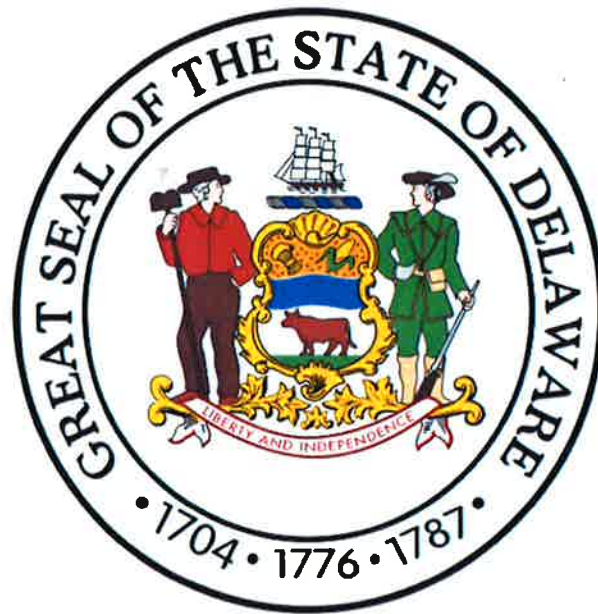


# **National Criminal Justice Reform Project**

## **Report to the Governor**



**Office of the Governor**  
**Criminal Justice Council**

**December 2017**



STATE OF DELAWARE  
EXECUTIVE DEPARTMENT  
**CRIMINAL JUSTICE COUNCIL**  
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December, 2017

The Honorable John C. Carney, Governor  
Governor Executive Office  
150 Martin Luther King, Jr. Blvd.  
Dover, Delaware 19901

Re: The National Criminal Justice Reform Project: Delaware's Strategic Plan for Prisoner Reentry

Dear Governor Carney:

As you know, the National Criminal Justice Reform Project (NCJRP) is a long-term technical assistance opportunity provided by the National Governors Association Center for Best Practices (NGA Center) and the National Criminal Justice Association Center for Justice Planning (NCJP) to assist with our criminal justice reform agenda. The NCJRP theory of change is that a governor's commitment to reforming the state's criminal justice system creates the mandate necessary for transformation. Further, efforts must bolster the State Administering Agency's (SAA) capacity for implementing and sustaining a data-driven strategic planning process to establish policy priorities and promote wider adoption of evidence-based programming. The technical assistance project is funded by the Laura and John Arnold Foundation which is dedicated to crime reduction, the increase in public safety and ensuring that the criminal justice system operates as fairly and cost-effectively as possible.

Delaware was selected to participate in March 2017 as one of five selected states due to your leadership and the commitment of the Delaware Criminal Justice Council to reduce recidivism. Delaware is dedicated to pursuing a reduction in the number and rate of individuals reoffending and violating post-release, and returning to prison by improving its prisoner reentry process and providing better access to evidence based practices that directly target criminogenic (crime-producing) risk factors. In addition, the reform project also focuses on the mental health and substance use disorder populations. Through the NCJRP, Delaware has received technical assistance for the past seven months through NCJRP's strategic planning process.

The assistance has included four on-site visits and access to valuable tools and resources for our prisoner reentry reform efforts. The Committee on Criminal Justice Reform was established under the Council to oversee the project and conducted its first meeting in April. The Committee in turn appointed a Core Team of reform leaders to manage the day to day operations of this robust effort and, together with the Committee, has established three workgroups, one dedicated to Evidence-Based Practices, one dedicated to Prisoner Reentry policies, processes and intermediate performance measures and one dedicated to Data and Evaluation.

**Report to Governor John C. Carney  
The Delaware Criminal Justice Council**

**The Delaware Recidivism Reduction Project**

Under the umbrella of the Prisoner Reentry Workgroup, four subgroups have been established (Housing, Employment, Education and Behavioral Health) to identify and build upon Delaware's prisoner reentry assets – such as our I-ADAPT process, the state's Reentry Court, the prison system's Risk, Need and Responsivity Project and the work of Connections Community Support Programs Inc. – and the barriers to improved system and individual offender success.

The initiative is targeting the offenders assessed to be at moderate to high risk for re-offending for whom recidivism is most likely. The Committee, the Core Team, the Workgroups and the subgroups have been meeting regularly since April 2017 and have produced some remarkable results in that short time. We feel quite certain that as our efforts continue, we will show a demonstrable decrease in the state's recidivism rate through the eventual implementation of improved reentry policies and practices.

The purpose of this report is to provide you our vision, mission and goals, our early results, our recommendations to you for several important policy considerations, and our general plans to move forward under the NCJRP for the next two years - if continuation funding is provided for by the Foundation.

Our results thus far include the Delaware Recidivism Reduction System Blueprint, the Delaware Prisoner Reentry Initiative Framework, the Charge of the Evidence-Based Practice Workgroup that will guide the work moving forward, and most importantly, the Preliminary Policy Recommendations for Recidivism Reduction from the work groups for your consideration. Within each of the aforementioned documents we've deliberately made an effort to clearly define both Reentry and Evidence Based Practices as to advance a path forward that aligns consistently with these terms. Finally, we've developed preliminary recommendations for a Success Rate Analysis that will allow us to immediately monitor the intermediate performance of the reforms once they are implemented.

Please accept this initial report of the Committee on Criminal Justice Reform. We look forward to discussing our results and plans with you at your earliest convenience as we move the project forward and continue to work throughout 2017 with the National Governors Association and the National Criminal Justice Association Center for Justice Planning.



Romain Alexander  
Criminal Justice Policy Advisor  
Executive Office of the Governor



Christian Kervick  
Executive Director  
Delaware Criminal Justice Council

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## The Delaware Strategic Plan for Prisoner Reentry Reducing Recidivism of Former Prisoners

### **EXECUTIVE SUMMARY**

November 17, 2017

Approved by the Delaware Committee on Criminal Justice Reform

Delaware convened its statewide Committee on Criminal Justice Reform (CCJR) to address the need to reduce recidivism and increase public safety. Officials assembled the cross-system body to identify gaps in reentry services for offenders pre- and post-release and to coordinate with providers of reentry programs. In addition to reducing recidivism through the application of evidence based practices targeting primary criminogenic (crime-producing) risk factors, the reform project also focuses on the mental health and substance use disorder populations.

The complex nature of these specialized populations requires additional measures to ensure successful reintegration into our communities. The CCJR discussed the issues facing formerly incarcerated persons, divided itself into issue-specific subgroups, and examined the state's criminal justice system. Based upon these discussions, the report divides recommendations into five sub-categories: overall reentry, behavioral health, housing, employment and education. CCJR's vision, mission and goals have been adopted:

**VISION:** Delaware's Strategic Plan for Prisoner Reentry is a collaborative, system-wide effort developed as part of the state's Recidivism Reduction System Blueprint. This effort reduces recidivism through the use of data-driven and evidence-based practices, resulting in fewer violations and fewer crimes committed by formerly incarcerated persons, fairer approaches, and increased cost effectiveness, culminating in increased public safety in Delaware communities.

**MISSION:** In order to achieve this vision, Delaware engages in a continuous evidence-based, policy-driven, data-informed, strategic planning process that: (1) acknowledges the complex dynamics associated with justice involved populations; (2) emphasizes collaboration, partnerships and data sharing across agencies and institutions to reduce barriers to reentry; (3) addresses the risks and needs of justice-involved individuals through a seamless case planning and implementation process for supervision and services; and (4) underscores the nexus between recidivism and effective services for housing, employment, health care, mental health, substance abuse, and education.

**GOALS:** The goals of the Delaware Strategic Plan for Prisoner Reentry are to:

1. Further develop and streamline current criminal justice initiatives in Delaware, particularly in the area of prisoner reentry, to maximize planning, reduce duplication of efforts, and improve the state's capability to leverage its resources.
2. Engage in a collaborative strategic planning effort between Delaware justice stakeholders and NCJRP technical assistance providers that focuses on evidenced-based and national best practices for recidivism reduction to help Delaware achieve its goals for criminal justice reform.
3. Assist in the development of approaches to fully engage Delaware communities in criminal justice reform efforts through improved partnerships with nonprofit organizations, particularly those involved in prisoner reentry services.
4. Assess recidivism reduction efforts, particularly with current and former prisoners, to efficiently identify current assets, barriers, and gaps in its policies, practices and intermediate measures of performance.
5. Provide recommendations on policy and process improvements that will strengthen the prisoner reentry system including an increase in the number of former prisoners seeking state services, strengthening the case planning process, and improving coordination with community agencies.
6. Provide recommendations to enhance current efforts to increase and improve service delivery for individuals dealing with mental health and substance use disorder challenges, as part of Delaware's response to recommendations of the American Civil Liberties Union.
7. Enhance data collection, and data and information sharing between state agencies and between the state and local communities to improve justice processes and performance.
8. Develop approaches for continuous evaluation of the collaborative strategic planning process.
9. Develop the methodology and funding plan for a third-party evaluation of Delaware's recidivism reduction efforts beginning with the focus on improved prisoner reentry.

### **SUMMARY OF HIGH PRIORITY POLICY RECOMMENDATIONS**

#### **Fully develop and implement the Delaware Prisoner Reentry Initiative (DE-PRI)**

- Support and endorse the Delaware Recidivism Reduction System Blueprint and implement as the first criminal justice reform regarding prisoner reentry.

- Fully develop and implement the Delaware Prisoner Reentry Initiative Framework which includes adherence to evidence-based practices and principles throughout the prison and community corrections system.
- Develop an evidence-based “overarching” prisoner reentry policy to guide all reentry work in the state in order to improve state and local coordination.
- Develop improved data access and sharing protocols to increase transparency and communication among prisoner reentry state and local stakeholders.
- Develop and implement a *Success Rate Analysis* to monitor performance of new reentry policies and protocols so that reforms can be assessed and adapted as needed over time.
- Develop a process to fully engage communities in the prisoner reentry process.
- Synchronize related state criminal justice initiatives into a unified structure as part of the DE-PRI.

### **DE-PRI Housing Policies**

- Create a Department of Corrections (DOC) policy that expresses the agencies commitment to avoid, whenever possible, releasing sentenced prisoners to homelessness so that prisoners have a sustainable housing plan for at least the first 90 days post-release. This in turn will require assessing the vulnerability for homelessness of prisoners long before their release.
- Create a Delaware State Housing Authority policy and strategic objective that expresses the agencies commitment to expand affordable housing for former prisoners, beginning with efforts to improve family reunification so that prisoners are more likely to be able to live with their families immediately upon release.

### **DE-PRI Education Policies**

- Initiate during the DOC classification process, an educational assessment so that sentenced prisoners are assessed for their academic and vocational needs in order to develop a plan for their reentry.
- Develop a “distance learning” policy - that does not require internet access - so that offenders who can’t access education currently for various reasons can benefit from academic and vocational services prior to release in preparation for employment and/or further training and education; and include the protocols in the DOC/Department of Education (DOE) Memorandum of Understanding (MOU).

### **DE-PRI Behavioral Health Policies**

- Develop an “overarching policy” that ensures programs providing substance use disorder treatments adhere to evidence-based principles and are implemented with fidelity and which are routinely assessed for their impact on recidivism reduction.
- Develop policies with DOC and the Department of Health and Social Services that provide a continuum of care from prison to the community for prisoners with mental illness and/or substance use disorders including the appropriate extension of services after relapse.

## **DE-PRI Employment Policies**

- Develop an MOU between the DOC, the DOE and the Department of Labor (DOL) for continuation of prison-based services for education and workforce development upon release to the community
- Create within the DOL a policy for skills training selection and employment services for clients with criminal justice involvement.
- Create state incentives for employers to increase employment for former prisoners that augment federal tax incentives; and improve methods to educate employers about these incentives.

## **SUMMARY OF DATA AND EVALUATION RECOMMENDATIONS**

### **Recommendations for the Success Rate Analyses:**

Considering the proposed methodology for a short-term success rate analysis and Delaware's expressed goals to improve reentry and reduce recidivism, the Data & Evaluation Workgroup recommends the following next steps.

1. Continue to convene meetings of the Data and Evaluation Workgroup and dialogue with the other CCJR workgroups and subgroups and the NCJRP Technical Assistance providers, to improve data access sharing and validity.
2. Begin dialogue to focus on resource needs and the acquisition of resources to conduct ongoing Success Rate Analyses and a Long-Term Recidivism Evaluation.
3. Once the Core Group approves of the methods and outcome definitions for a Success Rate Analysis, the Data and Evaluation Workgroup will utilize those methods to draw the comparison baseline group and subsequent cohorts to conduct a pilot Success Rate Analyses on a 2018 cohort that has been processed under the new protocols of the DE-PRI.

### **Preliminary Recommendations for a Long Term Recidivism Reduction Evaluation:**

1. Continue to work on Success Rate Analyses and use the knowledge gained from that process to start building the framework for a long-term recidivism study.
2. Begin the process of seeking the internal and external resources required to conduct a long-term recidivism study.
3. Continue to work with other CCRP Workgroups and the NCJRP Technical Assistance providers to make data accessible across the system.

## **SUMMARY OF RECOMMENDATIONS FOR ON-GOING ASSISTANCE**

1. **Determine how to implement the policy recommendations:** The Committee will continue to explore opportunities to codify policies within the preliminary policy recommendations through executive directive or orders, departmental-level policies and/or legislation in order to assure sustainability of the work.



2. **Leverage and coordinate project with federal criminal justice grants:** Delaware was recently awarded funding through the Bureau of Justice Assistance Second Chance Act grant and seeks to leverage this funding, along with existing funding, and align its priorities to further the vision, mission, and goals identified through this project. Since the grants provide funding for staff support and additional technical assistance, joining the efforts will have benefits for the Project but also for the federal grants.
3. **Consider sustainable state organization structures:** As part of the efforts to sustain the efforts of this project, Delaware seeks to explore and identify ways in which the project's Committee and workgroups, and its members can integrate its work long-term into the state's criminal justice system in order to carry-on the vision and mission of this work in the coming years.
4. **Create opportunities for interstate networking:** Committee members have expressed the value and importance of networking with other states and localities that are developing policies and programming to improve reentry in order to share ideas, challenges, and successes. Additional opportunities to network and learn from other states will assist Delaware to develop strategies to implement selected policies and identifying areas for further consideration.
5. **Receive presentations and trainings by experts:** Similar to state networking opportunities, the Committee and workgroups have expressed the value and need for additional presentations and training by reentry services, mental health, and substance use disorder experts. Each of the four subgroups (Housing, Employment, Education and Behavioral Health) have expressed the desire to meet with other state officials who are involved in the Project – or who are familiar with the strategic planning model being used in Delaware.



## National Criminal Justice Reform Project

### The Delaware Strategic Plan for Prisoner Reentry Reducing Recidivism for Former Prisoners

#### **2017 STATUS REPORT – PLAN FOR 2018/2019**

November 17, 2017

Policy Recommendations Approved by the DE Committee for Criminal Justice Reform

#### **I. INTRODUCTION**

The National Criminal Justice Reform Project (NCJRP) is a long-term technical assistance opportunity provided by the National Governors Association Center for Best Practices (NGA Center) and the National Criminal Justice Association Center for Justice Planning (NCJP) to assist with our criminal justice reform agenda. The NCJRP theory of change is that a governor's commitment to reforming the state's criminal justice system creates the mandate necessary for transformational change. Further, efforts must bolster the State Administering Agency's (SAA) capacity for implementing and sustaining a data-driven strategic planning process to establish policy priorities and promote wider adoption of evidence-based programming.

Delaware was selected to participate in March 2017 as one of five selected states due to the leadership of Governor John C. Carey and the commitment of the Delaware Criminal Justice Council to reduce recidivism. Delaware is dedicated to pursuing a reduction in the number and rate of individuals reoffending and violating post-release, and returning to prison by improving its prisoner reentry process and providing better correctional treatment methods for targeting criminogenic (crime-producing) risk factors. In addition, the reform project also focuses on the mental health and substance use disorder populations.

Delaware convened its statewide Committee on Criminal Justice Reform (CCJR) to address the need to reduce recidivism and increase public safety. Officials assembled the cross-system body to identify gaps in services for offenders following release and to coordinate with providers of existing programs. In addition to reducing recidivism, the reform project also will build in additional support for state efforts to address individuals dealing with mental health and substance use challenges.

The purpose of this report is to provide the Project's vision, mission and goals, early results, recommendations for several important policy considerations, and general plans to move forward under the NCJRP for the next two years.

#### **II. VISION, MISSION AND GOALS**

The complex nature of these specialized populations requires additional measures to ensure successful reintegration into our communities. The CCJR discussed the issues facing formerly

incarcerated persons, divided itself into issue-specific subgroups, and assessed the state's criminal justice system. Based upon these discussions, the report categorizes policy recommendations into five sub-categories: overall prisoner reentry reforms, behavioral health, housing, employment and education. CCJR's vision, mission and goals for the Project are as follows:

**VISION:** Delaware's Strategic Plan for Prisoner Reentry is a collaborative, system-wide effort developed as part of the state's Recidivism Reduction System Blueprint. This effort reduces recidivism through the use of data-driven and evidence-based practices, resulting in fewer violations and crimes committed by formerly incarcerated persons, fairer approaches, and increased cost effectiveness, and increased public safety in Delaware communities.

**MISSION:** In order to achieve this vision, Delaware engages in a continuous evidence-based, policy-driven, data-informed, strategic planning process that: (1) acknowledges the complex dynamics associated with justice involved populations; (2) emphasizes collaboration, partnerships and data sharing across agencies and institutions to reduce barriers to reentry; (3) addresses the risks and needs of justice-involved individuals through a seamless case planning and implementation process for supervision and services; and (4) underscores the nexus between recidivism and programs targeting crime producing risk and need factors along with effective services for housing, employment, health care, mental health, substance abuse, and education.

**GOALS:** The goals of the Delaware Strategic Plan for Prisoner Reentry are to:

1. Further develop and streamline current criminal justice initiatives in Delaware, particularly in the area of prisoner reentry, to maximize planning, reduce duplication of efforts, and improve the state's capability to leverage its resources.
2. Engage in a collaborative strategic planning effort with Delaware justice stakeholders and NCJRP technical assistance providers that focus on evidenced-based and national best practices for recidivism reduction to help achieve goals for criminal justice reform.
3. Assist in the development of approaches to fully engage Delaware communities in criminal justice reform efforts through improved partnerships with nonprofit organizations, particularly those involved in prisoner reentry services.
4. Assess recidivism reduction efforts, particularly with current and former prisoners, to efficiently identify current assets, barriers, and gaps in its policies, practices and intermediate measures of performance.
5. Provide recommendations on policy and process improvements that will strengthen the prisoner reentry system including an increase in the number of former prisoners seeking state services, strengthening the case planning process, and improving coordination with community agencies.

6. Provide recommendations to enhance current efforts to increase and improve service delivery for individuals dealing with mental health and substance user problems, as part of Delaware's response to recommendations of the American Civil Liberties Union.
7. Enhance data collection, and data and information sharing between state agencies and between the state and local communities to improve justice processes and performance.
8. Develop methods for ongoing evaluation of the collaborative strategic planning process.
9. Develop the methodology and funding plan for a third-party evaluation of Delaware's recidivism reduction efforts beginning with the focus on improved prisoner reentry.

In order to address the vision and mission and meet the goals of the Project, a robust organizational structure has been developed that will develop the policy recommendations and implementation approach for the initiative.

### **III. ORGANIZATIONAL STRUCTURE**

The organizational structure for the Project includes the Delaware Committee on Criminal Justice Reform, the Committee's Core Team, Work Groups dedicated to evidence-based Practices, data and evaluation, prisoner reentry policy and practice and Subgroups focused on housing, education, employment and behavioral health (*See Appendix A: Project Roster*).

#### **The Delaware Committee on Criminal Justice Reform (CCJR)**

The CCJR guides the strategic planning for prisoner reentry process and reports to the Delaware Criminal Justice Council. The CCJR is the governing body for the NCJRP. This cross system representation ensures comprehensive planning and collaboration. The Committee is diverse and represents all facets of the criminal justice system and is chaired by Romain Alexander, Governor Carney's Criminal Justice Policy Advisor, and Christian Kervick, the Executive Director of the Delaware Criminal Justice Council, the state's Single Administering Agency.

In addition to Council administrative staff and the Statistical Analysis Center, members include high level policy-makers in the departments or divisions of Corrections, Labor, Social and Human Services, Health and Human Services, Transportation Education, Youth Rehabilitation Services; and the Delaware State Housing Authority, the Delaware Superior and Justice of the Peace Courts, the Office of the Attorney General, the Delaware State Police, the University of Delaware, the Delaware Center for Justice, law enforcement officials, and community leaders.

#### **The CCJR Core Team**

A Core Team that reflects the leadership of the CCJR. The members provide day-to-day guidance to the work and sub groups and maintains direct and frequent communication with the NCJRP technical assistance team. Chaired by Romain Alexander and Chris Kervick, the Core Team includes the Honorable Charles Butler (Superior Court), Nancy Dietz (Youth

Rehabilitative Services), Darryl Chambers (Community Activist; University of Delaware), Jim Elder (Department of Correction), and Dan O'Connell (University of Delaware).

### **CCJR Work Groups**

Three workgroups have been established to address several overarching and fundamental subject areas covered by the project, including the Evidence-Based Practices Workgroup, the Data and Evaluation Workgroup and the Prisoner Reentry Workgroup. The three workgroups generally meet monthly and more often as needed. Each group has outlined deliverables and together they are responsible for the primary work products for the Project.

Under the umbrella of the Prisoner Reentry Workgroup, four subgroups have been established (Housing, Employment, Education and Behavioral Health) to identify Delaware's prisoner reentry assets and the barriers to improved system and individual offender success. Reentry assets identified include the Individual Assessment, Discharge and Planning Team (I-ADAPT) process, the state's Reentry Courts, the prison system's Risk, Need and Responsivity Project and the work of Connections Community Support Programs Inc.

These workgroups and subgroups are charged with developing a comprehensive implementation action plan that will result in improved former prisoner outcomes, including reduced return-to-prison rates. This development process is guided by a new tool that focuses on action planning and implementation, the *Strategic Planning for Prisoner Reentry Framework* (the Framework), developed by the Center for Justice Innovation in cooperation with the National Reentry Resource Center and the Northpointe Institute for Public Management, which builds on the excellent work of the National Institute of Corrections and their "Transition from Prison To Community" (TPC) Model.

The Framework identifies 26 "targets for change" with goals and operational expectations provided for each target. These targets for change have been distilled from the policy statements of the ReEntry Policy Council Report. Practical activities are provided within the Framework to help guide Delaware's strategies to meet their recidivism reduction goals, as well as references to research and publications for each targeted policy area. Importantly, intermediate performance measures are embedded in the tool to help monitor progress toward the primary goal of recidivism reduction. Through the workgroups and subgroups, Delaware has adapted the Framework for its use as the Delaware Prisoner Reentry Initiative (DE-PRI) Framework.

The targets for change in the DE-PRI Framework are categorized within the three phases and seven primary decision points of the TPC Model that comprise the reentry process (Getting Ready, the Institutional Phase; Going Home, the Pre-Release Phase; and Staying Home, the Community Supervision and Discharge Phase) and seven primary decision points that comprise the reentry process. The innovative elements and training in the use of the Framework push Delaware's reentry planning beyond high-level strategy to focus on detailed actions needed to implement and sustain recidivism reduction through improved policy and practice. Both the tool and the training to support its use are grounded in established principles of successful strategic planning and change management.

For each Target for Change, goals and operational expectations are included, 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 for Change that is being addressed. Thus, the Framework provides a practical guide to help direct Delaware's plan to meet the policy goals and operational expectations of prisoner reentry reform – likely through executive order. The Framework also allows Delaware to focus immediately on implementation.

Importantly, the Framework underscores the three overarching policy and practice considerations that must be in place to truly reform a returning citizen's behavior: Transition Accountability Planning, Case Management, and Evidence-Based Practices. The Framework also provides state agencies and local partners with the tools to move from planning to implementation and to accurately measure changes in recidivism. By moving reentry planning beyond high-level strategy to a focus on carefully scripted actions, Delaware can more effectively reduce recidivism. The priorities for implementation of the Framework include an improved transition accountability planning process with each returning citizen, from the point of imprisonment through successful discharge from post-release community supervision, with an emphasis on safe, affordable housing, employment, education and behavioral health needs.

Using the DE-PRI Framework, the workgroups identified the gaps and barriers within each of its subject areas, reviewed existing policies and practices with relevant state agencies, and developed initial recommendations for policies to the CCJ as described below. The recommendations were further developed during on-site assistance in November 2017.

#### **IV. BACKGROUND OF THE PROBLEM**

Delaware has a high serious crime and incarceration rate when compared with national averages. The state's prison population is routinely above capacity. Over 25,000 offenders are released from Delaware prison facilities yearly. The population stability is at 108% of capacity. It costs about \$35,000 a year to incarcerate one inmate which is 20 times as costly as probation. Delaware has a rate about 46% higher than the national average number of probationers and a rate about 12% higher than the national average of incarcerated adults. With such an incarceration rate and prison statistics, the state has an astounding need for successful reentry programs and services.

DE's sentenced inmates serve long sentences. The average prison sentence in DE was 3 years. The national average is about 2 years. About 80% of DE's offenders have drug involvement histories and 12% - 16% are seriously mentally ill. 75% of state prison inmates are high school dropouts, who are 3.5 times more likely to be arrested. The average DE inmate has a sixth grade education level. About 97% of the inmate population will be released to the community.

The George Mason University (GMU) report for DE DOC found the three most common criminogenic factors among the prison were criminal peers (82.8%), financial insecurity (79.3%), and education/employment (56.3%) and 31% had criminal thinking. Upon release offenders face similar issues: substance use disorder treatment, mental and general health services, education, job skills/employment, housing, and community integration.

According to the University of DE (UD) study completed on reentry participants with SCA funds, 35% of individuals were uncertain if they would secure long term housing and only 58 individuals made contact with the DE Housing Authority. The UD study also found that 40% of individuals were unemployed. Of those referred to DOL, 68% of potential clients did not appear for services. The UD report recommended including individual participants in developing transition plans to increase communication, reduce stress/confusion, and improve participant success. Currently transition plans are given to the individuals either from correctional counselors or probation officers and communication varies.

Studies have found a high level of recidivism in Delaware - most notably a study by the Delaware Statistical Analysis Center that tracked cohorts of inmates for 3 years following release. The study found that by the end of three years, nearly 76% of offenders released in 2012 had been rearrested. 68% had a reconviction, and 65% a recommitment.

Delaware must continue to assess the justice system – especially prisoner reentry - in a comprehensive and efficient fashion and then identify gaps in the system that if filled, will reduce recidivism. Assistance is sought for guiding stakeholders and work groups through system mapping exercises and identifying touch points for improvements.

## **V. THE STRATEGIC PLANNING PROCESS**

Through the NCJRP, Delaware has received technical assistance to engage in a strategic planning process with the goal of reducing the return to prison recidivism rate and effectively lowering Delaware's prison population. These efforts seek to improve prisoner reentry policies, practices, and access to services, especially for prisoners with substance use and mental health challenges. The assistance has included a series of on-site visits and access to valuable tools and resources for our prisoner reentry reform efforts.

The initiative targets offenders with moderate to high risk for re-offending, for whom recidivism is most likely. The Committee, the Core Team, the Workgroups and the subgroups have been meeting regularly since April 2017, made great progress, and the team is confident that its efforts will result in a demonstrable decrease in the state's 65% recidivism rate through improved reentry policies and practices.

During the strategic planning process, the workgroups and Committee made great efforts to include the perspectives of a wide range of criminal justice stakeholders, noted the importance of involving community partners, and engaged and informed agencies/organizations with exiting efforts and initiatives that overlap with the project.

During this process, the Committee, informed by the workgroups, developed several documents, described below, that serve as tools to guide the work. The results thus far include a logic model (the Delaware Recidivism Reduction System Blueprint), an initial strategic planning document (the Delaware Prisoner Reentry Initiative Framework) as the model for the policy reforms and improved procedure and intermediate performance measurements, and a charge to integrate

evidence-based practices in policy recommendation and planning efforts through the Evidence Based-Practice Workgroup.,

Thus far, the planning and examination by the workgroups resulted in preliminary policy recommendations for recidivism reduction from the work groups. Finally, the team has developed preliminary recommendations for a Success Analysis that will allow monitoring of the intermediate performance of the reforms once they are enacted. Each of these tools and recommendations were presented and gained consensus support from the Committee on Criminal Justice Reform. These are described in detail below with separate sections of the report dedicated to the policy recommendations and general approaches for on-going technical assistance for the Project.

## **PROJECT DELIVERABLES**

### **The Delaware Recidivism Reduction System Blueprint**

The system blueprint serves as a high-level, recidivism reduction logic model. The blueprint has been completed and guides all project activities. The Blueprint was highlighted in the recent report on the prison riot at Vaughn Correctional Center as an example of a strategic planning approach to improve performance expectations and outcomes. The report states: “At present, corrections is among, if not, the component of the criminal justice system most directly involved in influencing reentry outcomes.”<sup>1</sup> (*See Appendix B*)

### **The Charge of the Evidence Based Practices (EBP) Work Group**

It is the charge of the EBP workgroup to collaborate with the full range of reentry stakeholders and to serve as leaders, teachers and researchers in the construction and evaluation of an improved offender system that touches not only the individual offender and agency culture but also the reaches beyond the criminal justice system into the communities to which offenders return. The work group views EBP as the conscientious use of the best evidence currently available, to inform decisions about the supervision of individual offenders, as well as the design and delivery of policies and practices, to achieve the maximum, measurable reduction in recidivism.

The EBP group also stresses that **reentry is a process and not a program** and will look at EBPs across the continuum. The implications of the charge will be that the DOC will be more successful in reducing recidivism rates as both policies and practices focusing on proven evidence based programs and services are adequately resourced and effectively implemented. It is the EBP mission to see this through from planning to implementation - based on rigorous evaluation – to continuous quality improvement.

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<sup>1</sup> Final Report: Independent Review of Security Issues at the James T. Vaughn Correctional Center; page 74



## **The Delaware Prisoner Reentry Initiative (DE PRI) Framework**

The DE PRI Framework is based on the foundational work of the National Institute of Corrections, the National Prisoner Reentry Policy Council and the Center for Justice Innovation and serves as the evidence based model for prisoner reentry reforms in Delaware. The Reentry Workgroup and subgroups were trained and used the Strategic Planning for Prisoner Reentry (SPPR) Framework, which provides guidance for specific justice policies that should be considered by states as their “Targets for Change” to improve prisoner reentry.

The EBP and Reentry Workgroups along with all four subgroups conducted a series of meetings to compile information into the Framework document. The framework is the basis and essential tool for guiding the strategic planning process. Following the System Blueprint, the DE Framework acts as an initial strategic plan for the state’s first reform project. The Framework is first focusing on an Asset and Barrier assessment - that will lead to a Gaps Analysis - but begins with specific plans of action to eliminate the barriers in housing, employment, education, and behavioral health.

The Reentry Workgroup and four subgroups have completed numerous sections of the Framework. The groups are still working through additional sections and will continue to update sections as needed. This is a dynamic document that will guide and track reentry reform progress.

### **Former Prisoner Cohort Success Analysis and Long Term Recidivism Reduction Study**

To measure the immediate impact of the Framework on violations and returns to prison (recidivism), the state developed a “success rate analysis” (known in research literature as Time to Failure Analysis) that includes methodology, data specification, and access and sharing capability. This analysis is a collaborative approach to measure performance with the DOC, the SAA and an independent, third-party, the University of Delaware.

The Data and Evaluation Work Group met throughout the summer of 2017 to discuss evaluation methods and how these might best serve the larger initiative. The team recognizes both the need for short term feedback to the CCJR, as well as the need for more in-depth and rigorous examinations of recidivism.

The Data and Evaluation Workgroup has completed the methodology for the analysis and identified needed resources to complete the work. The Data and Evaluation Workgroup also identified recommendations related to the success rate analysis and longer-term recidivism study which are outlined in the next section.

## **VI. PRELIMINARY POLICY RECOMMENDATIONS**

The CCJR met September 27, 2017, to review the progress on the project deliverables and discuss preliminary recommendations. All of the work and sub groups reported progress to the members. The Charge of the Evidence-Based Practices Work Group and the general approach for the Success Rate Analyses of the DE-PRI cohorts were adopted.

The Prisoner Reentry Work Group and its four subgroups identified and provided to the CCJR policy, process, data and information gaps, Delaware's assets in the prison reentry arena and barriers in the state to connect prisoners – particularly those with moderate to high likelihood of returning to prison. Using the Framework, the subgroup analysis of the state's assets, barriers, and gaps formed the basis of a series of preliminary policy recommendations that have been vetted by the CCJR and presented below. Strategies associated with these preliminary policy recommendations will be discussed and developed by involved stakeholders over the coming months to better assess the platform to address each issue.

All recommendations are driven by the work of the subgroups and based on the Delaware Recidivism Reduction System Blueprint and included within the Delaware Prisoner Reentry Initiative Framework. On September 27, 2017, the recommendations were presented to and vetted by CCJR members who identified the top 14 priorities for the Project. The CCJR finalized the preliminary policy recommendations on November 16, 2017.

The CCJR Members also reviewed and vetted the DE State Plan and Report and are unified in their support of the contents. The policy recommendations and the recommendations for short- and long-term evaluation efforts which follow are expected to be implemented in 2018 as detailed in the final section of the Report, *Recommended Steps to Implementation*.

The next steps begin with a determination of how best to develop and implement each of the policies (i.e. through Executive Directive or Executive Order, Departmental-level policy, Inter-Departmental Policy and/or legislation. The recent award to Delaware by the Department of Justice, Bureau of Justice Assistance for Smart Reentry and Recidivism Reduction planning grants create an opportunity to staff the second year of the Delaware Strategic Plan for Prisoner Reentry in order to accelerate the implementation of the reforms.

## **POLICIES TO GUIDE THE OVERALL PRISONER REENTRY INITIATIVE**

1. Support and endorse the Delaware Recidivism Reduction System Blueprint and implement as the first criminal justice reform regarding prisoner reentry.
2. Fully develop and implement the Delaware Prisoner Reentry Initiative Framework which includes adherence to evidence-based practices and principles throughout the prison and community corrections system.
3. Develop an evidence-based “overarching” prisoner reentry policy to guide all reentry work in the state in order to improve state and local coordination.
4. Develop improved data access and sharing protocols to increase transparency and communication among prisoner reentry state and local stakeholders.
5. Develop and implement a *Success Rate Analysis* to monitor performance of new reentry policies and protocols so that reforms can be assessed and adapted as needed over time.
6. Develop a process to fully engage communities in the prisoner reentry process.
7. Synchronize related state criminal justice initiatives into a unified structure as part of the DE-PRI.

Additional Policy Considerations include:

- Develop a Case Logic Model for reentry offenders/data.
- Implement a community engagement development process in 2018.
- As part of the effort to synchronize state criminal justice initiatives into a unified structure, create an Office of Prisoner Reentry in the Delaware Criminal Justice Council.

## **HOUSING POLICIES**

1. Create a Department of Corrections (DOC) policy that expresses the agencies commitment to avoid, whenever possible, releasing sentenced prisoners to homelessness so that prisoners have a sustainable housing plan for at least the first 90 days post-release. This in turn will require assessing the vulnerability for homelessness of prisoners long before their release.
2. Create a Delaware State Housing Authority policy and strategic objective that expresses the agencies commitment to expand affordable housing for former prisoners, beginning with efforts to improve family reunification so that prisoners are more likely to be able to live with their families immediately upon release.

## **EDUCATION POLICIES**

1. Initiate during the DOC classification process, an educational assessment so that sentenced prisoners are assessed for their academic and vocational needs in order to develop a plan for their reentry.
2. Develop a “distance learning” policy - that does not require internet access - so that offenders who can’t access education currently for various reasons can benefit from academic and vocational services prior to release in preparation for employment and/or further training and education; and include the protocols in the DOC/Department of Education (DOE) Memorandum of Understanding (MOU).

Additional Policy Considerations include:

- Fund post-secondary education at level 5 (college).
- Clarify classification by risk level policy.
- Develop baseline information for offender employability post release.

## **BEHAVIORAL HEALTH POLICIES**

1. Develop an “overarching policy” that ensures programs providing substance use disorder treatments adhere to evidence-based principles and are implemented with fidelity and which are routinely assessed for their impact on recidivism reduction.
2. Develop policies with DOC and the Department of Health and Social Services that provide a continuum of care from prison to the community for prisoners with mental illness and/or substance use disorders including the appropriate extension of services after relapse.

Additional Policy Considerations include:

- MOU between DOC/DHSS for service provision
- Fidelity and adherence to AOD/Mental Health policies
- Improve consistency and uniformity language into policies

### **EMPLOYMENT POLICIES**

1. Develop an MOU between the DOC, the DOE and the Department of Labor (DOL) for continuation of prison-based services for education and workforce development upon release to the community
2. Create within the DOL a policy for skills training selection and employment services for clients with criminal justice involvement.
3. Create state incentives for employers to increase employment for former prisoners that augment federal tax incentives; and improve methods to educate employers about these incentives.

Additional Policy Considerations include:

- Revisit Department of Motor Vehicles MOUs for funding for offender IDs
- Integrate reentry initiative into WIOA state plan
- Determine statutory and certificate barriers to employment
- Fund an additional business service representative to DOL/BSU

### **DATA AND EVALUATION RECOMMENDATIONS**

The Data and Evaluation committee will first conduct a pilot analysis in 2018 using the methods outlined in their Report. They will report to the CCJR both the results and the lessons learned in terms of data acquisition and definitional issues that will help define a longer term, recidivism reduction study.

**Recommendations for the Success Rate Analyses:** Considering the proposed methodology for a short-term success rate analysis and Delaware's expressed goals to improve reentry and reduce recidivism, the Data & Evaluation Workgroup recommends the following next steps:

1. Continue to convene meetings of the Data and Evaluation Workgroup and dialogue with the other CCJR workgroups and subgroups and the NCJRP Technical Assistance providers, to improve data access sharing and validity.
2. Begin dialogue to focus on resource needs and the acquisition of resources to conduct ongoing Success Rate Analyses and a Long-Term Recidivism Evaluation.
3. Once the Core Group approves of the methods and outcome definitions for a Success Rate Analysis, the Data and Evaluation Workgroup will utilize those methods to draw the comparison baseline group and subsequent cohorts to conduct a pilot Success Rate

Analyses on a 2018 cohort that has been processed under the new protocols of the DE-PRI.

The attached Report provides a brief description of what a long-term recidivism study proposal will entail and is designed to provide a glimpse into what the NCJRP Data and Evaluation Team considers to be key elements needed for such a study. It is not intended to be exhaustive and is certainly preliminary, but through continued efforts of the NCJRP, the team is confident that such a study can be conducted and will be necessary to capture the full impact of the NCJRP.

#### **Preliminary Recommendations for a Long Term Recidivism Reduction Evaluation:**

1. Continue to work on Success Rate Analyses and use the knowledge gained from that process to start building the framework for a long-term recidivism study.
2. Begin the process of seeking the internal and external resources required to conduct a long-term recidivism study.
3. Continue to work with other CCRP Workgroups and the NCJRP Technical Assistance providers to make data accessible across the system.

### **VII. RECOMMENDATIONS FOR ON-GOING ASSISTANCE**

The first cycle of technical assistance from the NCRP has resulted in recommendations for policies which, if enacted, will reduce criminal activity by former prisoners, reduce victimization, reduce technical violations of post-release supervision and set into motion activities that will further the goals of the state of Delaware for prison reentry reform. During the first nine months of work, Delaware has taken the preliminary steps to achieving its nine goals as progress toward meeting our mission and realizing our vision.

#### **Services provided to date for the initiative by NCJRP include:**

- Defining reentry and by evidence-base practices (EBP); and sharing EBPs from other states;
- Guiding the development of a strategic planning process for criminal justice reform;
- Assisting in the development of a recidivism reduction system blueprint as a logic model that articulates how interventions will produce anticipated outcomes, and which forms the basis for evaluating the success of implementation efforts;
- Supporting a Working Group for the development of a strategic plan for prisoner reentry that emphasizes recommendations for changes to policies, programs, and practices;
- Supporting the Delaware Committee on Criminal Justice Reform to identify and engage other critical stakeholders in the reform process;
- Assistance in the development and coordination of in-state meetings;
- Aiding the development, advancement, and implementation of policy recommendations; and,
- Providing strategic guidance for third-party, independent evaluation of Delaware initiatives.

The CCJR is supportive of an annual technical assistance schedule that includes quarterly, three-day on-site visits and monthly check in calls that are scheduled well in advance so that the workload and calendar is able to be managed. Technical assistance and support that would be beneficial for the future work for the Project include five specific activities, indicated below.

**1. Determine how to implement the policy recommendations:** The Committee will continue to explore opportunities to codify policies within the preliminary policy recommendations through executive directive or orders, departmental-level policies and/or legislation in order to assure sustainability of the work.

**2. Leverage and coordinate project with federal criminal justice grants:** Delaware was recently awarded funding through the Bureau of Justice Assistance Second Chance Act grant and seeks to leverage this funding, along with existing funding, and align its priorities to further the vision, mission, and goals identified through this project. Since the grants provide funding for staff support and additional technical assistance, joining the efforts will have benefits for the Project but also for the federal grants.

**3. Consider sustainable state organization structures:** As part of the efforts to sustain the efforts of this project, Delaware seeks to explore and identify ways in which the project's Committee and workgroups, and its members can integrate its work long-term into the state's criminal justice system in order to carry-on the vision and mission of this work in the coming years.

**4. Create opportunities for interstate networking:** Committee members have expressed the value and importance of networking with other states and localities that are developing policies and programming to improve reentry in order to share ideas, challenges, and successes. Additional opportunities to network and learn from other states will assist Delaware to develop strategies to implement selected policies and identifying areas for further consideration.

**5. Receive presentations and trainings by experts:** Similar to state networking opportunities, the Committee and workgroups have expressed the value and need for additional presentations and training by reentry services, mental health, and substance use disorder experts. Organizations such as Delancey Street, which is the country's leading residential self-help organization for individuals dealing with substance use disorder and the formerly incarcerated, can provide additional insights on how Delaware can continue to build on services provided throughout the state.

Each of the four subgroups (Housing, Employment, Education and Behavioral Health) have expressed the desire to meet with other state officials who are involved in the Project – or who are familiar with the strategic planning model being used in Delaware.

## VIII. RECOMMENDED STEPS TO IMPLEMENTATION

1. **Consider sustainable state organization structures:** To carry-on the vision and mission of this work in the coming years and better sustain the efforts of this project, Delaware seeks to identify ways in which the project's Committee and workgroups, and its members, can integrate this work long-term into the state's criminal justice system. Recommended organizational structures for consideration included the following:

- Create, by executive action, an office of prisoner reentry within the DE Criminal Justice Council to implement the Delaware Prisoner Reentry Initiative (DE-PRI) Framework. Such office can be staffed through the use of federal dollars available under two of Delaware's recent BJA grants. It is recommended that the office be created under the oversight of the DE-PRI Implementation Steering Team.
- Utilize the CCJR as a vehicle for vetting future justice reform efforts. The CCJR may be reconvened, to address the state's future reform efforts, and move the work for prisoner reentry to a more permanent structure.
- Create an Implementation Steering Team (IST), comprised of representatives of relevant state agencies that represent reentry service areas (e.g. housing, behavioral health, substance use, employment, education), and members of the community. This body would include four co-chairs with representatives from the judiciary, the Council, the Department of Correction, and the community. The IST would reduce the number of working groups and creating a more efficient structure. The IST would consolidate the duties and responsibilities of the current Prisoner Reentry Workgroup and the Evidence-Based Practices Workgroup, continue the four service-oriented subgroups as committees (Housing, Employment, Education and Behavioral Health), as well as the Data and Evaluation Workgroup and would incorporate current members of the Core Team. The IST committees would continue to use PRI Framework Workbook as a guide. The IST is recommended as the most essential organizational structure embedded in the model and creates a collaborative body of justice and non-justice agencies under a state and local partnership – elements that have been missing somewhat historically in the state's prisoner reentry history.

2. **Leverage and coordinate project with federal criminal justice grants:** Delaware was recently awarded funding through the Bureau of Justice Assistance Second Chance Act grant and seeks to leverage this funding, along with existing funding, and align its priorities to further the vision, mission, and goals identified through this project. Since the grants provide funding for staff support and additional technical assistance, streamlining these efforts will have benefits for the project but also for federal grant objectives.

- As suggested above, these funds may support the staffing for a reentry office, with consideration by the full Core Team regarding staff responsibilities and potential selection. The two reentry planning grants included positions that fit within the DE-

PRI structure. The development of the reentry office should include the same level of collaboration and input of the Core Team that has been established throughout the life of the project.

- The two reentry-related BJA grants (Smart Reentry and Recidivism Reduction) require the formation of a high-level body of reentry stakeholders to oversee reentry efforts. While both grants state that the current state-level I-ADAPT team will be used for this purpose, the Recidivism Reduction Grant also states that the grant project will be overseen by the NCJRP Core Team. The NCJRP team recommends using the IST to oversee these efforts. The recommended IST structure and Prisoner Reentry Framework that Delaware adapted for the DE-PRI has been used successfully by several other states.

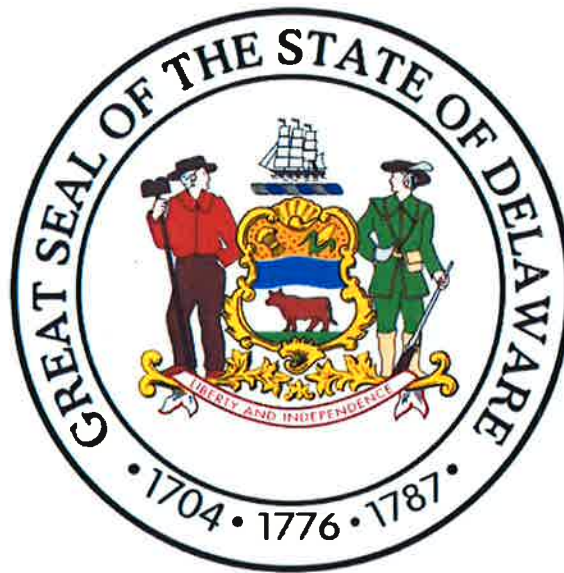
**3. Determine how to implement the policy recommendations:** The Committee will continue to explore opportunities to codify policies within the preliminary policy recommendations through executive directive or orders, departmental-level policies and/or legislation.

- We concur with the suggestion that the first seven policy recommendations be considered for an executive order. Such order can reference the four service areas to be determined by the new reentry office.
- The current conveners of the four service area workgroups could be considered as IST members or, as has been suggested, these representatives could also include members of the business community (for the employment area) and private housing/landlords (for the housing area). Including these stakeholders can help to gain buy-in from the community and business leaders and lead to long term sustainability.
- One of the additional policy considerations in the state plan/report is the development of a Case Logic Model to guide the reentry risk/need assessment driven case planning process. This is recommended as an early deliverable of the new IST as it will guide the most important aspect of the DE-PRI, individual case planning that moves through the three phases of the model.



# **National Criminal Justice Reform Project**

## **Council on Criminal Justice Reform Roster**



**Office of the Governor**  
**Criminal Justice Council**

**December 2017**

**THE DELAWARE NATIONAL CRIMINAL JUSTICE REFORM PROJECT  
PARTICIPANT ROSTER**

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**THE DELAWARE NATIONAL CRIMINAL JUSTICE REFORM PROJECT  
PARTICIPANT ROSTER  
December 12, 2017**

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**THE DELAWARE NATIONAL CRIMINAL JUSTICE REFORM PROJECT  
PARTICIPANT ROSTER**

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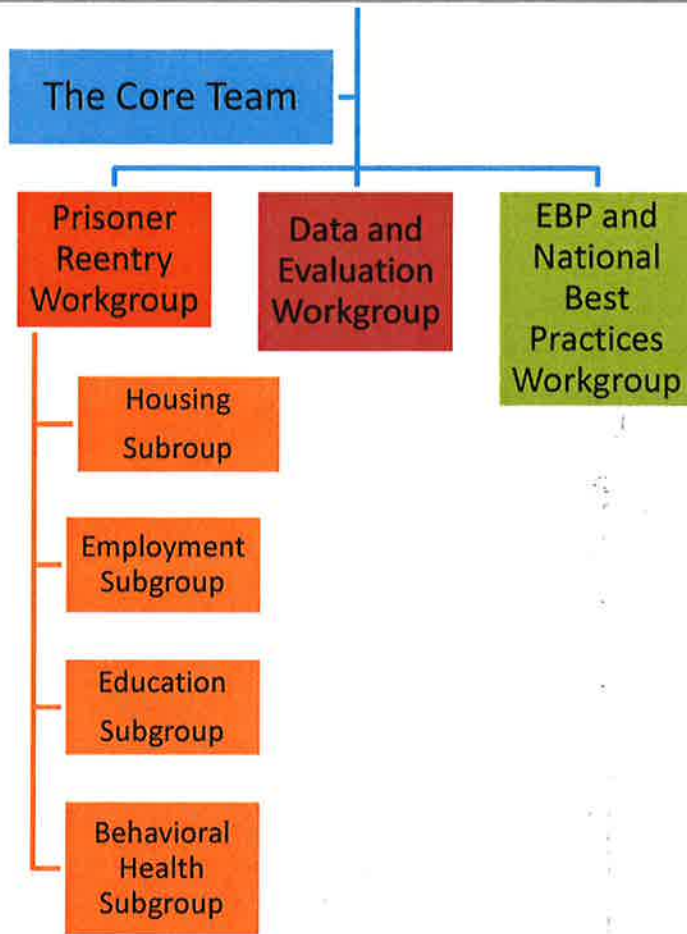
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# The Delaware Committee on Criminal Justice Reform



# State Transition from Prison to Community Model      RECIDIVISM REDUCTION SYSTEM BLUEPRINT

**Workload Factors**  
**Policy, Economic, Community & Demographic Factors**  
**Shaping the Size & Characteristics of the Prison Population**

**State/Local Policies:**

- State intentions on reducing prison commitments
- Drug law changes & policy
- Offender targeting priorities
- Partner agency policies/priorities

**Economic Factors:**

- Increases in unemployment
- Reductions in budget & services
- Reductions in federal funding and federal grants

**Community Factors:**

- Political view: crime begins and ends in the community; expectation: offenders should be worked w/ locally
- Local justice agencies are becoming increasingly educated about Evidence Based Practices (EBP) and “what works” to reduce crime. Policy must be based on EBP
- Services have a greater impact on behavior than incarceration.
- Concern in urban centers about the inter-generational impact of crime and incarceration
- Victims’ rights must be high priority in the justice system

**Demographic Factors:**

- Changing arrest and prosecution patterns re violent/nonviolent crime
- More aggressive responses to violent crime and gun charges
- Victims demographics
- Growing awareness about domestic violence, sex offenders, elderly offenders and other populations and how they affect the justice system – especially the prison population.

**Strategic Direction**  
**Values, Principles, Practices**

**Values:**

- **Accountability:** Expectation of results and measurable goals, Supports opportunities for rehabilitation, Improves public safety & community justice, Maximizes employee potential
- **Fairness & Integrity:** Trust and Transparency in how justice is dispensed, Cooperation, Impartiality, Diversity & professionalism
- **Innovation & Technology:** Use data & analytics forensically to identify risk needs, responses & results to spur coordinated information sharing and engage valued technical assistance
- **Sustainable Safety:** Programs or operations based on solid and repeatable process, that is, committing to what works—and re-tooling or refraining from what doesn’t

**Principles of EBP**

- Assess actuarial risk/needs.
- Enhance intrinsic motivation.
- Target interventions: *Risk Principle:* Prioritize supervision/treatment for higher risk offenders; *Need Principle:* Target interventions to criminogenic needs; *Responsivity Principle:* Be responsive to temperament, learning style, motivation, culture, and gender; *Dosage:* Structure 40-70% of high-risk offenders’ time for 3-9 months; *Treatment:* Integrate treatment into sentence/sanction requirements.
- Skill train with directed practice (use cognitive behavioral treatment methods).
- Increase positive reinforcement.
- Engage ongoing support in natural communities.
- Measure relevant processes/practices.
- Provide measurement feedback.

**Work Processes/Procedures**  
**The Logic that Drives the Work**

**Application of Values & EBP:**

**Organizational Level Strategies**

1. Define success as recidivism reduction and measure performance;
2. Tailor conditions of supervision;
3. Focus resources on moderate and high-risk offenders;
4. Front-load supervision resources;
5. Implement earned discharge;
6. Implement place-based supervision;
7. Engage partners to expand intervention capacities.

**Supervision Level Strategies**

8. Assess criminogenic risk/need factors;
9. Develop/implement case plans that balance surveillance and treatment;
10. Involve parolees to enhance their engagement in assessment, case planning, and supervision;
11. Engage informal social controls to facilitate community reintegration;
12. Incorporate incentives and rewards into the supervision process; and
13. Employ graduated, problem-solving responses to violations of conditions in a swift and certain manner.

**Special Target Populations Require Specialized Services and Supervision:**

- Offenders with mental health issues, addictions and co-occurring disorders need special services

**Performance Outcomes**  
**What We Expect**

**Process Outcomes:**

- Risk/Needs Assessment completed and used to drive Transition
- Accountability Plans that drive the use of EBP to reduce risk and address needs
- EBP drives supervision, programs and services
- Readiness for release from prison is improved
- Prison sentences become more rehabilitative
- Efforts in prison to address risk and need are sustained in the community
- Victims impact is considered

**Impact Outcomes:**

- Offender violate probation and parole less frequently
- Parolee revocations to prison decrease
- Recidivism is reduced as evidenced by reduction in arrests and convictions.
- Offenders receive needed services
- Offenders comply w/ parole conditions
- Harm to individuals and community is reduced
- Increased victim restitution and responsiveness to their needs

**Justice System Resources and Infrastructure**

*Based on Assessment of Assets, Barriers and Gaps for Each Organization*

|                       |                                   |                                     |  |  |
|-----------------------|-----------------------------------|-------------------------------------|--|--|
| Technology, Equipment | Facilities, Management, Budgeting | Staffing, Staff Resources, Training | Communications, Coordination, Planning | Policy Development, Performance Monitoring |
|-----------------------|-----------------------------------|-------------------------------------|--|--|

**For justice partner agencies, city/county departments and agencies, nonprofit stakeholders, victims groups and advocates**

### **Definition of EBP:**

Evidence Based Practices (EBP) are scientifically supported techniques used to reduce offender risk and recidivism. When correctly, appropriately and consistently implemented, EBP's will help lower offender risk levels and therefore decrease the likelihood of reoffending. In order to maximize the effectiveness of any interventions implemented within this framework for prisoner reentry, *all* interactions with prisoners and former prisoners must occur in a fashion that is consistent with the principles of EBP.

It is imperative that EBP's are not confused as a *program* or *curricula* that can be implemented within a correctional setting in order to reduce recidivism. Instead, it must be clear in policy and in operational procedure that the effective implementation of EBP requires a fundamental shift in how a criminal justice agency, its personnel, and other reentry related professionals *interact with* prisoners and former prisoners on a daily basis." Empirical Evidence vs. Anecdotal Information (the latter "feels good" the former is more legitimate – although it doesn't always "feel good").

EBPs are applied within a Risk Need Responsivity context and involves Core Correctional Practices:

- Relationship Skills/MI
- Effective Reinforcement
- Effective Disapproval
- Effective Use of Authority
- Cognitive Restructuring/Skills Building
- Anti-criminal modeling
- Problem Solving