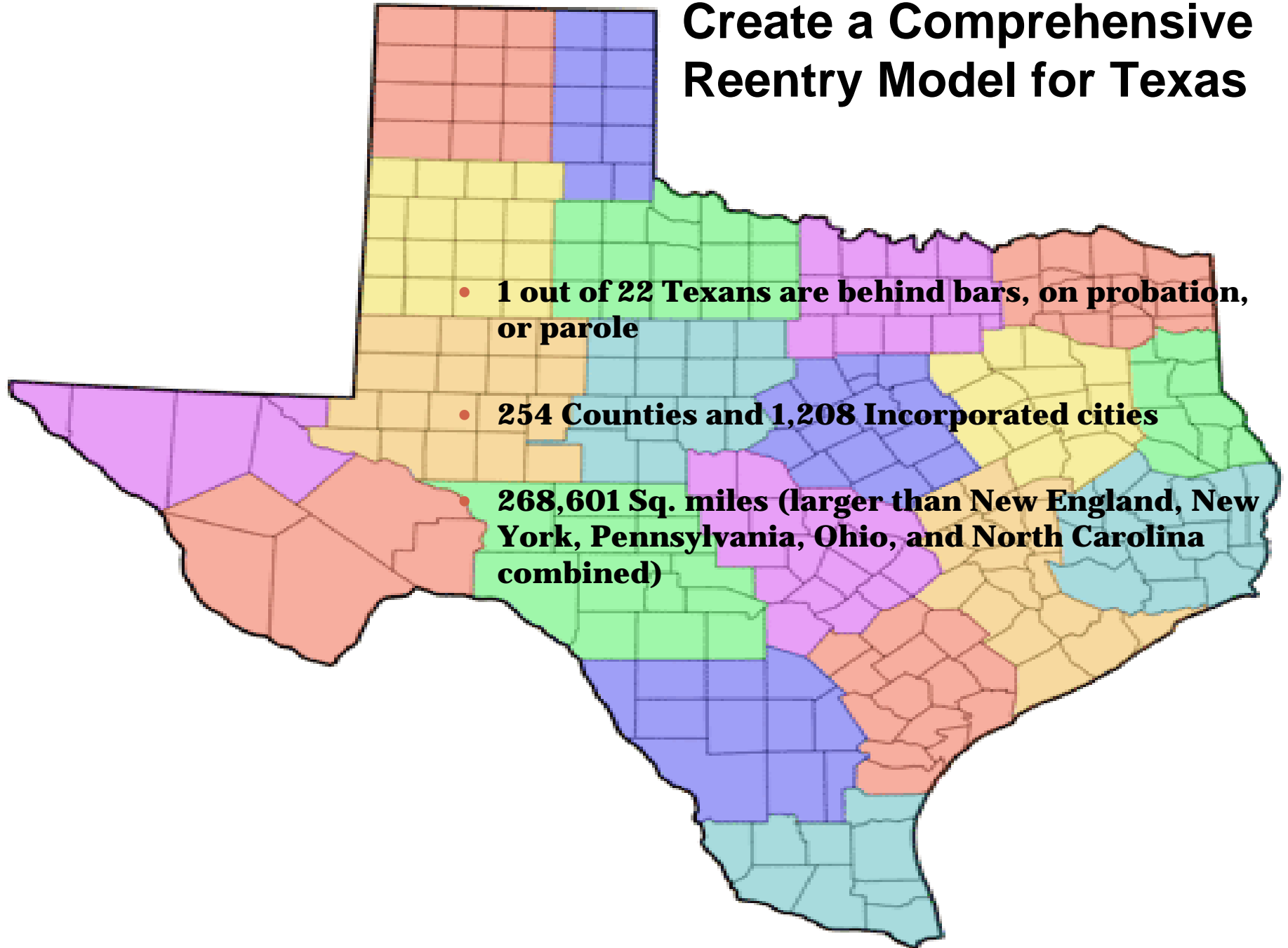




Reentry Task Force Meeting

January 15, 2010

Create a Comprehensive Reentry Model for Texas



House Bill (HB) 1711



- **Requires TDCJ to establish a comprehensive reentry and reintegration plan for offenders released or discharged from a correctional facility.**
- **Requires TDCJ to adopt and implement policies that encourage family unity while an offender is confined, as well as to participate in the offender's post-release or post-discharge transition back to the community.**
- **The bill also requires TDCJ to enter into a memorandum of understanding with multiple entities to create a reentry task force.**

HB 1711



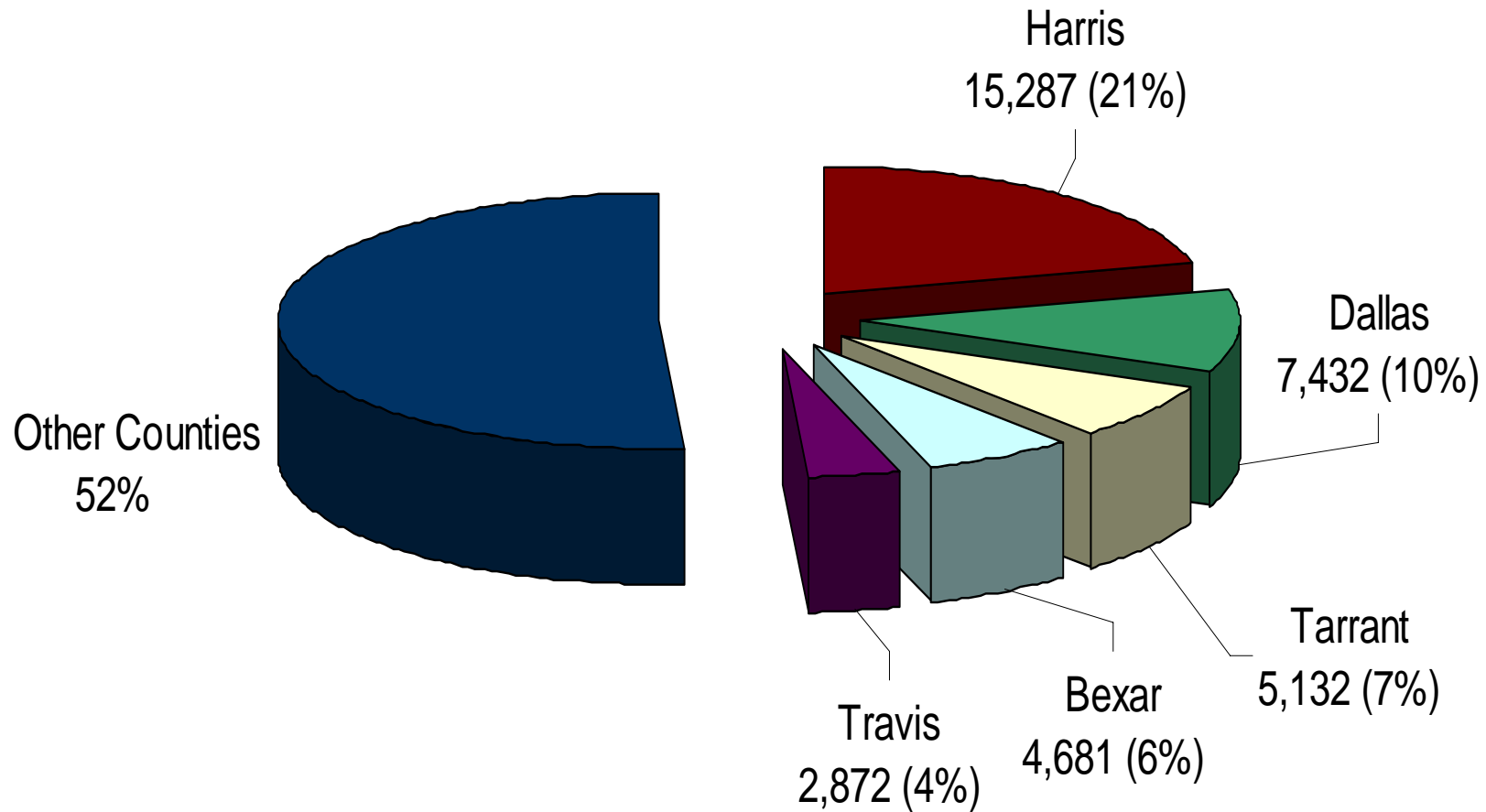
- **The reentry task force may identify service gaps for released offenders in areas of employment, housing, substance abuse treatment, medical care and other areas offenders need services.**
- **The reentry task force may coordinate with providers of reentry programs to make recommendations regarding the provision of comprehensive services to offenders following their release or discharge.**

Texas Department of Criminal Justice Fiscal Year 2009 Releases



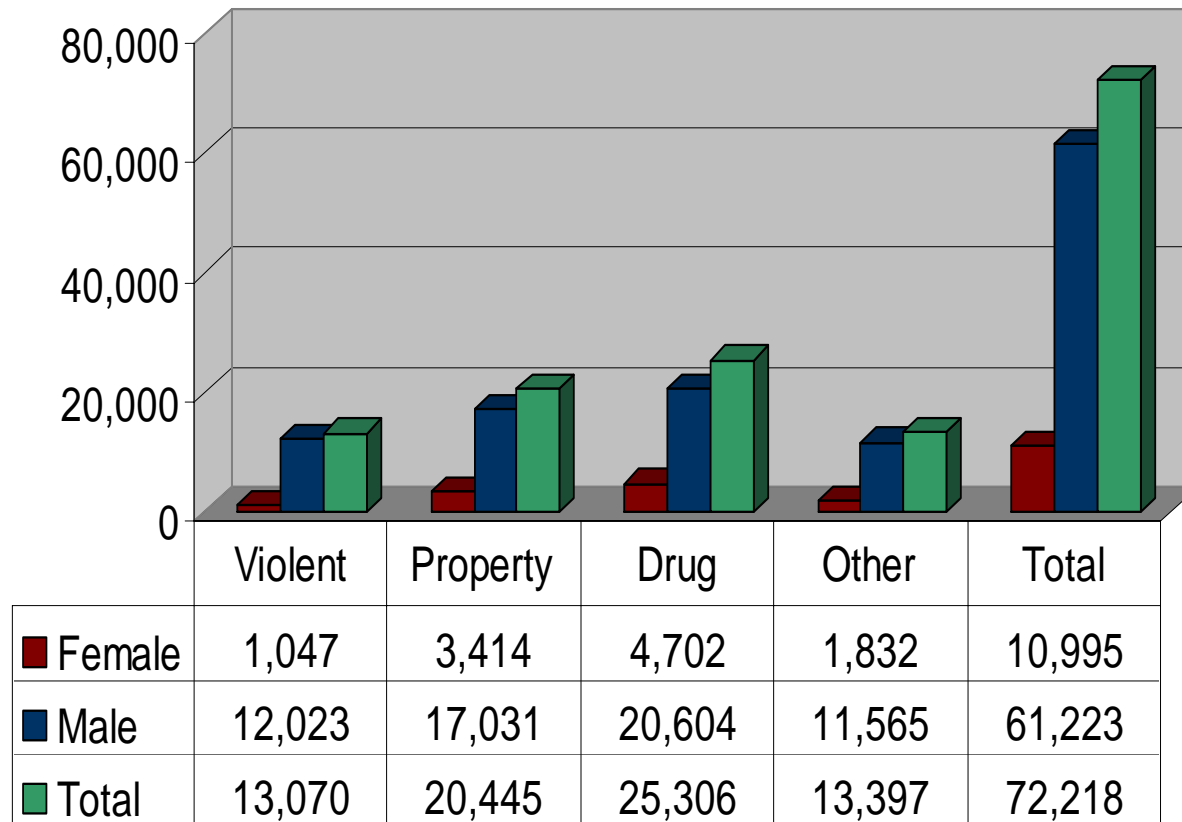
Release Type	Prison	State Jail	SAFP	Total
Discharge	8,699	24,006	N/A	32,705
Parole / Mandatory Supervision	32,021	N/A	843	32,864
Probation	608	194	5,847	6,649
Total	41,328	24,200	6,690	72,218

Primary Counties for Release



Total Releases = 72,218

Offenses for Released Offenders



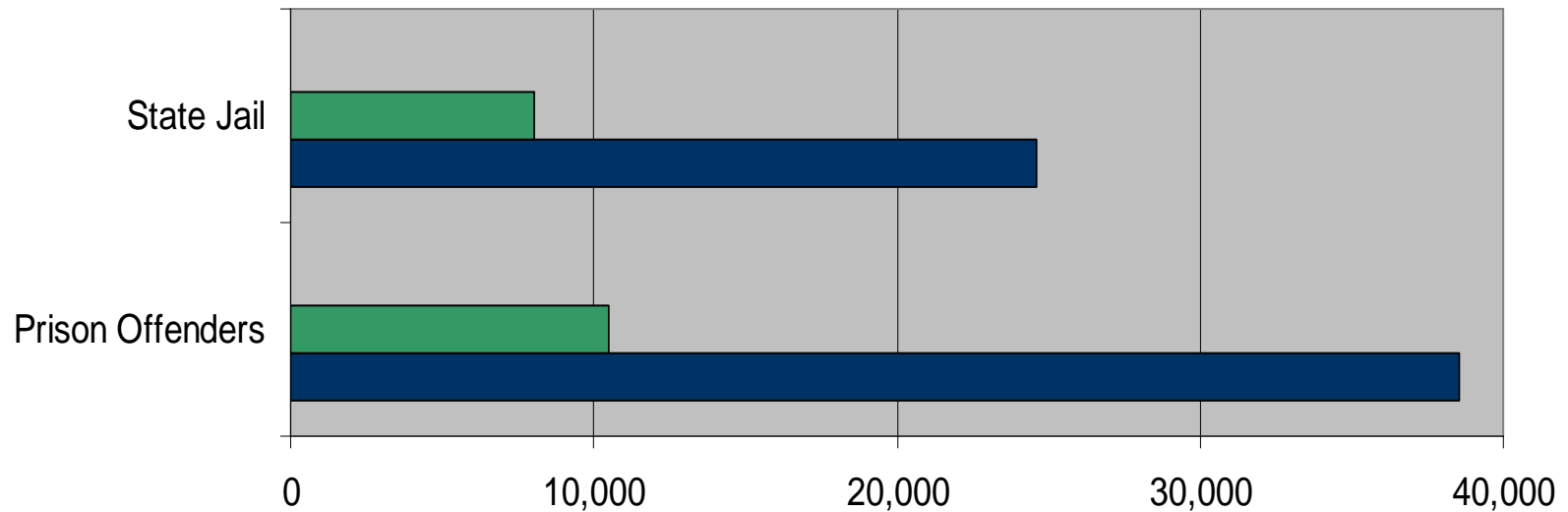
Violent 18%

Drug 35%

Property 28%

Other 19%

Recidivism Rates for Released Offenders



	Prison Offenders	State Jail
Recidivism Rate	27.2%	32.8%
Total Re-Incarcerated	10,503	8,061
Total Released	38,559	24,599

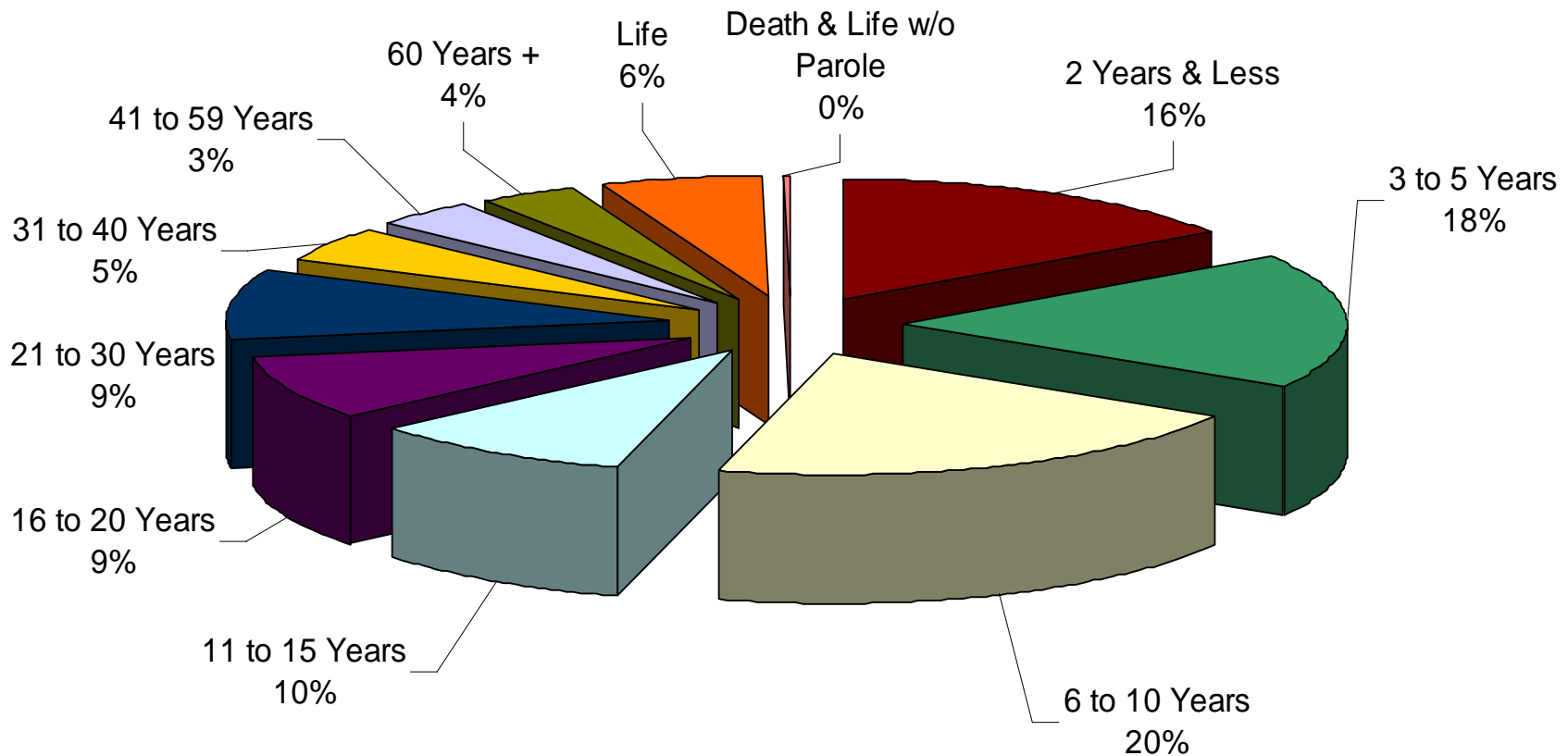
Recidivism is defined as percent re-incarcerated after 3 years.

On Hand Offender Population



Offender Type	Female	Male	Total
Prison	8,349	130,137	138,486
State Jail	2,636	9,846	12,482
SAFP	765	2,450	3,215
Total	11,750	142,433	154,183

Sentence Lengths for On Hand Offenders



54.1% have a sentence of 10 years or less.

The National Institute of Corrections' Transition from Prison to the Community (TPC) Initiative

Administered by the
Center for Effective Public Policy in partnership
with the Urban Institute

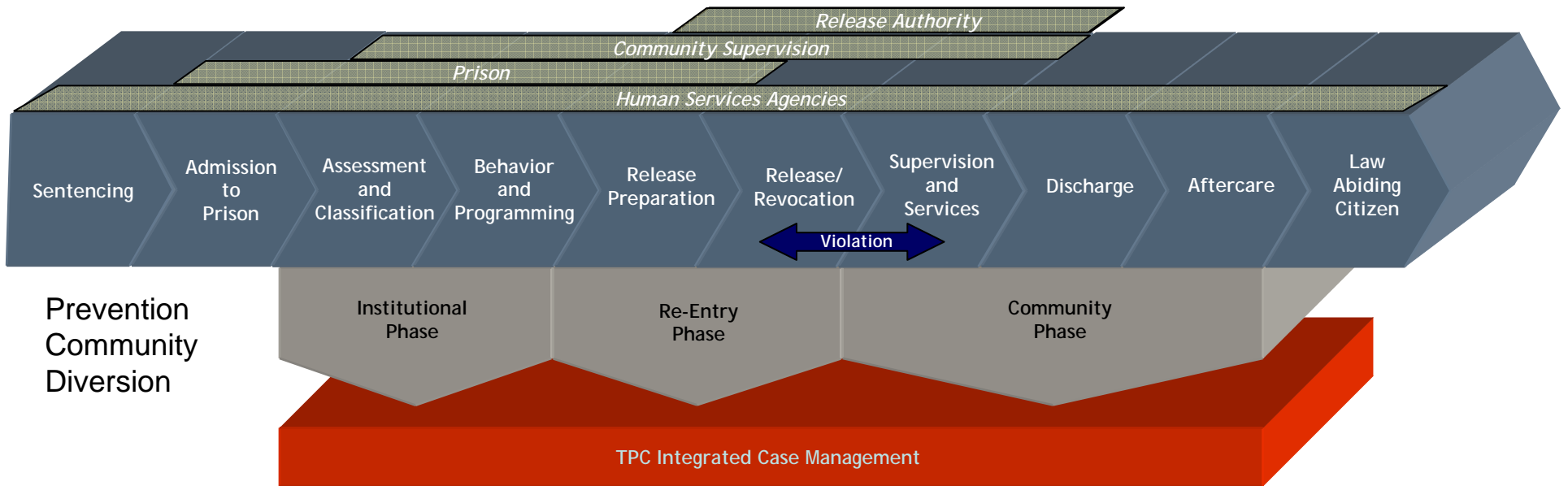
Becki Ney and Richard Stroker
Site Coordinators for Texas

TPC's Primary Goal

To enhance the successful transition of offenders from prison to the community in order to enhance public safety and reduce future victimization through recidivism reduction.

The TPC Model

Transition From Prison to Community



TPC – First round

- Implemented in 8 states:
GA, IN, MI, MO, ND, NY, OR, RI
- Duration: from 3 years – 5 years
- NIC—through CEPP—provided technical assistance and guidance regarding the “TPC Model”

Distinctive aspects of TPC

- Its goal is public safety through offender success
- Leadership
- Change agents—collaborative teams
- Focused on system change
- Based on evidence
- Targets by risk and need to reduce recidivism
- Demands measurable outcomes
 - Recidivism reduction
 - System change
 - “reentry indicators”—employment, education, reduced drug use, access to services, etc.
- Driven by a rational implementation process based on good information about current practice and what works

Seeks to move from.....to

FROM

Custody/monitoring



Silos



Agency isolation



Unproven methods



Measuring inputs



Offender failure



TO

Behavior change

Coherent process

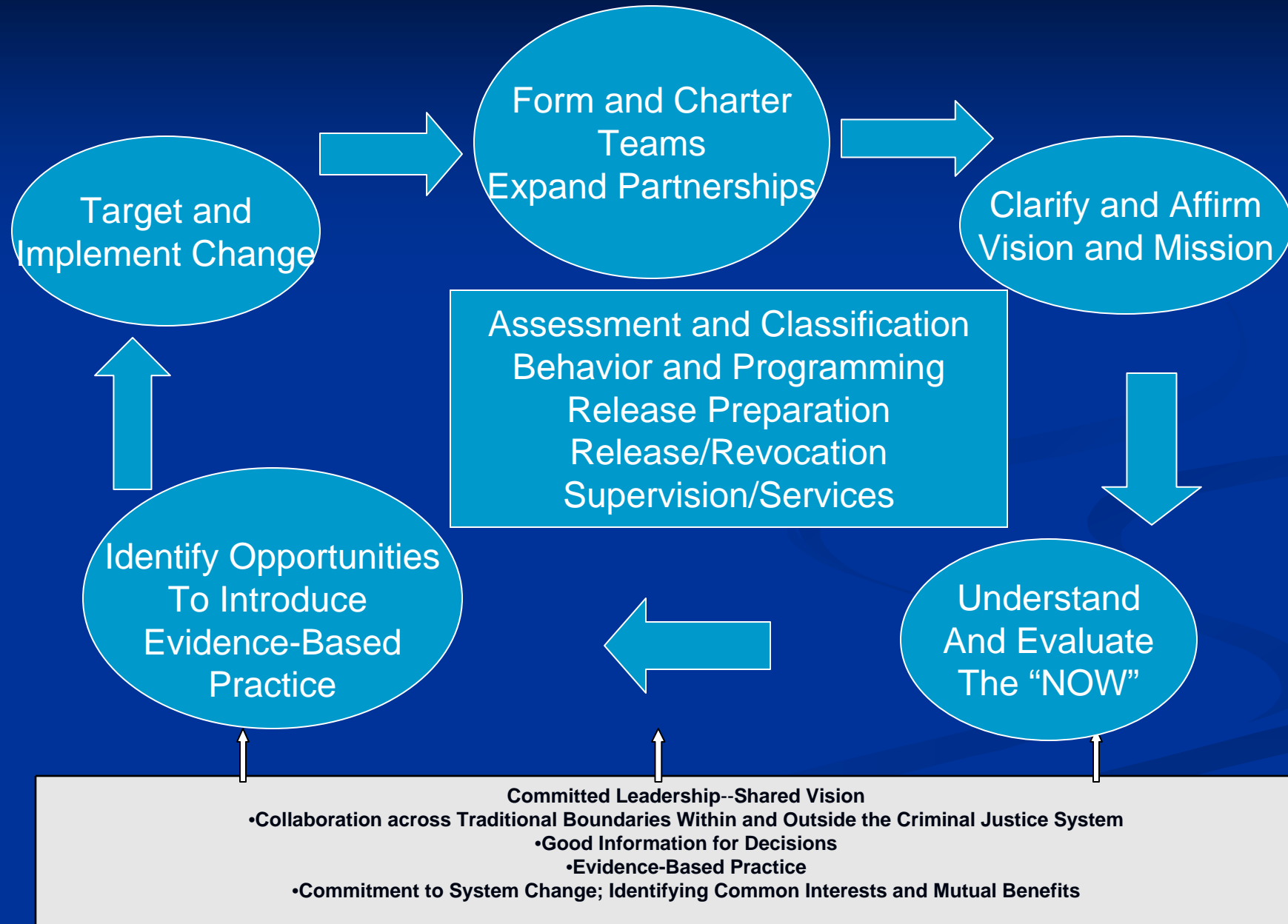
Collaboration

Using what works

Measuring outcomes

Offender success and
public safety

A Roadmap for Implementing the TPC Model



Preliminary indications:

- Disciplinary incidents lower in reentry units
- Decreases in returns to prison
- Increases in successful completion of parole
- Bed day cost savings
- Increases in employment
- Decreases in drug use
- Decreases in technical and criminal violations after release

Lessons—Key Ingredients of Success

- Commitment of key leadership of critical partners
- Ability to assign reasonable staff support
- Infrastructure—capacity for planning, analysis
- Balancing pressure for change with distractions

“We must maintain a clear focus on what’s important, not the urgent, daily crises.”

Richard Stroker

Barriers

- This is about system change—the major barrier is the system itself
- The current system is designed to punish and incapacitate—not to change behavior
- Inertia
- Ingrained ways of doing business
- Lack of skills, tools, for mid-level and line staff
- Silos
- Population pressures that make access to programs difficult

KEY ASSETS

- Realization that successful transition is about public safety
- Collaborative change teams—within the system and with external partners
- Community interest has been stimulated....should be a significant source of resources
- Cross-training—examining together the current situation—problems, resources, possible solutions

GEORGIA

- Georgia Reentry Impact Project—state level collaborative team of stakeholders
- Electronic sharing of reentry plans between institutions and the field
- **OUTCOMES:**
 - Upward trend in successful completions of parole 2005-2007 (66% up to 71%)
 - Better recidivism outcomes for those who received reentry services 3-6 months prior to release versus those who did not

MISSOURI

- Transitional Housing Units operate in 11 institutions statewide
- Missouri Reentry Process (MRP) Steering Teams now serve every county in the State of Missouri
- Executive Order mandating MRP (see attached)
- Service Excellence Award at the 2007 Governor's Conference on Economic Development from Governor
- Outcomes:
 - Decreasing rates of recidivism at 6 and 12 month follow-ups (23% down to 15%, 37% down to 30%)
 - Recidivism indicators on 8 dimensions (education, employment, etc.) support treatment in these areas

NEW YORK

- Established a dedicated “Offender Reentry Unit” within DCJS
- Implementing dynamic assessment for probation and parole (COMPAS)
- Implemented and funded 13 county reentry task forces (CRTF)
- Outcomes:
 - Prison commitments were 15,811 in 2008 (down 8% since 2007; lowest since 1987)
 - 85% of offenders completed transitional services program prior to release in 2008 (vs. 48% in 2004)
 - Referrals to CRTFs increased to 2,137 (48%) in 2008 representing 6,500+ services referrals

KANSAS

How will we know we are doing a good job?

- **No New Victims** - The number of offenders convicted of new crimes will decline.
- The percentage of offenders returning to Kansas prisons will decrease because they were better prepared prior to release; entered the community with a real job, safe housing, effective relapse prevention plans; **and they received active parole supervision targeted at their specific risks and needs.** Likewise, individual plans are constructed that are **as responsive as possible to victims' needs.**
- Jail days expressed as a ratio to the parole population will decline because they will not be required.

Kansas (continued)

- There will be more interaction and meaningful partnerships between KDOC and other state agencies, local agencies, victims groups, advocacy groups, and families.

“It is a statistical certainty that some offenders supervised in the community will commit new crimes, and some of those crimes will be very serious. Field Services effectiveness should be evaluated on the changes in the trends listed previously, rather than on specific events.”

Roger Werholtz, KDOC Secretary

KDOC Success with Risk Reduction

- We reduced annual jail per diem expenditures by \$220,000.00
- Monthly Revocation Rates:
 - FY 2003 203/month
 - FY 2004 191/month
 - FY 2005 178/month
 - FY 2006 136/month
 - FY 2007 103/month
 - FY 2008 114/month to date
- 50% reduction target = 90/month

KDOC Success with Risk Reduction

- Parole absconders – end of year (KDOC Statistical Profile, 2007)
 - FY 1996 – 459
 - FY 1997 – 503
 - FY 1998 – 530
 - FY 1999 – 587
 - FY 2000 – 739
 - FY 2001 – 446
 - FY 2002 – 491
 - FY 2003 – 467
 - FY 2004 – 389
 - FY 2005 – 396
 - FY 2006 – 351
 - FY 2007 – 303

MICHIGAN

VISION: Every prisoner released to the community will have the tools needed to succeed.

MISSION of the Michigan Prisoner Reentry Initiative (MPRI):

- Implement a seamless plan of services and supervision for EVERY offender;
- Through state and local collaborations;
- That starts at entry to prison through transition, reintegration and aftercare in the community.

What have they done?

- Implementation and funding of 43 local transition teams that involve numerous entities working collaboratively on offender success that support returning offenders in 83 counties
- Implementation of risk and needs assessment (COMPAS), a unified case plan (TAP) drawn from assessment data, and collaborative case management
- All line staff trained in cognitive behavioral therapy, motivational interviewing, evidence-based practices
- Redesign of institutional programs to include “core” programming to address top 4 criminogenic needs for all medium and high risk offenders

Michigan (continued)

- Changes in policies and procedures
- Implementation of evidence based practices at state and local levels
- Sweeping changes in philosophy
- Massive culture change in DOC, including probation and parole, other state agencies and local communities

“MPRI is not a program, it is our core mission and simply the way we must do business.”

Pat Caruso

Impact in Michigan

- In 2007: Parole technical returns to prison decreased by 33% despite a 15% increase in parole population
- Prison population is at its lowest point since 2002
- As of June 2009, recidivism rates among highest risk offenders with more intensive supervision are still going down

Impact in Michigan

- 48% of parolees fail within 2 years of release and are returned to prison at a cost of \$117 million/year
- From 2005 through November 30, 2007:
 - 11,925 offenders have received reentry services
 - 9,388 (78%) of them have been released on parole or sentence expiration
 - 65% of those released had history of parole failure (and were more serious offenders) and are 24% more likely to fail compared to 35% of baseline cohort (1998)
 - 1,428 have been returned to prison
 - 493 fewer returned representing 26% improvement

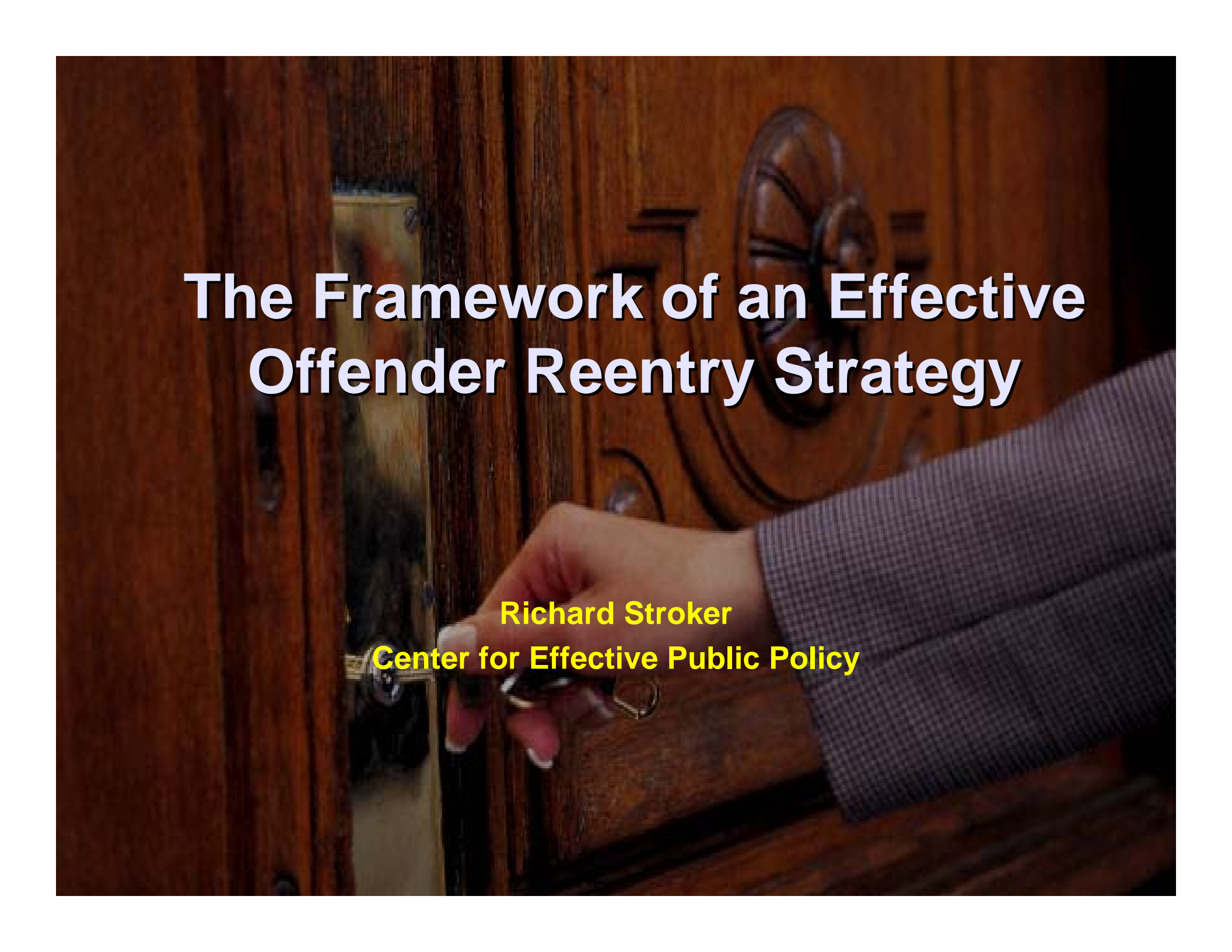
Round 2 of TPC

6 STATES SELECTED

- IOWA
- KENTUCKY
- MINNESOTA
- TENNESSEE
- TEXAS
- WYOMING

What you can expect from Richard and Becki

- Regular offsite and onsite assistance
- Facilitation of planning process
- Training on key topics
- Coaching and mentoring
- Substantive expertise and knowledge of reentry efforts around the country

A close-up photograph of a hand in a grey suit sleeve turning a brass doorknob on a dark wood door. The door has a decorative oval-shaped metal piece above the handle. The lighting is dramatic, with strong highlights and deep shadows.

The Framework of an Effective Offender Reentry Strategy

Richard Stroker
Center for Effective Public Policy

Leadership and Organizational Change

Offender
Management
Practices



Rational
Planning
Process

Multi-Agency
Collaboration

Knowing Your Direction

- In undertaking any work, it certainly helps to have a clear idea of where we want to end up. As Alice learned in Wonderland, “If you don’t know where you’re going, then any road will do.”
- Without an appreciation of your intended destination, it’s hard to know whether or not your work is helping you to achieve your goals – as even well intended work activities can become fragmented or disconnected.
 - “If you chase two rabbits, both will escape.” Anon.

1. What is the Emerging “Vision” Regarding Offender Reentry?

- There is a growing consensus amongst state entities involved with SVORI, TPC, NGA and other reentry initiatives that their vision is to collaboratively develop strategies that will promote a greater likelihood of offender success after release to the community.
- Having a greater percentage of offenders successfully reintegrate into communities means a reduction of recidivism and enhanced public safety (fewer crimes, fewer victims).

Offender Success and Public Safety

- In creating a vision in which promoting the success of adult and juvenile offenders is a key to promoting public safety, jurisdictions are considering:
 - Recent research in the areas of offender risk, needs, and responsiveness
 - The emergence of evidence based practice information
 - The belief that agencies and entities can work together in order to create a more seamless and effective overall system for managing offenders
 - An appreciation of the results that our current practices have on the allocation of existing resources

Examples of vision statements

- GA: “Promoting public safety through collaborative partnerships which reflect a seamless system that ensures all returning offenders are law-abiding, productive community citizens.”
- MI: “Reduce crime by implementing a seamless plan of services and supervision developed with each offender, delivered through state and local collaboration, from the time of their entry into prison through their transition, reintegration and aftercare in the community.”

How Does This Relate to Your Vision?

- In order for these reentry efforts to be successful, the vision and beliefs of the leaders of institutional and community supervision entities, state and local providers of various types of services or assistance, and community groups or other interested parties will be critical.
 - “To the person who does not know where he wants to go there is no favorable wind.”
Seneca, Roman Philosopher

2. The Critical Role of Leadership

- Leadership is, at least in part, the ability to help create meaningful change by:
 - **Setting the context:** Start with the end in mind - Communicate where you want the organization to go;
 - **Aligning work to fit the vision:** Help people do the critical things that must be done in order for the organization to move in your intended direction – such as prioritizing work activities;
 - **Encouraging and rewarding the outcomes that you seek:** Consider the impacts that your hiring, promotional, training, and quality assurance efforts have on staff.

3. What Types of Changes Might Occur?

- Rather than simply responding to offender failure, we now see jurisdictions taking a more active role in trying to systematically promote more success (and thereby prevent failures) by offenders.
- There is no doubt that the best possible protection of the public occurs when no crime is committed. Prevention, rather than responding to failure, can become the focus for our work.

How a Focus on Prevention Can Alter Our Approach to Work

- Identifying offender success and prevention as our desired outcomes may cause us to rethink how certain aspects of our work are approached. For instance:
 - Specific risk, needs, and transition issues must be appropriately identified and attended to by institutional staff long before the offender's release.
 - Staff need to be armed with all of the pertinent information necessary to effectively manage or supervise the offender.
 - Institutional and community corrections staff, along with community providers and others, will have to work in harmony to develop and carry out appropriate supervision plans.
 - Staff may have to change the nature or substance of their interactions with offenders.

Leadership and
Organizational Change

Offender Management
Practices



**Rational
Planning
Process**

Multi-Agency
Collaboration

Developing a Rational Approach to Making Organizational Changes

- As we contemplate moving forward in this area, we need to have a system or method that we can employ to rationally consider where we are, what we have, and how this compares to where we want to be.
- The objective identification of issues, gaps, problems, and opportunities will give us the ability to constructively move our organizations in the desired directions.

Why a Rational Planning Process?

- Even with the best of intentions, it is common for organizations to make changes prematurely in an attempt to achieve a specific goal or outcome:
 - In a reactionary manner, in response to a critical incident
 - Due to external pressures
 - Because of a new and promising idea or popular trend
 - Based on a suspicion, belief, or assumption that a problem, need, or gap exists
- These attempts to promote system change may not produce the desired results.

Why a Rational Planning Process? (cont.)

- Reasonable, effective, and lasting change is more likely to occur when we understand and agree upon:
 - Precisely what we want to achieve or accomplish
 - where we ultimately want to be (vision)
 - Where we are currently in relation to that vision
 - Existing strengths of the system upon which we can build
 - Needs or barriers in policies, procedures, or resources that hinder our ability to advance
 - The most critical priorities
 - The specific strategies that will be most effective for *our* agency to explore

Planning for Change

- Agencies that are most successful in achieving identified goals or outcomes invest the time and resources needed to conduct a deliberate, thorough, and critical self-assessment and to plan for change accordingly.
- Give me six hours to chop down a tree, and I will spend the first four hours sharpening the axe.”

- *Abraham Lincoln*

Assessing the Strengths and Needs Within Your Agency

- Consider the following:
 - The offender population “flow” within your state
 - The activities and services available – both within the agency and within the jurisdiction – to manage this population
 - The policies and procedures within your organization that describe how offender management currently occurs
 - The empirically-based research on offender management practices, as well as the lessons emerging from national experience on innovative approaches to offender management and reentry

Facilitating Lasting and Impactful Change

- In light of this information:
 - Critically assess the most significant needs – those that, if addressed, are likely to result in the greatest impact
 - Identify detailed and specific strategies to address the prioritized needs
 - Oversee the careful implementation of these strategies
 - Monitor the results to determine the extent to which the desired change – and movement toward your vision – is occurring
 - Use the results to inform continued efforts or potential changes to your strategies in order to ensure successful outcomes

Rational planning in Texas

- To move forward with this work, a structure will be in place to develop and implement effective reentry strategies. This structure will include:
 - A Statewide Reentry Task Force
 - Specific workgroups to tackle areas of interest
 - The TDCJ/Parole Steering Committee
 - The TDCJ/Parole Policy Team and workgroups

Role of the Reentry Task Force

- Develop an inter-agency vision for offender reentry efforts in Texas
- Provide oversight to inter-agency offender reentry work
- Study your system and understand how things currently work
- Identify gaps, issues, barriers to effective reentry
 - Create work groups to explore specific areas
- Develop strategies for implementing necessary changes.

Leadership and
Organizational Change

Offender Management
Practices



Rational
Planning
Process

**Multi-Agency
Collaboration**

Reentry Barriers are Multifaceted

- Limited housing
- Unemployment
- Educational needs
- Mental health difficulties
- Healthcare needs
- Financial instability
- Family concerns
- Public sentiment



Collaborative Partnerships are Essential

- The number and nature of reentry barriers extend far beyond the boundaries of the criminal and juvenile justice systems.
- Successful reentry cannot be achieved through the efforts of any single agency.
- Multi-agency, multi-disciplinary collaboration is vital to overcome these barriers.
- A combination of traditional and non-traditional partnerships is required.

Examples of Key Stakeholders

- Criminal courts
- Adult corrections agencies
- Community supervision agencies
- Paroling authorities
- Mental health agencies
- Public health departments and other healthcare agencies
- Veteran's affairs officials
- Housing authorities
- Employment agencies
- Social services agencies
- Faith-based partners

A Shared Vision

- These diverse agencies and organizations often have individual visions and missions that may not complement or support one another
 - Competing policies and practices may actually become barriers to successful reentry
- To ensure successful reentry, it is possible – *and essential* – to create a shared vision across agencies
- Through a shared vision, key stakeholders are able to find common ground that can serve as a catalyst for promoting offender success and ensuring public safety
 - Each stakeholder begins to recognize their unique role
 - The cumulative energy and effort becomes powerful

Leadership and Organizational
Change

**Offender
Management
Practices**



Rational Planning
Process

Multi-Agency
Collaboration

Evidence-Based vs. Promising Practices

- There is empirical support for several of the offender management practices (i.e., “evidenced based approaches”)
 - Researchers have confirmed specific and defined outcomes (e.g., reductions in recidivism, increased employment rates, behavioral improvements)
- Other elements have not been empirically tested, but there is general agreement among experienced professionals that these offender management practices are important and beneficial (i.e., “promising practices” or “emerging practices”)

Key Offender Management Practices

- Early and ongoing assessment to identify risk and criminogenic needs, both within the institutional/residential setting and the community
- Evidence based interventions within the institutional/residential setting
- Proactive transition and release planning
- Informed release decisionmaking

Key Offender Management Practices

- Success-oriented supervision approaches that reinforce desired behaviors and include graduated responses to violations
- Evidence based interventions in the community
- Services and supports in the community
- Planning for ultimate release from the authority of the correctional, juvenile justice, or supervision agency
- Monitoring and evaluation of policies and practices

Conclusions

- We must identify how we want to do business and what we want to accomplish. Do we want our work to be driven by a desire to promote offender success or by expectations for offender failure?
- We must recognize that working in isolation will not allow us to effectuate successful reentry. As such, we must make a commitment to work closely with other key agencies, organizations, and individuals.
- We must challenge ourselves to ensure that our practices are state-of-the-art, empirically supported, and effective. As we identify “what works” (and what isn’t working), we must be willing to adjust our strategies to ensure maximum impact.

In other words

- It is best if we just chase one rabbit – let us state our goals and objectives as simply and clearly as possible.
- Our efforts will be more productive if we are truly prepared for the work ahead. But always move forward - don't wait on perfection.
- Work together like a team. It is the best route to our collective success.
- Always strive to employ the best methods and practices in your work.

Final Thought

- We all have the capacity and ability to make meaningful and lasting changes.

“If we all did the things that we were capable of doing we would literally astound ourselves.”

-Thomas Edison

REENTRY TASK FORCE GOALS

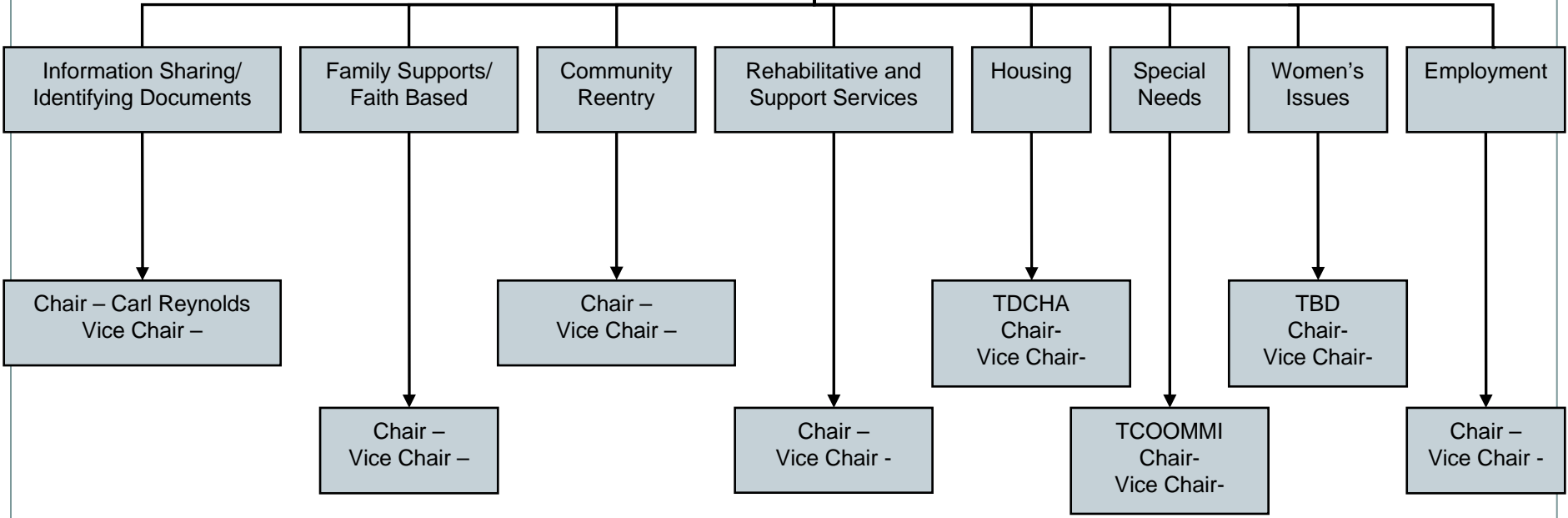


- ❖ Understand and appreciate the role of the Reentry Task Force relative to the TPC initiative;
- ❖ Establish the structure and processes that will be utilized by the Reentry Task Force to assist with the accomplishment of its work under the TPC initiative;
- ❖ Reach consensus regarding the areas that will be focused upon by the Reentry Task Force's work groups and
- ❖ Develop recommendations to enhance the current reentry process at the local and state level for juvenile and adult offenders.



Reentry Task Force

Work Groups



REENTRY STRUCTURE AND ORGANIZATION IN TEXAS

