimum release date or reparole date on or before August 31, 2005; individuals with highest LSI-R scores and repeat offenders given priority for selection
Exclusion criteria	None
Pre-release facilities	Statewide adult prisons; all participants transferred to Albion (males) or Cambridge Springs (females) secure correctional institutions prior to beginning SVORI programming
Post-release locations	Erie County
Participation	Entry is voluntary. However, once offender agrees to participate and enrolls in program, program participation and completion become a special Condition of Release.
Legal release status	All participants are on parole or re-parole

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Statewide Reentry Steering Committee and three formal subcommittees
Post-release reentry authority	Pennsylvania Board of Probation and Parole (PBPP)
Number of phases	3

Phase 1: Institutional Phase

Duration: 3–6 months

Assessments: LSI-R assesses needs and risk of reoffending; TABE assesses English, math, and reading skills; TCU assesses alcohol and/or drug abuse and dependence; PACT assesses institutional risk to determine the amount of management that will be needed for offender

Components/services offered within phase:

- Case management by Community Service Specialist (CSS) from sole-sourced community service provider, Greater Erie Community Action Committee (GECAC)
- Integrated case management by Transition Team, which comprises the EPRP Project Director, the CSS, the Corrections Counselor, the Institutional Parole Representative, any pertinent program staff, and the Mentor, when designated
- Transition Team works with offender to develop an Individual Strategic Plan (release plan)
- Formal mentoring programming
- Reentry workbook for participant to track goals, services, and program completion
- Supervision and accountability monitoring by Corrections Counselor
- CSS engages offender's family in reentry planning process and links participant and family to community resources
- Community Orientation and Reintegration, a two-week course

addressing employability, spirituality, alcohol and drugs, and money management

- Specific targeted services include, as needed, education, employment skills/vocational training, community work program, substance use treatment, mental health counseling, parenting and family counseling, support groups, medical services, sex offender treatment, batterer intervention, violence prevention, victim awareness, anger management, citizenship, character development, Thinking for a Change (cognitive therapy), religious services, and faith-based activities

Coordination of services:

- CSS, from community-based service provider, to coordinate services
- Institutional Transition Team to facilitate service coordination

Phase 2: Transition Phase

Duration: Average is 60–90 days

Assessments: Readministration of the LSI-R, as appropriate; random urinalysis and breath alcohol testing

Components/services offered within phase:

- Participant paroled to Community Corrections Center; CSS and Mentor transition with participant
- Primary case management by CSS; integrated case management by Transition Team (CSS, Center Counselor, Parole Agent, GECAC Project Director, and any pertinent program staff), who work with

participant to develop Prescriptive Program Plan

- Intensive supervision and accountability and compliance monitoring by Community Corrections Center and Parole Agent
- Rewards for compliance include personal time away from the Center, later curfews, and furloughs to an approved site
- Continued use of reentry workbook
- Specific targeted services include, as needed, education; employment skills/vocational training; substance use treatment; mental health treatment; family reintegration/reunification; services for family members; housing assistance; transportation to service providers; support groups; sex offender treatment; batterer intervention; anger management; time management, money management, and good citizenship skills development

Coordination of services:

- CSS to coordinate services and Transition Team to facilitate service coordination
- Subcommittee involvement facilitates building of linkages in community and connections to resources
- Statewide Steering Committee responsible for resolving interagency policy issues or procedural conflicts

Phase 3: Aftercare

Duration: Up to 2 years from the date the participant enters the Community Corrections Center

Assessments: Re-administration of the LSI-R, as appropriate; random urinalysis and breath alcohol testing; Self-Sufficiency Scale to assess the participant's progress toward becoming self-sufficient

Components/services offered within phase:

- Participant released to community
- CSS and Mentor transition with participant
- Case management by CSS
- Intensive supervision and monitoring by Parole Agent
- Participation in PBPP's Parole Reentry Program as a step-down from the Community Corrections Center
- Services and programming include (as appropriate) education; employment skills/vocational training; other employment services; inpatient, intensive outpatient, and outpatient substance use treatment; mental health treatment; services to address family's reintegration/reunification needs; parenting skills training; housing assistance; transportation to service providers; support groups; mentoring

- Transition Team has ultimate authority to approve participant's discharge from program

Coordination of services:

- CSS coordinates individualized long-term aftercare services
- Subcommittee involvement facilitates building of linkages in community and connections to resources
- Statewide Steering Committee responsible for resolving interagency policy issues or procedural conflicts

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Contracting with one community-based vendor (GECAC) to provide case management and coordinate services in all phases, greatly enhancing continuity of care
- Addressing gaps in post-release services such as housing assistance
- Allocating project-specific parole agent to supervise participants in community
- Using statewide and community-level committees to facilitate interagency collaboration and communication

Individual-level changes

- Assigning each participant a CSS responsible for primary case management throughout all phases
- Forming participant-specific transition teams that include staff from the institution and the community to work with participant in pre- and post-release phases
- Developing individualized strategic plan tailored to participant's needs and including participant in planning/development process
- Linking participant to community agencies prior to release
- Involving participant's family in reentry process
- Assigning participant a trained mentor from community and encouraging participant to have ongoing contact with mentor
- Enhanced monitoring of participant in pre- and post-release phases

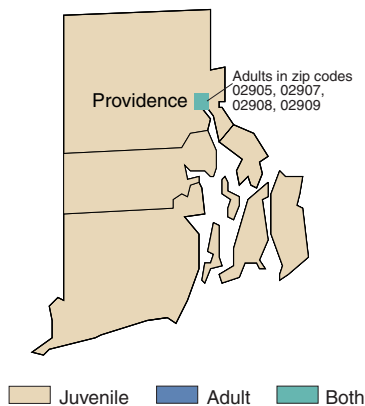
RHODE ISLAND

SVORI Grantees in Rhode Island

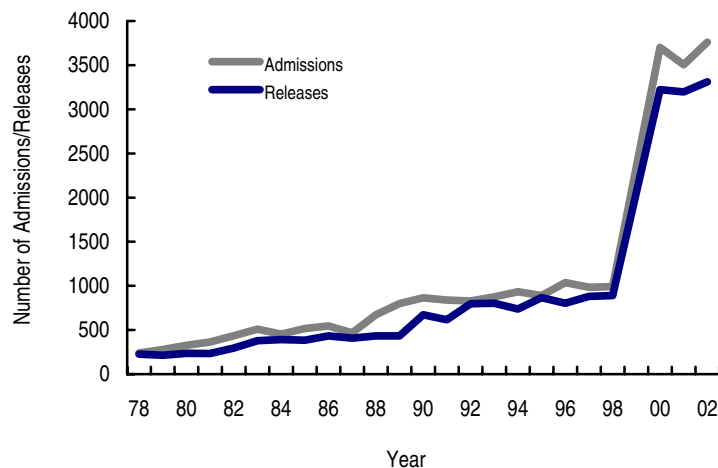
- Rhode Island Department of Corrections (RI DOC)

Rhode Island has one SVORI grantee with two administratively separate programs: one focused on juveniles returning statewide and one focused on adults returning to the City of Providence (depicted in the map below). Adult offenders are under the authority of RI DOC, and juvenile offenders are under the authority of the Department of Children, Youth and Families (DCYF). RI DOC is using its share of funding to develop and implement a reentry program for adult offenders in Rhode Island, nearly 25% of whom return to central Providence. An additional 11% are returning to other Providence neighborhoods. DCYF is using the SVORI funds to enhance an existing juvenile reentry program that began in 1997 in the form of Project Hope. The line chart below provides BJS statistics on adult prison admission and release trends in Rhode Island over a 24-year period.

Rhode Island SVORI Target Areas



Rhode Island Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Rhode Island Department of Corrections

SVORI website	None
Data management system	The RI DOC MIS department manages INFACETS, the database used to generate a daily report of potentially eligible offenders. The Family Life Center additionally screens those identified via interviews and then maintains a database to track program-specific information.
Local evaluation planned	The RI DOC Planning and Research Unit will work to support and assist any outside evaluation that is completed
Program names	Challenging Offenders to Maintain Positive Associations and Social Stability (COMPASS)—Adult Challenging Offenders to Maintain Positive Associations and Social Stability (COMPASS)—Juvenile

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Age 35 or under at time of release, convicted of a violent offense or an offense categorized by a high risk of recidivating, released from a period of sentenced incarceration, and discharged via sentence expiration, probation, or parole
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Four zip codes in Providence: 02905, 02907, 02908, 02909; expanded as of April 2004 to the entire City of Providence
Participation	Voluntary
Legal release status	Most (>90%) under probation or parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Rhode Island has adopted a three-tier organizational structure. Tier One serves as the steering committee and is a high-level problem-solving group. Tier Two consists of Senior Executive Management and responds to gaps in services and barriers to offenders receipt of services as identified by Tier Three. Tier Three is the implementation committee and meets biweekly to address ground-level programmatic issues.
Post-release reentry authority	Court is authority for probationers; Parole Board is authority for parolees
Number of phases	3

Phase 1: Institutional Programming Phase

Duration: 7–9 months

Assessments: Screened for eligibility within 30 days of sentencing; LSI-R; CPI; TABE; social history questionnaire

Components/services offered within phase:

- Development of institutional program plan by participants within 30 days of sentencing
- Case management by Community Living Consultant from Family Life Center, newly formed post-release one-stop agency
- Initiation of reentry planning
- Involvement of family in reentry planning process
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence services, life skills training, anger management, faith-based services, and violence prevention programs

Coordination of services:

- Coordination of services by Community Living Consultant

Phase 2: Transition Phase

Duration: 9 months (3 months pre-release to 6 months post-release)

Assessments: LSI-R

Components/services offered within phase:

- Transition Accountability Plan developed and revised by CLC and offender and reviewed by all key players during monthly Reentry Team Meetings
- Case management by Community Living Consultants and community-based treatment team from Family Life Center
- Family involvement in reentry process
- Housing of COMPASS-specific probation officers at Family Life Center
- Intensive supervision and monitoring by Community Living Consultants and probation/parole officer
- Peer mentoring by successful ex-offenders
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, employment skills/vocational training, education, housing assistance, parenting skills training, faith-based services and mentoring, family counseling, “family/friends” groups, assistance with public transportation, and victims’ services

Coordination of services:

- One-stop agency, Family Life Center, responsible for assessing participants' needs, providing appropriate services/ coordinating referrals, and monitoring participants in collaboration with Probation and Parole authorities

Phase 3: Stabilization Phase

Duration: 18 months

Assessments: LSI-R readministered

Components/services offered within phase:

- Modification, as needed, of Transition Accountability Plan
- Case management by Community Living Consultants and community-based treatment team from Family Life Center

- The Providence Police Department provides support and assistance to Probation Officers when necessary and may accompany the Probation Officers during home visits
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, employment skills/vocational training, education, housing assistance, parenting skills training, faith-based services and mentoring, family counseling, "family/friends" groups, and victims' services

Coordination of services:

- One-stop agency responsible for assessing participants' needs, providing appropriate services/coordinating referrals, and supervising participants in conjunction with Probation and Parole authorities

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Formal Memorandum of Understanding (MOU) with State agencies to provide post-release services in employment, substance abuse, mental health, and housing; MOU with multi-service community based agency to provide case management; MOU with DCYF for Juvenile Reentry Court
- Start-up of one-stop facility provides easier access to services and greatly enhances continuity of care
- Collaboration between supervising authorities (Probation/Parole) and law enforcement
- Two COMPASS-specific Probation and Parole Officers
- Cross-system reentry meetings
- Victim Services Coordinator provides training to staff and support to victims and offenders
- Formation of Victims' Advisory Board for the Family Life Center
- Faith-based mentoring program

Individual-level changes

- Intensive reentry planning beginning approximately 6 months prior to discharge
- Involvement of family in all phases
- Greater access to needed services
- Enhanced case management by Community Living Consultants and treatment team
- More intensive supervision
- Community Living Consultant from Family Living Center; transitions with participant through all phases, greatly enhancing continuity of care

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	201+
Inclusion criteria	Ages 14–21. In Rhode Island, high-risk juvenile offenders already receive reentry programming as part of Project Hope, which is a program funded by a SAMHSA grant. The SVORI funds are being used only for the creation of a reentry court and MIS enhancements. The reentry court serves juveniles returning to the post-release geographical target area.
Exclusion criteria	None
Pre-release facilities	All participants from Rhode Island Training School (RITS), the sole secure corrections facility for youth in RI
Post-release locations	Statewide
Participation	Voluntary, unless court ordered
Legal release status	All participants under the supervision of the Juvenile Reentry Court and the Family Court

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Statewide Reentry Steering Committee; program-level COMPASS Implementation Committee (same committees for adult and juvenile programs)
Post-release reentry authority	Reentry Court/Reentry Magistrate
Number of phases	3

Phase 1: Institutional Programming Phase

Duration: 6–9 months

Assessments: Risk and needs assessments

Components/services offered within phase:

- Community Planning Team, comprising the youth, youth's family, youth's informal support network, Family Service Coordinator, and significant community providers, such as mentor, job coach, and clinical social worker; develops youth-specific Individual Treatment Plan
- Assigned RITS clinical social worker who maintains daily contact with youth, family, and/or service providers throughout youth's transition to community
- Integrated case management by Clinical Team
- Clinical social worker ensures implementation of Individual Treatment Plan
- Supervision and monitoring by Reentry Court
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, life skills training, anger management, faith-based services, and mentoring

Coordination of services:

- RITS clinical social worker and treatment team to coordinate services

Phase 2: Transition Phase

Duration: 9–15 months (3 months pre-release; up to 12 months post-release)

Assessments: Strength-based assessment by Family Service Coordinator

Components/services offered within phase:

- Community Planning Team, comprising the youth, youth's family, youth's informal support network, Family Service Coordinator, and significant community providers, such as mentor, job coach, clinician, and case manager; develops youth-specific Individual Treatment Plan
- Assigned RITS clinical social worker maintains daily contact with youth, family, probation officer and/or service providers throughout youth's transition to community
- Integrated case management by Community Planning Team
- Case manager ensures implementation of Discharge Plan and Project Hope Case Plan
- Supervision and monitoring by Reentry Court and Family Court
- Specific targeted services include, as needed, substance abuse treatment, mental health treatment, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, life skills training, anger management, faith-based services, and mentoring

Coordination of services:

- Family Service Coordinators to coordinate services for all juvenile offenders

Phase 3: Stabilization Phase

Duration: 12–18 months

Assessments: No specific assessments used in this phase

Components/services offered within phase:

- Probation Officer and Project Hope Case Manager maintain daily contact with youth
- Integrated case management by Community Planning Team
- Project Hope case plan reviewed and modified, as needed
- Services and supports funded through traditional and non-traditional resources, such as Medicaid and wraparound funding, respectively

- Supervision and monitoring by Reentry Court and Family Court
- Graduated sanctions for non-compliance
- Specific community-based services, including (as appropriate) substance abuse treatment, mental health treatment, medical and dental services, employment skills/vocational training, education, housing assistance, parenting skills training, life skills training, anger management, faith-based services, and mentoring

Coordination of services:

- Family Service Coordinators and Probation Officers to coordinate services for all juvenile offenders

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Juvenile Reentry Court
Design changes in MIS to capture data on reentry programming

Individual-level changes

- Greater accountability of juvenile offenders because of Reentry Court
- Reentry Magistrate provides greater consistency in dealing with offenders

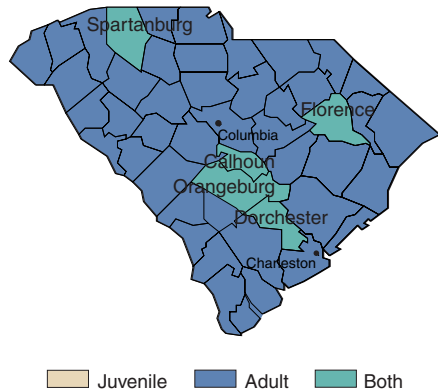
SOUTH CAROLINA

SVORI Grantees in South Carolina

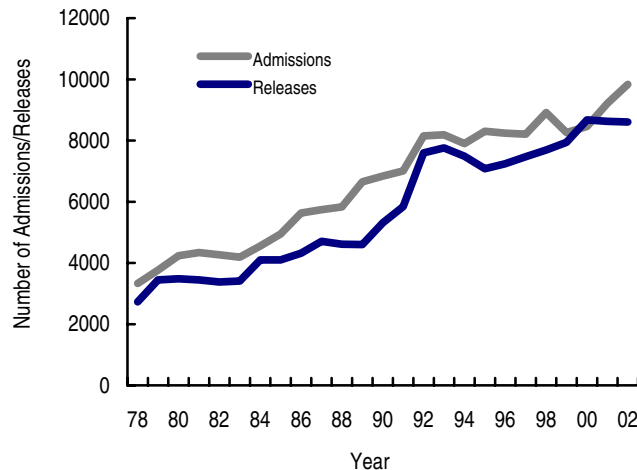
- South Carolina Department of Corrections (SCDC)
- South Carolina Department of Juvenile Justice (SC DJJ)

South Carolina has two SVORI grantees: one is focused on adults returning statewide, and the other is focused on juveniles returning to Orangeburg, Dorchester, Calhoun, Florence, and Spartanburg counties (depicted in the map below). These counties were targeted for juveniles because each county had already established a team and because of the large number of juveniles returning there. The line chart below provides BJS statistics on adult prison admission and release trends in South Carolina over a 24-year period.

South Carolina SVORI Target Areas



South Carolina Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: South Carolina Department of Corrections

SVORI website	None
Data management system	Automated MIS in use; SVORI-specific database under development
Local evaluation planned	DOC's Resource Information and Management is conducting an internal evaluation
Program name	Serious and Violent Offender Reentry Initiative

SCDC

Serious and Violent Offender Reentry Initiative

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 17–35, prior criminal history. One of the seven transition sites is targeting sex offenders, particularly substance abusers in the sex offender population; the other six sites are targeting violent and/or high-risk offenders as determined by risk/needs assessments.
Exclusion criteria	None
Pre-release facilities	Offenders can come from any of seven participating institutions (called “transition sites”)
Post-release locations	Statewide
Participation	Voluntary
Legal release status	All participants are either on Probation or Parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee Yes

Post-release reentry authority SC Department of Probation, Parole, and Pardon Services (SCDPPPS) and the SC Parole Board (SCPB)

Number of phases 3

Phase 1: Preparation for Reentry

Duration: 18 months (on average; up to 3 years)

Assessments: Using the Reception and Evaluation process to assess risk at the beginning of sentence (in the process of being validated) and an intake form (structured interview) to assess needs

Components/services offered within phase:

- Orientation
- Provision of standard curriculum augmented with services/programs targeting individualized needs
- Transition Coordinators in each facility
- Transition Team (Coordinator, SCDPPPS representative, a classification caseworker, Reentry Committee members, institutional staff, the participant, and a member of the participant's family); develops individualized reentry plan
- Reentry Committees established in various participating areas (include agency, family, and victim representatives)
- Family meetings
- Supervision agent; meets with participant 90 days prior to release to discuss reentry plans
- Participant leaves prison with information packet containing necessary legal documents, post-release appointments and contacts, and community resources
- Specific targeted services include, as needed, substance abuse treatment, mental health services, medical and dental services, employment skills/

vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, mentoring, cognitive thinking programs, job placement, gender-specific programming (female institution), and sex offender treatment (one institution)

- Focus on partnership with employment services and vocational rehabilitation

Coordination of services:

- The Classification Case Manager refers participant to Transition Coordinator. Reentry plan is reviewed and the case manager and coordinator work together to assist the participant in meeting his/her needs. Each offender has a Transition Team, which includes a transition coordinator, a representative from SCDPPS, a classification caseworker, other Reentry Committee members, appropriate institutional staff, the offender, and a member of the offender's family.

Phase 2: Coordination and Service Referral

Duration: Up to 3 years

Assessments: LSI-R; risk assessment used to determine graduated levels of supervision

Components/services offered within phase:

- Participant is required to contact SCDPPPS within 24 hours of release to the community to continue the reentry program

- Specific targeted services include, as needed, substance abuse treatment, mental health services, medical services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, mentoring, and transportation

Coordination of services:

- Case management plan used to direct services in conjunction with other community agencies; Transition Coordinator works with local PPP offices in areas to which offenders return to coordinate services with community agencies and manage transition from prison to the community

Phase 3: Support Services

Duration: 18 months

Assessments: May use LSI-R (final decision pending)

Components/services offered within phase:

- Participants continue receiving treatment and other services, as needed

Coordination of services:

- SCDPPPS and SCDC will continue to communicate with the community organizations to assess the participant's progress and need for additional resources

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Continued collaboration of agencies to remove barriers that prevent ex-offenders from accessing services
- Establishment of comprehensive, structured community referral system
- Ongoing communication and collaboration among SCDC and various community organizations
- Development of a data exchange system that will track offenders both in the institution and in the community
- Shared agency protocols
- Faith-based coalition
- Development of statewide inventory of available services/programs

Individual-level changes

- Needs assessment
- Active participation of offender
- Active participation of family
- Transition Team and Transition Coordinator to work with offender to develop and oversee plan
- Development of individualized reentry plan
- Increased services in prison and increased access to community services

SVORI Grantee: South Carolina Department of Juvenile Justice

SVORI website	None
Data management system	SVORI-specific automated database has been developed
Local evaluation planned	No, although internal progress evaluation and monitoring planned
Program name	Reintegration Initiative

SC DJJ

Reintegration Initiative

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	151–200
Inclusion criteria	Ages 14–18; committed for a serious or violent offense, a technical violation related to a serious or violent offense, or be a chronic offender; must be assigned to one of the facilities with either a determinate commitment of at least 90 days or an indeterminate commitment of at least 3–6 months; high risk to reoffend as determined by risk assessment
Exclusion criteria	Offenders committed with a requirement that they transfer to an adult facility at the age of 17 and juveniles who have been sub-classed under the care of the Department of Mental Health
Pre-release facilities	Any of SC's secure, long-term DJJ facilities or wilderness camps
Post-release locations	Orangeburg, Dorchester, Calhoun, Florence, and Spartanburg counties
Participation	Mandatory
Legal release status	Participants with determinate sentences are on probation; those with indeterminate sentences are on parole

PROGRAM ORGANIZATION AND SERVICES

Steering committee	No steering committee/advisory board at State level; participating counties each have a Reentry Planning and Review Team
Post-release reentry authority	Board of Juvenile Parole
Number of phases	4

Phase 1: Institutional Preparation

Duration: From arrival up to 90 days prior to release (average commitment length is 10–15 months)

Assessments: Completed upon admission to facility

Components/services offered within phase:

- Comprehensive plan for treatment
- Community Planning and Review Team, which provides local input to institutional planning process through participation of Community Case Worker (CCW) in Institutional Reentry Team
- Community Support Team for each juvenile (consists of family members and service providers relevant to the juvenile's specific case)
- Arrangements to ensure that the juvenile receives all needed services, even those not available in the particular facility in which the juvenile is placed
- Mandatory participation in victim impact classes
- Classes available within the institution include life skills, anger management and conflict resolution, social skills training, employability skills training, parenting, communication skills, adventure-based therapy, money management, and group/individual counseling

Coordination of services:

- While in the institution, service coordination is the responsibility of both the Institutional Social Worker and the CCW. The Institutional Social Worker has ultimate responsibility for case management, while the CCW brokers and oversees service provision for the family during the juvenile's commitment. Institutionally based Reentry Team develops a comprehensive plan for the juvenile. The CCW provides a critical link between the community and the institution by facilitating communication between the institutional staff and the juvenile's family and community. The CCW maintains frequent communication not only with the institutional staff and community service providers, but also with the juvenile and the juvenile's family throughout incarceration. The CCW's participation in the institutional Reentry Team meetings and the ongoing development of the juvenile's Institutional Treatment Plan allows for the important information pertaining to the juvenile's family, school, and community to be integrated into the juvenile's plan.

Phase 2: Pre-release Transition

Duration: 3 months

Assessments: None

Components/services offered within phase:

- Juvenile, family, and Community Support Team prepared for return to community
- Aftercare plan finalized and sent to Juvenile Parole Board
- Services between institution and community linked to ensure

seamless transition

- SVORI-specific classes provided
- Appointments with service providers and school admission set

Coordination of services:

- CCW and Institutional Caseworker coordinates transition with input from community Reentry Planning and Review Team and Community Support Team; Same as Phase 1

Phase 3: Community Transition

Duration: 3 months (minimum)

Assessments: Substance abuse and mental health assessments as needed

Components/services offered within phase:

- CCW meets with the juvenile and his/her family to review the plan and parole guidelines
- CCW provides case management and supervision to ensure successful adjustment
- Community Support Team and Planning and Review Team provide support and guidance
- Graduated sanctions and incentives are established
- Planning and Review Team reviews cases monthly
- Specific targeted services include, as needed, education, substance abuse and mental health treatment, employment services/vocational training, parenting skills training, anger management, life skills training, domestic violence services, faith-based services, mentoring, Intensive Family Services, transportation, wraparound services, and trauma-based treatment
- Readiness to move to Phase 4 based on educational and/or work performance and compliance with conditions of release

Coordination of services:

- The CCW and the Institutional Caseworker coordinate transition with input from community Reentry Planning and Review Team and Community Support Team. The CCW, with the support of the two community-based teams, will provide case management and supervision in the post-release phases. Initially, the CCW will be heavily involved, assisting with school or vocational job program enrollment and the scheduling of appointments and ensuring that the juvenile keeps these appointments. The CCW is responsible for overall service coordination, monitoring of progress, and implementing graduated incentives and sanctions. The Planning and Review Team will review the case monthly.

Phase 4: Continuing Care

Duration: Continues as long as juvenile is under SC DJJ supervision

Assessments: Substance abuse and mental health assessments as needed

Components/services offered within phase:

- The CCW continues to provide case management and supervision with reduced contact
- Intensive supervision and services are gradually phased out as Community Support Team assumes primary support to juvenile and family

- The CCW reinitiates supervision as needed
- Planning and Review Team reviews case 90 days into Phase 4

Coordination of services:

- The CCW continues to provide case management and supervision with reduced, less intensive contact; Planning and Review Team provides support as needed; Community Support Team assumes greatest responsibility in supporting juvenile and family

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Greater communication and planning among facilities and community agencies for pre- and post-release treatment/service plans
- Shared agency protocols
- Increased local community input into institutional assessments and service provision through direct participation of CCW in institutional planning processes
- Same CCW to work with juvenile from institution entry through completion of parole requirements
- Community-level Planning and Review Teams, which result in increased coordination and collaboration among agencies and community organizations and more support for juveniles
- Smaller caseloads, which allow CCWs to provide more intensive supervision and case management
- Increased community awareness, which leads to more referrals and juveniles' receipt of more services
- Regular feedback mechanism among agencies to ensure that collaboration is working

Individual-level changes

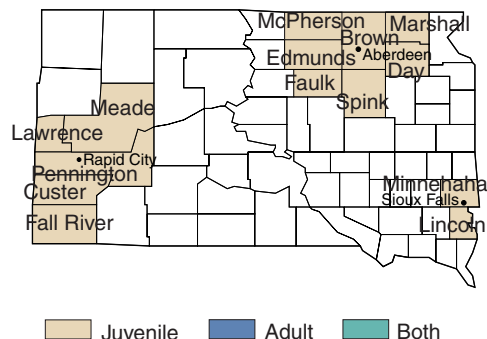
- Increased connection to community while in institution
- Increased family participation
- Active participation of juveniles in plan development and treatment services
- More intensive supervision and case management when returned to community
- Support from two community-level teams

SOUTH DAKOTA

SVORI Grantees in South Dakota

- South Dakota Department of Corrections (SD DOC)

South Dakota SVORI Target Areas



South Dakota has one SVORI grantee focused on juveniles returning to Brown, Marshall, McPherson, Edmunds, Spink, Faulk, Day, Minnehaha, Lincoln, Pennington, Lawrence, Meade, Custer, and Fall River counties (depicted in the map at left).

SVORI Grantee: South Dakota Department of Corrections

SVORI website	None
Data management system	Using a SVORI-specific MIS
Local evaluation planned	Yes
Program name	Going Home–Intensive Aftercare Program

SD DOC

Going Home–Intensive Aftercare Program

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	151–200
Inclusion criteria	Ages 14–20, above threshold score on the Youth Level of Service Case Management Inventory
Exclusion criteria	None
Pre-release facilities	The majority (60%) of youth reside in facilities operated by the SD DOC. The remainder (40%) reside in private or State-operated group homes, residential treatment facilities, in-patient mental health and substance abuse facilities, and mental health/developmental disability treatment facilities.
Post-release locations	Brown, Marshall, McPherson, Edmunds, Spink, Faulk, Day, Minnehaha, Lincoln, Pennington, Lawrence, Meade, Custer, and Fall River counties
Participation	Unknown
Legal release status	Participants are under SD DOC supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Yes
Post-release reentry authority	SD DOC and Independent Parole Board
Number of phases	3

Phase 1: Institutional Phase

Duration: 30 days

Assessments: Strategies for Youth Supervision, MAYSI-2, YSL/CMI (assesses risk and needs), and mental health, substance abuse, education, vocational, and medical assessments

Components/services offered within phase:

- Develop a multi-disciplinary reintegration plan
- Provide case management
- Solicit input from youth and parents once reintegration plan is developed

Coordination of services:

- A Juvenile Corrections Agent (JCA) manages the reintegration planning and implementation with assistance from an Intensive Aftercare Specialist

Phase 2: Coming Home

Duration: 7–9 months

Assessments: Reassess as needed

Components/services offered within phase:

- Continue case management
- Facilitate access to mental health services
- Fund sex-offender treatment if needed
- Develop educational options for those youth who cannot return to public school
- Provide brief transitional housing, batterer prevention groups, parental support groups, and substance abuse treatment
- Offer employment assistance and support through “One-Stop” career centers
- Lead Aftercare Groups in the community to provide cognitive-behavioral support
- Perform random drug testing
- Enforce compliance with curfew, school, and work requirements, and victim and community restitution responsibilities
- Implement incentive programs

Coordination of services:

- A JCA manages the reintegration implementation with the assistance of an Intensive Aftercare Specialist

Phase 3: Staying Home

Duration: Until the end of SD DOC supervision

Assessments: No specific assessments are used in this phase

Components/services offered within phase:

- Assist youth in developing a personal support network among local religious organizations, ministerial associations, ethnic and cultural organizations, and other community groups
- Continue case management by the Intensive Aftercare Specialist as needed

Coordination of services:

- The Intensive Aftercare Specialist will meet any remaining coordination needs

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Funding from grants is available to pay for mental health services, substance abuse treatment, sex offender treatment, employment services, and transitional housing for those youth without access to an alternative funding source such as Medicaid
- A new method of assessing risk and needs is being implemented to better capture dynamic factors in addition to static ones
- Ten Intensive Aftercare Specialist positions and three Residential Transition Specialist positions were created and funded to fill gaps in the existing service delivery system

Individual-level changes

- There is a new focus on the need for building long-term personal support networks within youths’ home communities
- Options for meeting educational and employment needs have been expanded
- Independent living skills training and transitional housing are available for those youth who are transitioning to independent living

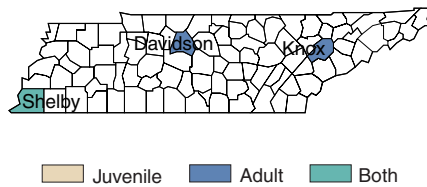
TENNESSEE

SVORI Grantees in Tennessee

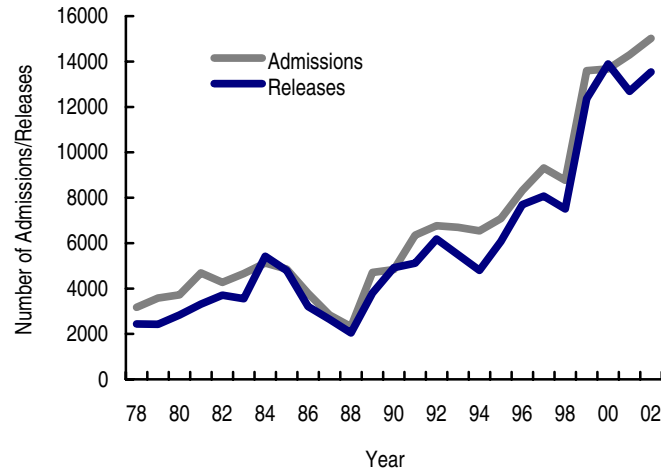
- Tennessee Department of Corrections (TN DOC)
- Tennessee Department of Children's Services (TN DCS)

Tennessee has two SVORI grantees: one focused on adults returning to Shelby, Davidson, and Knox counties (depicted in the map below) and one focused on juveniles returning to Shelby County. Shelby County is the largest urban area in the State and has the highest percentage of adult releases in addition to the highest delinquency rate. The line chart below provides BJS statistics on adult prison admission and release trends in Tennessee over a 24-year period.

Tennessee SVORI Target Areas



Tennessee Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Tennessee Department of Corrections

SVORI website	http://www.state.tn.us/correction/inmateprograms/bridges.html
Data management system	Using a SVORI-specific MIS
Local evaluation planned	Dr. Nana Landen Berger will conduct a local evaluation
Program name	Tennessee Bridges

TN DOC

Tennessee Bridges

TARGET POPULATION

Population type	Adult males
Number of targeted prisoners	201+
Inclusion criteria	Minimum confinement of 12 months, history of violence or an inability to conform to the accepted rules of society, at least 24 months remaining in sentence, and a risk assessment score of 10 and above (violent offenses) or 13 and above (property crimes)
Exclusion criteria	Sex offenders
Pre-release facilities	Statewide adult prisons
Post-release locations	Shelby, Davidson, and Knox counties
Participation	Voluntary
Legal release status	All participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee (RSC)
Post-release reentry authority	Board of Probation and Parole (BOPP)
Number of phases	3

Phase 1: Institutional Readiness**Duration:** 12 months

Assessments: The Board of Probation and Parole (BOPP) and Institutional Parole Officer (IPO) administer a needs assessment and risk prediction instrument (developed by BOPP). There are also mandatory education, mental health, and substance abuse assessments.

Components/services offered within phase:

- Provide case management
- Create an Offender Reentry Plan
- Offer orientation to inform the offender about Tennessee Bridges guidelines, expectations, and stipulations
- Convene Tennessee Bridges Societal Readiness Program
- Lead members in conducting a self-image assessment followed by sessions on self-concept, self-esteem, self-confidence, and emotion, and a post-test
- Assign a community-based mentor
- Conduct Survival Skills Instruction
- Require completion of a 10-week cognitive-based drug education program
- Provide Intensive Job Readiness Training
- Offer the following specific targeted services, as needed: housing assistance, parenting skill-building, faith-based services, mental health counseling, and anger management training

Coordination of services:

- An appropriate community-based public safety collaborative will begin working with the offender in concert with the offender's case manager

Phase 2: Community-Based Transition Program**Duration:** 6 months

Assessments: Complete a new risk and needs assessment

Components/services offered within phase:

- Release Offender to pre-selected halfway house
 - Update reentry plan based on new assessment
 - House offenders at halfway houses for 3 to 6 months
 - Continue to provide weekly face-to-face contact with their case manager during the first 4 weeks of community supervision, followed by bimonthly contacts for the duration of Phase 2
 - Perform random drug testing of offenders
 - Provide job retention training
 - Provide mental health and substance abuse treatment
 - Provide a list of activities to offenders to participate in during their days off from work, including Alcoholics Anonymous/ Narcotics Anonymous, parenting classes, anger/stress management sessions, money management, and community service/restorative justice
 - Maintain contact with offender's personal social support network (if deemed positive by RSC)
 - Provide mentoring and ongoing community support after release from halfway house
- Coordination of services:**
- Continue Phase 2 service coordination by case manager

Phase 3: Community-Based Long-Term Support**Duration:** 6 months

Assessments: Reassess every 6 months to measure progress and determine continued need for services

Components/services offered within phase:

- Transition offender to either family or residential living
- Provide 6 months of intensive aftercare with ongoing support as needed
- Maintain case management services
- Assist offender in developing resources on an as-needed basis (e.g., assisting ex-offender with job retention, securing needed counseling/support services, and securing employment if ex-offender loses job or if re-location does not support current employment)
- Follow up with employers and offenders monthly or more often if needed
- Facilitate the continued involvement of mentors with offenders

Coordination of services:

- Continue coordination by the Tennessee Bridges Reentry Case Management/ Transition Team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Transportation of inmates to job interviews by security staff members
- Increased work release opportunities
- Payment of offenders to attend programs, making attendance more equivalent to having a job
- Family involvement prior to release
- Increased use of electronic monitoring
- Significantly smaller case loads for parole officers

Individual-level changes

- Increased frequency of case management
- Intensive pre-release planning

SVORI Grantee: Tennessee Department of Children's Services

SVORI website	None
Data management system	Microsoft Access Database
Local evaluation planned	Outcome data will be collected beginning in July 2004
Program name	Tennessee Intensive Aftercare Program

TN DCS

Tennessee Intensive Aftercare Program

TARGET POPULATION

Population type	Juvenile males
Number of targeted prisoners	101–150
Inclusion criteria	Violent or sex offenders
Exclusion criteria	None
Pre-release facilities	Shelby Training Center, Wilder Youth Development Center, and the Youth Habilitation Center
Post-release locations	Shelby County
Participation	Voluntary
Legal release status	Most participants are under house arrest

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Local Planning and Advisory Committee
Post-release reentry authority	Juvenile Court and Tennessee Department of Children's Services
Number of phases	3

Phase 1**Duration:** 6 months**Assessments:** Assess risk and needs, including educational progress, mental health, substance abuse, family and peer relationships, community involvement, recidivism, and anger management**Components/services offered within phase:**

- Create a reentry plan
- Counsel and involve family prior to release
- Furnish educational services
- Offer mental health and substance abuse treatment
- Provide sex offender treatment
- Teach independent living and social skills

Coordination of services:

- Aftercare staff will provide coordination of services

Phase 2**Duration:** 6 months**Assessments:** Reassess risk and needs, including educational progress, mental health, substance abuse, family and peer relationships, community involvement, recidivism, and anger management. Assess youth satisfaction with program.**Components/services offered within phase:**

- Provide intensive case management and transition services
- Supply mental health treatment, including individual counseling and peer counseling groups
- Counsel parents and families
- Lead value trainings
- Enforce a mandatory level of school attendance and performance
- Tutor youth who are experiencing difficulty meeting educational objectives
- Assist youth in finding and retaining a job
- Require involvement in public service activities
- Offer adventure-based activity to foster trust and dependence on others, enhance self-esteem, and impart a sense of success and ability to overcome challenges
- Provide substance abuse treatment and perform random drug screens
- Require completion of a parenting course for youth who have children

Coordination of services:

- The aftercare case manager leads the transition/treatment team and is responsible for coordinating service delivery

Phase 3**Duration:** 6 months**Assessments:** Reassess risk and needs, including educational progress, mental health, substance abuse, family and peer relationships, community involvement, recidivism, and anger management. Assess youth satisfaction with program.**Components/services offered within phase:**

- Focus on independent living
- Decrease case management
- Encourage participation in extra-curricular activities and community programs
- Provide career planning

Coordination of services:

- The aftercare case manager continues to lead the transition/treatment team and coordinate service delivery

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING**System-level changes**

- Decreased case loads for case managers
- Improved focus on family involvement

Individual-level changes

- Increased frequency of case management contacts with youth

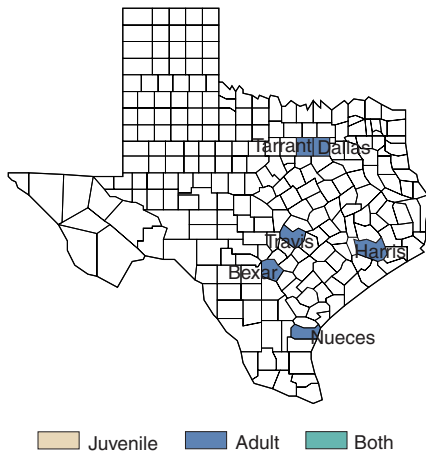
TEXAS

SVORI Grantees in Texas

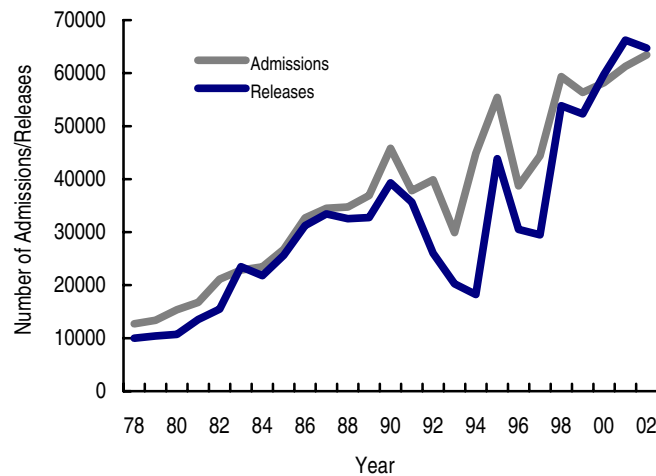
- Texas Department of Criminal Justice (TX DCJ)

Texas has one SVORI grantee focused on adults in Administrative Segregation (Ad Seg) returning to Harris, Bexar, Dallas, Nueces, Travis, and Tarrant counties (depicted in the map below). The grantee chose to target prisoners housed in Ad Seg (a non-punitive separation of offenders from the general population for the purpose of maintaining the safety and security of offenders, staff, and the institution) because these offenders were not eligible for the programs and services offered to other offenders prior to SVORI. The line chart below provides BJS statistics on adult prison admission and release trends in Texas over a 24-year period.

Texas SVORI Target Areas



Texas Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Texas Department of Criminal Justice

SVORI website	http://tdcj.state.tx.us/parole/parole-spcplpgms.htm
Data management system	A SVORI-specific MIS will be developed in conjunction with an existing offender information system for all offenders
Local evaluation planned	Yes, evaluator not selected
Program name	Texas SVORI Ad Seg Adults

TX DCJ

Texas SVORI Ad Seg Adults

TARGET POPULATION

Population type	Male adults
Number of targeted prisoners	101–150 (annually)
Inclusion criteria	Confined to Ad Seg for at least 1 year, within 12 months of release, must be returning to target communities, and Level 1 offenders (minimal behavioral problems)
Exclusion criteria	Those with special health (including psychiatric) problems
Pre-release facilities	Estelle Unit-Expansion Cellblock Facility
Post-release locations	Harris, Bexar, Dallas, Nueces, Travis, and Tarrant counties
Participation	Voluntary for mandatory supervision offenders; may be placed in program by Board of Pardons and Paroles vote
Legal release status	Offenders are under conditional supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Yes
Post-release reentry authority	TX DCJ
Number of phases	3

Phase 1: Pre-release

Duration: 6–8 months

Assessments: Criminogenic risk assessment; needs assessment

Components/services offered within phase:

- Individualized case management
- Development of a reentry plan for offenders
- Involvement of the community in the development of the reentry plan through the creation of a Community Advisory Network
- Commencing the first month of SVORI: offender participation, identification by the Reentry Coordinator of one stable family member and one faith-based community contact (if desired); in the fifth month of participation, one consistent mentor contact for each SVORI participant
- Coursework through PC-based equipment installed in each cell
- Specific targeted services include, as needed, gang renunciation, cognitive intervention, domestic violence intervention, family awareness, mentoring, employment/vocational skills training and development (job search and employment retention skills), substance abuse treatment, mental health counseling, medical services, education (literacy and GED), anger management, cultural diversity, and faith-based services

Coordination of services:

- Reentry Coordinators will coordinate services. In the last month of incarceration, the Resource Operations Manager will assist to ensure that immediate post-release needs are identified and resources are available.

Phase 2: Post-release Transition

Duration: Phases 2 and 3 combined last 12 months; the specific duration of Phase 2 varies

Assessments: Needs and risk assessments conducted on the day of release

Components/services offered within phase:

- Case management handled by the Parole Division District Resource Center (DRC)
- Continued development of the reentry plan
- Specific targeted services include, as needed, gang renunciation, life skills training, housing assistance, parenting skills training, domestic violence intervention, family awareness, mentoring, transportation, employment/vocational skills training and development (including job search and employment retention skills), substance abuse treatment, mental health counseling, medical services, education (literacy and GED), anger management, cultural diversity, and faith-based services

Coordination of services:

- Parole Division DRC

Phase 3: Post-release

Duration: 6 months

Assessments: LSI-R and/or C-RAS

Components/services offered within phase:

- Case management by DRC continues
- Continued reentry plan development, with an increased focus on cognitive intervention, family involvement, and support services
- Specific post-release services initiated in Phase 2 are continued, as needed

Coordination of services:

- Parole Division DRC

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Provision of specific services to Ad Seg offenders within the institution (no services available to this population before SVORI)
- Transition team that includes staff from within the institution and community agencies, who will be working with the SVORI participant before and after release
- Integrated case management, where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases
- Regular feedback mechanism among agencies to ensure that the collaboration is working
- Sharing of agency protocols regarding how service provision is working
- Use of video-conferencing while the SVORI participant is in prison to meet with community service providers or family
- Involvement of the community, through a Community Advisory Network, in the development of the reentry plan

Individual-level changes

- Development of a reentry plan for offenders, which includes the offender and family members as active participants in the reentry plan prior to release
- Ongoing risk/needs assessment throughout the reentry process
- Individualized case management services
- Promotion of accountability to the community through direct involvement of community members

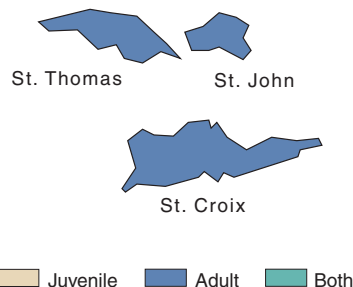
U.S. VIRGIN ISLANDS

SVORI Grantees in U.S. Virgin Islands

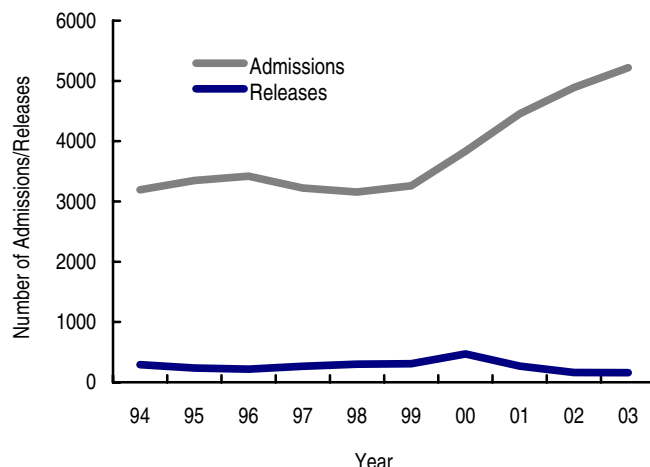
- Virgin Islands Bureau of Corrections (VI BC)

The U.S. Virgin Islands has one SVORI grantee focused on adults returning to St. Croix, St. Thomas, St. John, and Water Island District (depicted in the map below). The line chart below provides statistics from VI BC on adult prison admission and release trends in the U.S. Virgin Islands over a 10-year period.

Virgin Islands SVORI Target Areas



Virgin Islands Adult Prison Admissions and Releases, 1978–2002



Source: VI BC

SVORI Grantee: Virgin Islands Bureau of Corrections

SVORI website	None
Data management system	Working on developing an MIS
Local evaluation planned	Researchers from the University of Virgin Islands are conducting a local evaluation
Program name	Virgin Islands Reentry Initiative

VI BC	Virgin Islands Reentry Initiative
TARGET POPULATION	
Population type	Male and female adults
Number of targeted prisoners	101–150
Inclusion criteria	Ages 18–25 and incarcerated for at least 1 year or ages 26–35 and continuously incarcerated since the age of 18, history of committing violent acts, high likelihood of reoffense, history of mental illness, and continuing threat to victims and/or community
Exclusion criteria	Sex offenders and severely mentally ill offenders
Pre-release facilities	All State prisons
Post-release locations	St. Croix, St. Thomas, St. John, and Water Island District
Participation	Voluntary
Legal release status	Unknown

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Steering Committee
Post-release reentry authority	Independent parole board and the Probation Department
Number of phases	3

Phase 1: Institutionally Based Programs**Duration:** 10–12 months**Assessments:** Northpointe COMPAS Risk and Needs Assessments, HCR-20, SVR-20, Career Assessment Inventory, TABE, SASSI, BPRS, MCMI-III, MMPI-2**Components/services offered within phase:**

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, life skills training, anger management, faith-based services, and HIV/AIDS workshops

Coordination of services:

- Reentry Team consisting of program staff, reintegration specialist, contracted service providers, Bureau of Corrections staff, educators, and a workforce counselor

Phase 2: Community-Based Transition**Duration:** 13–24 months**Assessments:** Unknown**Components/services offered within phase:**

- Community restoration—all targeted offenders will be expected to complete some form of victim and/or community restoration
- Several programs to prepare the community for the offender's return, including Community Preparedness Forums, Community Preparedness Plans, Workforce Development Institute, and The Virgin Islands Bonding Program
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, life skills training, anger management, faith-based services, and mentoring

Coordination of services:

- Reentry Team

Phase 3: Stabilization**Duration:** Up to 12 months**Assessments:** Unknown**Components/services offered within phase:**

- Specific post-release services initiated in Phase 2 are continued.

Coordination of services:

- Unknown

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- A Reentry Team composed of community advocates and prison-based personnel to assist communities with conflicts arising from reintegration
- A Workforce Development Institute that will provide training modules to support volunteers, prison personnel, and families through the reentry process
- Community Preparedness Forums, that will address the needs of the victims and neighborhoods prior to the return of the offenders
- Community Development Plan, that will provide guidance to nonprofit, faith-based, and other government stakeholders on transitional jobs, difficulty in employing offenders, and other services as needed

Individual-level changes

- Services targeting the offender prior to release and in the community

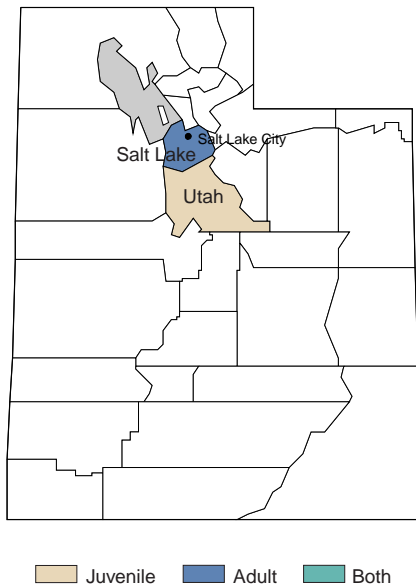
UTAH

Utah has two SVORI grantees: one focused on adults returning to Salt Lake County and one focused on juveniles returning to Utah County (depicted in the map below). The adult grantee targeted the Salt Lake City area in part because this area has the highest number of serious and violent parolees. The line chart below provides BJS statistics on adult prison admission and release trends in Utah over a 24-year period.

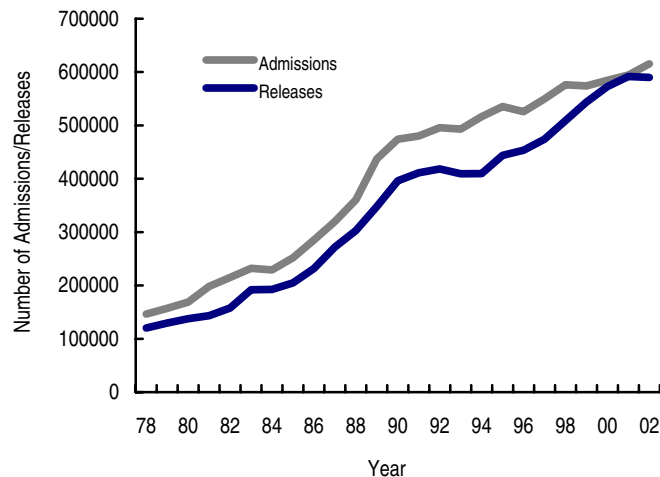
SVORI Grantees in Utah

- Utah Department of Corrections (UT DOC)
- Utah Division of Youth Corrections (UT DYC)

Utah SVORI Target Areas



Utah Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Utah Department Corrections

SVORI website	None
Data management system	O (operations) track and F (field) track is a model system that other States are considering replicating. A Microsoft Access database is used for SVORI participants.
Local evaluation planned	No
Program name	Reentry STEP Program

UT DOC

The Reentry STEP Program

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	51–100
Inclusion criteria	Prison classification Level 3 and up, parole date between 12 and 42 months, participation in/completion of prison residential therapeutic community program, desire to change, willingness to commit to program, deficiencies in two or more dynamic risk factors, and low risk of absconding
Exclusion criteria	Serious history of assaults that is assessed as putting other participants at an unreasonable risk for harm, current episode of incarceration is due to absconding, serious impairments to cognitive or intellectual functions, classification as a sex offender, and unwillingness to participate

Pre-release facilities	All State prisons
Post-release locations	Salt Lake County
Participation	Voluntary
Legal release status	All participants are parolees

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Management team includes grant employees, workforce services, Department of Education, and Division of Substance Abuse (i.e., “decision makers”)
Post-release reentry authority	Adult Probation and Parole
Number of phases	3

Phase 1

Duration: 5 months

Assessments: Pre-sentence Report, LSI, mental and physical health evaluations, ASI, TABE, and GATB

Components/services offered within phase:

- Provide case management and develop a reentry plan
- Provide mental health services, substance abuse treatment, and vocational training and support
- Assign mentors
- Orient new members
- Facilitate peer support and faith-based support groups
- Counsel clients and family members prior to release
- Offer accountability-based incentives and sanctions
- Perform random drug testing
- Encourage participation in life skills training such as anger management, victim impact, and personal finances

Coordination of services:

- A correctional rehabilitative specialist will provide case management and coordinate services

Phase 2

Duration: 12–24 months (steady employment for 1 year will be required for Client to move to Phase 3)

Assessments: Conduct ongoing assessments as needed

Components/services offered within phase:

- Provide case management and continue to develop the reentry plan
- Conduct monthly meetings with treatment team, client, and family
- Implement accountability-based incentives and sanctions, including “Step Bucks” and vouchers for items like bus passes, clothing, and phone cards
- Offer graduated levels of supervision
- Provide intensive vocational training and support, mental health and substance abuse treatment, and community-based life skills classes
- Utilize available low-income housing and housing assistance
- Encourage participation in faith-based/spiritual activities of client choice
- Require regular drug testing

Coordination of services:

- Adult Probation and Parole program coordinators

Phase 3

Duration: 12–24 months

Assessments: Ongoing as needed

Components/services offered within phase:

- Continue case management
- Continue offering incentives (as funding permits) and enforcing sanctions
- Track recidivism
- Encourage client independence
- Provide ongoing vocational support

Coordination of services:

- Adult Probation and Parole program coordinators

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Adult Probation and Parole is partnering with the State Office of Education and the Department of Workforce Services to improve vocational opportunities and outcomes
- Reentry program is recruiting solely out-of-prison Therapeutic Communities in order to offer the supportive environment conducive to pre-release training and preparation
- The Reentry STEP program is spurring improved communication and participation across agencies and disciplines

Individual-level changes

- Incentives like vouchers for bus passes and phone cards are offered in concert with the enforcement of sanctions
- Graduated levels of supervision are used to reward compliance with program goals
- Intensive vocational training and support are offered to improve job acquisition, performance, and maintenance

SVORI Grantee: Utah Division of Youth Corrections

SVORI website	None
Data management system	CARE System—not SVORI-specific but will be used to track SVORI participants
Local evaluation planned	No
Program name	Utah County Aftercare Program (UCAP)

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	101–150
Inclusion criteria	Unknown
Exclusion criteria	Unknown
Pre-release facilities	All secure facilities, but Utah County is the primary focus
Post-release locations	Utah County
Participation	Mandatory
Legal release status	Parolees are under the supervision of the Youth Parole Authority

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Yes
Post-release reentry authority	Youth Parole Authority
Number of phases	3

*Phase 1: Protect and Prepare***Duration:** 3–4 months

Assessments: PRA used to identify risks, areas of need, and assets across ten dimensions; psychological battery, including Suicide Probability Scale, Jesness Personality Inventory, WISC-III educational assessment, and the MMPI-A

Components/services offered within phase:

- Facilitate counseling groups to address issues such as drug and alcohol problems, social skills development, and transition support
- Provide intensive case management and transition planning
- Require participation in either educational or vocational training
- Offer participation in faith-based services from both within and outside the secure facility
- Provide mentors to play supportive roles in youths' lives
- Coordinate pre-release planning and service delivery through case management and input from a multidisciplinary treatment team

Coordination of services:

- UCAP staff will coordinate pre-release planning and service delivery through case management and input from a multidisciplinary treatment team

*Phase 2: Control and Restore***Duration:** 6 months**Assessments:** Reassess as needed**Components/services offered within phase:**

- Review and revise reentry plan
- Help offenders build new community supports
- Reinvolvement parents and other family members to identify processes for reunification or other alternatives
- Facilitate transition support groups twice weekly
- Assist youth in completing a pre-release checklist covering areas like employment, medical instructions, educational needs, and placement information
- Require a 90-day trial placement with the Youth Parole Authority
- Schedule and monitor home visits and overnight visits during trial placement
- Monitor school or job attendance
- Provide substance abuse and mental health counseling
- Implement a graduated system of sanctions, privileges, and responsibilities
- Offer medical care, including yearly exams, through Medicaid cards
- Conduct drug testing
- Employ electronic monitoring
- Facilitate participation in required community service and restitution activities

Coordination of services:

- UCAP staff will work with the Youth Parole Authority to coordinate placement and service delivery through case management and input from a multidisciplinary treatment team

*Phase 3: Responsibility and Productivity***Duration:** 18–24 months**Assessments:** Reassess as needed**Components/services offered within phase:**

- Continue to monitor youth's progress
- Visit youth on at least a monthly basis to check in and remind youth about the availability of support services
- Continue to facilitate access to medical care
- Meet as a multi-agency treatment team to evaluate progress, order necessary reassessments, and determine the need for additional supports

Coordination of services:

- UCAP staff will work with the Youth Parole Authority to coordinate placement and service delivery through case management and input from a multidisciplinary treatment team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased opportunities for communication and cooperation with the Youth Parole Authority
- New funding for day treatment services for newly released offenders
- Education of secure facility staff about the services available to youth in the community

Individual-level changes

- Increased access to transitional services
- Formation of supportive relationships between youth and UCAP staff to ease reentry process
- Graduated levels of privileges and sanctions, which are replacing more punitive systems

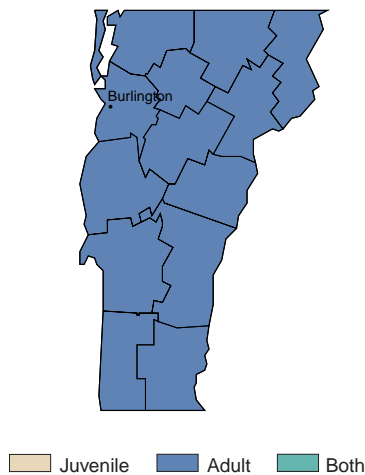
VERMONT

SVORI Grantees in Vermont

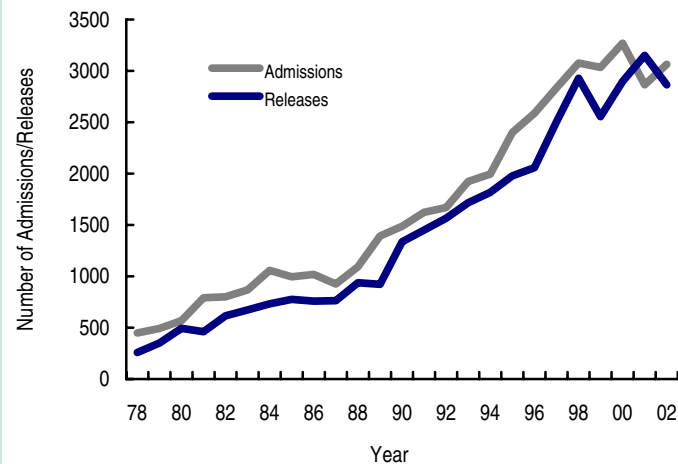
- Vermont Department of Corrections (VT DOC)

Vermont has one SVORI grantee focused on adults returning statewide (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Vermont over a 24-year period.

Vermont SVORI Target Areas



Vermont Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Vermont Department of Corrections

SVORI website	None
Data management system	VT DOC has an MIS that identifies SVORI participants
Local evaluation planned	VT DOC is conducting a process evaluation
Program name	Restorative Reentry

VT DOC

Restorative Reentry

TARGET POPULATION

Population type	Male and female adults and juveniles
Number of targeted prisoners	201+
Inclusion criteria	Serious crimes, high risk for reoffending, and +R47 minimum sentence 1 year
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Statewide
Participation	Voluntary
Legal release status	All participants are released on conditional supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Yes
Post-release reentry authority	VT DOC, Commissioner of Corrections
Number of phases	3

Phase 1: Institutionally Based Programs**Duration:** 12 months +**Assessments:** Risk: LSI-R, RRASOR, SARA, Static-99, VASOR, and VRAG; Needs: DAST, MAST, ASI, Hare PCL, and CSS_M**Components/services offered within phase:**

- Responsibility contracting through the Offender Responsibility Curriculum
- Developing Offender Responsibility Plan (ORP), a restorative process, with input from the offender, and family members, as well as from the victim
- Participating in restorative processes with the victim, coordinated by victim liaisons, toward the definition of the elements of the draft ORP, if requested by the victim
- Appointing Reentry Panels (Transition Team) that comprise trained community volunteers
- Assessing outcomes using the Process Evaluation Offender Outcomes
- Participating in needs-reducing programs such as sex offender treatment, violent offender treatment, intensive substance abuse treatment, and educational and vocational training
- Incorporating cognitive-behavioral components in treatment programs
- Allowing video-conferencing and visits while in prison to meet with community service providers or family
- Availability of services including health, criminogenic treatment, mental health services, and faith-based services

Coordination of services:

- Restorative Reentry Panel meets with each offender, develops the ORP, and works with the offender and community service providers to solicit input, assess progress, identify barriers, and define gaps in service and responsibility for reducing those barriers

Phase 2: Community-Based Transition**Duration:** 6 months**Assessments:** Reassessment to determine the levels of service needs in housing, employment, substance abuse, mental health, family integration, financial status, education, and training, as well as ongoing cognitive-behavioral treatment requirements to address criminogenic need**Components/services offered within phase:**

- Treatment of alcohol and other substance abuse problems, domestic violence services, mental health services, and criminogenic treatment services
- Access to community services such as training, education, employment assistance, housing, and counseling
- Outpatient substance abuse services provided through the ISAP (Intensive Substance Abuse Program) linked with in-patient (incarcerated) services, Cognitive Self Change programs, and Sex Offender programs
- If released on Conditional Reentry, offenders are required to address their ORP, focused on program needs, work, and community restitution
- Restorative Reentry Panel meets with the offender at 3-month intervals to assess progress
- Integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases

Coordination of services:

- Restorative Reentry Panel meets with the offender to assess progress and discuss readiness for pre-release furloughs

Phase 3: Community-Based Long-Term Support**Duration:** 12 months**Assessments:** Participants are reassessed for evaluation purposes at 12 months post-release**Components/services offered within phase:**

- Continuing support from Restorative Reentry Panel
- Reassess and subject to post-testing, for evaluation purposes, 12 months from release
- Parallel process for and with the victim using the Victim Safety Plan will be implemented as a joint endeavor by the VT DOC and Vermont Office of Crime Victims Services, as well as many local and statewide victim service organizations
- Ongoing monitoring by caseworker, treatment team, the Restorative Reentry Panel, community members, and the supervising officer
- Relapse Intervention in which the Restorative Reentry Panel may be reconvened to adjust treatment and intervention plans or to adjust offender responsibilities

Coordination of services:

- Partnerships at the community level with law enforcement, community board members, treatment providers, recovering community, corrections staff, and employers

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Increased involvement with partners
- Accelerated awareness to involve community (better integration)
- Recognition that evidence-based services are necessary

Individual-level changes

- Use of Offender Responsibility Plan and Restorative Reentry Panel
- Offender involvement with the community and government
- Tighter connection among identification of needs, service planning, and service delivery for each offender

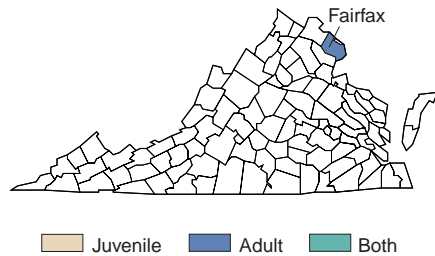
VIRGINIA

SVORI Grantees in Virginia

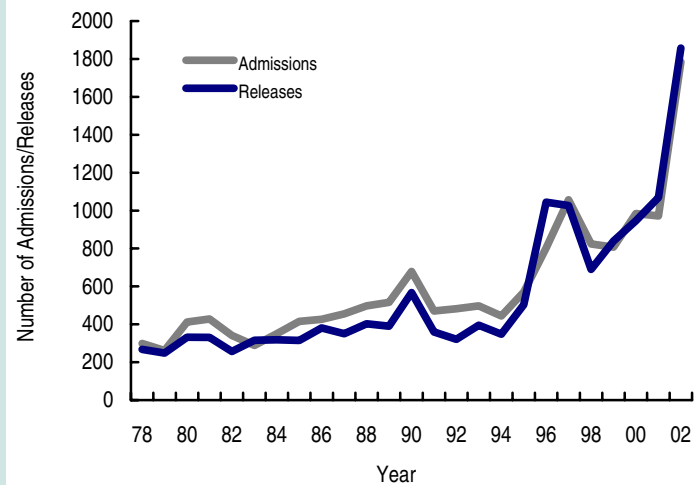
- Virginia Department of Corrections (VA DOC)

Virginia has one SVORI grantee focused on adults returning to Fairfax City/County (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Virginia over a 24-year period.

Virginia SVORI Target Areas



Virginia Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Virginia Department of Corrections

SVORI website	None
Data management system	VA DOC has a database that includes parole and probation
Local evaluation planned	No
Program name	Virginia Serious and Violent Offender Reentry Initiative (VASAVOR)—Going Home to Stay

VA DOC

VASAVOR—Going Home to Stay

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	151–200
Inclusion criteria	Age 18 or older and convicted of a violent offense
Exclusion criteria	Those with detainees
Pre-release facilities	All State prisons
Post-release locations	Fairfax City/County
Participation	Mandatory
Legal release status	All participants are under probation or parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Management Team
Post-release reentry authority	VA DOC
Number of phases	4

Phase 1: Institutionally Based Programs**Duration:** Variable**Assessments:** ASI, custody level scoring, TABE, vocational assessment, medical examination, and mental health evaluation**Components/services offered within phase:**

- Case management through Transition Team made up of case liaison, employment representative, mental health representative, and supervisory staff
- Gender-specific programming
- Specific targeted services include, as needed, substance abuse treatment, life skills training, employment programs, sex offender treatment (at specific institutions), counseling, mandated anger management, and mental health counseling (only available at institutions >6,000 inmates)

Coordination of services:

- Transition Team with monthly case counseling

Phase 1.5: Local Jail-Based Program**Duration:** Up to 45 days**Assessments:** Medical, mental health, and classification assessments**Components/services offered within phase:**

- Case management
- Development of reentry plan
- Mentoring
- Support classes for offender families
- Restorative justice
- Specific targeted services include, as needed, life skills training, employability training, vocational training, and education

Coordination of services:

- Transition Team

Phase 2: Community-Based Transition Programs**Duration:** Variable**Assessments:** Risk/Needs Assessment based on the Wisconsin Model is conducted by probation and parole officers**Components/services offered within phase:**

- Electronic Monitoring (Global Positioning Satellite)

- Case management through Transition Team
- Transitional housing
- Specific targeted services include, as needed, medical, mental health, and medication management; job training and placement; substance abuse counseling; dental care; education; parenting skills training; domestic violence counseling; sex offender treatment; life skills training; faith-based services; and anger management

Coordination of services:

- Transition Team

Phase 3: Community-Based Long-Term Support**Duration:** Variable**Assessments:** Risk/needs are periodically reassessed**Components/services offered within phase:**

- Case management through Transition Team
- Referrals to ongoing services

Coordination of services:

- Transition Team

CHANGES AS A RESULT OF SVORI FUNDING

System-level changes

- Increased use of electronic monitoring
- Increased involvement of community and public service providers
- Integrated providers for more intensive management

Individual-level changes

- Increased ongoing case management
- Transferred to Fairfax County jail 45 days prior to release for SVORI-specific case management and classes
- Funded up to \$3,000 per offender for job training
- Developed release plan before release
- Avoided long waiting lists for services
- Funded for mental health services
- Provided rent subsidies

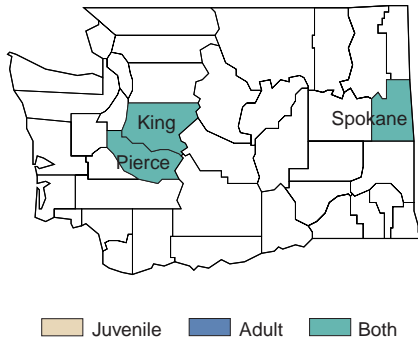
WASHINGTON

SVORI Grantees in Washington

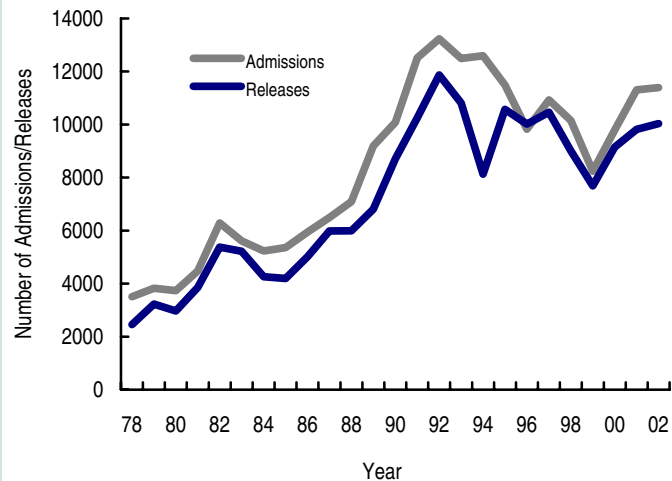
- Washington State Department of Corrections (WA DOC)

Washington has one SVORI grantee focused on adult and juvenile offenders returning to King, Pierce, and Spokane counties (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in Washington over a 24-year period.

Washington SVORI Target Areas



Washington Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Washington State Department of Corrections

SVORI website	http://www.goinghomewashington.net/
Data management system	WA DOC has an MIS that identifies SVORI participants
Local evaluation planned	The WA Institute for Public Policy is conducting a local evaluation
Program name	Washington “Going Home”

WA DOC

Washington “Going Home”

TARGET POPULATION

Population type	Male and female adults and juveniles
Number of targeted prisoners	201+
Inclusion criteria	Under age 35 prior to release; Adults—“High five”: (1) high-risk (LSI 41+ or at least one violent conviction), (2) high-needs (disabled or other health problems), (3) sex offenders, (4) dangerously mentally ill offenders, or (5) imminent risk or threat; Juveniles—slated for intensive parole
Exclusion criteria	None
Pre-release facilities	Statewide adult prison and juvenile detention facilities
Post-release locations	The three counties with the highest number of releases: King, Pierce, and Spokane
Participation	Mandatory
Legal release status	Most enrollees are released under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Statewide Reentry Team
Post-release reentry authority	No specific reentry authority
Number of phases	3

Phase 1: Reentry Planning**Duration:** At least 9 months**Assessments:** Adults: LSI-R; Juveniles: Initial Security Classification Assessment**Components/services offered within phase:**

- Transition planning team is formed
- The prisoner, family members, and any victims are included as active participants in the creation and development of the reentry plan prior to release
- A mentor is recruited from the prisoner's home community
- Treatment plans and release plans are tailored to the individual risk and/or needs of the prisoner
- A community readiness team is formed to work with and support the released prisoner throughout all three phases
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, employment skills/vocational training, education, housing assistance, parenting skills, life skills training, anger management, faith-based services, victim awareness training, mentoring, and sexual deviancy treatment

Coordination of services:

- Institutional Risk Management Specialist to coordinate services
- Institutional Transition Planning Team
- Videoconferencing to facilitate communication with the mentor and other community members
- Shared agency protocols regarding how service provision is approached

Phase 2: Supervision**Duration:** 1 year**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Community readiness team continues to work with released prisoners
- Mentor continues to work with released prisoners
- Community Risk Management Specialist works intensively with each released prisoner during the first 3 months of supervision
- Released prisoners under parole supervision work with a Community Corrections Officer (or Juvenile Rehabilitation Intensive Parole Counselor)
- Specific services begun in prison are continued as needed
- Includes community restoration activities

Coordination of services:

- County reentry team coordinates system issues
- Community Advisor (one per county) coordinates service availability

Phase 3: Post-Supervision**Duration:** At least 1 year**Assessments:** No specific assessments are used in this phase**Components/services offered within phase:**

- Community readiness team (now under the direction of the mentor) continues to work with and support the released prisoner
- Continued encouragement to utilize available services as needed

Coordination of services:

- County reentry team coordinates system issues
- Community Advisor (one per county) coordinates service availability

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Use of multi-level teams (statewide, system-level, and prisoner-specific)
- Intensive community marketing
- Development of a “Reentry Academy” to provide training
- Implementation and use of videoconferencing to communicate within and across organizations and to connect the prisoner to community members prior to release
- Change in institutional culture to emphasize the positive over the negative

Individual-level changes

- Focus on reentry and transition to the community at entry to prison
- Community preparation for the prisoner’s return before release
- New reentry curriculum
- Prisoner-specific teams
- Assignment of mentor from the prisoner’s home community
- Intensive monitoring and support during the first 3 months of reentry
- Continued post-supervision activities

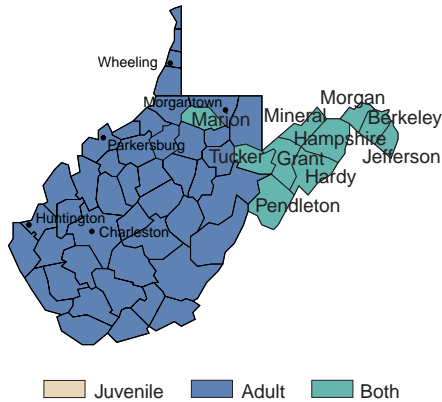
WEST VIRGINIA

West Virginia has two SVORI grantees: one focused on adults returning statewide and one focused on juveniles returning to ten designated counties (depicted in the map below). The line chart below provides BJS statistics on adult prison admission and release trends in West Virginia over a 24-year period.

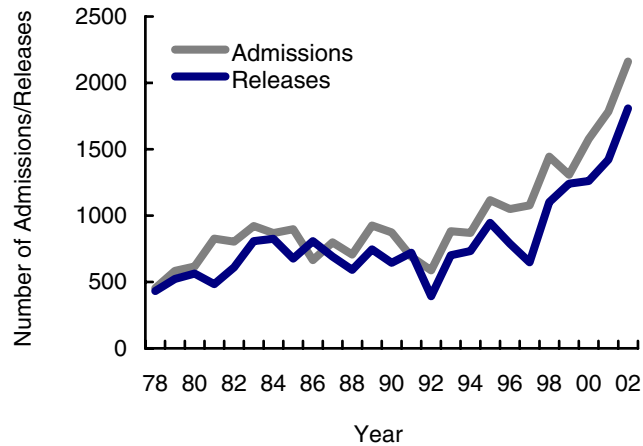
SVORI Grantees in West Virginia

- West Virginia Division of Corrections (WV DOC)
- West Virginia Division of Juvenile Services (WV DJS)

West Virginia SVORI Target Areas



West Virginia Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: West Virginia Division of Corrections

SVORI website	None
Data management system	Other MIS that identifies SVORI participants
Local evaluation planned	An independent local evaluation is being conducted
Program name	West Virginia Offender Reentry Initiative

WV DOC

West Virginia Offender Reentry Initiative

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Felony-convicted offenders (parolees and incarcerated populations) deemed moderate to high risk based on criteria identified by the LSI-R
Exclusion criteria	None
Pre-release facilities	All State prisons
Post-release locations	Statewide
Participation	Mandatory
Legal release status	The majority will parole; offenders discharging their sentences will receive aftercare planning services, but will not receive follow-up and supervision by WV DOC

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Program-level steering committee
Post-release reentry authority	WV DOC
Number of phases	3

Phase 1: Making a Plan

Duration: Entire span of incarceration

Assessments: LSI-R, MnSOST-R, RRASOR, WRAT III, MMPI-2, Beta III, VRAG

Components/services offered within phase:

- Orientation program
- Offender participation in the development, regular review, and completion of an Individual Program and Reentry Plan
- Initiation of communication among case manager, parole officer, and community resources to establish links with the community
- Medical/mental health advocacy referral
- Specific targeted services include, as needed, substance abuse treatment, medical services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, sex offender treatment, and crime victim awareness

Coordination of services:

- Case manager

Phase 2: Coming Home

Duration: 6 months prior to parole/discharge through 1 month post-discharge

Assessments: LSI-R

Components/services offered within phase:

- Focus on family, relationships, employment, faith-based organizations, and residential planning, as well as substance abuse support, mental health assistance, and medical and public health issues
- Multimedia videoconferencing systems for distance learning, parole hearings, and victim mediation
- Continuation of reentry planning as in Phase 1, with input from offender
- Involvement of community service providers
- Specific targeted services include, as needed, education, parenting skills training, domestic violence prevention

and intervention, life skills training, anger management, faith-based services, sex offender treatment, and crime victim awareness

Coordination of services:

- Jointly coordinated between Case Manager and Parole Officer

Phase 3: Staying Home

Duration: 11–12 months

Assessments: LSI-R

Components/services offered within phase:

- Linking of institutional and community groups to provide a continuum of case management and supervision
- Focus on family, relationships, employment, faith-based organizations, residential planning, substance abuse support, mental health assistance, and medical and public health issues
- Philosophy of Zero Tolerance for criminal violations of parole

Coordination of services:

- Parole Officer

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Reorganization of case management system to include prescriptive, or “targeted,” case management techniques
- Training for Case Managers, Counselors, and Parole Officers in the new system of prescriptive case management and the administration of the LSI-R
- Implementation of a validated risk and needs assessment instrument (LSI-R)
- Integrated case management system that requires joint management of a case load for a 7-month period of time during transition between the institutional case manager and the community-based parole officer

Individual-level changes

- Integrated case management where representatives from multiple community service providers and/or corrections/supervision agencies meet to discuss and work on particular cases
- Specific case manager from a community-based organization who brokers services from appropriate agencies for offenders post-release

SVORI Grantee: West Virginia Division of Juvenile Services

SVORI website	None
Data management system	SVORI-specific MIS
Local evaluation planned	Seeking evaluation assistance from local college Criminal Justice and/or Research Departments
Program name	Re-entry Court Program (RCP)

WV DJS

Reentry Court Program

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	201+
Inclusion criteria	Ages 14–21; 6+ months of secure confinement; must be assessed by the Y-LSI or CAFAS to be at high risk to reoffend upon release; will be placed on probation upon release; and court-ordered by a Circuit Court Judge for review and assessment for RCP participation
Exclusion criteria	Will not be placed on probation upon release; will not be returning to an RCP site county; will not be considered at high risk to reoffend upon release
Pre-release facilities	WV DJS correctional facilities; DHHR placement into in-state and out-of-state residential treatment centers
Post-release locations	Ten designated reentry court counties: Grant, Tucker, Mineral, Berkeley, Morgan, Jefferson, Hampshire, Hardy, Pendleton, and Marion
Participation	Mandatory
Legal release status	All participants are on juvenile probation

PROGRAM ORGANIZATION AND SERVICES

Steering committee	In development; will be organized after all Community Advisory Boards are organized in RCP site counties
Post-release reentry authority	Judicial branch (circuit court judge)
Number of phases	3

Phase 1: Institutional Phase

Duration: Entire incarceration period

Assessments: DJS tools include the Y-LSI, psychological substance abuse assessment, and early home visit with family. DHHR tools include the CAFAS, psychological assessment, substance abuse assessment, and an early home visit. Sex offender assessments are used as needed.

Components/services offered within phase:

- Intensive case management work by Community Resource Coordinator (CRC) assigned to participant; CRCs are institutional and community-based reentry case managers who work with offenders, families, transition teams, and key community service providers
- Individual Reentry Plan (IRP) development by CRC; IRP is incorporated into the offender's regular treatment plan during commitment and remains in place throughout the reentry process

- Monthly CRC visits with offenders (more often as needed); pre-release visit with offender's family

- Periodic reviews and updates to the reentry plan by the transition team (institutional staff and community members)

Coordination of services:

- CRC begins to contact appropriate community service providers that could help meet the offender's specific reentry needs

Phase 2: Transition Phase

Duration: 2 months prior to release through 6 months following release

Assessments: Y-LSI

Components/services offered within phase:

- Monthly reviews of the IRP goals by CRC with offender prior to release; reentry goals modified as needed
- Intensive case management pre-release by CRC; includes second pre-release family visit
- Participation in pre-release process, including day visits to targeted community resources and attendance at release hearing
- Monthly reviews of IRP with CRC, offender, and family members following release; reentry goals modified as needed
- Monthly court progress review hearings (includes Circuit Court Juvenile Judge, CRC, Juvenile Probation Officer, Prosecuting Attorney, Defense Attorney, family, and other service providers)
- Intensive case management post-release by CRC; includes frequent home and school visits with offender and monitoring through contacts with employers, schools, therapists, and juvenile probation officers to ensure compliance with IRP goals
- Direct assistance to family from CRC (e.g., arranging appointments, completing forms, arranging linkages to assistance agencies)

- Use of graduated sanctions and rewards at monthly court progress hearings to help keep offender on track with reentry goals and recognize achievements

Coordination of services:

- CRC will “back in” community service providers prior to offender’s release when possible; CRC will link offender to targeted community service providers through day visits in community prior to release so immediate delivery of service can begin upon release
- RCP Project Director and CRC work closely with judges, juvenile probation officers, attorneys, families, offenders, and key community service providers to help meet reentry needs of released offenders

Phase 3: Community Phase (Sustain Support)

Duration: 4–12 months following release

Assessments: No specific assessments administered in this phase

Components/services offered within phase:

- Monthly reviews of the IRP goals by CRC with offender and family members; reentry goals modified as needed
- Continued weekly home and school visits by the CRC according to level of need and risk; frequency of home and school visits is gradually reduced based on progress of IRP goals

- Continued family and offender assistance
- Monthly court progress review hearings
- Continued use of graduated sanctions and rewards
- Offenders graduate from RCP when the Circuit Court Judge determines that they have consistently maintained stability at home, at work, at school, and within the community; offenders are expelled from RCP if taken off probation, if probation is revoked, or if they commit a new offense

Coordination of services:

- RCP Project Director organizes Community Advisory Boards whose members are key community leaders directly involved with and/or can leverage services for young offenders returning to the community; discussions include barriers and solutions, existing and needed resources, and funding possibilities; CRC attends meetings
- RCP Project Director and CRC continue to work closely with judges, juvenile probation officers, attorneys, Workforce Investment Board and Youth Councils, Social Security Administration, and key community service providers to help meet the reentry needs of the offender and his/her family

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Creation of a fully funded program
- Additional trainings, more office space, and housing start-up costs
- Leveraging for the 18–21 population

Individual-level changes

- Inclusion of all juveniles in state in reentry program since DHHR has been added

WISCONSIN

SVORI Grantees in Wisconsin

- Wisconsin Department of Corrections (WI DOC)

Wisconsin has one SVORI grantee focused on juveniles returning to Brown and Milwaukee counties (depicted in the map below). During 2001–2002, a task force from the Division of Juvenile Corrections (DJC) determined that youth in the Serious Juvenile Offender Program (SJOP) presented the highest level of challenge and risk to the

Wisconsin SVORI Target Areas



community. In order for youth to be placed in SJOP, their offenses must qualify under the SJOP statute, and they must present a significant risk to the community if not placed in a secure facility. SJOP youth remain in juvenile correctional institutions longer than other juvenile offenders do (and they also remain under community supervision longer); longer periods of incarceration afford greater opportunities to provide comprehensive services and to prepare youth for reentry. The Going Home project will also consider serious and violent juvenile offenders who were adjudicated for an offense included in the SJOP statute but who were not placed in SJOP, and other youth with serious offense histories at high risk of reoffending.

SVORI Grantee: Wisconsin Department of Corrections

SVORI website	http://www.wi-doc.com/going_home.htm
Data management system	Juvenile Justice Information System
Local evaluation planned	Yes
Program name	Wisconsin Going Home

WI DOC

Going Home

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Ages 14–25; SJOP offenders; those who have committed violent offenses (1st and 2nd degree intentional homicide, 1st degree reckless homicide, 1st degree sexual assault, kidnapping, arson, armed burglary, and robbery); and history of 2 or more adjudications (not required, but favored)
Exclusion criteria	None
Pre-release facilities	All State secured juvenile correctional facilities
Post-release locations	Brown and Milwaukee counties
Participation	Voluntary
Legal release status	Most participants are transferred to an institution-without-walls status known as “Type 2 secured” correctional facility (i.e., not released or paroled, but transferred to community while retaining institution status)

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Wisconsin Going Home Steering Committee
Post-release reentry authority	Office of Juvenile Offender Review
Number of phases	3

Phase 1: Institutional

Duration: 6 months minimum (generally 15–20 months)

Assessments: Wisconsin Juvenile Aftercare Risk Assessment, Wisconsin Delinquency Youth Assessment, and Wisconsin Delinquency Family Assessment

Components/services offered within phase:

- Life Work Education (LWE) integrates age-appropriate career development competencies and assists the student in relating those skills to the working world
- Juvenile Cognitive Interventions Program (JCIP), a cognitive restructuring program designed to help youth build cognitive skills
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, and a serious sex offender program
- Reentry Case Manager (RCM) and the Transition Team, consists of the youth,

parent/guardian, treatment social worker, reintegration social worker, teacher, field agent, and other persons and agencies central to the youth's reentry plan

Coordination of services:

- RCM will work with family to identify the academic and employment needs of parents and siblings

Phase 2: Transition

Duration: 4 months minimum

Assessments: Wisconsin Juvenile Aftercare Risk Assessment, Wisconsin Delinquency Youth Assessment, and Wisconsin Delinquency Family Assessment

Components/services offered within phase:

- Workforce development program to provide youth who meet the out-of-school definition an opportunity to transition workforce development and education programming from the institution to the community
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, LWE, JCIP, employment skills/vocational training, education, crisis stabilization, mentoring, and housing assistance

Coordination of services:

- RCM and the Transition Team

Phase 3: Stabilization

Duration: 6 months minimum (may be up to 24 months)

Assessments: Youth Risk Reassessment

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, and sex offender treatment

Coordination of services:

- RCM and the Transition Team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- WI DOC's Division of Juvenile Corrections (DJC) will compare and contrast the implementation of the Going Home project in the two settings (Milwaukee and Brown counties), which have differing demographics, to evaluate its effectiveness across settings
- DJC will build effective aspects of the Going Home model to serve its overall institution and field operations as appropriate

Individual-level changes

- Needs assessment conducted prior to release to assist in development of reentry plan
- Transition Team used in the facility and in the community to work with specific offenders
- Community service partners come into the institution and meet with the offenders
- Representatives from multiple agencies meet to discuss specific cases

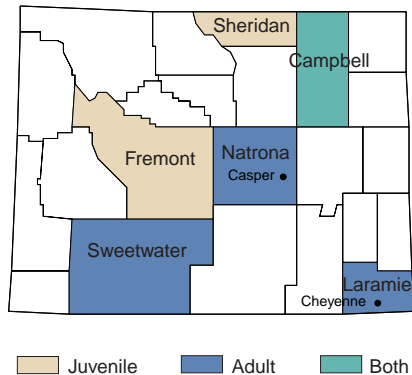
WYOMING

SVORI Grantees in Wyoming

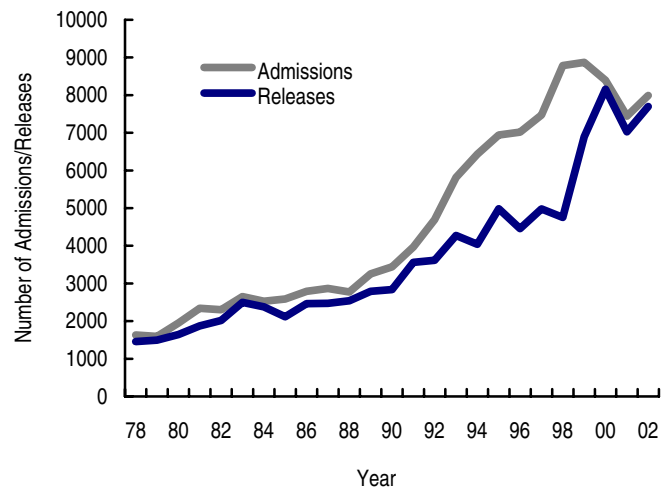
- Wyoming Department of Corrections (WY DOC)

Wyoming has one SVORI grantee with two administratively distinct reentry programs. One program targets adult offenders returning to Campbell, Laramie, Natrona, and Sweetwater counties (depicted in the map below), and the other targets juvenile offenders returning to Campbell, Fremont, and Sheridan counties (also shown). The line chart below provides BJS statistics on adult prison admission and release trends in Wyoming over a 24-year period.

Wyoming SVORI Target Areas



Wyoming Adult Prison Admissions and Releases, 1978–2002



Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

SVORI Grantee: Wyoming Department of Corrections

SVORI website	None
Data management system	Using a SVORI-specific MIS
Local evaluation planned	The WY Statistical Analysis Center is conducting local evaluations
Program names	Wyoming Reentry Program for Adults Wyoming Reentry Program for Juveniles

WY DOC: PROGRAM 1

Reentry Program for Adults

TARGET POPULATION

Population type	Male and female adults
Number of targeted prisoners	51–100
Inclusion criteria	Ages 18–35, violent criminal history, and high risk of recidivism
Exclusion criteria	Offenders who, as a result of forensic assessment, are considered to present an undue risk to the community
Pre-release facilities	Wyoming State Penitentiary (Rawlins) and Wyoming Women's Center (Lusk)
Post-release locations	Campbell, Laramie, Natrona, and Sweetwater counties
Participation	Voluntary
Legal release status	Participants are under parole supervision

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Program Steering Committee—State-level coordinating team
Post-release reentry authority	Wyoming Board of Parole
Number of phases	3

Phase 1**Duration:** 10–12 months

Assessments: LSI-R, ASI, TABE, ONET Assessment Inventories, and if indicated the MMPI, PCL-R, HCR-20, SVR-20, VRAG, and SORAG

Components/services offered within phase:

- Offenders are assigned to a Community Reentry Case Manager who is responsible for facilitating assessment and case planning
- Offenders are assigned to a caseworker at the Wyoming Department of Workforce Services who will assess their skills and provide community, economic, and workforce outlook information and an overview of the workforce programs and services available in the community where the offender intends to return (including information on the Temporary Assistance for Needy Families (TANF) program)
- Offenders are provided with information on I-9 forms, the Federal Bonding Program, the Work Opportunity Tax Credit, and Welfare-to-Work programs
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, cognitive behavior program, and faith-based services

Coordination of services:

- Reentry Team

Phase 2**Duration:** 10–12 months

Assessments: LSI-R, ASI, COMPAS (expected), and any other clinically relevant mental health or substance abuse assessments

Components/services offered within phase:

- Ongoing assessment and, case management is provided by the offenders Community Reentry Case Manager
- Services initiated in Phase 1 are continued
- Job development activities, such as presentations, job search tools, and Labor Exchange, are intensified through services provided at One-Stop Centers
- Support is provided in accessing Food Stamps, TANF, and vocational rehabilitation services

Coordination of services:

- Intensive Supervision Program Agent or Parole Agent and the Community Reentry Case Manager

Phase 3**Duration:** 9–12 months

Assessments: LSI-R, ASI, COMPAS (anticipated), and other mental health and substance abuse assessments as clinically indicated

Components/services offered within phase:

- Services initiated in earlier phases are continued as needed

Coordination of services:

- Community Reentry Case Manager remains involved; however, the Community Transition Team takes a more active role

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Regular feedback mechanism among agencies to ensure that the collaboration is working
- Task force of agencies to set guidelines for supervision of offenders returning to the community
- Community Transition Team that meets with offenders post-release as part of the supervision process
- Specific case manager from a community-based organization who brokers post-release services
- Permission for community service providers to come into the institution to meet with offenders

Individual-level changes

- Involvement of offenders' families in reentry planning
- Use of needs and risk assessments to develop a reentry plan
- Use of a transition team that includes staff from within the institution and from community agencies
- Provision of a core curriculum to offenders prior to release

TARGET POPULATION

Population type	Male and female juveniles
Number of targeted prisoners	51–100
Inclusion criteria	Ages 14–17 serious and violent offenders
Exclusion criteria	Juveniles who have not been placed at the Wyoming Boys' School and Wyoming Girls' School and/or have been assessed to be low risk
Pre-release facilities	Wyoming Boys' School (Worland) and Wyoming Girls' School (Sheridan)
Post-release locations	Campbell, Fremont, and Sheridan counties
Participation	Voluntary
Legal release status	Most are under the probation supervision of the Wyoming Department of Family Services

PROGRAM ORGANIZATION AND SERVICES

Steering committee	Reentry Program Steering Committee—State-level coordinating team
Post-release reentry authority	Juvenile Court judges
Number of phases	3

Phase 1: Institutionally Based Programs

Duration: 10–12 months

Assessments: YFS risk and needs assessment, Woodcock-Johnson Educational Achievement Test Battery, and California Achievement Test/5

Components/services offered within phase:

- Individualized education plan based on assessments that are provided to instructors to determine educational tracks
- Mentoring program matching offenders with individuals in occupational fields of interest and arranging for employment either on institutional groups or in the community
- Cultural competency/diversity needs of offender incorporated into the plan
- Specific services include, as needed, substance abuse treatment, mental health counseling, medical services, dental services, employment skills/vocational training, education, housing assistance, parenting skills training, domestic

violence prevention and intervention, life skills training, anger management, faith-based services, and community service

Coordination of services:

- Aftercare case manager

Phase 2: Community-Based Transition

Duration: 9–12 months

Assessments: YFS risk and needs assessment

Components/services offered within phase:

- Cultural competency/diversity needs of offender are addressed in the plan, including establishing appropriate services
- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, and community service

Coordination of services:

- Probation officer and aftercare team

Phase 3: Community-Based Long-Term Support

Duration: 10–12 months

Assessments: YFS risk and needs assessment

Components/services offered within phase:

- Specific targeted services include, as needed, substance abuse treatment, mental health counseling, employment skills/vocational training, education, housing assistance, parenting skills training, domestic violence prevention and intervention, life skills training, anger management, faith-based services, and community service

Coordination of services:

- Probation officer and aftercare team

CHANGES EXPECTED AS A RESULT OF SVORI FUNDING

System-level changes

- Collaboration among State agencies
- Risk assessment training
- Emphasis on cultural competency of offenders and their families

Individual-level changes

- Incorporation of community service and restitution
- Assignment of community mentors in areas of occupational interest to the offender
- Involvement of offender family members in reentry planning and implementation

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Exhibit A-1. SVORI Grantees

State	Grantee(s)	Target Population	Funded Amount	Date 10% Funding Released	Date Full Funding Released
Alabama	Alabama Department of Youth Services	Juveniles	\$974,006	11/22/02	
	Alabama Department of Economic and Community Affairs	Adults	\$1,006,075		
Alaska	Alaska Department of Corrections	Adults	\$1,407,000	11/29/02	3/3/04
	Alaska Department of Health and Social Services	Juveniles	\$593,000	11/29/03	4/21/03
Arizona	Arizona Department of Juvenile Corrections	Juveniles	\$2,000,000	12/3/02	3/13/03
Arkansas	Arkansas Department of Community Correction	Combination	\$2,000,000	12/2/02	12/29/03
California	City of Oakland Combination	Combination	\$1,988,531		3/19/04
	Department of Corrections	Adults	\$1,000,000	11/25/02	3/5/03
Colorado	Colorado Department of Corrections	Combination	\$2,000,000	11/25/02	3/19/04
Connecticut	Connecticut Department of Mental Health and Addiction Services	Adults	\$1,993,496	11/29/02	12/19/03
Delaware	Delaware Health and Social Services	Adults	\$1,999,997		
District of Columbia	District of Columbia Justice Grant Administration	Adults	\$1,000,000	11/25/02	3/30/04
Florida	Florida Department of Corrections	Adults	\$1,000,000	11/25/02	1/2/04
	Florida Department of Juvenile Justice	Juveniles	\$1,000,000	9/25/02	2/26/03
Georgia	Georgia Criminal Justice Coordinating Council	Combination	\$2,000,000	1/22/02	1/21/04
Hawaii	Hawaii Department of Public Safety	Adults	\$2,000,000	11/27/02	
Idaho	Idaho Department of Correction	Combination	\$2,000,000	12/6/02	4/25/03
Illinois	Illinois Department of Corrections	Combination	\$2,000,000	11/29/02	12/11/03
Indiana	Indiana Department of Corrections	Combination	\$2,000,000		
Iowa	Iowa Department of Corrections	Adults	\$2,000,000	12/6/02	
Kansas	Kansas Department of Corrections	Adults	\$1,000,000	11/27/02	
	Kansas Juvenile Justice Authority	Juveniles	\$1,000,000	12/17/02	8/19/03
Kentucky	Kentucky Department of Juvenile Justice	Juveniles	\$1,411,899	11/27/02	10/14/03
Louisiana	Louisiana Department of Public Safety and Corrections Services	Combination	\$2,000,000	11/22/02	11/22/03
Maine	Maine Department of Corrections	Combination	\$1,999,936	11/22/02	
Maryland	Maryland Department of Public Safety and Correctional Services	Combinations	\$2,000,000	11/22/02	4/14/04
Massachusetts	Massachusetts Department of Youth Services	Juveniles	\$999,668	7/7/03	1/22/04
	Massachusetts Department of Correction	Adults	\$1,000,077	11/25/02	1/29/04
Michigan	Michigan Family Independence Agency	Juveniles	\$1,000,000	11/27/02	11/17/03
	Michigan Department of Corrections	Adults	\$1,000,000	11/22/02	4/23/04
Minnesota	Minnesota Department of Corrections	Combination	\$2,000,000	11/22/02	
Mississippi	Mississippi Department of Corrections	Combination	\$2,000,000	11/25/02	3/18/03
Missouri	Missouri Department of Social Services	Juveniles	\$700,688		6/5/03
	Missouri Department of Corrections	Adults	\$1,296,044	11/25/02	1/5/04
Montana	Montana Department of Corrections	Juveniles	\$2,000,000		3/6/03

Exhibit A-1. SVORI Grantees (continued)

State	Grantee(s)	Target Population	Funded Amount	Date 10% Funding Released	Date Full Funding Released
Nebraska	Nebraska Department of Correctional Services	Adults	\$2,070,000		
Nevada	Nevada Department of Human Resources	Juvenile	\$520,977	12/17/02	3/19/04
	Nevada Department of Corrections	Combination	\$1,479,007	11/25/02	11/21/03
New Hampshire	New Hampshire Department of Corrections	Adults	\$1,999,923		
New Jersey	New Jersey State Parole Board	Combination	\$1,999,465		
New Mexico	New Mexico Corrections Department	Adults	\$1,999,996	11/25/02	11/17/03
New York	New York Department of Correctional Services	Adults	\$999,183	11/27/02	
	New York State Office of Children and Family Services	Juveniles	\$1,000,189	12/17/02	5/15/03
North Carolina	North Carolina Department of Correction	Adults	\$1,300,000	11/22/02	1/21/04
	North Carolina Department of Juvenile Justice and Delinquency Prevention	Juveniles	\$700,000		11/21/03
North Dakota	North Dakota Department of Corrections and Rehabilitation, Division of Field Services	Adults	\$314,243	12/17/02	2/14/03
	North Dakota Department of Corrections and Rehabilitation, Division of Juvenile Services	Juveniles	\$785,779	11/25/02	
Ohio	Ohio Department of Rehabilitation and Correction	Adults	\$1,998,014	11/25/02	12/4/03
Oklahoma	Oklahoma Department of Corrections	Adults	\$1,000,608		
	Oklahoma Office of Juvenile Affairs	Juveniles	\$997,370	11/27/02	4/23/03
Oregon	Oregon Department of Corrections	Combination	\$2,000,000		
Pennsylvania	Pennsylvania Department of Corrections	Adults	\$1,990,990	11/22/02	11/21/03
Rhode Island	Rhode Island Department of Corrections	Combination	\$1,907,014		
South Carolina	South Carolina Department of Juvenile Justice	Juveniles	\$999,989	11/25/02	2/14/03
	South Carolina Department of Corrections	Adults	\$1,000,002		
South Dakota	South Dakota Department of Corrections	Juveniles	\$1,999,705	11/17/02	4/22/03
Tennessee	Tennessee Department of Corrections	Adults	\$1,064,000	11/22/03	
	Tennessee Department of Children Services	Juveniles	\$936,000	3/12/03	8/25/03
Texas	Texas Department of Criminal Justice	Adults	\$1,940,963	11/25/02	
U.S. Virgin Islands	Virgin Islands Bureau of Corrections	Adults	\$1,000,000	11/25/02	
Utah	Utah Department of Human Services	Juveniles	\$1,000,000	12/6/02	4/17/03
	Utah Department of Corrections	Adults	\$1,000,000		
Vermont	Vermont Department of Corrections	Combination	\$2,000,000	11/25/02	
Virginia	Virginia Department of Corrections	Adults	\$1,999,971	11/29/02	5/5/04
Washington	Washington State Department of Corrections	Combination	\$2,000,000	11/25/02	
West Virginia	West Virginia Division of Corrections	Adults	\$1,000,288	11/25/02	
	West Virginia Division of Juvenile Services	Juveniles	\$998,753	11/25/02	8/8/03
Wisconsin	Wisconsin Department of Corrections	Juveniles	\$2,000,000	3/4/03	6/10/03
Wyoming	Wyoming Department of Corrections	Combination	\$1,833,842	11/22/02	

Exhibit A-2. SVORI Programs

State	Grantee	Program
Alabama	Alabama Department of Economic and Community Affairs	Adult Females
	Alabama Department of Youth Services	Going Home to Mobile
Alaska	Alaska Department of Health and Social Services	Alaska Youth Reentry Initiative
	Alaska Department of Corrections	Alaska Adult "Going Home"
Arizona	Arizona Department of Juvenile Corrections	Arizona Department of Juvenile Corrections Re-entry Initiative
Arkansas	Arkansas Department of Community Correction	Arkansas Juvenile
		Arkansas Adult
California	City of Oakland	Project Choice
	California Department of Corrections	Going Home Los Angeles (GHLA)
Colorado	Colorado Department of Corrections	Colorado Reentry Court for the Seriously Mentally Ill
		Colorado Affirms Reentry Efforts (CARE)—Adults
		Colorado Affirms Reentry Efforts (CARE)—Youthful Offender System
		Colorado Affirms Reentry Efforts (CARE)—Juenile
Connecticut	Connecticut Department of Mental Health and Addiction Services	Connecticut Offender Reentry Program
Delaware	Delaware Health and Social Services	Delaware Offender Reentry Project
District of Columbia	District of Columbia Justice Grant Administration	District of Columbia Offender Reentry
Florida	Florida Department of Juvenile Justice	Going Home
	Florida Department of Corrections	The Serious and Violent Reentry Initiative
Georgia	Georgia Criminal Justice Coordinating Council	Georgia Reentry Initiative
Hawaii	Hawaii Department of Public Safety	Being Empowered and Safe Together Reintegration (BEST)
Idaho	Idaho Department of Correction	Idaho SVORI
		Juvenile Reentry Program
Illinois	Illinois Department of Corrections	Illinois Going Home
Indiana	Indiana Department of Corrections	Allen County Adult Program
		Allen County Juvenile Program
		Marion County Juvenile Program
		Marion County Adult Program
Iowa	Iowa Department of Corrections	Going Home KEYS—Keys Essential to Your Success
		Going Home Reentry Grant
Kansas	Kansas Department of Corrections	Shawnee County Reentry Program (SCRP)
	Kansas Juvenile Justice Authority	Going Home Initiative (GHI)
Kentucky	Kentucky Department of Juvenile Justice	Kentucky Juvenile
Louisiana	Louisiana Department of Public Safety and Corrections Services	CORe—Corrections Organized for Re-Entry
		CORe—Corrections Organized for Re-Entry Juvenile Program
Maine	Maine Department of Corrections	Maine Reentry Network—Juvenile
		Maine Reentry Network—Adult

Exhibit A-2. SVORI Programs (continued)

State	Grantee	Program
Maryland	Maryland Department of Public Safety and Correctional Services	Reentry Partnership (REP)
		Juvenil Reentry Program
Massachusetts	Massachusetts Department of Correction	Massachusetts Adult
	Massachusetts Department of Youth Services	Going Home—Massachusetts Juvenile Program
Michigan	Michigan Family Independence Agency	Wayne County Going Home Grant
		Berrien County Going Home Grant
		Jackson County Going Home Grant
		Muskegon County Going Home Grant
	Michigan Department of Corrections	Michigan Reentry Initiative - Walk With Me (MRI-WWM)
Minnesota	Minnesota Department of Corrections	Minnesota Serious & Violent Youthful Offender Reentry Project
Mississippi	Mississippi Department of Corrections	Mississippi Reentry—Mississippi "Going Home" Reentry Program
		Mississippi Reentry Juvenile
Missouri	Missouri Department of Social Services	Going Home
	Missouri Department of Corrections	Project Connect
Montana	Montana Department of Corrections	Offender Reentry
Nebraska	Nebraska Department of Correctional Services	Nebraska Adult
Nevada	Nevada Department of Human Resources	Going Home Reentry Program
	Nevada Department of Corrections	Going Home Prepared
New Hampshire	New Hampshire Department of Corrections	NH DOC Reentry Initiative
New Jersey	New Jersey State Parole Board	NJ State Parole Board - Young Adults
		NJ State Parole Board - Adults
New Mexico	New Mexico Corrections Department	Safe Community Reentry
New York	New York State Office of Children and Family Services	Back to Your Future
	New York Department of Correctional Services	NYS Targeted Assessment & Reentry Program (TARP)
North Carolina	North Carolina Department of Correction	Going Home Initiative (GHI)
	North Carolina Department of Juvenile Justice and Delinquency Prevention	CORE Project
North Dakota	North Dakota Department of Corrections and Rehabilitation, Division of Field Services	Reentry Program
	North Dakota Department of Corrections and Rehabilitation, Division of Juvenile Services	Juvenile Program
Ohio	Ohio Department of Rehabilitation and Correction	Community-Oriented Reentry Program (CORE)
Oklahoma	Oklahoma Department of Corrections	Partnership for Reintegration of Offenders Through Employment and Community Treatment in Oklahoma County (PROTECT)—Oklahoma County
	Oklahoma Office of Juvenile Affairs	Serious and Violent Offender Reentry Initiative
Oregon	Oregon Department of Corrections Oregon	Going Home Initiative
Pennsylvania	Pennsylvania Department of Corrections	Erie, PA Reentry Project (EPRP)

Exhibit A-2. SVORI Programs (continued)

State	Grantee	Program
Rhode Island	Rhode Island Department of Corrections	Challenging Offenders to Maintain Positive Associations and Social Stability (COMPASS)—Adult
		Challenging Offenders to Maintain Positive Associations and Social Stability (COMPASS)—Juvenile
South Carolina	South Carolina Department of Juvenile Justice	Reintegration Initiative
	South Carolina Department of Corrections	SVORI
South Dakota	South Dakota Department of Corrections	Going Home Intensive Aftercare Program
Tennessee	Tennessee Department of Children Services	Tennessee Intensive Aftercare Program
	Tennessee Department of Corrections	Tennessee Bridges
Texas	Texas Department of Criminal Justice	Texas SVORI Ad Seg Adults
U.S. Virgin Islands	Virgin Islands Bureau of Corrections	Virgin Islands Reentry Initiative
Utah	Utah Department of Human Services	Utah County Aftercare Program (UCAP)
	Utah Department of Corrections	The Reentry STEP Program
Vermont	Vermont Department of Corrections	Restorative Reentry
Virginia	Virginia Department of Corrections	Virginia Serious and Violent Offender Reentry Initiative (VASAVOR)—Going Home to Stay
Washington	Washington State Department of Corrections	Washington "Going Home"
West Virginia	West Virginia Division of Juvenile Services	Re-entry Court Program (RCP)
	West Virginia Division of Corrections	West Virginia Offender Reentry Program
Wisconsin	Wisconsin Department of Corrections	Wisconsin Going Home
Wyoming	Wyoming Department of Corrections	Wyoming Reentry Program for Adults
		Wyoming Reentry Program for Juveniles

Exhibit B-1. Adult Prison Admissions by State (1978-2001)

State	1978	1979	1980	1981	1982	1983	1984	1985
Alabama	2,815	2,819	3,774	4,025	4,473	4,662	4,755	4,407
Alaska	280	337	401	502	615	864	766	903
Arizona	1,908	1,977	2,276	2,919	3,110	3,310	3,409	4,125
Arkansas	1,975	2,218	2,329	2,452	2,350	2,229	2,204	2,316
California	12,419	15,940	14,487	18,024	22,321	27,511	29,681	37,883
Colorado	1,522	1,361	1,556	1,860	2,066	2,349	2,343	2,627
Connecticut	2,103	3,126	3,159	2,671	2,786	2,815	2,781	2,740
Delaware	693	462	429	735	788	735	671	920
District of Columbia	3,628	2,273	2,327	2,421	2,721	2,576	2,623	3,450
Florida	8,888	9,011	10,235	13,579	14,900	17,836	13,739	16,416
Georgia	5,742	5,919	6,893	7,826	9,768	10,021	9,741	9,897
Hawaii	205	206	246	243	231	319	430	437
Idaho	653	658	612	755	826	872	852	957
Illinois	6,513	6,740	8,068	11,987	9,860	10,730	10,138	10,787
Indiana	2,590	3,062	3,726	4,384	4,435	4,637	4,151	4,404
Iowa	993	1,199	1,293	1,753	1,813	1,970	2,020	2,244
Kansas	1,653	1,612	1,674	1,876	2,257	2,311	2,117	2,229
Kentucky	2,554	2,757	3,002	3,366	3,198	3,690	2,922	3,112
Louisiana	2,528	2,268	3,166	2,957	3,873	4,538	4,305	3,893
Maine	489	546	564	525	564	618	483	510
Maryland	4,932	5,237	5,307	5,963	5,226	4,555	4,174	4,051
Massachusetts	1,639	1,615	1,740	2,179	2,549	2,543	3,020	3,305
Michigan	7,151	6,547	6,684	7,030	7,159	7,305	7,693	8,373
Minnesota	1,373	1,410	1,163	1,294	1,540	1,480	1,499	1,634
Mississippi	1,277	2,407	1,930	2,880	3,175	2,832	2,913	2,925
Missouri	2,590	2,615	3,112	3,473	3,728	3,987	4,293	4,781
Montana	472	397	411	550	531	455	528	555
Nebraska	563	525	821	947	695	613	635	710
Nevada	842	941	1,087	1,195	1,439	1,487	1,443	1,739
New Hampshire	214	213	216	290	282	284	304	340
New Jersey	3,707	3,768	3,935	4,399	4,586	6,034	5,359	5,893
New Mexico	766	837	667	1,255	1,047	1,346	1,530	1,797
New York	8,872	9,515	10,265	12,481	12,716	14,747	14,848	15,569
North Carolina	7,591	8,710	8,354	9,402	9,485	8,943	8,949	9,269
North Dakota	153	148	195	208	249	311	240	242
Ohio	7,148	8,196	9,367	10,567	11,313	11,096	10,668	11,118
Oklahoma	2,300	2,850	2,663	2,885	3,843	4,513	4,343	4,354
Oregon	2,103	2,450	2,463	2,605	2,913	2,986	3,517	3,711
Pennsylvania	3,654	3,515	4,254	5,129	5,343	5,720	5,939	6,172
Rhode Island	239	279	326	364	435	510	454	517
South Carolina	3,333	3,765	4,236	4,338	4,267	4,188	4,556	4,949
South Dakota	352	343	389	405	481	533	595	631
Tennessee	3,175	3,584	3,720	4,684	4,269	4,658	5,121	4,855
Texas	12,695	13,383	15,363	16,750	21,143	22,859	23,454	26,759
Utah	448	492	569	792	801	867	1,057	995
Vermont	299	262	412	428	341	289	350	415
Virginia	3,507	3,824	3,734	4,480	6,289	5,614	5,233	5,357
Washington	2,518	2,287	2,453	2,961	2,849	2,796	2,525	2,842
West Virginia	453	583	616	827	804	921	868	897
Wisconsin	1,633	1,593	1,948	2,341	2,304	2,649	2,528	2,589
Wyoming	232	264	258	326	379	361	340	401

Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

Exhibit B-1. Adult Prison Admissions by State (1978-2001) (continued)

State	1986	1987	1988	1989	1990	1991	1992	1993
Alabama	4,284	4,843	5,370	6,801	7,291	7,908	8,219	8,740
Alaska	1,148	1,061	1,053	1,065	1,389	1,341	1,491	2,613
Arizona	4,629	5,534	5,463	6,161	6,657	7,790	7,705	8,171
Arkansas	2,299	3,168	2,855	3,543	4,273	4,574	4,600	3,836
California	48,925	59,698	73,398	87,055	95,762	96,865	94,477	99,189
Colorado	2,961	3,355	3,254	3,498	3,439	4,037	4,359	4,510
Connecticut	2,716	3,183	4,716	9,702	12,107	11,832	9,778	7,538
Delaware	951	1,034	1,041	1,109	1,074	1,206	1,323	1,327
District of Columbia	3,305	4,096	5,478	5,538	6,106	6,475	7,582	7,459
Florida	20,879	27,590	36,656	45,611	43,569	37,440	34,626	32,269
Georgia	10,572	12,765	10,635	15,070	17,155	15,812	16,423	15,264
Hawaii	536	464	488	455	826	1,750	1,537	1,823
Idaho	912	931	1,059	1,203	1,129	1,402	1,456	1,770
Illinois	11,481	11,502	10,952	14,567	18,309	18,880	19,929	21,717
Indiana	4,513	4,825	5,187	5,304	5,248	5,927	6,522	6,830
Iowa	2,286	2,516	2,756	3,067	3,101	2,985	3,340	3,611
Kansas	2,391	2,557	2,966	3,346	3,609	3,477	3,705	3,853
Kentucky	3,217	2,900	3,993	4,465	4,698	5,116	5,872	5,825
Louisiana	4,446	6,032	5,662	6,719	7,502	8,381	10,407	11,977
Maine	614	704	631	965	888	909	831	757
Maryland	4,495	4,929	5,635	7,401	8,193	8,561	9,124	8,800
Massachusetts	3,644	4,013	4,367	5,002	5,311	5,485	5,402	4,862
Michigan	8,658	9,210	11,258	13,405	13,362	13,453	13,891	12,590
Minnesota	1,665	1,812	2,197	2,393	2,406	2,568	2,918	3,035
Mississippi	2,987	3,017	3,176	3,626	3,785	3,910	4,494	4,768
Missouri	5,407	6,112	6,705	8,727	8,152	8,756	9,251	9,812
Montana	559	620	568	632	662	643	698	680
Nebraska	822	835	1,078	1,259	1,253	1,404	1,411	1,468
Nevada	2,069	1,996	2,541	3,057	3,121	3,163	3,230	3,202
New Hampshire	407	435	512	577	681	828	916	957
New Jersey	5,989	7,187	7,707	9,696	10,634	12,134	12,495	12,679
New Mexico	1,843	1,679	2,060	2,026	1,914	1,632	2,255	2,334
New York	19,111	20,255	23,627	28,498	30,179	29,743	32,027	35,802
North Carolina	9,640	10,692	12,601	15,709	18,389	21,696	24,850	25,577
North Dakota	296	313	305	337	364	340	317	352
Ohio	11,668	12,120	13,978	18,325	19,191	22,138	23,452	22,583
Oklahoma	5,082	5,569	6,030	6,997	6,432	6,243	7,228	7,049
Oregon	4,112	4,956	5,474	5,829	6,050	6,247	4,513	3,599
Pennsylvania	6,288	6,381	7,099	8,813	9,067	9,611	10,063	9,893
Rhode Island	545	467	673	800	864	840	829	875
South Carolina	5,631	5,742	5,830	6,651	6,839	7,009	8,154	8,189
South Dakota	735	677	653	813	852	764	854	820
Tennessee	3,787	2,833	2,322	4,708	4,833	6,350	6,764	6,695
Texas	32,690	34,502	34,739	36,928	45,829	37,820	39,886	29,916
Utah	1,018	925	1,093	1,392	1,487	1,623	1,670	1,924
Vermont	426	455	497	516	679	470	482	497
Virginia	5,944	6,495	7,091	9,190	10,081	12,513	13,235	12,489
Washington	2,702	2,903	3,233	4,155	4,597	4,905	5,476	5,425
West Virginia	664	799	706	925	873	690	587	882
Wisconsin	2,791	2,868	2,775	3,254	3,440	3,968	4,696	5,814
Wyoming	348	344	367	422	476	432	406	513

Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

Exhibit B-1. Adult Prison Admissions by State (1978-2001) (continued)

State	1994	1995	1996	1997	1998	1999	2000	2001	2002
Alabama	8,524	8,913	9,750	9,603	7,750	8,282	6,296	7,428	7,033
Alaska	2,306	1,999	2,377	2,685	2,647	2,405	2,427	2,142	2,775
Arizona	9,295	8,748	9,090	9,222	10,175	9,021	9,560	10,000	11,468
Arkansas	4,369	5,280	5,215	5,727	6,204	6,045	6,941	6,977	7,080
California	105,299	116,613	123,876	132,523	134,485	130,976	129,640	126,895	124,179
Colorado	4,964	5,334	6,098	6,333	6,881	6,702	7,036	7,252	7,953
Connecticut	1,880	1,504	1,227	2,140	1,933	6,306	6,185	6,576	7,169
Delaware	1,254	1,327	1,481	1,762	1,888	2,624	2,709	2,417	4,294
District of Columbia	8,646	4,713	6,706	7,026	7,613	5,733	3,156	591	
Florida	29,897	26,335	24,209	25,688	25,524	32,225	35,683	35,064	36,500
Georgia	15,374	15,407	15,714	15,379	15,471	19,871	17,373	17,342	18,078
Hawaii	1,844	1,806	2,356	2,839	3,481	1,533	1,594	1,700	1,892
Idaho	1,648	2,356	2,526	2,326	2,621	2,307	3,386	2,699	3,049
Illinois	23,345	24,371	24,541	26,683	27,362	27,499	29,344	35,289	34,467
Indiana	7,186	8,344	8,847	9,874	10,566	10,564	11,876	13,012	14,001
Iowa	4,114	4,072	4,156	4,441	4,798	3,858	4,656	4,826	5,516
Kansas	4,025	4,129	4,244	4,173	4,517	4,890	5,002	4,502	4,881
Kentucky	6,673	6,968	7,685	8,234	7,989	6,867	8,116	7,450	8,731
Louisiana	12,336	12,884	14,175	15,709	17,079	15,981	15,735	15,667	15,079
Maine	778	713	803	850	795	731	751	820	1,026
Maryland	9,530	9,681	9,715	10,405	11,078	10,987	10,327	10,399	10,027
Massachusetts	5,513	4,106	3,412	3,435	3,227	2,373	2,062	2,215	1,833
Michigan	12,419	12,697	13,731	13,960	14,435	12,075	12,169	13,105	14,411
Minnesota	3,140	3,322	3,304	3,597	4,307	4,557	4,406	4,620	5,265
Mississippi	4,362	5,091	5,467	5,684	6,670	5,825	5,796	6,880	5,655
Missouri	11,273	11,808	13,462	13,484	13,660	13,526	14,454	15,183	16,637
Montana	888	844	1,005	1,203	1,289	1,277	1,202	1,472	1,510
Nebraska	1,608	1,677	1,724	1,647	1,791	1,603	1,688	1,783	1,934
Nevada	3,701	3,920	4,272	4,533	4,773	4,479	4,929	4,639	4,844
New Hampshire	1,065	968	996	1,039	1,000	1,067	1,051	1,171	1,113
New Jersey	13,188	15,020	15,001	16,212	16,801	15,106	13,653	14,422	14,576
New Mexico	2,318	2,346	2,845	3,033	2,347	1,826	3,161	2,545	4,009
New York	34,557	34,688	32,152	29,868	28,871	28,181	27,601	25,473	26,216
North Carolina	23,867	19,734	14,359	12,316	11,403	10,198	9,848	9,433	9,661
North Dakota	400	478	585	591	765	715	605	747	768
Ohio	23,320	22,678	21,727	20,151	20,637	21,302	23,780	24,399	25,689
Oklahoma	7,167	7,726	7,433	7,604	7,297	7,635	7,426	7,872	8,269
Oregon	3,184	3,698	3,712	3,264	3,688	4,015	4,059	4,473	5,041
Pennsylvania	11,400	11,053	9,918	9,584	10,679	11,082	1,777	12,811	13,401
Rhode Island	934	890	1,036	984	991	2,346	3,701	3,506	3,760
South Carolina	7,900	8,304	8,243	8,210	8,914	8,261	8,460	9,218	9,834
South Dakota	869	978	1,143	1,161	1,337	1,395	1,400	1,556	1,819
Tennessee	6,541	7,083	8,320	9,312	8,770	13,597	13,675	14,295	15,022
Texas	44,862	55,432	38,716	44,417	59,340	56,361	58,197	61,276	63,446
U.S. Virgin Islands	3,193	3,349	3,419	3,224	3,156	3,259	3,834	4,454	4,891
Utah	1,995	2,401	2,587	2,835	3,076	3,035	3,270	2,864	3,064
Vermont	444	570	803	1,057	824	807	984	972	1,785
Virginia	12,591	11,490	9,823	10,928	10,152	8,240	9,791	11,310	11,392
Washington	5,751	6,169	6,462	6,761	7,151	6,795	7,094	7,185	8,305
West Virginia	870	1,116	1,049	1,077	1,444	1,308	1,577	1,783	2,161
Wisconsin	6,433	6,943	7,019	7,471	8,785	8,868	8,396	7,442	7,990
Wyoming	568	628	614	693	757	798	638	731	769

Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004);
U.S. Virgin Islands data from VI BC

Exhibit B-2. Adult Prison Releases by State (1978-2001)

State	1978	1979	1980	1981	1982	1983	1984	1985
Alabama	2,712	2,725	2,884	2,385	2,732	3,127	3,781	3,647
Alaska	235	214	268	271	231	366	461	609
Arizona	1,352	1,635	1,457	1,872	2,027	2,236	2,499	3,354
Arkansas	1,581	1,687	2,136	2,043	1,724	1,907	1,952	2,168
California	9,466	10,503	12,146	12,832	15,792	21,981	24,857	29,313
Colorado	1,260	1,200	1,222	1,535	1,569	1,901	2,088	2,182
Connecticut	1,651	2,726	3,035	2,335	2,176	2,224	2,499	2,229
Delaware	257	348	406	445	409	517	524	535
District of Columbia	1,551	1,559	1,503	1,483	1,487	1,545	1,475	1,400
Florida	6,061	9,476	8,253	8,793	9,098	14,232	11,714	13,646
Georgia	5,880	4,492	6,097	6,875	7,610	8,709	9,174	8,946
Hawaii	106	127	140	103	109	156	156	339
Idaho	566	550	593	588	700	711	773	750
Illinois	6,653	6,597	7,467	7,377	9,666	8,731	8,332	9,109
Indiana	2,396	2,131	2,641	3,021	3,584	3,829	3,942	3,721
Iowa	932	904	851	1,148	1,280	1,667	1,709	1,950
Kansas	1,470	1,614	1,405	1,539	1,899	1,649	1,543	1,644
Kentucky	2,672	2,312	2,915	2,627	2,961	2,849	2,737	2,817
Louisiana	1,854	1,845	1,831	2,404	2,319	2,641	3,441	3,617
Maine	441	430	464	351	551	611	463	367
Maryland	3,671	3,857	3,815	2,932	2,717	3,030	3,198	4,067
Massachusetts	1,148	1,112	1,031	1,065	1,295	1,864	1,962	1,991
Michigan	4,930	5,297	4,973	5,182	5,486	6,472	6,312	3,597
Minnesota	1,182	992	1,217	1,237	1,400	1,418	1,422	1,436
Mississippi	1,002	1,618	1,982	2,061	2,134	2,607	2,298	2,529
Missouri	2,157	2,430	2,646	2,526	2,435	2,873	3,095	3,386
Montana	334	300	356	420	412	441	434	354
Nebraska	568	589	596	690	574	628	594	503
Nevada	617	708	769	856	814	1,014	1,123	1,422
New Hampshire	166	167	198	199	217	218	169	224
New Jersey	3,548	3,464	3,774	2,956	3,327	4,683	4,036	4,807
New Mexico	673	787	728	1,065	902	1,048	1,287	1,544
New York	7,498	8,120	8,759	8,165	9,503	11,352	11,410	12,939
North Carolina	7,311	6,610	6,734	8,241	8,346	9,597	7,626	8,070
North Dakota	168	147	145	175	190	236	212	241
Ohio	6,752	7,783	9,104	8,600	8,641	10,254	9,784	8,602
Oklahoma	2,003	2,615	2,133	2,147	2,381	3,062	3,616	3,484
Oregon	1,953	1,928	2,095	1,921	1,813	2,528	2,453	2,687
Pennsylvania	3,018	3,201	3,203	3,226	3,583	3,931	4,197	4,523
Rhode Island	227	213	236	234	295	379	392	384
South Carolina	2,729	3,446	3,482	3,444	3,377	3,410	4,099	4,097
South Dakota	320	288	303	341	378	469	492	489
Tennessee	2,439	2,422	2,836	3,310	3,707	3,551	5,417	4,790
Texas	9,983	10,429	10,718	13,522	15,500	23,471	21,806	25,636
Utah	258	350	494	461	615	673	732	776
Vermont	268	248	332	331	257	316	318	315
Virginia	2,459	3,228	2,967	3,859	5,374	5,221	4,259	4,191
Washington	1,818	1,918	1,894	1,425	1,448	2,094	2,062	2,416
West Virginia	432	523	563	483	610	807	825	676
Wisconsin	1,455	1,494	1,643	1,873	2,019	2,498	2,381	2,114
Wyoming	192	210	215	248	222	330	331	350

Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

Exhibit B-2. Adult Prison Releases by State (1978-2001) (continued)

State	1986	1987	1988	1989	1990	1991	1992	1993
Alabama	3,161	3,441	5,263	5,292	5,244	6,507	7,265	7,157
Alaska	951	887	922	987	1,391	1,299	1,336	1,816
Arizona	3,647	3,765	4,197	4,784	5,332	6,132	6,481	6,588
Arkansas	2,189	2,411	2,755	3,158	3,929	3,937	3,951	3,983
California	38,117	51,469	63,375	75,116	80,888	87,182	82,569	83,764
Colorado	2,275	2,096	1,950	1,956	2,888	2,885	3,338	3,471
Connecticut	2,254	2,593	4,248	7,449	9,570	9,566	8,924	5,199
Delaware	589	683	789	827	885	790	851	966
District of Columbia	1,596	1,814	2,057	2,021	2,018	2,887	2,668	2,757
Florida	15,904	25,919	32,606	38,945	38,188	34,941	32,210	26,962
Georgia	9,213	10,235	9,889	12,949	14,538	13,851	13,957	12,145
Hawaii	432	431	486	348	868	1,451	1,335	1,683
Idaho	762	925	895	919	991	1,193	1,310	1,361
Illinois	10,070	10,836	9,496	10,684	15,111	17,022	16,976	17,846
Indiana	4,217	4,035	4,454	4,290	4,831	5,668	6,295	6,246
Iowa	2,012	2,321	2,446	2,407	2,613	2,710	2,871	3,116
Kansas	1,681	2,013	2,787	3,585	3,411	3,290	3,541	4,113
Kentucky	2,755	2,586	3,162	3,134	3,786	4,151	5,081	5,548
Louisiana	3,998	4,907	4,754	5,655	6,131	6,710	9,383	10,066
Maine	578	649	632	736	821	808	855	778
Maryland	4,117	4,440	4,879	5,503	6,720	7,362	8,022	8,316
Massachusetts	2,526	2,661	2,859	2,948	3,408	2,957	3,118	3,700
Michigan	4,463	4,908	6,177	8,010	9,529	9,936	9,904	10,732
Minnesota	1,519	1,694	1,919	2,063	2,286	2,251	2,542	2,657
Mississippi	2,557	2,727	2,525	3,045	3,317	3,245	4,531	3,814
Missouri	4,461	4,904	5,375	6,254	6,423	7,135	8,470	9,288
Montana	529	512	466	549	532	560	635	638
Nebraska	639	769	892	1,059	1,231	1,297	1,370	1,423
Nevada	1,443	2,059	2,051	2,783	2,871	2,928	2,943	3,037
New Hampshire	290	332	351	417	430	538	559	825
New Jersey	5,188	5,409	6,529	6,948	8,814	9,433	13,041	11,248
New Mexico	1,531	1,312	1,830	1,866	1,852	1,662	2,049	2,054
New York	14,093	16,441	18,229	19,969	24,267	23,738	24,660	27,253
North Carolina	8,839	10,493	11,933	14,969	6,885	20,927	22,956	23,985
North Dakota	306	292	269	345	329	330	318	331
Ohio	9,752	10,690	11,513	13,954	17,624	17,903	20,512	20,081
Oklahoma	3,274	5,231	4,863	5,367	5,340	4,833	5,339	4,987
Oregon	3,009	2,975	3,541	3,916	5,471	5,805	4,754	3,609
Pennsylvania	4,712	4,781	5,036	5,722	6,717	7,143	7,364	7,638
Rhode Island	433	408	433	434	673	616	797	802
South Carolina	4,319	4,708	4,613	4,599	5,314	5,842	7,596	7,760
South Dakota	629	579	756	568	758	717	720	725
Tennessee	3,209	2,643	2,045	3,802	4,922	5,120	6,178	5,492
Texas	31,250	33,458	32,545	32,743	39,312	35,636	26,031	20,246
Utah	759	764	938	922	1,336	1,450	1,566	1,717
Vermont	381	350	403	390	567	360	321	395
Virginia	5,015	5,987	5,995	6,804	8,705	10,251	11,870	10,814
Washington	2,709	2,958	3,260	2,885	3,376	3,571	4,466	4,789
West Virginia	808	691	591	745	644	720	393	701
Wisconsin	2,465	2,473	2,541	2,791	2,837	3,559	3,613	4,273
Wyoming	248	250	302	342	355	404	409	403

Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004)

Exhibit B-2. Adult Prison Releases by State (1978-2001) (continued)

State	1994	1995	1996	1997	1998	1999	2000	2001	2002
Alabama	7,268	7,512	8,353	8,594	6,871	8,194	7,136	7,905	7,472
Alaska	1,845	1,874	2,040	2,391	2,612	2,504	2,599	2,041	2,394
Arizona	7,111	7,138	7,438	7,948	8,247	8,982	9,100	9,053	10,056
Arkansas	4,339	4,444	4,624	4,656	5,473	5,403	6,308	6,613	7,640
California	93,829	100,158	105,647	117,192	124,981	129,528	129,621	129,982	119,683
Colorado	3,237	4,475	4,207	4,837	5,516	5,346	5,881	6,634	6,588
Connecticut	1,663	1,404	1,243	1,441	1,375	5,283	5,918	6,331	6,209
Delaware	1,054	1,013	1,169	1,295	1,374	2,180	2,260	2,330	4,073
District of Columbia	5,282	4,656	5,686	6,242	7,198	5,471	3,238	1,581	
Florida	25,072	19,150	23,963	24,096	22,385	29,889	33,994	34,015	33,728
Georgia	9,711	13,089	14,756	13,276	12,131	17,173	14,797	15,758	16,608
Hawaii	1,739	1,578	1,604	1,837	2,258	1,332	1,379	1,581	1,735
Idaho	1,382	1,839	2,009	2,236	2,469	1,724	2,697	2,539	2,855
Illinois	20,206	22,083	22,282	23,605	24,170	25,995	28,876	36,313	36,162
Indiana	6,627	7,199	8,095	8,923	9,263	10,317	11,053	12,207	13,337
Iowa	3,457	3,486	3,622	3,728	4,121	4,715	4,379	5,357	5,748
Kansas	3,349	3,420	3,513	3,999	4,232	4,503	5,231	4,270	4,524
Kentucky	5,838	5,788	6,639	6,354	7,398	6,509	7,733	8,234	8,313
Louisiana	10,529	11,606	12,382	13,085	13,930	15,241	14,536	15,031	14,847
Maine	799	741	849	654	583	698	677	723	799
Maryland	8,674	8,937	8,993	10,171	10,476	10,327	10,004	10,050	9,617
Massachusetts	3,105	3,384	2,949	3,080	2,900	2,914	2,889	2,482	2,290
Michigan	9,168	10,028	10,557	9,909	11,770	11,243	10,874	11,928	12,771
Minnesota	2,826	3,051	2,992	3,449	4,056	4,475	4,244	4,250	4,706
Mississippi	3,297	3,416	4,535	4,581	4,412	4,136	4,940	5,685	5,592
Missouri	8,675	9,544	9,402	10,515	11,714	12,267	13,346	13,892	15,127
Montana	606	609	810	874	1,062	1,044	1,031	1,246	1,518
Nebraska	1,389	1,308	1,529	1,516	1,516	1,558	1,503	1,738	1,840
Nevada	2,783	3,110	3,510	3,807	4,144	4,536	4,374	4,480	4,734
New Hampshire	717	965	934	931	982	979	1,044	1,030	1,052
New Jersey	12,205	12,393	14,506	15,265	13,839	14,734	15,362	16,064	14,287
New Mexico	2,099	1,895	2,218	3,046	2,135	1,997	3,383	3,194	3,809
New York	26,937	28,808	28,148	28,099	26,058	26,652	28,828	28,101	26,829
North Carolina	21,984	14,662	14,213	12,365	11,615	10,710	9,687	8,935	8,606
North Dakota	345	429	471	519	640	671	598	715	770
Ohio	19,930	19,886	20,163	18,251	20,155	22,910	24,793	24,953	25,322
Oklahoma	6,432	5,674	5,553	6,475	6,846	6,140	6,628	8,265	8,375
Oregon	2,795	3,004	2,813	2,890	2,601	3,185	3,371	3,668	4,339
Pennsylvania	8,812	6,814	7,682	8,987	9,020	10,028	11,759	10,376	10,628
Rhode Island	737	866	803	881	889	2,056	3,223	3,197	3,312
South Carolina	7,485	7,080	7,241	7,473	7,692	7,942	8,676	8,627	8,604
South Dakota	693	830	902	979	1,151	1,311	1,327	1,380	1,797
Tennessee	4,798	6,077	7,694	8,072	7,504	12,361	13,893	12,690	13,541
Texas	18,223	43,858	30,514	29,479	53,845	52,318	59,776	66,228	64,720
U.S. Virgin Islands	291	237	218	265	300	309	471	269	162
Utah	1,818	1,978	2,058	2,505	2,929	2,554	2,897	3,151	2,864
Vermont	348	503	1,044	1,027	690	839	946	1,069	1,857
Virginia	8,127	10,574	10,018	10,464	9,001	7,685	9,148	9,816	10,033
Washington	5,148	5,219	5,386	5,890	6,061	6,344	6,764	6,957	7,401
West Virginia	733	945	789	648	1,101	1,240	1,261	1,422	1,807
Wisconsin	4,041	4,985	4,455	4,979	4,752	6,895	8,158	7,027	7,699
Wyoming	472	414	457	589	701	659	697	723	686

Source: Correctional Populations in the U.S. (BJS, 2002) and Prison and Jail Inmates at Midyear 2002 and 2003 (Harrison and Karberg, 2004); U.S. Virgin Islands data from VI BC

AA—Alcoholics Anonymous

A-COPE—Adolescent-Coping Orientation for Problem Experiences

AIS—Academic Intervention Service

ASI—Addiction Severity Index

ASUS— Adult Substance Use Survey

BDI-II—Beck Depression Inventory-II

BPRs—Biennial Performance Reports

CA—Common Assessment

CAFAS—Child and Adolescent Functional Assessment Scale

CAPFA—Criminogenic and Protective Factors Assessment

CAPS—Career Aptitude Placement Survey

CBCL-parent report—Parent part of Child Behavior Checklist

CBO—Community Based Organization

CCAR—Colorado Client Assessment Record

CMI—Case Management Inventory

CMC—Crisis Management Consultants

CNI—Criminogenic Needs Index

COMPAS—Correctional Offender Management Profiling for Alternative Sanctions

COPES—Career Orientation Placement and Evaluation Survey

COPS—Career Occupational Preference System Interest Inventory

CPI—Carlson Psychological Inventory

CPS—Carlton Psychological Survey

C-RAS—Corrections Risk Analysis System

CSAS—Community Substance Abuse Services

CSS_M—Criminal Sentiments Scale–Modified

CSS-M—Criminal Sentiments Survey–Modified

CYO-LSI—Colorado Youthful Offender Level of Service Instrument

DAST—Drug Abuse Screening Test

DOC—Department of Correction(s)

DWI—Driving While Intoxicated

FINS—Family in Need of Services

GAMA—General Ability Measure for Adults

GATB—General Aptitude Test Battery

Acronym Glossary (continued)

GED—General Education Diploma

Hare PCL—Hare Psychopathy Checklist

HCR-20—Historical, Clinical, Risk Management – 20 item

HHS—Health and Human Services

HIQ— Hostile Interpretations Questionnaire ICCD

JCF—Juvenile Correctional Facility

ISP—Individualized Support/Services Planning

LSI—Level of Service Inventory

MAPP—Multidimensional Addictions and Personality Profile

MAST—Michigan Alcohol Screening Test

MAYSI—Massachusetts Youth Screening Instrument

MCMI—Millon Clinical Multiaxial Inventory

MHCAS—Mental Health Continuum Automation System

MHNLA—Mental Health Needs Level Assaultiveness

MMPI—Minnesota Multiphasic Personality Inventory

MnSOST-R—Minnesota Sex Offender Screening Tool – Revised

MIS—Management Information System

MST—Multi-systemic Therapy

NA—Narcotics Anonymous

OTI—Offender Traits Inventory

PACT—Pennsylvania Addictive Classification Tool

PAI—Personality Assessment Inventory

PCL-R—Psychopathy Checklist Revised

PII—Prison Inmate Inventory

POSIT—Problem Oriented Screening Instrument for Teenagers

PRA—Protective and Risk Assessment

RAD—Rape Aggression Defense

ROC—Receiver Operating Characteristics

RRASOR—Rapid Risk Assessment for Sexual Offense Recidivism

SACA—Missouri DOC Substance Abuse Assessment Instrument

SARA—Spousal Abuse Risk Appraisal

SASSI—Substance Abuse Subtle Screening Inventory

SCL-90-R—Symptom Checklist-90 – Revised

SJS—Strategies for Juvenile Supervision

Acronym Glossary (continued)

SSDI—Social Security Disability Insurance

SSIC—Strategies for Self Improvement and Change

Static 99—an assessment made from the Rapid Risk Assessment for Sex Offense Recidivism and Structured Anchored Clinical Judgment scales

STG—Security Threat Group

SUS-1A—Substance Abuse Screen

SVR-20—Sexual Violence Risk – 20

TABE—Test of Adult Basic Education

TANF—Temporary Assistance for Needy Families

TAP—Talent Assessment Program

TCUDS—Texas Christian University Diagnostic Substance Abuse Screening Instrument

TEA—Transitional Employment Assistance

TRACCC Model—Treatment, Research, and Result Based Accountability for Competency Based Community Corrections

UA—Urine Analysis

VASOR—Vermont Assessment of Sex Offender Risk

VRAG—Violence Risk Appraisal Guide

WISC-III—Wechsler Intelligence Scale for Children – Third Revision

WRAT-3—Wide Range Achievement Test – Revision 3

YASI—Youth Assessment and Screening Instrument

YFS—Youth and Family Services Instrument

Y-LSI—Youth Level of Service Inventory

YO-LSI—Youthful Offender Level of Service Inventory

