

GOVERNOR'S RE-ENTRY COUNCIL

NOVEMBER 19, 2008

1:30 P.M. - 4:30 P.M.

MULTNOMAH COUNTY DEPARTMENT OF COMMUNITY JUSTICE

MULTNOMAH BUILDING, ROOM 114

PORTLAND, OREGON

Attendees: Max Williams, Ginger Martin, Laurie Warner, Ross Shepard, Steven Powers, Tom McClellan, Ron Chase, Victor Merced, Paula Brown, Robyn Cole, Susan Nelson

Guests: Kerry Hanson, Anne O'Malley, Doug Cooper, Clariner Boston, Gwenn McNeal, Paul Belleci, Sharon Darcy, Eileen Kennedy, Paul Solomon, Sue McGuire-Thompson, Patrick Vance, Cindy Booth, Sharon Shannon, Pegge McGuire, Glenna Hayes, Carol Wessinger, Peter Ozanne, Nancy Cozine, Chane Griggs, Colette Peters, Scott Taylor, Kimberly Allain, Todd Thompson, Patty Katz, Kim Kelley

Welcome and Introductions

Max Williams welcomed everyone and thanked Multnomah County Department of Community Justice and Scott Taylor for hosting this meeting.

Announcements and Information Sharing

Agency Updates

Ron Chase, Executive Director of Sponsors, Inc., reported that they have just been awarded \$3.8 million in tax credits to build a transitional housing center in Eugene that will replace two existing buildings and increase capacity by 20 people. This project has been worked on for a number of years in partnership with the Housing and Community Services of Lane County, which is our local housing authority. They are the developer of the project and Sponsors, Inc. is the service provider. After a period of time, Sponsors, Inc. will become sole owner and manager of the facility. This facility is going to provide offenders releasing to Eugene with a place to live and an increase in the number of programs available to them. Mr. Williams said it is nice, in the current financial situation, to have this project approved and recognized Ron Chase and his organization for putting together a great plan and fostering a positive local relationship. Mr. Williams also recognized the work of the State Department of Housing and Community Services and Director Victor Merced, saying he appreciates the funding being targeted for releasing offender housing.

Technical Assistance Grant

Ginger Martin explained that the Oregon Department of Corrections has had a long-standing relationship with the National Institute of Corrections' (NIC) Center for Effective Public Policy (CEPP) and they have worked with DOC most recently on the issue Re-entry. Peggy Burke from CEPP, came to Salem and worked with each of the Steering Committee workgroups in their early development and through her interest in the work Oregon is doing, the Center applied for funding from the JEHT Foundation to continue to assist us and were successful in getting a grant for technical assistance. Gary Kempker, formerly Director of the Missouri Department of Corrections is the main

person who will be coming to Oregon to work with the Steering Committee and the workgroups. We have been very broad in our focus and the technical assistance will be working to help us become more effective and identify specifically what we want to achieve and how to achieve the goals. Gary Kempker and a colleague Paul Herman expect to come to Oregon in early January and spend a week working with us. They will be working with the Steering Committee and each of the workgroups.

Mr. Williams asked Ms. Martin to speak about the Byrne Grant proposal the DOC submitted. Ms. Martin said that we were not successful in that grant proposal; however, will still be talking with federal parole about how we can work together more effectively and join forces to accomplish the same goals. Mr. Williams and Ms. Martin have a meeting scheduled with Federal Judge Jane Aiken, who was the impetus behind this grant proposal and has worked with federal judges around the country. Judge Aiken is particularly interested in how to focus on transition/re-entry. She recognizes that we duplicate a need for services for releasing inmates and that those services systems are not coordinated. Duplication is not cost effective or effective in providing services to offenders. We want to improve on that and since federal and state systems are not coordinated anywhere in the U.S., we want to be prepared to propose a project for funding through the 2nd Chance Act when the time comes to submit a proposal. Mr. Williams and Ross Shepard both spoke about the merits of the proposal and Mr. Shepard said that in talking with Judge Aiken, there are other possible funding mechanisms which will be explored.

Ms. Martin said Deputy Director for the Department of Human Services, Clyde Saiki, has shared an idea with her about initiating a single service site for re-entry and DHS services in Jackson County. Mr. Saiki has asked for some participants with knowledge of corrections to work with a local mental health director who was instrumental in the establishment of the White City services site. Mr. Saiki explained to Ms. Martin that the site would be established using existing funds and coordinate services at a shared site, making it easier for clients to access the services.

Review Meeting Minutes

Mr. Williams asked if there were any requests to edit the August 27th meeting minutes. None were voiced. A motion to adopt the minutes as written was made. There were no objections and the minutes were adopted as submitted.

Public Input

Eileen Kennedy, a member of Citizens United for Rehabilitation of Errants (CURE) said she has attended a number of the Psychiatric Security Review Board siting meetings in the neighborhoods and would be very interested to know what the Council, Steering Committee and Workgroups are doing to address the issue of public education. She asked, "How are you going to change the public's perception of what you are doing?"

She said these public meetings are very difficult to attend because the comments are viperous, to say the least. Mr. Williams thanked her for her input and said he understands her concern. He said the Council is very aware of the concerns of the public in regard to offender housing and especially sex offender housing. The housing workgroup has identified sex offender housing as one of the special housing issues to be addressed. Pegge McGuire said she is going to address the issue of "messaging" in

her presentation today. Ross Shepard said that Peggy Burke from CEPP, stressed to the workgroups when she last was here, the importance of educating the public and the messaging from the Council. Mr. Shepard said that ROAR has crafted a messaging campaign for Multnomah County. Anne O'Malley said the messaging campaign within ROAR was developed with the intention of coordinating the launch of the public message with all four workgroups.

Impact of Ballot Measure 57 on Transition

Mr. Williams said it is a significant challenge to change thinking and would use this opportunity to speak to the recent passage of Ballot Measure 57. He said as challenging as BM 57 is to the DOC, he was encouraged by the fact that voters recognized the significant differences in BM 57 and BM 61 and chose the measure that includes treatment and rehabilitation. With the BM 57 impact of an increase of 1,000 releases annually, re-entry is still extremely important. Although we are not sure what the impacts will be (funding was not included in the BM) or how the governor's budget will address the new policy, DOC is advocating internally to not go backward in regard to the progress we have made on the issue of re-entry. Mr. Williams asked if anyone has any questions about BM 57. Scott Taylor said he believes that the drug and alcohol treatment provided in the community will change. Mr. Williams agreed that there needs to be coordination of treatment between the state and the counties. Mr. Taylor agreed. There is an increased need for continuity of care in the counties. Mr. Williams said his inclination is to target a fully developed model where it can be fully supported to get the results you want rather than thinly spreading the funding and then not being able to demonstrate results. He said he is interested to know what others think. Mr. Chase stated that providing treatment in prison and in the community without transitional housing is not effective and Mr. Williams agreed that allocating resources is crucial. No one is expecting this measure to be fully funded in the Legislatively Adopted Budget and Mr. Williams said that increases the need to use resources most effectively. Ms. Eileen Kennedy asked if BM 57 addresses co-occurring disorders. Mr. Williams said that it does, but not to the degree needed. He then asked Ms. Martin to describe how the measure will be implemented.

Ms. Martin explained that the statute defines who will advise the department on how to distribute the funding and also which particular applications to fund. There was an advisory group already in existence: Community Corrections Commission (CCC), that consisted of most of the representation required in the statute. The other required members were added to this group to meet the statute requirements. Those are: a member from the judiciary, defense, prosecution and a community treatment provider. The Community Corrections Commission has been in place for many years and its charge is to improve the practice of community corrections in Oregon. The members include representatives from county commissioners, sheriffs, community corrections directors, the Board of Parole and Post-Prison Supervision, a crime victim and the Criminal Justice Commission. A draft rule is being developed. A proposal is required to meet specific criteria, such as being evidence-based and be likely to reduce drug addiction and criminal behavior. Mr. Williams said the statute requires DOC to consult with the advisory group, but does not prohibit DOC from receiving advice from anyone else. Mr. Williams invited others to feel free to share your thoughts with him. Kimberly Allain asked if the legislature is likely to modify BM 57. Mr. Williams said he thinks the likelihood is small. In his experience, when the voters have supported a measure, it is

extremely rare that changes are legislated. There is actually a companion measure to BM 11 (Truth in Sentencing Law), BM 10, which requires a two-thirds vote by both chambers to reduce any sentence enacted by the voters and that does now include BM 57.

Sharon Darcy asked if there is an Alternative Incarceration Program component to this measure. Mr. Williams said, yes. If the offender completes the designated programs and treatment, there can be a 90-day transitional leave, during which the offender is still under the jurisdiction of the DOC. After successfully completing the transitional leave, the incarceration portion of their sentence will end.

Mr. Chase asked if DOC will directly allocate BM 57 funds. Mr. Williams said all the details of the allocation have not been established. He said the advisory committee is open to input.

Paul Solomon asked how BM 57 is going to impact prison construction and if Mr. Williams is planning to extend his authorization to house inmates out of state. Mr. Williams said BM 57 will cause crowding in existing facilities and will fast-forward construction of minimum security beds at Junction City, which will be done in conjunction with the State Hospital moving ahead on their construction at that site. He said his authority to house inmates out of state is going to sunset and though he doesn't anticipate needing to make use of this option, he does want to keep the option available to the department. There is no need for out of state beds in the plan for implementing BM 57.

Progress Report: "Low Hanging Fruit" (Attached)

Ms. Martin explained that when the Re-entry Council Steering Committee was established, Mr. Williams charged the Steering Committee with identifying some improvements to the re-entry process that could be accomplished sooner rather than later, to build on a record of success and report to the legislature on our work on re-entry. The hand-out is a compilation of the items identified by each of the four workgroups that can be completed by January, 2009. Not all are going to be complete by then, but Ms. Martin wanted the council to be aware of the progress that has been made on each one.

- Identify housing options in the release process.
 - Working with newly created Statewide Transition Network made up of DOC Release Counselors and Parole and Probation Officers to create a process for the Release Counselors to teach them how to identify housing for offenders more successfully. Once the process is established, the Release Counselors will be trained. Progress, but not yet complete.
- Provide Ready to Rent training prior to release
 - We are now providing a rental preparation training that was a gift from Marion County. The curriculum was given to us after being developed by Marion County with the only stipulation was that we change the name of the program. All of our Transition Coordinators have been trained and are delivering this curriculum in the re-entry coursework that DOC offers.
- Establish Medicaid eligibility for those likely to be eligible by virtue of a disability, prior to release. DHS had a process in place that DOC could use to accomplish this task.

However, DOC was having a difficult time consistently doing this. In July, DOC reorganized the Release Counselors, moving them from the Operations Division where they had multiple priorities, to the Transitional Services Division where they have one priority. Just as DOC was ready organizationally, the DHS process stopped. We are now in negotiations with DHS, with the significant assistance of Clyde Saiki, who recognized that this is a priority for the State and is helping get a new process in place. Mr. Williams thanked Mr. Saiki for stepping in to help when we needed it.

- Enroll Releasing Offenders in the Oregon Prescription Drug Program
 - All the Transition Coordinators are delivering the information; however, not every person releasing goes through this program, as it is voluntary and is not available at every institution. There are 2 options to get the information to everyone. One is to have the printed information added to the release packet that every releasing inmate receives. The second is to have the Release Counselor provide the information to the inmate. We will decide soon which option to use.
- Importance of State-issued Picture Identification
 - Some progress has been made. We no longer have a permanent staff assigned full time on getting birth certificates, which is a key component to getting other identification. DOC is entering into an agreement with the Social Security Administration to order replacement SS cards, which should be in place by January.
 - DOC and DMV are partnering to establish a pilot program to get picture identification cards issued prior to release. The identification documents we are acquiring will allow someone to go to a DMV office after release and get a State Identification Card or Driver License, but we also want to put in place a way for people to obtain the ID Card prior to release. Doug Cooper asked why the DMV doesn't go into the prisons to issue the identification cards. Tom McClellan briefly explained the technological and eligibility challenges to taking the DMV into the prisons to issue identification. Mr. Williams said he appreciates the challenges for the DMV and expects that we will eventually have the capability to establish a process within the prisons.
- Provide Job and Skill Level Verification
 - The Employment Workgroup, DOC's Workforce Development Unit and Oregon Corrections Enterprises (formerly prison industries) working together on how this can be accomplished. This is a work in progress.
 - May establish a standard inmate evaluation, so supervisors have a way of providing feedback and can verify an inmate's skills.
 - Linking skills to a resumé building process
 - Using DOT codes (standardized job skills codes used by the employment department).
- Provide a 30-day supply of medication at release and a connection to a provider in the community for continued follow-up. DOC health services staff has been provided with a new process to ensure the department's policy is consistent throughout the state. Patrick Vance sent a clear, written directive about the importance of this work and the essential nature of preparing offenders for release, as has been the policy of the DOC. The connection with the community provider has been a more difficult challenge, although some progress has been made. DOC has designated 2 staff members who are working with the releasing offenders with the most serious health problems, making sure they have a provider in the community. The department remains

committed to the goal that every person who needs continued medical care will be connected with a medical provider in the community.

- Develop criteria for One Stop Resource Center has been completed and is an agenda item of this meeting to be discussed later.
- Apply for federal funding for support of other one stop sites. As was reported earlier, the application was completed but was not successful.

Budget Outlook for 2009 - 2011

Mr. Williams shared that the State Revenue Forecast was released earlier today and there was no good news. The unemployment report released yesterday showed an increase of nearly 1% from September to October. The current biennium, which ends June 30, 2008, is projected to be down approximately \$140 million. That does not give us much time to make this adjustment. The governor has ordered an allotment process he is statutorily allowed and he has decided that all agencies with any general fund dollars will give back 1.2%. For the Department of Corrections, that amount is approximately \$15 million. The worst news is what happens in the 09-11 biennium. From the original revenue forecast to the current forecast, the reduction is \$1.3 billion. That will mean significant choices the governor will have to make in balancing the budget. This is approximately a 6% reduction. The governor has indicated he will not be asking for 6% from every agency, but will pick and choose based on his priorities. Of course, that means that some agencies will be required to reduce more, others less.

Each agency projects the amount to fund the agency's work at the same level with increases for inflation, salary roll-ups and the like and this is the Essential Budget Level. What we now know is that the state's forecasted revenue is less than the state's EBL. This does not include any policy packages agencies submit. Policy packages include requests for repairs, expanding services, establishing new programs, etc.

Sharon Darcy asked if Mr. Williams could clarify the difference in the numbers he is telling us and the recent newspaper reports of the shortfall. Mr. Williams explained that there is more than one entity requesting budget information from each agency. There is the Governor's Office, through the Department of Administrative Services' (DAS) Budget and Management (BAM) section and the Legislature's Legislative Fiscal Office (LFO). The day after the November election, LFO asked that each agency prepare a 5% budget reduction for the 07-09 biennium and a 20% reduction for the 09-11 biennium in 5% increments. All agencies have already submitted to DAS a 10% reduced budget plan, as required by statute. Now, LFO wants to know what we would do if we had to take an additional 10%. The allotment plan announced by the governor to take 1.2% of the General Fund dollars is happening. \$15 million dollars is going to be taken out of the budget for the Department of Corrections and we will have to develop a plan to accommodate that reduction. The 5% issue is the legislature trying to figure out what they would do if they had to and the 20% plan is what they would do in an extreme catastrophic situation. Steven Powers interjected that the 1.2% allotment is the reduction based on the entire biennium; however, since most of the biennium is past and funds have been spent, it will take 5% over the last few months to come to that reduction.

Ron Chase asked if there would be a cut in the Grant-in-Aid funding at the 10% level and what will the impact be if the funding is reduced at the 20% level. How is the DOC

going to reduce the Community Corrections budget? Mr. Williams said that if the DOC were asked to take a 10% cut, the first 5% reduction could be accomplished through a variety of very painful means; however, the second 5% can only be accomplished by closing facilities. The only way you can close facilities is to release people. Nothing can be saved by simply moving them to a different facility because those people still require staff supervision, food, medical care, etc. The reality is that DOC cannot reduce its budget more than 5% without also closing prisons. Mr. Williams said, for example, eliminating the entire Transitional Services Division, which includes education, drug and alcohol treatment programs, cognitive programs, workforce development, religious services, transition and release planning, sentence computation, and more, results in only a 4% reduction in the DOC budget and decimates what it is we are attempting to accomplish that may actually result in savings over the long term. That would still leave another 6% to be reduced. There is no way to reduce the budget by 10% without seeing some reduction at the community corrections level. We will need to have a conversation, with legislative involvement, about how to downsize the costs associated with supervision. We must balance any budget reduction for Community Corrections with the liability the counties have for supervision. If that is out of balance, the statute allows for the counties to opt out, which moves the community corrections function back to the responsibility of the state. Mr. Williams said he is highly motivated to maintain that balance.

Scott Taylor said each county is currently working on their own budgets for the next year(s) and it would be beneficial to both agencies to coordinate service cuts in the process. Mr. Williams agreed. He said the Governor's Recommended Budget will be released on December 1st and we will then have an idea of where we stand. We have about 2 weeks after that before the legislative and budget processes begin. Mr. Williams said he has done everything he could in the past few weeks to try to preserve as much of the investment in re-entry and transition services as possible. He said he is hopeful.

Kimberly Allain suggested that there be serious discussion between agencies about working in collaboration and being creative about how we accomplish our business. She hopes the agency heads could openly discuss the budget issues. Mr. Williams said he understands her point and agrees they do have to work together.

Pegge McGuire said to remember that the whole picture is the important factor. In the Oregon Department of Housing and Community Services, the only General Fund dollars pay for food and emergency housing.

Laurie Warner said the Employment Department gets General Fund dollars for subsidized child care for low-income people; all other funding comes from the federal government.

Robyn Cole with Oregon Youth Authority said as an agency funded primarily by the General Fund, they are very concerned about this budget cycle. In terms of the re-entry piece, she is interested in working with DOC on transition and re-entry to see where we could prevent duplicate programs.

Paula Brown, Deputy Director for the Department of Veterans Affairs, said their entire General Fund allocation is less than \$10 million. They are interested in women

veterans, which include incarcerated women, so they are interested in supporting the DOC transition programs.

Steven Powers said the Board of Parole and Post-Prison Supervision's budget is so small that they don't have much to give back. He said they are updating their release procedures, which impacts about 10% of the DOC population (approximately 1,600). Those changes will not necessarily have a fiscal impact. Conditions of Supervision are being updated with the intention they become more re-entry friendly. Again, there is no fiscal impact. Mr. Williams said this is an example of low-hanging fruit that we talk about as a system improvement that won't cost money.

Tom McClellan said the Department of Motor Vehicles has no General Fund allocation, but their revenue is falling because cars aren't selling, the number of titles being issued is declining, as well as the registrations. Even the number of State ID Cards and Driver Licenses being issued is down. They send any net gain to the State Highway Fund. They are keeping spending down by holding positions vacant, among other measures.

Sue Nelson, Chief Administrative Officer with Department of Human Services, said her agency is very concerned about the budget this biennium. The requests for temporary assistance to needy families increased 16% in October 2008 over October 2007. Food stamp applications increased 12.7% in the same time. In Bend, food stamps applications increased 24%. They are looking at reduced revenues and increased caseloads because in a downturn there is greater need, not less. Ms. Nelson said there comes a point when you need to decide which programs to eliminate entirely because you find that you are doing everything poorly, which doesn't make an impact. DHS is there now.

Victor Merced, Director for Department of Housing and Community Services, said 1% of their budget is General Fund; the remainder is tax credits, bonds, etc. The bond market has been shut down for a month and a half. The re-entry housing situation is impacted by the lack of financing for regular housing projects. Everything is at a standstill. The State Economist said he expects the last quarter of 2009 to see an increase in housing starts and consumer confidence; although the Senate Revenue Committee he testified before didn't appear to be as optimistic.

Mr. Williams said he found all the input informative. The Governor's Recommended Budget will be released on December 1st and be based on the revenue forecast that was released today. There are revenue forecasts due out in March and May and Mr. Williams believes they may also be down, which will put greater pressure on all of us across the state.

Ron Chase said his job developer told him this week that they have lost 1/3 of their job placements with employers who regularly hire offenders. Some have gone out of business. In terms of re-entry, the recidivism rate and other measurements used are going to be higher because the people we are attempting to help are not competitive and there are fewer jobs.

Ms. Allain said she was interviewed by a business consortium and was asked what can the average business owner do to help turn the tide? What can the average citizen do?

How do we create a communication loop between business, social and government sectors to strategically work together? Mr. Williams said those are excellent questions. He said many foundations from which so many non-profits and government agencies receive seed money or grants, such as the JEHT Foundation, will see a significant downturn.

Second Chance Act Planning

Ms. Martin distributed a document from The Council of State Governments Justice Center titled *Understanding the Second Chance Act (attached)*. This is the latest information we have on the detail of the application process. What we were hoping to get from the Council is guidance on where we should focus and on which priorities. There is a match requirement and does not supplant existing dollars spent on re-entry. Mr. Williams noted that the document lists the allowable uses, most of which we have discussed addressing. Mr. Williams and Ms. Martin would like the Council to have an active role in putting a plan together for how we would approach the application process. One of the mandatory requirements is to “have the support of the chief executive officer of the state/entity in coordination with a state-level council on reentry, local government, or tribe.” Should the Council come up with a plan for a request for Second Chance Act funding? Mr. Williams said he would like to discuss how we go about building a plan. One option is to move this, as an item of business, to the Steering Committee under Ms. Martin’s leadership to develop options and make a recommendation to the Council. He also said he believes Oregon will be better served by a single approach to the application process for the Second Chance Act funding. This was agreed to by the Council.

Legislative Activity

No one had any activity to report.

Review Work Product and Charter: Transition Centers

Ms. Martin distributed a document titled: Transition Service Center: Recommendations for the Oregon Model (attached). She said the One Stop Workgroup had come up with a list of recommended services that should be available through a single site for transition success and brought that list to the Steering Committee. The Steering Committee discussed the list and came up with a couple of ideas to be incorporated into the proposal. One additional principle is that these are not necessarily physical one stop sites, but the services should be accessible through the site. Some services would be available there, but others would be coordinated through referral. Case management and re-entry planning are the keys to success at the sites. Collaboration with existing multi-service sites should be included in the planning to avoid duplicating efforts and wasting resources. The workgroup researched what other states are doing and the only differences found are which services are provided at the site and which are handled through referral. The services addressed are the same across the country. The second added principle is that the Oregon Model is not prescriptive, since the services available vary markedly around the state.

This work was the main charge of this workgroup and now that the charter has been fulfilled, what is the next step for this workgroup? Mr. Williams said he had been following some of the e-mails between members of this workgroup and was particularly interested in learning more from whoever wrote the e-mail about the downside to

locating services together. Ms. Allain offered that she had written the e-mail based on her own experience in this kind of effort. She found that planning and case management can eliminate many dollars wasted and duplication of efforts. She said cross training between agencies in processes is extremely helpful. Ms. Allain's organization has what they call care coordinators, who are system navigators. They are very familiar with the different agencies' processes and systems. They can help others navigate through the different application and registration processes and assist the case managers. These care coordinators are trained by the different agencies and they, in turn, can train others, even volunteers. This leverages the resources that each system provides. Doug Cooper said that is essentially the existing Multnomah County model. They resisted calling it a One Stop and are calling it a First Stop, recognizing that not all the services are being provided at that location.

Mr. Williams said this model is not dramatically different than the virtual one stop being discussed with Judge Aiken. There are many communities in the state that will never have the resources of a heavily populated county like Multnomah, but the services available at a number of agencies in the area could be accessed through the internet. Mr. Williams asked who is responsible for the financial obligations of the Center for Family Success. Sharon Darcy offered that even that is a collaborative effort. Some agencies out-station employees a few days a week, for instance a parole officer. DHS has rented space in the center to provide services. Ms Darcy said you do have to have some core funding. The Center has contracts with DHS and DOC. The idea of adding specific agency services to a site where other services are up and running can yield amazing results. Even web-based training is being done by a number of agencies, such as Employment. Laurie Warner told us there is a collaborative effort ongoing with DHS and Employment and it has its strengths and weaknesses. The online access has fewer costs than brick and mortar sites, but there is a cost for the infrastructure and a number of people we are attempting to address are not computer literate. Mr. Williams pointed out that a system navigator could alleviate many of the stumbling blocks in the process, especially for those without computer skills. Ms. Allain said they continually train and leverage that training. There is an investment in the beginning to get people trained, but in the long run it is extremely efficient.

Mr. Williams asked the Council if they think it would be worthwhile to ask this workgroup to research what is currently out there in communities around the state and bring that information back to the Council through the Steering Committee. It would be helpful to know where there are multi-service sites to which we could add services. Mr. Williams also suggested establishing a "Wiki" model on the internet as a way to get a directory of resources written and maintained. Discussion revealed a number of resource/transition guides that are currently available through a variety of organizations. Patty Katz said the Partnership for Safety and Justice has a transition guide that is posted on Clear Space, which is checked and updated quarterly. Mr. Williams suggested that their guide could be used as the basis for the Wiki model resource directory. Anne O'Malley suggested that the ROAR website, which is available on Clear Space would be an excellent location for the guide and that ROAR could monitor and update when needed. Sue McGuire Thompson described the redundant efforts in Linn County and how the information about which services are available and from which organization, is not readily available. The Wiki model could make an impact on agencies and non-profits throughout the state. Mr. Williams suggested the County Community Corrections

Directors be surveyed to determine who, in your county, has multi-service sites and where are they located. That information can then be given to the Transition Service Center Workgroup. Ms. Martin will put these ideas into a written directive and share it with the Steering Committee and the workgroup. Mr. Williams thanked Ms. McGuire-Thompson for her comments and for accepting his invitation to join the Transition Service Center Workgroup.

Reports from the Workgroups: Tasks and Timelines

Employment: Kimberly Allain distributed a revised draft of Employment Re-entry Workgroup Job Skills Verification and Common Documentation Subcommittee Report (attached). She explained that the document was originally created by the DOC Workforce Development Unit and Oregon Corrections Enterprises (OCE), which the subcommittee dissected and reviewed from the perspective of re-entry. Three areas were identified in which to work:

- Intake and Assessment
- Inmate Work and Program Assignments
- Transition and Release

The document also lists the stakeholders for each section, which will be helpful in problem solving.

Intake and assessment information can be reviewed and revised to identify and address the gaps in what information is gathered and what should be gathered. One deficit is not identifying and tracking inmates with licenses and specialized work skills/certifications. OCE and Inmate Work Programs could use that information to the inmate's advantage while they are still incarcerated. Recommend using a skills matching tool.

Inmate Work and Program Assignments should mimic the application processes common in the community. Common interview processes should be developed for similar jobs. A work progress evaluation system within DOC and OCE that can be easily understood is recommended. Training should include providing feedback, i.e. Motivational Interviewing techniques and cognitive-based tools. One of the recommendations is to make available inside DOC institutions the Employment Department's iMatch, which is used in the Employment Department one stops. Organize a think tank to create jobs for higher skilled inmates and include outside partners. Identify a seamless transition from key worker jobs to specialized skilled work crews to keep training relevant and build the inmate's resumé.

Transition and Release piece should enable information sharing between institution counselors, OCE, Workforce Development Unit staff, transition coordinators, release counselors and community corrections. Develop a plan that encourages apprenticeship and work-based education program participants, key workers and OCE inmates to complete the Road to Success transition program 6-months prior to release. Develop the employment component of the release plan. Recognize the value of having inmates be responsible for creating and keeping track of their own information by creating ways for inmates to practice these responsibilities.

Mr. Williams agreed that we have overlooked the opportunity to have the inmates apply for jobs in the prisons in the same way you apply for employment in the community and we intend to improve the process and start this learning process earlier in their incarceration.

Ms. Allain said this workgroup is also looking at the statutory barriers to offenders. Mr. Williams said he has discovered a website at www.hirenetwork.org, which is working to increase the number and quality of job opportunities available to people with criminal records by changing public policies, employment practices and public opinion. This site can provide us with information to cross-reference with the jobs we are training inmates to learn if there are barriers in public policy and employment practices of which we are not aware. Ms. Allain said her workgroup is addressing this issue using this website to identify the statutory restrictions.

Paula Brown asked if the workgroup had talked with any individuals who are incarcerated and if there is an offender here who can say if they believe the work of this council and can say if it is addressing the issues that affect them. Todd Thompson volunteered that, as an offender, he believes the council is addressing the issues that impact him.

Housing: Pegge McGuire said messaging is one of this workgroup's long-term strategies. She believes that the messaging around housing for offenders needs to be changed because laws are not made to change hearts; laws are made to restrain the heartless. The message needs to reach people's hearts. The offenders returning to the community from prison are not "those people", they are our brothers, fathers, uncles, sisters, sons and daughters and our friends. The affordable housing community encountered a similar issue when trying to develop and site housing and raise funds for housing. The Housing Alliance connected with a Portland State University professor doing research on messaging. He found that stating statistics was not well received by those polled because it doesn't mean anything to them. When the message is: Hard working families should be able to afford housing and the basic necessities of life, the message was understood and embraced. Anne O'Malley and Ms. McGuire have been talking with members of the Housing Alliance and Mr. Williams has agreed that they can do a presentation on this messaging process to our group. We all have to start to change the way we talk about this issue and we have to teach all of the folks in the advocacy world who assist us to change the way they talk about this issue, in order to change people's hearts. Ultimately, in the long term, that will have the desired impact. Ms. McGuire said that as the workgroups reported out, we found they all need help with the messaging piece. The hope is to change the hearts and minds of private landlords to help support the reach-in of the Ready to Rent Program and those exiting transitional housing. Again, that is a long-term strategy and not what the Housing Workgroup was tasked with doing, but it is a by-product.

Ms. McGuire said they have done a lot of research and the conclusion they have come to is that transitional housing in every county is what is needed. After looking at a multitude of models a template was developed. Here is a housing expertise group who can tell you how to build this housing, who to have at the table, who in your community you need to survey, what resources you need to identify in your community, what services you need to provide for the residents. We have a kind of menu that communities can pick and choose from based on the community. Now the problem is, if you are going to have housing, you have to have a mortgage. What is the process for getting the dollars together for this? The workgroup is looking for guidance from the Council.

Mr. Williams said he would like to see the template and suggested the next meeting include a discussion of the template and talk first about the counties with 80% of the population. Mr. Chase added that we have focused on transitional housing, but there are other areas we need to address, for example, dealing with criminal background checks, poverty, low income, etc. which will be discussed. Mr. Williams agreed.

Sharon Shannon said she has been working with Multnomah County and a landlord with over a hundred units, who is willing and has in the past rented to offenders. He is now looking at the Oxford House model. She said the private sector tends to move at a faster pace than many government agencies and recommended that issue be addressed.

Continuity of Health and Mental Health Care: Patrick Vance said they have created a process by which the pharmacy and health services staff are communicating with the transition and release unit and local community corrections offices that identifies which offenders are released without their 30-day supply of medication and can quickly get the medication to them and adjust the process to avoid that being repeated.

Health Services has a case manager who is now focusing on inmates near release with high needs. These are the people with multiple medical and/or mental health needs. This frees up time for the transition and release staff to work with others.

Health Services has also hired a case manager with a strong background in mental health care to focus on the high need behavioral health and multiple morbidity cases.

The workgroup is beginning to address the issue of providing similar treatment approaches in custody that are practiced in the community. There is a benefit to a continuity of care coming into the system, as well as transitioning out to the community. This does not mean identical care across the spectrum, but similar kinds of processes, communication, questions and answers, but everyone speaking the same language or being on the same page.

The medical records issue is one being addressed albeit slowly. Electronic medical records management is the ideal and the goal; however, DOC is still maintaining medical records on paper. One thing they know they are not very good at is creating medical discharge records. Some inmates have 300+ pages of records. Health Services is working with their medical records staff in developing a standard discharge process modeled after hospital discharge into long-term care.

The issue of community treatment providers having contact with the inmate prior to release is being worked on by release counselors, health services and mental health services staff, developing a process. The problem they are having is with the treatment providers who are located in the most rural counties: those away from the I-5 corridor and the east side institutions. The release counselors are doing most of the work on this problem. They are developing a process to have electronic, if not physical, the contact between the treatment provider and the inmate. The Transition and Release Unit which

began working in July has done a remarkable job with addressing the issue of inmate advocacy while in custody.

Dental care is an ongoing issue and they are addressing the lack of screening and treatment to improve the process. Dental care will be addressed in the discharge records process.

Todd Thompson asked if the workgroup is aware of the issue of people coming into the system with a prescription medication and that medication being denied to the inmate. Mr. Vance said most offenders come into the prison system from a county jail and the process for sending medications with the offender differs from county to county. DOC continues the medication that comes with them from the county. This is part of the problem being addressed in the continuity piece and is a high priority.

Mr. Williams thanked everyone for coming and said he appreciates the work they have been doing to address re-entry.

Attachments:

Progress on Transition Improvements Achievable by January 2009

- *Focus on the newly developing “discharge planning” initiative within DOC and incorporate housing issues.*

PROGRESS: The Department of Corrections is working with the newly created statewide Transition Network. The Network is defining a process for identifying housing prior to release. This work should be completed by January of 2009. DOC release counselors will implement the new process once it has been developed.

- *Provide Ready to Rent training prior to release.*

COMPLETED: The Department of Corrections has been given a curriculum very similar to Ready to Rent. The Transition Coordinators were trained on the RENT curriculum and have started delivering it. The curriculum and training was given to DOC free of charge with the agreement that it would be renamed. One DOC staff person, already trained in Ready to Rent, will continue to deliver the program at CRCI.

- *Establish Medicaid eligibility for all (or at least more) of those reentering offenders who meet Social Security disability criteria.*

PROGRESS: Release Counselors have received training on the process to apply for social security disability. Although the process established by DHS for prequalification of Medicaid benefits has been suspended, DOC and DHS are working together to reinstitute a process that can accommodate higher numbers of applicants. As of July 2008, the DOC has assigned sufficient staff to serve all eligible inmates once a process is defined.

- *People being released from prison should be signed up for Oregon Prescription Drug Program, and indigent medication programs should be utilized by community corrections agencies so that access to medication could continue upon release.*

PROGRESS: Transition Coordinators currently provide this information; however this does not reach every person releasing from prison (DOC does not have transition coordinators at all the institutions and the Road to Success is a voluntary program). DOC is now considering two options so

that all people will receive the information prior to release: either release counselors will distribute the information or records office staff will put the information in each person's release envelope so he/she will have the information upon release.

- *A state-issued picture identification is absolutely essential for most employment. Offenders leaving prison should have the documents necessary to obtain such an ID prior to release.*

PROGRESS: DOC has identified permanent staff in a centralized unit to order birth certificates on every person prior to release. DOC is entering into an agreement with the Social Security Administration so that DOC can order replacement social security cards for inmates prior to release. We anticipate having this agreement in place by January 1, 2009.

The DOC and DMV have agreed to pilot a process to issue state ID cards prior to release for those people releasing from OSP-M in Salem. In the pilot, inmates would be transported by DOC to the appropriate DMV office to apply for their card.

- *Provide job and skill level verification at release, so people leaving incarceration can demonstrate to a potential employer that they have had experience and can perform certain tasks.*

PROGRESS: Representatives of the Employment Work Group, joining forces with a DOC/OCE work group already established, are working on a number of reforms so that in-prison work looks more like community employment. Reforms related to the goal of skill/job verification include: a standard inmate worker evaluation for staff to complete, linking employment skills to a resumé built over the time of incarceration, and using the DOT codes to provide each inmate with a job description for any active job assignment.

- *Adopt a practice within DOC, that every offender being released from prison—who is currently and appropriately receiving medication—will have with them a 30 day supply of such medication, and an appropriate connection to a community provider.*

PROGRESS: While it has been a policy of the DOC for many years that people are released with a 30-day supply of medication, the policy has not been consistently carried out. New processes were developed to simplify how institution medical services staff obtain the medications, ensure they are properly packaged, and place them into the hands of each releasing

inmate or send them to the parole officer in a timely manner and with minimal effort. In addition, clear written direction has been given to staff as to the priority of this re-entry activity.

Regarding the goal to to make an appropriate connection to a community provider, DOC now has two staff dedicated to addressing this need for inmates who have high/extensive physical and/or behavioral health needs. Work continues to identify barriers and opportunities for bridging the communication gaps and building relationships with community providers and provider organizations.

- *Develop criteria for “one stop” transition resource centers*

COMPLETED

- *Apply for federal funding to support the pilot sites for transition resource centers*

COMPLETED: In partnership with federal parole, DOC made an unsuccessful application for Byrne Grant funds.

Understanding the Second Chance Act

Sec. 101: State and Local Reentry Demonstration Projects

Background

On April 9, 2008, President Bush signed the Second Chance Act (P.L. 110-199) into law. The bill received bipartisan support in both chambers of Congress in its passage and is supported by a broad spectrum of leaders representing states, law enforcement, corrections, courts, and local governments. This first-of-its-kind legislation will authorize various grants to government agencies and nonprofit groups to provide employment assistance, substance abuse treatment, housing, family programming, mentoring, victims support, and other services that can help reduce re-offending and violations of probation and parole.

This guide is intended to help states, local governments, and tribes prepare for the Second Chance Demonstration grants should funding become available. The following information details the specific grant requirements contained in the law.

Section 101: The Adult and Juvenile Offender State and Local Reentry Demonstration Projects

Many in state and local government are anxious for the State and Local Reentry Demonstration Projects to be made available. The Second Chance Act reauthorizes the Adult and Juvenile Offender State and Local Reentry Demonstration Projects (Sec. 101) to help states and communities test ways to reduce recidivism and address the alarming recidivism rates nationwide. The Demonstration grants are authorized at \$55 million per year, though the appropriations process will determine the actual funding level of the program.

Who Can Apply?

States, units of local governments, and tribal entities may apply for Demonstration Project grants to be used to promote the safe and successful reintegration into the community of individuals who have been incarcerated.

Allowable Uses

Demonstration grants include the following allowable uses:

- prerelease planning and coordination
- employment services
- substance abuse and mental health treatment
- housing
- family programming
- mentoring
- victims services
- methods to improve release and revocation decisions using risk-assessment tools

Mandatory Requirements

The law includes mandatory requirements for state, local governments and tribal entities in order to be selected under the grant program. ***Applications will not be considered if these requirements are not addressed in the application.***

These requirements state that each applicant:

- have the support of the chief executive officer of the state/entity in coordination with a state-level council on reentry, local government, or tribe.
- provide discussion of the role of corrections in ensuring successful reentry.
- provide evidence of collaboration with state and local government agencies overseeing health, housing, child welfare, employment services, and local law enforcement.
- provide analysis and identification of regulatory and statutory hurdles to a prisoner's reintegration into the community.
- include the use of a reentry task force.
- develop a comprehensive strategic reentry plan that contains annual and 5-year performance outcomes to help determine the effectiveness of the program funded. The strategic reentry plan must have as a goal to reduce recidivism by 50 percent over a 5-year period for offenders released from prison, jail, or a juvenile facility who are served with funds made available under this section.
- Each grantee must report annually on the progress of the following selected performance measures to determine the outcome of the project:
 - reduction in recidivism rates
 - reduction in crime
 - increase in employment and education opportunities
 - reduction in violations of conditions of supervised release
 - increase in payment of child support
 - increase in housing opportunities
 - reduction in drug and alcohol abuse
 - increase in participation in substance abuse and mental health services
 - other measures determined by the grantee to be necessary in tracking performance

Priority Considerations

The law also includes priority considerations, which direct the Attorney General to give priority to grant applications under this section that

- focus initiative on geographic areas with a disproportionate population of offenders released from prisons, jails, or juvenile facilities;
- include input from nonprofit organizations, in any case where relevant input is available and appropriate to the grant application;
- consult with crime victims and offenders who are released from prisons, jails, or juvenile facilities;
- coordinate with families of offenders;
- demonstrate effective case assessment and management abilities in order to provide comprehensive and continuous reentry, including
 - planning while offenders are in prison, jail, or a juvenile facility; prerelease transition housing; and community release;
 - establishing prerelease planning procedures to ensure that the eligibility of an offender for federal or state benefits upon release is established prior to release, subject to any limitations in law, and to ensure that offenders obtain all necessary referrals for reentry services;
 - delivery of continuous and appropriate drug treatment, medical care, job training and placement, educational services, or any other service or support needed for reentry;
- review the process by which the applicant adjudicates violations of parole, probation, or supervision following release from prison, jail, or a juvenile facility, taking into account public safety and the use of graduated, community-based sanctions for minor and technical violations of parole, probation, or supervision (specifically those violations that are not otherwise, and independently, a violation of law);
- provide for an independent evaluation of reentry programs that include, to the maximum extent possible, random assignment and controlled studies to determine the effectiveness of such programs;
- target high-risk offenders for reentry programs through validated assessment tools.

Reentry Task Force

States, counties, cities, or tribes that apply for Demonstration Grant funds must establish a reentry task force to guide the jurisdiction in reentry-related efforts.

The law specifies a number of members of each task force, including state, tribal, or local leaders and representatives from relevant agencies, service providers, nonprofit organizations, and other stakeholders. The task force is charged with examining ways to pool resources and funding streams to promote lower recidivism rates for returning offenders, collecting data and best practices in offender reentry from agencies and organizations. The task force may also be charged with developing the reentry strategic plan, a requirement for all grantees under the Demonstration Projects.

Matching Requirement

Demonstration Project applicants are required to provide a 50 percent match to the federal share received under the grant. Of that match, 50 percent of those dollars can be met through in-kind contributions of goods or services for the project, and the other 50 percent must be a match of funding for the program that supplements project work and does not supplant existing dollars spent on reentry.

Matching Requirement Example

Total cost of project = \$100.00

Match equation:

\$50.00	Federal Demonstration Project grant +
\$25.00	In-kind contribution from grantee (staff time, equipment) +
\$25.00	Dollar match by applicant =

\$100	

For More Help

The Reentry Policy Council (RPC) is a project coordinated by the Council of State Governments Justice Center, a national nonprofit organization that provides practical, nonpartisan advice and consensus-driven strategies – informed by available evidence – to increase public safety and strengthen communities. The Reentry Policy Council was established to assist state government officials grappling with the increasing number of people leaving prisons and jails to return to the communities they left behind. The comprehensive *Report of the Re-Entry Policy Council*, published in 2005, reflects the results of their work: policy statements and recommendations to promote the safe and successful return of individuals from prison or jail to the community. The Reentry Policy Council has a number of resources available to the field.

If you have not already done so, you may subscribe to the Council of State Governments Justice Center's RPC newsletter: <http://www.reentrypolicy.org/subscribe>. If and when the Second Chance Act is funded, the newsletter will provide detailed information about how to apply for funding.

For more information, please visit <http://justicecenter.csg.org> or email [Jessica Nickel](mailto:jnickel@csg.org) at jnickel@csg.org.

Transition Service Center: Recommendations for the Oregon Model

The Re-Entry Steering Committee makes the following recommendations about services that should be included in a one stop Transition Service Center. The services themselves may or may not be physically located together, but access to these services should be facilitated from a single location. Case management is the method by which service coordination will be accomplished.

Good planning prior to release from incarceration is the foundation for the ongoing service planning and service delivery at the site.

Services on site:

- Assessment and Planning – Assessment of needs and planning to meet those needs occur prior to release from incarceration and are ongoing
- Service coordination or case management services
- Identification – Assistance in negotiating the process to obtain a birth certificate, a social security card and a photo ID
- Transportation (bus tokens and schedules)
- Assistance in applying for benefits (SSI, food stamps, etc)
- Parole Officer contact
- Developing family and community support

Needs to be addressed on site or by referral

- Education – GED, vocational, etc.
- Employment – employment preparation and readiness, skills development, job placement, employment support
- Physical, dental, and mental health evaluations and referrals
- Housing
- Basic Needs – food, clothing, furniture, etc.
- Assistance to resolve legal problems
- Alcohol and drug assessment/treatment, drug testing
- Cognitive behavior therapy
- Faith-based community volunteers to establish one-to-one relationships
- Financial management

Collaboration with existing multi-service sites should be a first step in developing a transition services site. Examples include community action agencies and DHS sites such as White City.

Employment Re-entry Workgroup
Job Skills Verification and Common Documentation Subcommittee
DRAFT

Project Assignment

Provide job and skill-level verification at release, so people leaving incarceration can demonstrate to a potential employer that they have had experience and can perform certain tasks.

Charge from the Reentry Steering Committee

Create a work progress evaluation system in DOC and OCE programs that is easy to understand and at intervals that make sense to the employers and inmates:

- Identify current evaluations in OCE, institution jobs, apprenticeship, and work-based education;
 - Develop common or standard inmate self-evaluation forms and procedures;
 - Link institution counselors to the process and overall Oregon Corrections Plan (OCP) compliance;
 - Develop a standard inmate worker evaluation for staff to complete;
 - Link employment skills to a resumé built over the time of incarceration;
 - Using the DOT codes, provide each inmate with a job description for any active job assignment.
-

**DOC/OCE PLAN: IMPROVING SYNERGY BETWEEN WORK SKILLS/EMPLOYABILITY
AND SUCCESSFUL OFFENDER TRANSITION**

Includes recommendations of the Job Skills Verification and Common Documentation Subcommittee (note underlined additions) charged to work with the DOC/OCE Work Skills Synergy Group to create a work skills verification process for review by the Governor’s Reentry Council at their November, 2008 meeting.

<p align="center">CATEGORY ACTION ITEMS</p>	<p align="center">STAKEHOLDERS</p>
<p><u>Intake and Assessment</u></p> <ol style="list-style-type: none"> 1. Assess what <u>DOC currently collects</u> at intake regarding employment work skills, licenses or other certifications. <ul style="list-style-type: none"> • Intake Survey • Criminogenic Assessment (<u>support DOC decision to move to the LS/CMI</u>) • Oregon Corrections Plan (OCP) 2. Identify gaps between what is collected and develop a set of recommendations regarding what should be collected. <u>Recommend use of a “skills-matching tool.”</u> Current areas of concern include: <ul style="list-style-type: none"> • There is no identified mechanism to <u>identify and</u> track inmates with licenses and specialized work skills so that it is useful to inside employers who would like to bring in certified workers. <p><i>Recommend to the DOC Policy Team that the department develop a central database to track <u>licenses, certifications, hours, and DOC work history in the DOC 400 (information system).</u> Work through DOC ISU (Information Services Unit) to analyze potential to program the system to track the information stakeholder groups want in the tracking system.</i></p> 	<p><u>Corrections:</u></p> <ul style="list-style-type: none"> - Intake - Measure 17 Coordinator - Workforce Development - Transition Release - Physical Plant - Food Services - OCE <p><u>Other Partners:</u></p> <ul style="list-style-type: none"> - Employment Work Group of the Governor’s Reentry Council

Inmate Work and Program Assignments

1. Create a standard application process for DOC and OCE jobs. Ultimately, expand to IWP (Inmate Work Programs).
 - Identify current process to obtain employment at institutions.
 - Develop common application for employment. Recommend the template used in “Road to Success” curricula as it mimics outside employment application process as closely as possible so inmates have opportunity to practice real-world employment application processes prior to release.
 - Develop common interview process for specific jobs. Recommend using “Road to Success” model.
 - Use the Oregon Corrections Plan (OCP) as the roadmap for all program needs.
 - Identify pre-requisites and eligibility criteria for institution, OCE, Work-based Education (WBE) programs and jobs.
 - Develop standardized template for job descriptions, post jobs, and require inmates complete application forms and interview for jobs.

2. Create a work progress evaluation system in DOC and OCE programs that is easy to understand and at intervals that make sense to the employers and inmates.
 - Identify current evaluations in OCE, Institution jobs, Apprenticeship, and WBE. Develop performance review processes geared to inmate workers.
 - Develop common or standard inmate self-evaluation forms and procedures.
 - Recommend “I-Match” be used at DOC Intake, or soon thereafter, to better identify skill areas. I-Match is currently used in community (employment) one-stops. (Important Note: I-Match now includes basic assessment tools for reading, math and locating information).
 - Link institution counselors to the process and overall OCP compliance including cross-institutional communications. (Supports requirements of DOC’s Counselor Caseload Management Initiative begun October, 2007.)
 - Develop a standard inmate-worker evaluation for staff to complete. Ensure staff working with inmates (OCE staff, institution and release counselors, corrections officers, etc.) are trained in how to provide ‘feedback’ (for example, using Motivational Interviewing techniques) and

- DOC Operations Division
- OCE
- Workforce Development
- M-17 Coordinators
- Transition and Release Unit
- Institution & Release Counselors
- Outside Partners/Stakeholders

understand cognitive-based tools for helping inmates receive constructive feedback (both negative and positive).

- Link employment skills to a resumé built over the time of incarceration. Recommend developing a ‘personnel file’ model.
- Using the DOT (skill) codes, provide each inmate with a job description for any active job assignment.

3. Organize a think tank to create jobs for higher skilled inmates. Include outside partners.

- Use labor market data related to the future outlook in jobs.
- Identify ways to use skilled, licensed inmates in institution jobs.
- Identify positions for inmates housed in lower custody facilities
- Identify the positions that require a legitimate institution hold to complete training or allow for cross-training other inmates.

4. Identify a seamless transition from key worker jobs to specialized skilled work crews in order to keep training relevant and build the inmate resumé. Require inmates participating in OCE, WBE and Apprenticeship to build resumé as a part of release planning. Include “Road to Success” and make part of the release plan process.

Transition and Release

1. Establish a conduit for information sharing between Institution Counselors, OCE, Workforce Development, Transition Coordinators, Release Counselors, and community corrections. Enhance reach-in efforts with parole/probation officers and other community partners (treatment providers, etc.). Develop ‘systemized communications’ to ensure proper hand-off between supervising authorities.
2. Develop a plan that encourages Apprenticeship and WBE program participants, Institution key workers and OCE inmates to successfully complete the Road to Success transition program beginning six months prior to release and facilitate such efforts ~~without compromising both the DOC and OCE goals and objectives~~ to encourage successful reentry.

3. Develop the employment component of the release plan

- Identify a mechanism for sending copies of inmate resumés and certificates to Release Counselors and Transition Coordinators.
- Include hard copies or electronic copies of this documentation in the release packets sent to the respective counties of supervision.
- Recognize the value of having inmates be responsible for developing and keeping track of own information by developing ways for inmates to practice these responsibilities prior to release.

Revised DRAFT