**Planning & Implementation Guide**

Second Chance Act

Innovations in Reentry Initiative: Reducing Recidivism Through Systems Improvement

# DESCRIPTION

This Planning & Implementation Guide is intended for recipients of the Innovations in Reentry Initiative grants administered by the U.S. Department of Justice’s Bureau of Justice Assistance. Grantees will complete this guide in partnership with a technical assistance provider from The Council of State Governments Justice Center over the course of their grant.

*The National Reentry Resource Center (NRRC) prepared this guide with support from the U.S. Department of Justice’s Bureau of Justice Assistance (BJA). The contents of this document do not necessarily reflect the official position or policies of the U.S. Department of Justice.*

**About the Planning & Implementation Guide**  
The guide is intended for the local and tribal government agencies that have received a Second Chance Act (SCA) grant to plan initiatives and programs serving adult populations. Recipients of SCA Innovations in Reentry Initiative (IRI) awards must complete the guide as a condition of the grant award.  
   
This guide is not intended to serve as a step-by-step blueprint, but rather to foster discussion on best practices, identify considerations for collaborative efforts, and help you work through key decisions and implementation considerations. Although the guide was developed as a tool for grantees, it also serves as an important tool for your NRRC technical assistance provider (“TA provider”) to understand the status and progress of your project, the types of challenges you are encountering, and the ways your TA provider might be helpful to you in making your project successful.  
   
You and your TA provider will use your responses to the self-assessment to collaboratively develop priorities for technical assistance.  
   
Any questions about this guide should be directed to your TA provider.  
   
**Contents of the Guide**  
The guide is divided into six sections. Each section includes background discussion, assessment questions, and exercises drawn from evidence-based principles. You will be prompted to write short responses, attach existing documents, and complete exercises. Your answers will provide insight into your initiative’s strengths and identify areas for improvement. As you work through the sections, please pay close attention to the supporting resources in the appendix, which contain suggestions for further reading and provide access to important resources and tools. Your TA provider may also send you additional information on specific relevant topics to complement certain sections. If you need additional information or resources on a topic, please reach out to your TA provider.

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| **TA Provider Contact Information** | |
| **Name:** |  |
| **Phone:** |  |
| **Email:** |  |

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| ***Final Draft to your NRRC TA Provider Friday, July 12, 2019*** |

**SECTION 1: IDENTIFYING GOALS AND ASSESSING INITIAL TECHNICAL ASSISTANCE NEEDS**

***Due to your NRRC TA provider January 25th, 2019.***

Although your TA provider has read the project narrative that you submitted in response to the SCA solicitation, there may have been updates or developments since the submission of your original application. This exercise is intended to give your TA provider a sense of your current project goals and your initial technical assistance needs.

**EXERCISE 1, PART 1: BASIC INFORMATION**

1. Grantee Name

Click or tap here to enter text.

1. Award Number

Click or tap here to enter text.

1. Grantee Type *(Choose one.)*

Court

Tribal

City

County

State

1. Geographic Location (*Please specify the city, county, or state where your program operations are primarily occurring.)*

Click or tap here to enter text.

1. Jurisdiction Type*(Check all that apply.)*

Rural

Suburban

Urban

Tribal

Other(*Please specify:* Click or tap here to enter text.)

1. Project Name

Click or tap here to enter text.

1. Point(s) of Contact *(Please include criminal justice agency and evaluation partners in this section)*

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|  | **Name** | **Email** | **Title, Organization** |
| Program POC | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| Financial POC | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| Research POC | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |

1. Initiative Description *(Please briefly describe your initiative [in 300 words or fewer], including your intended long-term goals and the steps you will take to accomplish those goals.)*

Click or tap here to enter text.

1. On which domains are you focusing in this grant program? *(Check all that apply–minimum of two.)*

Behavioral Health

Community Supervision

Education

Employment

Housing

1. Why were these domains selected for the project?

Click or tap here to enter text.

1. For each domain selected, what barriers to reentry in your jurisdiction do you seek to remedy?

Click or tap here to enter text.

1. Is this a new program or an expansion/enhancement of an existing program?

New program *(Please describe.)*

*Click or tap here to enter text.*

Expansion/enhancement of an existing program *(Please describe.)*

*Click or tap here to enter text.*

1. What are your goals for the planning period of this grant? *(E.g., develop a task force, establish data collection indicators.)*

*Click or tap here to enter text.*

1. What are your goals for the implementation period of this grant?

*Click or tap here to enter text.*

1. In order for your TA provider to get a full understanding of your partnerships, programs, and ideas for this grant, please provide them with the following documents:

Copy of signed BJA award document, with any grantee-specific conditions (required) – due January 25, 2019

MOUs, interagency agreements, and information-sharing agreements (required) – due June 15, 2019

Gap/needs/capacity analysis (optional)– due January 25, 2019

Program policy and procedure manual (optional)

Graduated response decision matrix (optional)

Current strategic plan (optional)

**B. Grant Initiative Updates**  
It is helpful for your TA provider to know about any significant developments that have occurred between the time you submitted your application and now. In your responses below, be sure to reference any key goal changes, stakeholder changes, etc., that may have occurred. *If any programmatic, administrative, or financial changes have been made since you submitted your grant proposal, you are required to submit a Grant Adjustment Notice (GAN) through the GAN module in the Grants Management System (GMS). Please note that GANs are subject to approval by BJA.*

1. Do you envision any changes to the initiative and/or its goals as they were outlined in your grant proposal? *(Such changes may include changes in evidence-based practices, screening and assessment tools selected, program partner changes, staffing changes, new budget constraints, etc.)*

*Click or tap here to enter text.*

**EXERCISE 1, PART 2:  LOGIC MODEL**  
***Due to your NRRC TA provider February 22nd, 2019*.**   
   
A logic model demonstrates the causal relationships between goals, activities, and results. It is a useful tool to visualize the purpose and scope of the grant program, including the resources needed to implement it, and its expected outcomes. Please use the sample logic model provided at the link below, which can be filled out with information from the previous sections of the guide. When noting outcomes, consider how you plan to measure those outcomes. Please note that goals and inputs/resources may correspond to multiple activities, outputs, and outcomes. For additional examples, templates, and information on developing a logic model, please visit the [W.K. Kellogg Foundation Logic Model Development Guide](https://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide). When completing your logic model, please refer to your program narrative for project goals, activities, and timeline.

**Content Area A:** Evaluate your current strategic plan for reentry and address any identified deficits. Make sure to identify system gaps that have an impact on reducing recidivism, especially when involving violent crime.

**Goal:** Enter a statement about what the project intends to accomplish with respect to the content area specified above.

*Click or tap here to enter text.*

**Inputs:** What resources will be necessary to support this goal? *(E.g., staff, materials, funds.)*

*Click or tap here to enter text.*

**Current Gaps:** What gaps in policies, procedures, or programming have been identified and need to be addressed in order to achieve this goal?

*Click or tap here to enter text.*

Fill out the chart below regarding Content Area A.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Objective** What are the intended results? | **Activities and Responsible Party**  What activities will be conducted to achieve the objective and who is responsible for them? | **Participants**  Who will participate in or be targeted by the objective? How many participants will be served? | **Process Measures**  Identify short-term outcomes. | **Long-Term Outcomes**  What change(s) is expected in the participants as a result of these activities? | **Timeline**  When will each activity be implemented? |
| *Example:*  *To incorporate risk and needs assessments in all case planning* | *Example:*  *1.Research and select a risk and needs assessment tool. (Director of Programs)*  *2.Coordinate purchase of the tool and develop a training schedule (Deputy Director)*  *3.Implement training (Director of Programs)* | *Example:*  *Initial training will include 30 probation/parole officers; entire workforce to be trained = 150 officers* | *Example:* *Number of staff trained*  *Number of training courses completed by staff*    *Number of new case plans that target interventions based on risk and needs assessment results* | *Example:*  *All probation/parole officers will be trained in using and scoring risk and needs assessments*  *All officers will use risk and needs assessment results to develop case plans* | *Example:* *Selection to be completed by June 2019*  *Purchase/training schedule to be completed in July 2019*  *Begin assessment training August 2019; complete all trainings by July 2020* |
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**Content Area B:** Conduct a system analysis of reentry providers and services, including eligibility, enrollment, and adherence to the risk-needs-responsivity (RNR) principle.

**Goal:** Enter a statement about what the project intends to accomplish with respect to the content area specified above.

*Click or tap here to enter text.*

**Inputs:** What resources will be necessary to support this goal *(e.g., staff, materials, funds)*?

*Click or tap here to enter text.*

**Current Gaps:** What gaps in policies, procedures, or programming have been identified and need to be addressed in order to achieve this goal?

*Click or tap here to enter text.*

Fill out the chart below regarding Content Area B.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Objective** What are the intended results? | **Activities and Responsible Party**  What activities will be conducted to achieve the objective and who is responsible for them? | **Participants**  Who will participate in or be targeted by the objective? How many participants will be served? | **Process Measures**  Identify short-term outcomes. | **Long-Term Outcomes**  What change(s) is expected in the participants as a result of these activities? | **Timeline**  When will each activity be implemented? |
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**Content Area C, Domain 1:** Choose and conduct an analysis of the system domains you proposed in your narrative: Behavioral Health; Community Supervision; Education; or Employment and Housing (see Appendix C of the [solicitation](https://www.bja.gov/funding/InnReentry18.pdf)), including a review of current policies and practices, and develop and implement plans to remove barriers to successful reentry.

Please specify which domain you have chosen to focus on for Domain 1: *Click or tap here to enter text.*

**Goal:** Enter a statement about what the project intends to accomplish with respect to the content area specified above.

*Click or tap here to enter text.*

**Inputs:** What resources will be necessary to support this goal *(e.g., staff, materials, funds)*?

*Click or tap here to enter text.*

Fill out the chart below regarding Content Area C, Domain 1.

|  |  |  |  |  |  |
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| **Objective** What are the intended results? | **Activities and Responsible Party**  What activities will be conducted to achieve the objective and who is responsible for them? | **Participants**  Who will participate in or be targeted by the objective? How many participants will be served? | **Process Measures**  Identify short-term outcomes. | **Long-Term Outcomes**  What change(s) is expected in the participants as a result of these activities? | **Timeline**  When will each activity be implemented? |
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**Content Area C, Domain 2:** Choose and conduct an analysis of the system domains you proposed in your narrative: Behavioral Health; Community Supervision; Education; or Employment and Housing (see Appendix C of the [solicitation](https://www.bja.gov/funding/InnReentry18.pdf)), including a review of current policies and practices, and develop and implement plans to remove barriers to successful reentry. 

Please specify which domain you have chosen to focus on for Domain 2. *Click or tap here to enter text.*

Enter a statement about what the project intends to accomplish with respect to the content area specified above.

*Click or tap here to enter text.*

**Inputs:** What resources will be necessary to support this goal *(e.g., staff, materials, funds)*?

*Click or tap here to enter text.*

**Current Gaps:** What gaps in policies, procedures, or programming have been identified and need to be addressed in order to achieve this goal?

*Click or tap here to enter text.*

Fill out the chart below regarding Content Area C, Domain 2.

|  |  |  |  |  |  |
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| **Objective** What are the intended results? | **Activities and Responsible Party**  What activities will be conducted to achieve the objective and who is responsible for them? | **Participants**  Who will participate in or be targeted by the objective? How many participants will be served? | **Process Measures**  Identify short-term outcomes. | **Long-Term Outcomes**  What change(s) is expected in the participants as a result of these activities? | **Timeline**  When will each activity be implemented? |
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Have you chosen to address more domains?

Yes *(Complete the following information for each domain.)*

No *(Proceed to the Grantee Action Plan at the end of this section.)*

**Content Area C, Domain 3:** Choose and conduct an analysis of the system domains you proposed in your narrative: Behavioral Health; Community Supervision; Education; or Employment and Housing (see Appendix C of the [solicitation](https://www.bja.gov/funding/InnReentry18.pdf)), including a review of current policies and practices, and develop and implement plans to remove barriers to successful reentry. 

Please specify which domain you have chosen to focus on for Domain 3. *Click or tap here to enter text.*

Enter a statement about what the project intends to accomplish with respect to the content area specified above.

*Click or tap here to enter text.*

**Inputs:** What resources will be necessary to support this goal *(e.g., staff, materials, funds)*?

*Click or tap here to enter text.*

**Current Gaps:** What gaps in policies, procedures, or programming have been identified and need to be addressed in order to achieve this goal?

*Click or tap here to enter text.*

Fill out the chart below regarding Content Area C, Domain 3

|  |  |  |  |  |  |
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| **Objective** What are the intended results? | **Activities and Responsible Party**  What activities will be conducted to achieve the objective and who is responsible for them? | **Participants**  Who will participate in or be targeted by the objective? How many participants will be served? | **Process Measures**  Identify short-term outcomes. | **Long-Term Outcomes**  What change(s) is expected in the participants as a result of these activities? | **Timeline**  When will each activity be implemented? |
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**Content Area C, Domain 4:** Choose and conduct an analysis of the system domains you proposed in your narrative: Behavioral Health; Community Supervision; Education; or Employment and Housing (see Appendix C of the [solicitation](https://www.bja.gov/funding/InnReentry18.pdf)), including a review of current policies and practices, and develop and implement plans to remove barriers to successful reentry.   
  
Please specify which domain you have chosen to focus on for Domain 4. *Click or tap here to enter text.*

Enter a statement about what the project intends to accomplish with respect to the content area specified above.

*Click or tap here to enter text.*

**Inputs:** What resources will be necessary to support this goal *(e.g., staff, materials, funds)*?

*Click or tap here to enter text.*

**Current Gaps:** What gaps in policies, procedures, or programming have been identified and need to be addressed in order to achieve this goal?

*Click or tap here to enter text.*

Fill out the chart below regarding Content Area C, Domain 4.

|  |  |  |  |  |  |
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| **Objective** What are the intended results? | **Activities and Responsible Party**  What activities will be conducted to achieve the objective and who is responsible for them? | **Participants**  Who will participate in or be targeted by the objective? How many participants will be served? | **Process Measures**  Identify short-term outcomes. | **Long-Term Outcomes**  What change(s) is expected in the participants as a result of these activities? | **Timeline**  When will each activity be implemented? |
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**GRANTEE ACTION PLAN**  
Please list any next steps needed to accomplish goals.

*Click or tap here to enter text.*

**SECTION 2: DEVELOPING COLLABORATIVE STRATEGIES AND ESTABLISHING YOUR TASK FORCE**

***Due to your NRRC TA provider February 22nd, 2019.***

Establishing an effective reentry strategy requires coordination across multiple agencies and partners. The task force is an important group that can ensure that agency leaders work together to advance and support jurisdiction-wide reentry policy and practice changes. Your task force should comprise relevant state, tribal, territorial, or local leaders along with representatives of relevant agencies, service providers, nonprofit organizations, and other key stakeholders. The task force should examine ways to pool resources and collect data and best practices in reentry from stakeholder agencies and organizations.  
   
While some grantees already have task forces in place, others will only be starting to form them. No matter where you are in this process, it is important to develop protocols on how this group will prioritize and support this SCA grant program as well as provide guidance throughout its duration.  
   
As you reassess your reentry coalition partnerships, consider including task force members who represent victim advocacy groups, substance addiction treatment providers, law enforcement, courts, community corrections/supervision, workforce development, housing, education, faith-based organizations, peer groups, formerly incarcerated people, and family members of incarcerated people. Questions to keep in mind:  
   
Are there any additional stakeholders you would like to join the task force to ensure that there is system-wide representation? Who are the local “champions” for housing and criminal justice-related issues? Are they participating on your task force? If not, do you plan to include them?  
   
When completing this section, please recall the specific task force requirements for the domains you have chosen, as outlined in Appendix C of the [grant solicitation](https://www.bja.gov/funding/InnReentry18.pdf).

**EXERCISE 2: DEVELOPING YOUR TASK FORCE**

**A. Task Force Questions**

1. Have you reassessed coalition partnerships to ensure that the task force’s current structure includes all necessary stakeholders?

Yes

No *(When will this take place?) Click or tap here to enter text.*

1. Is a task force (i.e., an advisory or decision-making entity) in place to oversee and guide the direction of the project?

Yes

No (*Describe your current process and timeline for developing a task force, and how this group will dedicate meeting time to the implementation of the grant; then skip to Exercise B.)* *Click or tap here to enter text.*

1. Please describe how this group will dedicate meeting time and resources to planning and implementing this grant. *(I.e., is there a consistent amount of meeting time dedicated to this work? Does this group receive reports and updates from the planning team?)*

*Click or tap here to enter text.*

1. What is the task force’s mission statement?

*Click or tap here to enter text.*

1. How often will this group meet?

*Click or tap here to enter text.*

1. Please list any task force subcommittees or working groups and their meeting schedules.

*Click or tap here to enter text.*

1. Please describe any subcommittees or working groups that you plan to establish in the future.

*Click or tap here to enter text.*

**B. Identifying Task Force Members**

Please list the name of your task force and its members in the chart below. If the members of your task force have not yet been determined or finalized, please list those whom you intend to invite, which may include agencies, service providers, and community members. When deciding whom to invite, keep in mind that representation is required for each domain, as outlined in Appendix C of the solicitation:

* Behavioral health: Treatment providers, consumers of behavioral health services, and those consumers’ families
* Community supervision: Paroling authorities, probation/community supervision agency, and community/specialty (e.g., drug, reentry, mental health, veterans) courts
* Education: Local adult education/literacy programs, community colleges, vocational education centers, and other institutions of higher education
* Employment: The local Workforce Development Board/American Job Center (also known as One-Stop Centers), Chamber of Commerce, and labor unions
* Housing: The local Continuums of Care; public housing agency; city and county housing departments; the state housing agency; and faith-based and neighborhood organizations

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| **Taskforce Membership Information** | | |
| **Name** | **Title/Agency** | **Formal Role on Task Force** |
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**C.  Establishing a Reentry Coordinator**  
It is important to establish a high-level reentry coordinator position whose principal responsibility is to oversee this grant program and who has access to key decision makers in corrections, government, and human services. Determining who will serve as the reentry coordinator is the first step for a jurisdiction in the planning process. The person selected should have knowledge of the local criminal justice and reentry systems, have excellent facilitation and organizational skills, and demonstrate the ability to proactively drive the planning process to ensure progress, which would include completing the evaluation. This exercise will help identify the qualifications, knowledge, skills, and responsibilities you should be seeking in your program’s reentry coordinator.

1. Have you identified and hired a reentry coordinator to lead the task force, liaise with the evaluation researcher, lead the practice and policy review, and finalize your strategic plan?

Yes *(To whom will the reentry coordinator position report?)*  *Click or tap here to enter text.*

No *(What is the time frame for doing so?)*  *Click or tap here to enter text.*

**Reentry Coordinator Position Checklist**

**Position Status**

Employee (*Agency name):* *Click or tap here to enter text.*

Consultant/Contractual (*Person/Agency name):* *Click or tap here to enter text.*

**Required Knowledge, Skills, and Abilities***(Check which of these items are a priority for the person in this role.)*

Knowledge of state, county, and local criminal justice systems and government

Knowledge of principles, practices, procedures, and philosophies of public administration

Knowledge of ethical guidelines applicable to the position as outlined by federal, state, and local laws or ordinances as well as professional standards

Excellent organizational and interpersonal skills

Skill in data collection and analysis, with the ability to develop and effectively present information clearly and in a compelling manner

Skill in the preparation, presentation, and administration of budgets

Skill and proficiency with Microsoft Word, Excel, and PowerPoint

Ability and skills to develop, recommend, and implement effective plans and programs and objectively evaluate progress toward goals and timetables

Ability to work as an effective and collaborative team player

Ability to write and speak effectively, including the ability to conduct effective meetings

Ability to establish and maintain effective relationships with government officials, union officials, employees, and the general public

Ability to provide interactive, dynamic communication with your governance body

Ability to use established research methodology to test hypotheses and present findings

Ability to work the allocated hours of the position

Ability to work with diverse populations

|  |  |  |
| --- | --- | --- |
| **Required vs. Desired Qualifications** | Required | Desired |
| Master’s degree from an accredited college or university with a major in criminal justice, public administration, social work, political science, organizational development, or another closely related field |  |  |
| Five (5) years of experience working in the criminal justice system, public administration, or human services field |  |  |
| Two (2) years of management experience in a multidivisional organization |  |  |
| Experience in researching, writing, and administering grant requests |  |  |
| Experience working in a governmental setting |  |  |
| Experience conducting data analysis and program evaluation |  |  |
| Demonstrated experience and success in the implementation of a strategic work plan |  |  |
| Professional experience in budget management |  |  |
| Other *(Please specify.)*  *Click or tap here to enter text.* |  |  |

**Responsibilities and Tasks**  
*(Select all that apply.)*

Develops and coordinates the planning and implementation of reentry task force initiatives and activities under the direct supervision of task force leadership

Works collaboratively with the task force and partners to coordinate development of a strategic work plan, policies, and procedures that are updated periodically, consistent with the mission and goals

Implements goals, priorities, work plans, programs, and organizational structures by working collaboratively with the task force and multiple county departments at varying levels of management

Recommends to the task force changes and improvements to reentry practices and procedures, incorporating concepts of continuous quality improvement and implementation of evidence-based best practices

Monitors task force work plan and provides progress reports to task force leadership

Obtains and analyzes data and information on existing reentry programs in the jurisdiction (e.g., halfway houses, day reporting center, etc.)

Recommends programmatic, policy, procedural, or legislative changes based on the analysis of data, opinion surveys, and summary/historical research

Studies and develops methods to coordinate the availability and development of resources, facilities, and services that are required for, or offered by, the task force and its programs

Researches and analyzes critical issues identified by the task force and recommends and/or develops policies, procedures, and materials to address those critical issues

Develops program collaboration performance measures and evaluation standards for the programs coordinated by the task force

Prepares operational and statistical reports to support recommendations

Assists with cost-benefit analysis

Promotes, evaluates, and facilitates consumer and stakeholder involvement

Makes oral and written presentations to the task force, the county, and the community

Selects, supervises, and evaluates assigned program staff

Oversees the operating budget of the grant

Oversees and monitors grant processes

Develops recommendations for purchase of services with community agencies

Provides supervision and coordination of programs and monitors provision of contracted services

Provides professional consultation for task force and other governing committees and subcommittees as necessary

Assists task force chair and committee chairpersons with the development and posting of agendas, meeting minutes, and other correspondence

Attends all relevant meetings

Represents the task force, as directed, in all coordinated justice system planning and data collection efforts, at local and state committee meetings, and at local and national seminars

Collaborates with governmental, judicial, and private agencies to coordinate services and assist in the resolution of problems, questions, or requests related to services provided

Assists in development and management of the design and functionality of various department website pages and databases

Supervises the record-keeping procedures of the task force, ensuring accurate and timely fiscal reporting

Researches funding options for program sustainability

Negotiates and coordinates the development of contracts and agreements

Receives and forwards complaints and other types of disputes regarding program services to appropriate parties

Assists with quality assurance efforts of reentry service providers

Liaises with research partner, if applicable

Other *(Please specify.)*  *Click or tap here to enter text.*

**GRANTEE ACTION PLAN**  
  
Please list any next steps needed to accomplish goals.

*Click or tap here to enter text.*

**SECTION 3:  TARGET POPULATION, SYSTEM ANALYSIS, SCREENING AND ASSESSMENTS**  
***Due to your NRRC TA provider March 29th, 2019.***Your initiative should focus on populations that have been shown to have a higher risk of recidivating. The target population must be narrow enough to allow for focused planning, but also significant enough that reducing recidivism among that population can have an impact on the overall recidivism rate in your jurisdiction or community. BJA requires grantees to follow the risk principle when selecting a target population. The risk principle states that the greatest reductions in recidivism will be achieved by focusing programming and resources on people who are assessed as having a higher risk of recidivism.

**EXERCISE 3, PART 1:  DEFINING YOUR TARGET POPULATION**

Please provide a full description of your target population.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Age | | | | Risk Level | | | Sex/Gender | | Other *(Please describe.)* |
| 18-25 | 26-34 | 35-54 | 55+ | Low | Moderate | High | Male | Female |  |
| Target Population |  |  |  |  |  |  |  |  |  | Click or tap here to enter text. |

1. What is the racial/ethnic composition of your target population, in numerical percentages?

% White: Click or tap here to enter text.

% Black or African American: Click or tap here to enter text.

% American Indian or Alaska Native: Click or tap here to enter text.

% Asian: Click or tap here to enter text.

% Native Hawaiian/Other Pacific Islander: Click or tap here to enter text.

% Hispanic or Latino: Click or tap here to enter text.

% Other: Click or tap here to enter text.

1. From where is your target population drawn? *(Check all that apply.)*:

Probation

Parole

Jail

Prison

Other *(Please specify.):* Click or tap here to enter text.

1. Is a participant’s geographic location upon return an eligibility criterion?

Yes *(Please explain.)*  Click or tap here to enter text.

No

1. How many people do you plan to serve per year? Click or tap here to enter text.
2. How many people do you plan to serve over the course of this grant? Click or tap here to enter text.
3. Will any criminal charges/offenses be excluded from the grant initiative’s eligibility criteria?

Yes *(Which charges/offenses are ineligible, and why were they selected?)*  Click or tap here to enter text.

No

1. Will participation be voluntary?

Yes *(Please explain.)*  Click or tap here to enter text.

No *(Please explain.)*  Click or tap here to enter text.

1. What percentage of participants do you estimate will be on community-based supervision?   
   *(Please report in numerals.)* Click or tap here to enter text.
2. How do you plan to identify and recruit participants? *(E.g., jail-based staff have placed posters in the common area and hold an informational session once every two weeks about the program.)*

Click or tap here to enter text.

1. Will any incentives be offered through this program?

Yes *(Please describe both pre- and post-release incentives. Examples include, but are not limited to, access to more phone time before release or providing bus passes to participants after release.)*  Click or tap here to enter text.

No

1. What correctional facilities and/or halfway houses will be involved in this initiative?

Click or tap here to enter text.

**EXERCISE 3, PART 2:  SYSTEM MAPPING, PROCESS ANALYSIS, AND IDENTIFYING GAPS**  
   
**System Mapping by Intercept Points**

A system mapping exercise allows a planning team to trace each step of a person’s involvement in the justice system—from the moment the person is admitted to jail to his or her release and connection to community-based treatment, services, and supervision. At each decision point, the planning team should ask:

* What agencies, organizations, and stakeholders are involved at this point in the process?
* What is the process associated with the decision?
* Is the process timely and efficient?
* What information is collected at that point in the process?
* How is that information shared, and with whom is it shared?
* How is that information acted upon? Are the people involved in each decision point trained in their role?
* What is the process for individuals to be accepted into programs?

System mapping must be informed by administrators and frontline staff. Data should include:

* Administrative data, including the number of people who flow through the system, assessments, referrals, program completion, and recidivism rates
* Policies and procedures
* Interviews, focus group discussions, and surveys

​​

Conducting a system mapping exercise with your team will help identify gaps and develop processes and/or policies to begin addressing those gaps. This may be useful in providing the following information about screenings and assessments.  
   
A system mapping exercise generally includes five intercepts: (1) when an individual is first arrested and put under custody of law enforcement; (2) when the individual is in initial detention and court hearings; (3) when they are in jail/courts; (4) upon their reentry into the community from prison or jail; and (5) once they are placed into community corrections, either on parole or probation. [1]  
   
As you analyze your grant program's domain, consider where it falls along the continuum of these intercepts. For example, if your grant is focused on education, do those services take place in the jails/courts, upon reentry, under community supervision, or otherwise? You should also refer to other sections of this guide to consider your project services, namely when and where they will occur along the continuum (see Exercise 3, Part 2, Section C of this guide for behavioral health, Exercise 4, Part 3 for housing, etc.)  
   
For an example of an intercept map, please visit: https://www.prainc.com/what-exactly-is-a-sequential-intercept-mapping/. For another resource on system mapping, see Lore Joplin, *Mapping the Criminal Justice System to Connect Justice-Involved Individuals with Treatment and Health Care under the Affordable Care Act* (Washington, DC: National Institute of Corrections, 2014), https://s3.amazonaws.com/static.nicic.gov/Library/028222.pdf.

**A.  Screening and Assessment Process**  
Validated screening and assessment tools should be used to identify the target population. Information obtained from these assessments should be used to inform the case plans. This exercise asks you to identify which tools are currently being used by your team and allows you to identify where there are screening and assessment gaps in your system. It also helps you plan for the implementation of screenings, assessments, and case planning. For those currently in the process of selecting and implementing a tool(s), please provide an anticipated training and start date for these activities.  Below, please upload a flow chart that outlines the screening, assessment, and case planning process from initial intake through discharge to post-release services. The flow chart should detail criminogenic risk and needs and behavioral health needs assessments, demonstrate who conducts the case planning and assessments, and describe when and where each assessment occurs.

**[Insert flow chart here]**

**B.  Criminogenic Risk and Needs Assessment**

1. What is the name of the *validated* criminogenic risk and needs assessment is currently utilized or will be for this initiative?

Correctional Assessment and Intervention System (CAIS)

Wisconsin Risk and Needs (WRN) instruments

Correctional Offender Management Profile for Alternative Sanctions (COMPAS)

Level of Service Instruments (LSI, LSI-R, LS/CMI, LSI-R:SV, LS-RNR)

Offender Screening Tool (OST)

Ohio Risk Assessment System (ORAS)

Other *(Please specify.):*  Click or tap here to enter text.

1. Is this assessment currently in use or will it be implemented as part of the grant project? Has it been validated, or are there plans to validate it?

Currently in use, validated on target population *(When did this validation take place?):* Click or tap here to enter text.

Currently in use, not validated on target population *(Why not?):* Click or tap here to enter text.

Will be implemented in the future, no plans to validate it *(Why not?):* Click or tap here to enter text.

Will be implemented in the future, there are plans to validate it *(Please describe these plans.):* Click or tap here to enter text.

1. What agency or agencies will administer the risk and needs assessment for this grant initiative?

Click or tap here to enter text.

1. What staff will receive training on the *administration and scoring* of the risk and needs assessment?

Click or tap here to enter text.

1. What staff will receive training on *implementing* the results of the risk and needs assessment?

Click or tap here to enter text.

1. Will staff receive booster training sessions on the risk and needs assessment?

Yes *(How often?)*  Click or tap here to enter text.

No

1. Will quality assurance oversight be incorporated into the administration and scoring of the risk and needs assessment?

Yes *(Describe how this oversight will be incorporated.)*  Click or tap here to enter text.

No

1. How will you incorporate the risk and needs assessment results into a participant’s case plan?

Click or tap here to enter text.

1. Will participants be periodically reassessed?

Yes *(When and by whom?):* Click or tap here to enter text.

No

1. How is the assessment information currently recorded, stored, and retrieved? If you do not yet use a risk and needs assessment, how will it be recorded, stored, and retrieved?

Electronically

Paper files

Electronic health record

Other *(Please specify.):* Click or tap here to enter text.

1. Which partners will have access to the results? Will they receive this information automatically or is it available upon request?

Yes, automatically *(Which partners?):* Click or tap here to enter text.

Yes, upon request *(Which partners?):* Click or tap here to enter text.

No access *(Which partners?):* Click or tap here to enter text.

1. **Mental Health and Substance Use Screening and Assessment**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Mental Health  Screening Tool | Mental Health  Assessment Tool | Substance Use  Screening Tool | Substance Use  Assessment Tool |
| 1. What is the name of the *validated* screening? What is the name of the mental health and substance use assessment tool that will be used? *Please specify the year/generation.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. Who will administer the screening? Who conducts the clinical assessment/mental health evaluation? | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. How will the screening or assessment results be recorded and stored? *(E.g., electronic database, electronic spreadsheet, paper files, etc.)* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. What partners will have access to the results? | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. Will partners receive this information automatically, or will it be available upon request? | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. How will the screening or assessment results be utilized? | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. When will the tool be re-administered and by whom? | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. How will staff be trained on the tool? *(E.g., the agency that created the tool provides training.)* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |
| 1. When will staff receive booster training on how to administer the tool? | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |

**GRANTEE ACTION PLAN**  
Please list any next steps needed to accomplish goals.

Click or tap here to enter text.

**SECTION 4: IDENTIFYING EVIDENCE-BASED PROGRAMS AND SUPPORTIVE SERVICES**  
***Due to your NRRC TA provider April 19th, 2019.***

This section covers the evidence-based programs that will be provided to participants before and after release, along with the other supportive services that will assist them in reentry.

**EXERCISE 4, PART 1: EVIDENCE-BASED PROGRAMS**

Provide an inventory of the evidence-based programs offered through your grant initiative. Please indicate if the program is currently in operation or if you are planning to implement it in the future. You will be asked to list other supportive services, such as identification assistance, in Exercise 6.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Inventory of Evidence-Based Programs** | | | | | | | | |
| **Program Provided to Participants** | **Is this program currently provided?**  *(If not, please**list anticipated training and implementation dates.)* | **Before release, after release, or both?** | **Service-Delivery Method**  *(e.g. one-on-one, group setting, etc.)* | **Name of Service Provider** | **Program Capacity**  *(e.g., the number of people who can be served at one time)* | **Length of Program**  *(length of curriculum and sessions per week)* | **Grant-funded?**  *(yes or no)*  Yes No | |
| *Example:* Thinking  for a Change (T4C) | *Not currently*  *provided*  *Training: April 2018*  *Implementation:*  *June 2018* | *Both in Jones*  *County Jail (before release)*  *and at Main Street Reentry Service Center (after release)* | *Group* | *Jones*  *County*  *Sheriff’s*  *Office*  *Main Street Reentry*  *Service*  *Center* | *Jones*  *County Jail:*  *20 people*  *Main Street:*  *15 people*  *per 1 staffer* | *25 lessons*  *1–2 hour*  *sessions*  *1–3 times*  *per week* |  |  |
| *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |  |  |
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**EXERCISE 4, PART 2:  SUPPORTIVE SERVICES INVENTORY**  
Use this chart to list the supportive services you will provide through this grant initiative. This includes vocational, educational, personal identification, transportation, and family support services. Please do not include housing services in this section—they will be covered in Exercise 7.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Inventory of Supportive Services** | | | | | | | | |
| **Service Provided to Program Participants** | **Is this service currently provided?**  *If not, please list anticipated training and implementation*  *dates.* | **Before release, after release, or both?** | **Service- Delivery Method**  *(e.g., one-on-one, group setting, etc.)* | **Name of Service Provider** | **Service Capacity** | **Length of Service**  *(length of curriculum, number of sessions per week, etc.)* | **Grant-funded?** *(yes/no)*  Yes No | |
| *Example:*  *Employment programming, including job readiness assessment and development, resume prep, mock interviews, clothing assistance* | *Yes* | *Both in jail and at*  *Main Street Reentry Service Center* | *One-on-one*  *and group* | *Main Street*  *Reentry Service Center* | *Jail: 15*  *people per 1 staffer*  *Main Street:*  *30 people*  *per 2*  *staffers* | *15 hours* |  |  |
| *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* | *Click or tap here to enter text.* |  |  |
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**B. Connections to Health Care Coverage and Other Benefits**

1. Please describe your process (and which agency or agencies will be involved) for enrolling eligible participants in health care coverage, including Medicaid.

Click or tap here to enter text.

1. Please describe your process for enrolling eligible participants in Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI).

Click or tap here to enter text.

1. Please describe your process (and which agency or agencies will be involved) for identifying program participants who are veterans and connecting them to Veterans Affairs (VA) health care and other benefits and resources(e.g., Veterans Justice Outreach, Health Care for Reentry Veterans, and Veterans Reentry Search Service).

Click or tap here to enter text.

**EXERCISE 4, PART 3: HOUSING ASSESSMENT**

1. How will you be defining homelessness for the purposes of this initiative?

Click or tap here to enter text.

1. How will participants be assessed for homelessness—through informal conversation or through formal assessment? (E.g., through a housing needs and risks screening questionnaire administered 30 days prior to release.)  *For an example of a housing needs and risks screening questionnaire, see*[*https://csgjusticecenter.org/wp-content/uploads/2017/08/housing-questionnaire.pdf*](https://csgjusticecenter.org/wp-content/uploads/2017/08/housing-questionnaire.pdf)*.*

Click or tap here to enter text.

1. Who will be assessing participants for homelessness?

Click or tap here to enter text.

1. What housing providers are you engaging about potential partnerships?

Click or tap here to enter text.

1. What types of housing do they provide?   
   *(E.g., emergency shelter, family shelter, sober living environment, halfway houses)*

Click or tap here to enter text.

**GRANTEE ACTION PLAN**  
Please list any next steps needed to accomplish goals.

Click or tap here to enter text.

**SECTION 5: DATA COLLECTION, PERFORMANCE MEASUREMENT, AND PROGRAM EVALUATION**

***Due to your NRRC TA provider June 7th, 2019.***

**EXERCISE 5: DESCRIBING THE EVALUATION PLAN**  
According to BJA, the “Innovations Suite” of grant programs “represents a strategic approach that brings more 'science' into criminal justice operations by leveraging innovative applications of analysis, technology, and evidence-based practices with the goal of improving performance and effectiveness while containing costs.” A key part of this strategic approach is data collection, performance measurement, and program evaluation. Working with your research partner and TA provider, please complete the following questions to develop your evaluation plan.

1. What question(s) do you seek to answer through your evaluation?

Click or tap here to enter text.

1. How will recidivism be measured?

Rearrest

Reincarceration

Reconviction

Revocation

1. What is the baseline recidivism rate for your target population?

Click or tap here to enter text.

1. On average, how many individuals are returning to your jurisdiction annually from the following types of correctional facilities?   
   *(Please use numerals.)*

Federal: Click or tap here to enter text.

State: Click or tap here to enter text.

City: Click or tap here to enter text.

County: Click or tap here to enter text.

1. Who is responsible for entering data into the Performance Measurement Tool (PMT)?

Click or tap here to enter text.

1. Who is responsible for project data collection?

Click or tap here to enter text.

1. Who ensures and oversees accuracy of data collection and reporting?

Click or tap here to enter text.

1. How do you define “successful completion” of the program? *(E.g., participant completes all goals identified in the case plan; participant completed the cognitive behavioral intervention, etc.)*

Click or tap here to enter text.

1. When will your domain process measure report be finalized?

Click or tap here to enter text.

1. Will you produce an interim process measure report?

Yes

No

1. When do you estimate the last date of data collection on program participants will occur?

Click or tap here to enter text.

1. When will the final evaluation report be completed?

Click or tap here to enter text.

**DATA COLLECTION PLAN**  
When completing this data collection plan table, please refer to the outputs and outcomes you have identified in your logic model. 

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Output/Outcome**  *Example: Change in attitude* | **Data Sources/Tool**  *Example: COMPAS* | **Do you currently track this information?** | | **Who collects the data?**  *Example: DOC intake officer* | **When is the data collected?**  *Example: Upon program entry and after program completion.* | **How is the data collected?**  *Example: COMPAS Pre-and post-test* |
|  |  | Yes | No |  |  |  |
| Click or tap here to enter text. | Click or tap here to enter text. |  |  | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
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Please describe any limitations to the data collection and evaluation plans.

Click or tap here to enter text.

**GRANTEE ACTION PLAN**  
Please list any next steps needed to accomplish goals.

Click or tap here to enter text.

**SECTION 6: SUSTAINABILITY**  
***Due to your NRRC TA provider June 7th, 2019.***

Sustainability is difficult to achieve and becomes even more challenging if neglected until grant funding is coming to an end. Developing a sustainability plan at the onset is essential to building a strong initiative that can continue after the grant funding concludes.

**EXERCISE 6:  PLANNING FOR PROGRAM SUSTAINABILITY**

1. What goals does your initiative seek to achieve after the life of the grant? *(E.g., creating collaborative relationships with housing partners.)*

Click or tap here to enter text.

1. List the components of the grant initiative that will continue after the life of the grant. *(E.g., policy changes, task force meetings, use of screening or assessment tools, etc.)*

Click or tap here to enter text.

1. List any funding sources that may be available to sustain the initiative after the life of the grant. *(E.g., foundation, federal/state [such as Medicaid], or local funding, private donation, etc.)*

Click or tap here to enter text.

1. List the stakeholders and partners who will be involved in sustaining your initiative after the life of the grant.

Click or tap here to enter text.

1. How will you be tracking and sharing performance measures and initiative data with stakeholders?

Click or tap here to enter text.

**GRANTEE ACTION PLAN**  
Please list any next steps needed to accomplish goals.

Click or tap here to enter text.

Use the information provided below to access resources on: Systems collaboration; Risk, needs, responsivity; Screening and assessment; Data collection, performance measurement, and evaluation; Sustainability; Community supervision practices;

Behavioral health practices; Education; Employment; and Housing.

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| **Supporting Resources: Risk, Needs, Responsivity** |
| * Bonta, James, and Don A. Andrews. *Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation*. Ottawa, Canada: Public Safety Canada, 2007. <http://www.publicsafety.gc.ca/cnt/rsrcs/pblctns/rsk-nd-rspnsvty/rsk-nd-rspnsvty-eng.pdf>. * The Council of State Governments Justice Center. *Risk Assessment: What You Need to Know*. New York: The Council of State Governments Justice Center, 2015. <http://csgjusticecenter.org/reentry/posts/risk-assessment-what-you-need-to-know/>. * D’Amora, David. “Risk Need Responsivity 101: A Primer for SCA and SCA Grant Recipients.” Webinar held by the Council of State Governments Justice Center, New York, March 31, 2015. <https://csgjusticecenter.org/reentry/webinars/risk-need-responsivity-101-a-primer-for-sca-and-jmhcp-grant-recipients/>. * Hanson, R. Karl, et al. *A Five-Level Risk and Needs System: Maximizing Assessment Results in Corrections through the Development of a Common Language*. New York: The Council of State Governments Justice Center, 2017. <https://csgjusticecenter.org/wp-content/uploads/2017/01/A-Five-Level-Risk-and-Needs-System_Report.pdf>. |

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| **Supporting Resources: Systems Collaboration** |
| * Beeman, Marea, and Aimee Wickman. *Measuring Performance of CJCCs.* Arlington, VA: The Justice Management Institute, 2013. <http://69.195.124.207/~jmijust1/wp-content/uploads/2014/04/CJCCMiniGuide-Performance-Measures.pdf>. * McGarry, Peggy, and Becki Ney. *Getting it Right: Collaborative Problem Solving for Criminal Justice*. Silver Spring, MD: Center for Effective Public Policy, 2006. <https://s3.amazonaws.com/static.nicic.gov/Library/019834.pdf>. * Schwarzfeld, M., M. Reuland, and M. Plotkin. *Improving Responses to People with Mental Illnesses: The Essential Elements of a Specialized Law Enforcement–Based Program*. New York: The Council of State Governments Justice Center, 2008.   <https://csgjusticecenter.org/wp-content/uploads/2012/12/le-essentialelements.pdf>.   * Wickman, Aimee. *The Criminal Justice Coordinating Council Network Mini-Guide Series: Managing a CJCC in a Small Jurisdiction*. Arlington, VA: The Justice Management Institute, 2013. <http://69.195.124.207/~jmijust1/wp-content/uploads/2014/04/CJCCMiniGuide-Small-Jurisdictions.pdf>. |

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| **Supporting Resources: Screening and Assessment** |
| * Desmarais, Sarah L., and Jay P. Singh. *Risk Assessment Instruments Validated and Implemented in Correctional Settings in the United States*. New York: The Council of State Governments Justice Center, 2013. <http://csgjusticecenter.org/reentry/publications/risk-assessment-instruments-validated-and-implemented-in-correctional-settings-in-the-united-states/>. * Substance Abuse and Mental Health Services Administration. *Screening and Assessment of Co-occurring Disorders in the Justice System*. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2016. <http://store.samhsa.gov/product/SMA15-4930>. |

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| **Supporting Resources: Data Collection, Performance Measurement, and Evaluation** |
| * Carter, Madeline M. *The Importance of Data and Information in Achieving Successful Criminal Justice Outcomes*. Silver Spring, MD: Center for Effective Public Policy, 2006. <http://collaborativejustice.org/docs/Collaboration%20Data%20Monograph.pdf>. * Kim, KiDeuk, Miriam Becker-Cohen, Maria Serakos. *The Processing and Treatment of Mentally Ill Persons in the Criminal Justice System.* Washington, DC: Urban Institute, 2015. <http://webarchive.urban.org/UploadedPDF/2000173-The-Processing-and-Treatment-of-Mentally-Ill-Persons-in-the-Criminal-Justice-System.pdf>. * Morley, Elain, and Linda M. Lampkin. *Using Outcome Information: Making Data Pay Off*. Washington, DC: The Urban Institute, 2004. <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/311040-Using-Outcome-Information.PDF>. * Parsons, Jim, and Talia Sandwick. *Closing the Gap: Using Criminal Justice and Public Health Data to Improve the Identification of Mental Illness*. New York: Vera Institute of Justice, 2012. <https://www.vera.org/publications/closing-the-gap-using-criminal-justice-and-public-health-data-to-improve-the-identification-of-mental-illness>. * Rudes, Danielle S., Jill Viglione, Jennifer Lerch, Courtney Porter, and Faye S. Taxman. “Build to Sustain: Collaborative Partnerships Between University Researchers and Criminal Justice Practitioners.” *Criminal Justice Studies* 27, no. 3 (2014): 249–63. |

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| **Supporting Resources: Sustainability** |
| * Office of Rural Health Policy, Health Resources and Services Administration. *Rural Behavioral Health Programs and Promising Practices*. Washington, DC: U.S. Department of Health and Human Services, 2011. <http://www.hrsa.gov/ruralhealth/pdf/ruralbehavioralmanual05312011.pdf>. * Rudes, D.S., J. Viglione, J. Lerch, C. Porter, and F. S. Taxman. (2014). “Build to Sustain: Collaborative Partnerships Between University Researchers and Criminal Justice Practitioners.” *Criminal Justice Studies* 27, no. 3 (2014): 249–63. |

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| **Supporting Resources: Community Supervision Practices** |
| **Evidence-Based Community Supervision Practices**   * Carter, Madeline M., and Richard J. Sankowvitz. *Dosage Probation: Rethinking the Structure of Probation Sentences*. Silver Spring, MD: Center for Effective Public Policy, 2014. <https://s3.amazonaws.com/static.nicic.gov/Library/027940.pdf>. * Prendergast, Michael L. “Interventions to Promote Successful Re-Entry Among Drug-Abusing Parolees.” *Addiction Science and Clinical Practice* 5, no. 1 (2009): 4–13. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2797118/>. * Fabelo, Tony, Geraldine Nagy, and Seth Prins. *A Ten-Step Guide to Transforming Probation Departments to Reduce Recidivism*. New York: The Council of State Governments Justice Center, 2011. https://www.bja.gov/Publications/CSG\_10Step\_Guide\_Probation.pdf |

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| **Supporting Resources: Behavioral Health Practices** |
| **Evidence-Based Behavioral Health Practices**   * Bogue, Bradford, and Anjali Nandi. *Motivational Interviewing in Corrections: A Comprehensive Guide to Implementing MI in Corrections*. Washington, DC: National Institute of Corrections, 2012. <https://nicic.gov/motivational-interviewing-corrections-comprehensive-guide-implementing-mi-corrections>. * The National Judicial College. *Principles of an Effective Criminal Justice Response to the Challenges and Needs of Drug- Involved Individuals*. Reno, NV: The National Judicial College, 2012. <http://www.judges.org/wp-content/uploads/DIO-monograph0113.pdf>. * Peters, Roger. “Addressing Co-occurring Disorders in Adult Court-Based Programs.” Webinar held by The Council of State Governments Justice Center, New York, August 24, 2012. <http://csgjusticecenter.org/courts/webinars/webinar-archive-addressing-co-occurring-disorders-in-adult-court-based-programs/>. * Plotkin, Martha R., and Alex Blandford. *Critical Connections: Getting People Leaving Prison and Jail the Mental Health Care and Substance Use Treatment They Need; What Policymakers Need to Know about Health Care Coverage.* New York: The Council of State Governments Justice Center, 2017. <https://files.csgjusticecenter.org/critical-connections/Critical-Connections-Full-Report.pdf>. |

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| **Supporting Resources: Education** |
| * The Council of State Governments Justice Center. *Reentry Essentials: An Overview of Employment and Correctional Education.* New York:The Council of State Governments Justice Center, 2018.<https://csgjusticecenter.org/nrrc/posts/reentry-essentials-an-overview-of-employment-and-correctional-education/> * Taliaferro, Wayne and Duy Pham. *Incarceration to Reentry: Education & Training Pathways in Ohio.* Washington, DC: The Center for Law and Social Policy (CLASP), 2018. <https://www.clasp.org/sites/default/files/publications/2018/05/2018_pathwaysinohio.pdf>. * The Council of State Governments Justice Center. *Locked Out: Improving Educational and Vocational Outcomes for Incarcerated Youth.* New York: The Council of State Governments Justice Center, 2015. <https://csgjusticecenter.org/wp-content/uploads/2015/11/LOCKED_OUT_Improving_Educational_and_Vocational_Outcomes_for_Incarcerated_Youth.pdf> |

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| **Supporting Resources: Employment** |
| * The Council of State Governments Justice Center. *Reducing Recidivism and Increasing Job Readiness*. New York: The Council of State Governments Justice Center, 2018. <https://csgjusticecenter.org/nrrc/reducing-recidivism-and-increasing-job-readiness/>. * The Council of State Governments Justice Center. *Addressing Barriers to Occupational Licensing for People Who Have Criminal Records.* New York: The Council of State Governments Justice Center, 2018. <https://csgjusticecenter.org/nrrc/webinars/addressing-barriers-to-licensing-for-people-who-have-criminal-records/> * “The National Inventory of Collateral Consequences of Conviction.” The Council of State Governments Justice Center. Accessed August 2018. https://niccc.csgjusticecenter.org/ * “The Clean Slate Clearinghouse.” The Council of State Governments Justice Center. Accessed August 2018. https://csgjusticecenter.org/cleanslate/ |

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| **Supporting Resources: Housing** |
| * United States Interagency Council on Homelessness. *Connecting People Returning from Incarceration with Housing and Homelessness Assistance.* Washington, DC: United States Interagency Council on Homelessness, 2016. <https://www.usich.gov/resources/uploads/asset_library/Reentry_Housing_Resource_Tipsheet_Final.pdf> * Tesfai, Afomeia and Gilhuly, Kim. *The Long Road Home: Decreasing Barriers to Public Housing for People with Criminal Records*. Oakland, CA: Human Impact Partners, 2016. <http://www.ellabakercenter.org/sites/default/files/media/OHA-HIA-Final-Report.pdf> * The Council of State Governments Justice Center. *Assessing Housing Needs and Risks: A Screening Questionnaire*. New York: The Council of State Governments Justice Center, 2017. <https://csgjusticecenter.org/wp-content/uploads/2017/08/housing-questionnaire.pdf> |