A Strategic Planning Framework for Prisoner Reentry

TARGETS FOR POLICY CHANGE THAT GUIDE IMPLEMENTATION

The National ReEntry Policy Council developed a guide for states and other jurisdictions interested in pursuing improvements for prisoner re-entry (www.reentrypolicy.org). The 2003 ReEntry Policy Council Report\(^1\) includes a series of “policy statements” and recommendations to guide the re-entry planning and development process through the development of sound, evidence-based policies to guide decision-making.

The Report has been used extensively in some states, together with the National Institute of Corrections’ Transition from Prison to Community (TPC) Model\(^2\), to develop state-specific approaches to improve prisoner reentry. The TPC Model helps to address the complexity of the reentry process by providing a model consisting of three phases and seven decision points. The Model helps guide the improvement and expansion of existing policies for states that are intent on adopting new approaches that improve the justice system as it relates to prisoner re-entry.

The Strategic Planning for Prisoner Reentry (SPR) Framework takes this work to the next level by providing guidance for specific justice policies that should be considered by states as their “Targets for Change” in order to improve prisoner reentry. The 26 Targets for Change identified in the Framework have been distilled from the policy statements of the ReEntry Policy Council Report as well as the work being done in several states that go well beyond the Council’s policy statements. They are categorized within the three TPC Model phases and seven primary decision points that comprise the reentry process.

For each Target for Change, goals and operational expectations are provided as well as references for further reading to specific pages within the voluminous Reentry Policy Council Report and other publications that pertain specifically to the Target under consideration. Finally, the Framework provides practical activities to help guide a state’s journey to meet their goals for policy change and operational expectations—once goals are met—are offered so that a state can focus on implementation. Intended both as a guide and a workbook, the document is being used in eight states to assist with the planning and implementation process.

Importantly, the Framework is introduced within the context of the overarching policy and practice considerations of Transition Accountability Planning, Case Management and Evidence-Based Practices – which must be in place in order to change offender behavior – the true test of system reform.
The **TPC Three Phase, Seven Decision Point Model**

**PHASE 1: GETTING READY**

The *institutional phase* describes the details of events and responsibilities occurring during the inmate’s imprisonment from admission until the point of eligibility for parole or release. **This phase involves the first two major decision points:**

1. **ASSESSMENT AND CLASSIFICATION:**
   Measuring the offender’s risks, needs, and strengths.

2. **INMATE PROGRAMMING:**
   Giving assignments to reduce risk, address need, and build on strengths.

**PHASE 2: GOING HOME**

The *transitional phase* begins before the inmate’s target release date. In this phase, highly specific re-entry plans are created. **This phase involves the next two major decision points:**

3. **INMATE RELEASE PREPARATION:**
   Developing strong, public safety-conscious parole plans.

4. **RELEASE DECISION MAKING:**
   Improving parole release guidelines.

**PHASE 3: STAYING HOME**

The *community phase* begins the moment the inmate is released from prison and continues until he/she is discharged from community supervision. **This phase involves the final three major decision points of the transition process:**

5. **SUPERVISION & SERVICES:**
   Providing flexible and firm supervision and services.

6. **REVOCATION DECISION MAKING:**
   Using graduated sanctions to respond to behavior.

7. **DISCHARGE & AFTERCARE:**
   Determining community responsibility to “take over” the case

*Transition Accountability Plans (TAP): The fundamental process to record and track case management progress on offender transition*
**SPR Framework Transition Accountability Planning (TAP) Flowchart**

**PHASE 1: GETTING READY**
*The Institutional Phase*

- Assessment & Classification
- Inmate Programming
- Transition Team Meetings (Monthly): Attended by transitional planners, probation/parole reps, service providers, offender, and his/her family
- TAP1: Prison Programming Plan

**PHASE 2: GOING HOME**
*The Transitional Phase*

- Inmate Release Preparation
- Supervision & Services
- TAP2: Parole & Reentry Plan

**PHASE 3: STAYING HOME**
*The Community Phase*

- Release Decision Making
- Revocation Decision Making
- TAP3: Treatment & Supervision Plan
- TAP4: Discharge & Aftercare Plan
- Discharge & Aftercare

**Transitional Planners**: Work with offenders while they are incarcerated preparing them for release and continue to work as partners with probation and parole for as long as one year after release.

**Overarching Paradigm #1: TAP and Case Management**
The Evidence Based Principles of Effective Intervention

THE RISK PRINCIPLE: Focus supervision and treatment on the people most likely to commit crimes.
- Use objective, normed & validated assessment of the offenders’ risk to reoffend

THE NEED PRINCIPLE: Focus resources on the factors that change a person’s likelihood to commit crime.
- Use targeted interventions that are proven to be effective
- Encourage & support the reduction of attitudes, values, and belief systems that support criminal behavior

THE RESPONSIVITY PRINCIPLE: Pay attention to how offenders learn & maximize their ability to acquire new attitudes.
- Identify, foster, support and reinforce a motivation to change.
Targets for Change & Evidence Based Principles that Guide Offender Interaction

PHASE 1: GETTING READY

1. ASSESSMENT AND CLASSIFICATION
   1.1: Development of Intake Procedures

2. INMATE BEHAVIOR AND PROGRAMMING
   2.1: Development of Programming Plan (TAP1)
   2.2: Physical Health Care
   2.3: Mental Health Care
   2.4: Substance Abuse Treatment
   2.5: Children & Family Support
   2.6: Behaviors & Attitudes
   2.7: Education
   2.8: Vocational Training
   2.9: Work Experience

PHASE 2: GOING HOME

3. INMATE RELEASE PREPARATION
   3.1: Development of Parole & Reentry Plan (TAP2)
   3.2: Housing
   3.3: Continuity of Care Planning
   3.4: Working with Potential Employers
   3.5: Employment Upon Release
   3.6: Identification and Benefits
   3.7: Release Preparation for Families
   3.8: Release Preparation for Victims

4. RELEASE DECISION MAKING
   4.1: Advising the Releasing Authority
   4.2: Release Decision

PHASE 3: STAYING HOME

5. SUPERVISION AND SERVICES
   5.1: Design of Supervision & Treatment Strategy (TAP3)
   5.2: Implementation of Supervision & Treatment Strategy
   5.3: Maintaining Continuity of Care and Housing
   5.4: Job Development and Supportive Employment

6. REVOCATION DECISION MAKING
   6.1: Graduated Responses

7. DISCHARGE AND AFTERCARE
   7.1: Development of Discharge and Aftercare Plan (TAP4)

For each Target for Change, goals and operational expectations are provided in the full Framework as well as references for further reading to specific pages within the Reentry Policy Council Report and other publications that pertain specifically to the Target under consideration.

The Framework provides practical activities to help guide a state’s journey to meet their goals for policy change and operational expectations—once goals are met—are offered so that a state can focus on implementation. Intended both as a guide and a workbook, the document is being used in eight states to assist with the planning and implementation process.
Evidence Based Principles
Guiding Offender Interaction at Every Decision Point

PHASE 1: GETTING READY
The Institutional Phase

1. Assessment & Classification:
Measuring the offender’s risks, needs, and strengths.

2. Inmate Programming:
Giving assignments to reduce risk, address need, and build on strengths.

PHASE 2: GOING HOME
The Transitional Phase

3. Inmate Release Preparation:
Developing a strong, public safety-conscious parole plan.

4. Release Decision Making:
Improving parole release guidelines.

PHASE 3: STAYING HOME
The Community Phase

5. Supervision & Services:
Providing flexible and firm supervision and services.

6. Revocation Decision Making:
Using graduated sanctions to respond to behavior.

7. Discharge & Aftercare:
Determining community responsibility to “take over” the case.
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- See Endnotes and Citations for additional contributions

ENDNOTES AND CITATIONS
