



Michigan Prisoner ReEntry Initiative

MONTHLY STATUS REPORT

Pursuant to Public Act 154 of 2005
Section 407(3), Section 411,
Section 1010 and Section 1011

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Addenda to MPRI Monthly Report

- Addendum No. 1 1st Round Pilot Site Offender Characteristics
- Addendum No. 2 The Ready4Work Model
- Addendum No. 3 MPRI Design & Implementation Guidelines
- Addendum No. 4 The MPRI Model
- Addendum No. 5 FY 2006 MPRI Funding
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Michigan Prisoner ReEntry Initiative
MONTHLY STATUS REPORT

Pursuant to Public Act 154 of 2005, Section 407(3), Section 411, Section 1010 and Section 1011

Section No. 1: Identifying and Addressing the Needs of Former Prisoners

A) Prisoner Population Characteristics

Michigan prisons and camps currently hold 49,377 prisoners. Based on each inmate's sentence with the largest minimum term, the offenses for which State prisoners are incarcerated include: 24% sex crimes, 44% other violent crimes, 9% drug crimes, and 23% other nonviolent crimes. Over 62% of the inmates are serving their first prison term (A prefix). The average cumulative minimum sentence is 8.2 years. Approximately 35% of all prisoners are serving sentences of 10 years or more. Nearly 31% of the prison population is past the potential earliest release date (ERD). Of those past the ERD, 76% have been denied parole throughout the current prison term and 24% have paroled but then returned as violators. There are 4,843 lifers.

The prisoner population gender breakdown is about 96% male and 4% female. Prisoner ages range from 15 to 92, and the average age is 36. The racial breakdown is 52% Black, 45% White, 2% Hispanic, and less than 1% Asian, American Indian, or Other. Substance abuse history data from pre-sentence investigation reports shows 57% with a history of drug and/or alcohol abuse (34% with past drug and alcohol abuse, 15% with past drug abuse only, and 8% with past alcohol abuse only). Twenty-five percent (25%) of prisoners have a past history of mental health issues according to PSI data.

B) Parolee and MPRI Target Population Characteristics: January – December 2005

The Michigan Department of Corrections paroled nearly 10,300 offenders to the community in calendar year 2005. Given parole approval rate patterns, some parole population

characteristics are somewhat different from those for the prisoner population. Parolees are more commonly serving sentences for drug and other nonviolent crimes, as well as comparatively shorter sentences. Though still small, the percentage of female parolees is somewhat higher than for prisoners. And a history of mental health issues is less common for parolees. An examination of the MPRI 1st round pilot site parole population characteristics reflects these differences¹.

C) Components of the Michigan Prisoner ReEntry Initiative (MPRI)

The **VISION** of the MPRI is that every prisoner released to the community will have the tools needed to succeed. The **MISSION** of the MPRI is to 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 to prison through their transition, reintegration, and aftercare in the community. **MPRI GOALS** are to:

- **Promote public safety** by reducing the threat of harm to persons and their property by released offenders in the communities to which those offenders return.
- **Increase success rates of former prisoners** by fostering effective risk management and treatment programming, accountability, and community and victim participation.

Building Safer Neighborhoods & Better Citizens: A Comprehensive Approach

Michigan is a leader in prisoner re-entry and is the first state in the nation to converge the three major schools of thought on prisoner re-entry to develop and fully implement a comprehensive model of prisoner transition planning. The MPRI Model begins with the three-phase re-entry approach of the Department of Justice's Serious and Violent Offender ReEntry Initiative (SVORI); further delineates the transition process with the seven decision points of the National Institute of Corrections' Transition from Prison to Community Initiative (TPCI) model; and incorporates into its approach the policy statements and recommendations from the Report

¹ Please see Addendum No. 1, "1st Round Pilot Site Offender Characteristics" for details

of the ReEntry Policy Council coordinated by the Council of State Governments. In this way, the MPRI represents a synergistic model for prisoner re-entry that is deeply influenced by the nation's best thinkers on how to improve parolee success.

In developing the MPRI Model, Michigan had the tremendous benefit of technical assistance grants from the National Governors Association (NGA) and the National Institute of Corrections (NIC) that provided substantial resources for consultation, research, training, and technical assistance. Recently, as part of collaboration with the federal Department of Labor and the federal Department of Justice, the MPRI Model will also incorporate the Ready4Work Model at select locations. This model emphasizes job training and placement, mentoring and case management, each of which is essential for job retention for former prisoners but none of which is sufficient alone given the enormous barriers to successful reintegration of former prisoners to Michigan's work force². Thus, the knowledge base is unprecedented.

The MPRI Model is being implemented using funding provided by the Legislature for Fiscal Year 2006 at eight Pilot Sites throughout Michigan at the following locations:

- Wayne County
- Kent County
- Genesee County
- Macomb County
- Kalamazoo County
- Capital Area (Ingham, Eaton, Clinton)
- Berrien County
- 9-County Rural Region³

As a result of funds provided to the MPRI by the JEHT Foundation, an additional seven Pilot Sites are being developed in 2006. JEHT funds provide for a Community Coordinator at each location to organize these sites which will include the remaining seven urban counties:

- Oakland County
- Muskegon County
- Jackson County
- Saginaw County
- Washtenaw County
- St. Clair County
- Calhoun County

² See Addendum No. 2, "The Ready4Work Model"

³ The 9 County rural region includes the following counties: Antrim, Benzie, Crawford, Grand Traverse, Kalkaska, Leelanau, Missaukee, Otsego, and Wexford.

The Three-Phase, Seven-Decision-Point MPRI Model

The National ReEntry Policy Council Report was adapted to create two types of documents⁴ to assist Michigan's efforts in designing and implementing the MPRI Model: First, a set of guidelines on design and implementation issues and second, a set of three workbooks--one for each of the three MPRI Model phases (Getting Ready, Going Home, Staying Home)--that have been used to determine the policy statements, recommendations and implementation strategies for the MPRI Model that provides a summary of the MPRI Model, a series of 22 Policy Statements and approximately 150 recommendations which the cabinet-level MPRI State Policy Team approved for implementation. The 22 Policy Statements are categorized by the three MPRI Phases and delineated by the seven primary decision points that comprise the Model as illustrated in Table 1.

Table 1: The Three-Phase, Seven-Decision-Point MPRI Model

PHASE ONE—GETTING READY

The **institutional phase** describes the details of events and responsibilities which occur during the offender's imprisonment from admission until the point of the parole decision and involves the first two major decision points:

- 1. *Assessment and classification:*** Measuring the offender's risks, needs, and strengths.
- 2. *Prisoner programming:*** Assignments to reduce risk, address needs, and build on strengths.

PHASE TWO—GOING HOME

The **transition to the community or re-entry phase** begins approximately six months before the offender's target release date. In this phase, highly specific re-entry plans are organized that address housing, employment, and services to address addiction and mental illness. Phase Two involves the next two major decision points:

- 3. *Prisoner release preparation:*** Developing a strong, public-safety-conscious parole plan.
- 4. *Release decision making:*** Improving parole release guidelines.

PHASE THREE—STAYING HOME

The **community and discharge phase** begins when the prisoner is released from prison and continues until discharge from community parole supervision. In this phase, it is the responsibility of the former inmate, human services providers, and the offender's network of community supports and mentors to assure continued success. Phase Three involves the final three major decision points of the transition process:

- 5. *Supervision and services:*** Providing flexible and firm supervision and services.
- 6. *Revocation decision making:*** Using graduated sanctions to respond to behavior.
- 7. *Discharge and aftercare:*** Determining community responsibility to "take over" the case.

⁴ See Addendum No. 3, "MPRI Design Guidelines" and Addendum No. 4, "The MPRI Model"

The MPRI Model involves improved decision making at these seven critical decision points in the three phases of custody, release, and community supervision and discharge process. The first 8 Pilot Sites are fully funded and additional funding is expected to be available to implement the MPRI Model statewide by the end of FY 2007⁵.

Coordinating Community Development: The Heart of MPRI

Strong and sustained local capacity is the single most critical aspect of the MPRI implementation process. Pilot Site communities have become dedicated champions of improved prisoner re-entry that will result in less crime through determined and specific preparation for prisoners who will transition back to their communities. Local efforts at education, training, planning, and implementation need significant guidance and support in order to build the capacity for system reform.

Each Pilot Site has a full-time local Community Coordinator funded by a grant from the JEHT Foundation to help the community effectively prepare for prisoner re-entry while MDOC is better preparing prisoners for release. This community coordination will serve to elicit community buy-in and investment, plan for sustainability, and ensure quality results throughout the process.

D) The Continuum of Services Corresponding to Prisoner Risk and Needs Assessment

One of the more important goals of the MPRI is to establish a process for assessing offender risk, needs, and strengths to begin at intake and continue through discharge from parole, connecting the assessed risks, needs, and strengths to prisoner programming, and developing transition plans that will effectively manage the risks, address the needs and build on the strengths. This section describes that continuum of services.

⁵ See Addendum No. 5, "MPRI Funding for FY 2006" and Addendum No. 6, "The MPRI Statewide Implementation Plan"

Current Approach to Prisoner Risk and Needs Assessment

The MDOC has a long standing history of using objective classification instruments at many stages from sentencing through final discharge, but the instruments used have been developed independently and do not comprise a unified system of risk, needs and strengths assessment. Therefore, the MPRI has identified a risk instrument that integrates many of the elements of risk, needs, and strengths into a single assessment.

Also, many of the instruments currently employed by MDOC rely heavily on “static factors” that cannot change, making it difficult to assess offender progress toward reducing the risk of recidivism. Thus, the new MPRI instrument (COMPAS) captures information about factors subject to change (“dynamic factors”) to facilitate the tracking of progress toward MPRI objectives⁶.

The MPRI Approach to Prisoner Risk and Needs Assessments

The MPRI has focused on achieving the goals of the Assessment and Classification decision point that includes incorporating approaches to fully respond to assessed risk, needs, and strengths through a Case Management Plan. The Case Plan is summarized in a simple and straightforward Transition Accountability Plan (TAP) (see next section).

Effective assessment and classification, the Case Plan and the TAP form the four cornerstones of the Institutional Phase of the MPRI Model. COMPAS addresses the variables and key principles for assessment that underlie the Initiative, and is based on research that shows what works to reduce recidivism (See Section 2 for additional detail). This evidence-based approach is critical and fundamental to the implementation of the full MPRI Model.

⁶ See Addendum No. 7, “The COMPAS: Risk and Needs Assessment in the MPRI Model”

Transition Accountability Plans and Prison In-Reach

The lynchpin of the MPRI Model is the development and use of Transition Accountability Plans (TAPs) at four critical points in the prisoner transition process⁷. Each of the four TAPs succinctly describe for the prisoner, former prisoner, the institution and field staff and the community exactly what is expected for a successful re-entry process as illustrated by Table 2. Under the MPRI Model, TAPs, which consist of summaries of the offender’s Case Management Plan at critical junctures in the transition process, are prepared with each prisoner:

- As part of the prison intake process (MPRI Phase I)
- As part of the parole decision process (MPRI Phase II)
- When the prisoner re-enters the community (MPRI Phase III), and
- When the former prisoner is discharged from parole supervision (MPRI Phase IV)

Table 2: Transition Accountability Plans Utility

○ TAP1:	The expectations for the prison term that will help inmates prepare for release.
○ TAP2:	The terms and conditions of prisoner release to communities.
○ TAP3:	The supervision and services parolees will experience in the community.
○ TAP4:	The elements of the Case Management Plan for eventual discharge from parole.

Pre- and Post-Release Programs and Services

Each of the MPRI Prison Facilities that house prisoners who will be returning to the MPRI Pilot Site communities currently provide many core elements of essential cognitive behavioral programs and services as part of Phase II of the MPRI Model and eventually will be driven by the Ready4Work Model for employment retention.

As the MPRI Model is fully implemented across the state, post release programs and services will be implemented following the same employment retention model. Additional programs to strengthen the pre-release core curriculum within the prison will be accomplished as more state and federal funding becomes available.

⁷ See Addendum No. 8, “Transition Accountability Plans and the Importance of Prison In-Reach”

A continuum of “pre” and “post” release service – driven by the results of the COMPAS assessments – will be accomplished as a result of the collaborations that form the core of the MPRI. (Section 2 provides more detail on services.)

Ongoing Offender Behavior Assessments

The principles of the COMPAS will provide standardized, accurate, and complete assessments of risk, needs, and strengths performed at prison intake and periodically thereafter. The assessments will identify the risk of failure for each prisoner and which programs, treatments, and interventions will reduce each prisoner’s risk of failure. Periodic reassessment will be performed to measure the degree to which each offender’s risks and needs are being affected at each stage of the MPRI process from intake through discharge and aftercare. Using the COMPAS will allow for a process that both staff and prisoners understand so that they “buy into” the process as this is critical for effective implementation (See Section 2 for more detail).

Data Collection and Analysis for Future Efforts

The COMPAS system will provide the MDOC and the MPRI Pilot Sites the capacity to enable users to input data related to offender risk, needs and strengths, specifically in the areas of: Criminal Attitudes, Educational Achievement, Vocational Training and related abilities, Substance Abuse History, Criminal Associates/Family, Mental Health History, Housing/Neighborhood, and Employment History/Financial Stability. Northpointe, Inc., which developed the COMPAS and is under contract with the MDOC, will routinely assess the collected data and assessment scales for internal validity, and present the outcomes study to the MDOC. “Known-group” analysis will also be conducted on the MDOC data as an additional validity measure in testing the differentiation between selected offender risk groups. MDOC staff feedback and administrative requirements will also be employed to enhance operational revisions at the early stages of the COMPAS tool implementation, including the potential inclusion of additional risk or need scales into the instrument.

Moreover, the JEHT Foundation and the MDOC have partnered to fund a full-scale evaluation of the MPRI that will measure the degree to which the MPRI and each Pilot Site is reducing parolee failure and increasing public safety.

E) PA 154, Section 407(3): Characteristics of Prisoners Enrolled in the MPRI

Public Act 154 of 2005, Section 407(3) requires that the department provide monthly reports on the status and recidivism levels of offenders who participated in the MPRI and have been released, including a breakdown by the following offender types: drug, other nonassaultive, sex, and other assaultive. The follow-up of MPRI-related offenders who are released to the community will be done by systematically tracking individual offender release cohorts. This is because the MPRI is being implemented in stages as the various components of the full MPRI Model are put into place. For example, the Intensive ReEntry Units (IRU) that were implemented in 2005 are actually precursors to the MPRI because they have served as a testing ground for MPRI practices, but they have not implemented the full MPRI Model.

Similarly, the activity for the first round of official MPRI pilot sites is concentrated for the most part on Phases II and III of the MPRI Model because the new, dynamic risk/needs assessment instrument (COMPAS) that will be brought to bear from the point of offender reception into prison has not been implemented yet, and the process of reviewing prison programs to determine their evidence-based integrity is still underway.

Consequently, as each individual offender release cohort of MPRI-related cases transitions to parole with more of the full benefit of the MPRI Model in place, it is expected that there will be progressively improving recidivism outcomes. Tracking the individual offender release cohorts separately will assess the results of that expectation.

First IRU Offender Release Cohort

All offenders released to parole from the IRU's in 2005 represent the first pre-MPRI offender release cohort that will be tracked. The first of these offenders transitioned to parole in

February of 2005. Their sentences with the longest minimum terms include: 18% drug crimes, 47% other nonassaultive crimes, 6% sex crimes and 29% other assaultive crimes. Through year-end, this first pre-MPRI offender release cohort yielded a 26% improvement in returns to prison so far, resulting in fewer crimes, fewer violations, and potential savings of more than 320 prison beds. These data, while preliminary are encouraging. As time goes on, these data will continue to be tracked with the expectation that at least minor improvements in return to prison and time to failure will result.

First Official MPRI Round 1 Pilot Site Offender Release Cohort

The first official MPRI pilot site release cohort consists of 160 offenders (20 at each of eight pilot sites). Two of these offenders have had their paroles suspended prior to release and are now serving continuances, one due to pending charges and the other due to institutional misconduct. Of the remaining 158 offenders, the sentences with the longest minimum terms include: 25% drug crimes, 53% other nonassaultive crimes, 0% sex crimes and 22% other assaultive crimes.

These first official MPRI offenders began paroling in November and December of 2005, with 15 transitioned to parole and 100% positive community supervision status at the end of year. The remaining cases are expected to parole in January-April of this year, after which the 2nd wave of first round MPRI pilot site cases will begin to be released. There are over 1,800 prisoners who will be targeted for the MPRI in FY2006, and each release cohort (4-6 month cycles) will benefit from fuller implementation of the complete MPRI Model.

Section No. 2: Program Design and Strategy

A) The Plan to Implement the Critical Elements of the Strategy

The Implementation Plan for the MPRI at each Pilot Site has four distinct but inter-related components: prisoner assessment and planning; pre-release services for prisoners; prison in-reach and transition planning for prisoners; and post-release supervision and services for former prisoners. Each is described in detail in this section.

Prisoner Assessment and Planning

The MPRI will be using the COMPAS risk assessment instrument, a tool specifically designed for assessment of risk and needs factors in correctional populations, and for providing decision support to justice professionals in assessing offenders for community placement. COMPAS is automated, theory-driven, and designed to assist practitioners in designing case management support systems for offenders in community placement settings. COMPAS has built multiple validity tests into the assessment to improve reliability of the collected data, and uses 22 risk and criminogenic scales, including Criminal Behavior, Needs and Social Factors, Personality, Cognition and Social Supports, Recidivism-related factors, and Validity scales.

Perhaps the most important aspect of the COMPAS, from an operational, service-delivery standpoint is that it addresses the principle of “responsivity” in that it is designed to build the Case Management Plan based on the unique needs, risks, and strengths of the prisoner and leads to the successful match to programs during the pre-release phase of the MPRI.

PA 154, Section 1010 and 1011: Vocational/Education and Academic Programs for Prisoners

PA 154 of 2005, Sections 1010 (1) (2) and 1011 required the department to provide information regarding the percent of offenders who have a high school diploma or a General Educational Development (GED) certificate; statistical reports on the efficacy of academic and

vocational education programs on reducing recidivism rates; and for GED rates, a plan on how to improve those rates. This section of the report provides a brief synopsis of information regarding academic and vocational program operated in Michigan Department of Corrections (MDOC) prisons and camps⁸.

Prison academic and vocational programs are only two of many programs, interventions and strategies targeted at improving offender's skills and abilities to enhance their prospects for parole success and satisfactory reintegration into society. Education, both academic and vocational, is a critical component of preparing offenders to successfully reintegrate into society following completion of their prison term. Prisoner education can provide prisoners with necessary skills to obtain employment upon release, and rapid connection to employment is known to play a significant role in successful parole.

Many parolees tend to have difficulties finding work that will adequately provide for their basic needs (and often dependents) due in part to their deficiencies in marketable skills and their stigma of being felons. This problem is even more pronounced in states such as Michigan with higher than average unemployment rates. The guiding premise of adult basic education is that if offenders' deficiencies in basic skills for reading, math, writing, science, and social studies are improved then these offenders will have improved chances of being employed and avoiding criminal behavior upon their community re-entry.

Because educational and vocational programs lead to skills that, in turn, work in concert with other programs and treatments to make offenders more likely to succeed upon parole, they are central to MDOC's efforts to better protect the public through increasing parolee success. Those efforts are centered on the implementation of the MPRI.

⁸ See Addendum No. 9, "Prison Academic and Vocational Programs Report"

MDOC correctional educators instruct a unique and difficult population. For these prisoner students, the following barriers have been identified:

- Prisoners begin their correctional education with low grade level test scores, and require basic academic instruction before they can begin GED preparation.
- The vast majority of these students have a history of polysubstance abuse which is known to result in memory loss and learning difficulties.
- Many students, that are too old to currently qualify for services, report a previous special education history (which is an indicator of learning difficulties).
- Prisoner students (whose average age is approximately 35) are mandated to school, which combines with their previous negative educational experiences to create a poor attitude in the classroom.
- The majority of these students have not developed study habits, work ethics, or testing strategies, all of which must be taught in addition to the core curricula.
- High prisoner transfer rates impede continuity of studies through enrollment, removal, and re-enrollment in numerous schools on the path to GED completion.
- Approval for educational software has yet to be received, which impedes the use of computer assisted instruction.
- There is a need for improved support to maintain educational delivery and data collection systems.

MDOC educators work within these barriers, and consistently create success as evidenced by the statistics that are provided in summary in Table 3 and Table 4.

- MDOC prisoner education is responsible for more completed GEDs than all of the other Adult Education programs in the state combined. In 2005, 2,586 GEDs were completed by MDOC prisoners
- For the five year period from 2000 through 2005 an average of 2,256 GEDs were completed per year.

While public schools measure success by student advancement of one grade level in a year, prisoner students regularly advanced by two or more grade levels in a year, and the expectation is that in the average two-three year sentence, teachers will advance these students by half a dozen years, to attain their GED. Thousands of these students are made into GED

graduates in a year. A majority of MDOC's prisoners enter prison with poor job market skills and employment records. The intent of MDOC's vocational training is to improve their chances of community employment and thereby decrease their chances of subsequent criminal activity. The teachers of MDOC meet the challenge, and prepare prisoners for return to their communities. Some key findings regarding vocational programming in the MDOC:

At any given point in time, there are over 9,000 prisoners enrolled in prison educational programming.

In 2002, approximately 15.8% (Voc Report N = 281, 12 month estimate =1,686) of all parole/discharges completed at least one vocational program during their most recent incarceration.

In 2005, 2,720 Vocational programs were completed

The estimated annual participation in Vocational programs is between 6,000 to 8,000 depending on the amount of participant turn over in these programs.

Table 3
: PA 154 of 2005, Sections 1010 (1) (2) Summary

Requirement	Findings
1010 (1): Percent of offenders included in the prison population intake for fiscal years 2003-2004 and 2004-2005 who have a high school diploma of a general education development (G.E.D.) certificate	<ul style="list-style-type: none"> • 2003-2004: 47.2% • 2004-2005: 50.6%
1010 (2): Statistical reports on the efficacy of both department-provided prison general education and vocational education programs in reducing offender recidivism rates	<p style="text-align: center;"><u>48.7% Baseline Recidivism Rate⁹</u> Program Completion & Recidivism Rate</p> <ul style="list-style-type: none"> • GED Only: 48.3% • Vocational Program Only: 46.1% • Both GED and Voc Program: 45.6%

The data indicate that there is a moderate improvement in the return to prison rate (recidivism) for prisoners who participate in either vocational education programs (2.6%) or the GED program (.4%) or both (3.2%). Regardless of what the data indicate, this information

⁹ Comparisons do not include effects of MPRI because the first offenders paroled from MPRI in November 2005, so effects cannot yet be calculated.

should be viewed with caution. Research in other jurisdictions substantiates that, while education and employment programs can impact recidivism, the relationship is complex and must be studied in the broader context of offender needs and causes of their criminality. An Urban Institute report (Solomon, et al, 2004) notes that "...because the link between employment and crime is complicated by other factors, including housing, health care and drug treatment, employment is only one component of a multifaceted approach to assist returning prisoners." The study continues on to note "Programs ... that are multi-modal in nature are, in general, more likely to be effective than those that are not.

Thus, if an inmate has vocational needs as well as substance abuse and life skills (including educational) needs, the efficacy of any one of these interventions is enhanced even more if treatment and services are well integrated" Put simply, studying one program in isolation is unlikely to produce evidence of a strong relationship with outcomes.

This report was limited to reviews of academic and vocation programs and does not consider other barriers to community transitions such as substance abuse, mental illness, and other confounding factors. For example, over half of the parolees in this report had indicators for substance abuse dependence. Because the offender Education Tracking System (OETS) was not implemented until July 2004, data on GED and vocational programs was in large part collected from paper files. In addition, standards for program completion were not clear during the entire period reviewed. These standards are being refined and clarified on an ongoing basis as OETS usage expands. Also, the effectiveness of OETS is dependent on the roll out of the Offender Callout Management System (OCMS) data base. The Department of Information Technology (DIT) developed OCMS and OETS to run complementarily. Thus, OETS will run more efficiently and accurately upon the complete implementation of OETS statewide.

Results of research in Michigan and elsewhere in the country suggest that academic and vocational programs can positively impact offender reintegration and, as a consequence, reduce

recidivism. Equally important are the consistent findings that considering academic and vocational programs in isolation can result in misleading and incomplete conclusions about their impact. These results strongly indicate that recidivism is a very complex phenomenon, influenced by a variety of factors working in combination. Thus, any strategy to reduce recidivism must address the issue with an equally complex and integrated approach. It is precisely that approach which provides the underpinnings of MPRI, which takes a holistic view of offenders' risk, needs and strengths and targets a coordinated package of services, programs and interventions to improve their chances of making a successful transition back into society.

Table 4: PA 154 of 2005, Sections 1011 Summary

Requirement	Response																						
Certification rates for the most recent 5-year period	<p style="text-align: center;"><u>Number Prisoners Completing GEDs:</u></p> <p style="text-align: center;">2001: 2,613 2002: 2,130 2003: 1,999 2004: 1,951 2005: 2,205</p>																						
Comparison of prisoner certification rates in other states and a national average	<p style="text-align: center;"><u>GED Pass Rates*:</u></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>MDOC Prisoners</td> <td style="text-align: right;">72%</td> </tr> <tr> <td>U.S. Correctional Institutions</td> <td style="text-align: right;">64%</td> </tr> <tr> <td>Michigan General Public:</td> <td style="text-align: right;">71%</td> </tr> <tr> <td>New Jersey General Public</td> <td style="text-align: right;">52%</td> </tr> <tr> <td>New York General Public</td> <td style="text-align: right;">54%</td> </tr> <tr> <td>Illinois General Public</td> <td style="text-align: right;">64%</td> </tr> <tr> <td>Texas General Public</td> <td style="text-align: right;">65%</td> </tr> <tr> <td>California General Public</td> <td style="text-align: right;">67%</td> </tr> <tr> <td>Massachusetts General Public</td> <td style="text-align: right;">68%</td> </tr> <tr> <td>Pennsylvania General Public</td> <td style="text-align: right;">69%</td> </tr> <tr> <td>Average for all jurisdictions</td> <td style="text-align: right;">71%</td> </tr> </table>	MDOC Prisoners	72%	U.S. Correctional Institutions	64%	Michigan General Public:	71%	New Jersey General Public	52%	New York General Public	54%	Illinois General Public	64%	Texas General Public	65%	California General Public	67%	Massachusetts General Public	68%	Pennsylvania General Public	69%	Average for all jurisdictions	71%
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Massachusetts General Public	68%																						
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Average for all jurisdictions	71%																						
Plan to increase certification rates among prisoners enrolled in general educational development (G.E.D.) programs at correctional facilities.	<p>MDOC is initiating action in several areas to improve GED certification rates. Among the areas to be addressed are:</p> <ul style="list-style-type: none"> • Data Collection and Reporting • GED program administration, including improvements to the Education Plan, program standardization, establishment of revised objectives, clear prioritization for school psychologists. • Curriculum, including standardized progress plotters, identification of additional math/writing strategies for increasing competencies. • Training to improve teacher skills and professional development • Testing mandates to address test administration, frequency of testing, optimization of GED testing procedures. 																						

Source: GET Testing Service 2003 Statistical Report

* Federal Correctional Institutions and MDOC are the only two prison systems that report GED results separately from public school systems. Data for jurisdictions other than U.S. BOP provided for comparisons purposes only.

Pre-Release Services for Prisoners

During the initial phase of pre-release assessment and program planning at the MPRI Prison Facilities, the COMPAS and other assessment instruments such as the Substance Abuse Subtle Screening Index (SASSI) will be utilized to create comprehensive case management plans which will determine programming according to the specific needs and risks for the target population. A trained professional will administer, interpret, and report data to case managers for program planning and compile data for evaluation functions. Examples of some of the current and expanded pre-release programs are shown in Table 5.

As part of the dedicated effort to employ prisoners upon release, a “Ready4Work Employment Plan” will eventually become part of the Transition Accountability Plan prepared by the prison staff, the institutional parole agent, and community representatives. Ready4Work training programs will be provided by the local Michigan Works! agencies whenever possible. The Ready4Work Employment Plan is expected to engender valuable information regarding each prisoner’s specific skills, talents, and potential barriers to employment upon release furthering the ability to ensure a seamless re-entry to employment.

Pre-release programming that includes Cognitive-Behavioral Restructuring utilizing the evidence-based model will improve a variety of social, financial, and community skills necessary to ensure a work ethic that will lead to long-term employment, opportunities for advancement, and personal financial responsibility. Offering these services with community-based experts provides prisoners with the best possible training. Community agencies involved have an increased investment in the success of the MPRI and each prisoner who will be returning to their communities. Finally, substance abuse programming will add a critical focus on the point of release as a “trigger point” for relapse and help prepare the prisoner for effective responses to addictive behavior.

Table 5: Pre-Release Programs Current and Expanded

Job Development. ABE/GED, Food Technology, Horticulture, Math Technology, Computer Literacy and Pre-Release (employability skills). *Adding Skills Building Correspondent Courses and the development of a Strategic Employment Plan in collaboration with community services and employers will make the prisoner more marketable.*

Cognitive Behavioral Therapy. Cognitive Restructuring for Change. *Adding Soft Skills; Attitude/Demeanor, Responsibility, Teamwork, and Character Building will assist in preparedness and retention of employment.*

Financial Training. Budget/Finance workshop. *Adding Retirement planning, Building for the Future will assist in financial independence.*

Mental Health Treatment. Out Patient Treatment (mentally ill), and Psychological Services. *Adding general Mental Health education on disorders, aftercare, medication, community services etc., and Diagnosis/Treatment options for depression, Bipolar, ADD/ADHD etc. will assist in minimizing Mental Health disorder behaviors.*

Substance Abuse Treatment. Education, Reintegration, ASAT. *Adding Relapse Prevention Programs prior to release will assist the prisoner with aftercare services.*

Family Counseling. Family Reunification, Parenting, and Relationship Building. *Adding Step Fathering and Fathering Outside the Home will assist with understanding families and family structures.*

Transition and Permanent Housing. Currently no programs. *Adding programs to explain transitional housing options and strategic planning for permanent housing will assist in preparations for independent living.*

Transition Accountability Plans (TAP) and Prison In-Reach

The TAP integrates offenders' transition from prisons to communities by spanning phases in the transition process and agency boundaries. The TAP is a collaborative product that at any given time may involve prison staff, the prisoner, the parole board, field agents, service providers (public and/or private), victims, and community and faith-based organizations. The TAP describes actions that must occur to prepare individual prisoners for release to the community, defines terms and conditions of their parole supervision, specifies both the type and degree of supervision and the array of services they will experience in the community, and describes their

eventual discharge to aftercare upon successful completion of supervision from parole. The objective of the TAP process is to increase both overall community protection by lowering risk to persons and property and by increasing individual prisoner's prospects for successful return to self-sufficiency in the community.

The TAP process begins soon after offenders enter prison and continues during their terms of confinement, through their release from prison, continuing after their discharge from supervision as an evolving framework for aftercare provided by human service agencies or other means of self-help and support. The TAP1 is developed in prison by prison and academic and education staff who form the TAP1 Transition Team. Beginning with the TAP2, the TAPs are developed by a Transition Team that includes prison staff, parole supervision staff, community agencies and service providers. (See Addendum No. 8, "Transition Accountability Plans and the Importance of Prison In-Reach")

Thus, the membership of the Transition Team and their respective roles and responsibilities change over time as the prisoner moves through the re-entry process. During the institutional phase (Phase I), prison staff lead the team. During the re-entry and community supervision phases (Phase II and III), the institutional parole agents lead the teams, with both prison staff and community service providers as partners in the collaborative process. After former prisoners have successfully completed community supervision, their TAP will continue as needed, and be managed by staff of service agencies as services and support continue.

The TAP reduces uncertainty in terms of release dates and actions (and timing of actions) that need to be taken by prisoners, prison staff, the parole board, field agents, and partnering community agencies. Increased certainty will motivate prisoners and former prisoners to fully participate in the TAP process and become engaged in fulfilling their responsibilities, ensuring all parties are held accountable for timely performance of their respective responsibilities. (See page 33 for an illustration of the TAP process.)

A pivotal activity that distinguishes the old way of doing business from the new is the Prison In-Reach process that is the centerpiece of MPRI Phase II, the Re-Entry Phase.

When reviewing the policy statements and recommendations that comprise the MPRI Model, the importance of the Prison In-Reach process becomes more focused¹⁰.

Post-Release Services for Former Prisoners

The TAP prepared during the MPRI Phase II Prison In-Reach process identifies the specific approaches needed in the community to reduce former prisoners' risk, address their needs, and build on their strengths. The Transition Team, led by the institutional field agent, will ensure connections to community and faith-based services as part of the TAP. The programming decisions will focus on a seamless hand-off from prison to parole supervision in the community. The careful planning and connections for release will provide continuity of services beyond prison walls initially through the service capabilities in as many as 16 service areas are within each Pilot Sites' Comprehensive Prisoner ReEntry Plan.

The targeted areas of employment and housing will initially be addressed within the TAP by the Transition Teams that include service providers in those two fundamental service areas. To further augment employment readiness, some MPRI prison facilities, such as the Macomb Regional Facility, will place a "Ready4Work Employment Specialist" in the prison to work under the auspices of the Michigan Works! Agency to assure employment assessments, employment readiness, and connectivity to the labor market during post-release are completed concurrent with other services described in the TAP to reduce risk and address other needs. These types of Ready4Work assessments will expedite offender employment readiness once in the community, and, as part of the three component Ready4Work model, will greatly increase employability, the prospect of employment, and employment retention.

¹⁰ For a review of the MPRI Model Policy Statements and Recommendations on the implementation of the TAP during the Prison In-Reach process, please refer to Addendum No. 4, Policy Statements No. 9 through No. 27.

Suitable housing, substance abuse, mental health and other service needs will be assessed prior to release and on an ongoing basis after release. Efforts within prison prior to release will increase prisoner understanding and motivation to engage in crucial services, including identifying relapse “triggers.” Access to “wrap-around” services will increase tools for success.

B) Operational Responsibilities of MPRI Pilot Site Steering Teams

Each MPRI Pilot Site has a Steering Team that acts as an operational advisory and oversight committee for their community’s prisoner re-entry efforts. Their responsibilities revolve around three core functions: analysis of the current systems to screen and assess the nonviolent prisoner population; coordination of pre-release services; and coordination and orientation to the community’s Faith-Based and Community-Based Organization (FB/CBO) partners to help develop transition plans.

Analysis of the Current Systems to Screen and Assess the Nonviolent Prisoner Population

The MPRI has developed a Community Assessment instrument that provides the structure for local Steering Teams to assess not only the prison and parole supervision systems’ current ability to screen and assess the prisoner population returning to their communities, but also the capability of the service delivery systems for housing, employment, alcohol, substance abuse and mental health services, transportation and 11 other service modalities¹¹. Each Pilot Site completes this assessment prior to applying for state funds and forms the basis for their Comprehensive Prisoner ReEntry Plan.

Coordination of Pre-Release Services

The Warden of the designated MPRI Prison Facility is one of the co-chairs of the local Pilot Site Steering Team and also has a representative on the statewide MPRI Executive Management Team. The Warden and his or her designated staff, lead the effort for the Steering Teams to coordinate pre-release services as part of the MPRI Phase I, II and III continuum.

¹¹See Addendum No.10 “MPRI Community Assessment for Pilot Site Development”

Coordination and Orientation to FB/CBO Partners to Help Develop Transition Plans

Each of the major decision points for improved prisoner re-entry under the MPRI Model must involve community input and collaboration so the process is not viewed as “top down” and so local expertise and experience is targeted at the ground level where service delivery must focus. The MPRI Community Coordinator is the “point person” to coordinate community input so that key local stakeholders have enhanced capability to adjust their processes accordingly, provide communication to ensure clarity and input, and ensure coordination and orientation to the Faith- and Community-Based partners¹².

C) Operational Implementation Planning

Each local MPRI Pilot Site Steering Team and the MDOC provide the implementation planning for the effort in four key areas: development, execution, monitoring and evaluation so that the Initiative is assured that offenders successfully complete pre-release programming and participate in community-based services upon release.

Prisoner Engagement in the Process

The effort will guarantee that prisoners are targeted and provided pre-release services for the project so that former prisoners are engaged in post-release services. As indicated in Section No. 1, “Identifying and Addressing the Needs of Former Prisoners,” there are over 1,800 prisoners who are targeted for the MPRI in Fiscal Year 2006. Pilot Site specific and statewide implementation plans reflect the movement of prisoners eligible for parole in the next 12 months to local MPRI Prison Facilities for MPRI Phase I and II of the MPRI Model¹³.

¹² See Addendum No. 11, “The Skills, Responsibilities and Tasks of Community Coordinators”

¹³ See Addendum No. 12 for an example of a Pilot Site Implementation Plan, “Oakland County Submission to DOJ”

Section No. 3: Management and Organizational Capability

A) Advice and Leadership to Implement the MPRI: Structure and Membership

As part of the larger MPRI, each MPRI Pilot Site has the benefit of both state and local advisors who will assist with the management of the project *within and across* service delivery systems (corrections, housing, employment, alcohol/drug, mental health, transportation, etc.) as described briefly in this section. Local Implementation Plans lay out how this management and organizational structure matches the staff needs necessary to accomplish the goals of each local initiative (See Addendum No. 12 for an example).

State Level Advisory Group: The MPRI State Policy and Executive Management Teams

The MPRI leadership structure is led by the inter-departmental MPRI State Policy Team that is comprised of Cabinet members in departments that control resources needed to reduce parolee failure. This State Policy Team has been responsible for the development and implementation of the MPRI Organizational Structure¹⁴. Their accomplishments since the MPRI was launched in 2003 include:

- The development of the MPRI Model
- The development of the Pilot Site Comprehensive Prisoner ReEntry Plan approach¹⁵
- Implementation of the first 15 Pilot Sites by the end of FY 2006
- Funding MPRI through a mix of state funds (\$12M) and foundation funds (\$4M)
- Placing full-time Community Coordinators at each site
- Designing and funding the Evaluation Strategy
- Creating the political and operational capability to implement the MPRI statewide

¹⁴ See Addendum No. 13, “The MPRI Implementation Process Description” that includes the frequency of the various teams, workgroups and committees meetings

¹⁵ See Addendum No. 14 for an outline of an MPRI Comprehensive Prisoner ReEntry Plan.

Local Level Advisory Group: MPRI Pilot Site Steering Teams

Each MPRI Pilot Site has in place a Steering Team that includes representatives from institutional corrections (co-chair), parole supervision authority (co-chair); community and faith-based organizations (co-chairs), as well as local law enforcement, victim representatives, community-based service and treatment providers and others. This Steering Team in each of the 1st Round Pilot Sites have already demonstrated the capability at the local level to gather and analyze information, and to develop and implement a plan as evidenced by their successful applications to the Michigan Department of Corrections for MPRI funding that requires the development a local Comprehensive Prisoner ReEntry Plan.

B) Management Structure and Staffing

The management of each MPRI Pilot Site has the benefit of both state and local staffing. At the state level, Community Liaisons are assigned to each MPRI jurisdiction from the MDOC's Office of Offender ReEntry. At the local level, the MPRI Pilot Site Community Coordinator, who are initially hired using JEHT Foundation funds until state dollars are available, report to the Pilot Site Steering Team and manage local implementation duties.

The Responsibilities of the Community Liaison

Community Liaisons within the Michigan Department of Corrections, Office of Offender ReEntry plan, implement, coordinate, and provide oversight of pilot sites under the statewide Michigan Prisoner Reentry Initiative (MPRI). The Community Liaison serves as the expert in community development and capacity-building techniques in MPRI. The community Liaison conducts analyses of community assets, barriers and gaps to determine the extent of community readiness for reentry and this analysis will guide the process of state/local collaboration to demonstrate elements of the MPRI Model and institute full Pilot Sites. See Table 6 below for a description of their responsibilities.

Table 6: Community Liaison Responsibilities

Responsibilities of MDOC, Office of Offender ReEntry, Community Liaisons include:

- Coordinate tasks in the local community related to the development, implementation and monitoring of the MPRI Model in local communities that result in improved service delivery so that fewer parolees return to prison. Write specific Implementation Plans for pilot and demonstration sites.
- Evaluates program and makes recommended policy and procedural changes.
- Research, analyze, develop and maintain databases and record systems on information related to local pilot and demonstration site development, implementation and monitoring.
- Prepare reports and correspondence related to the work.
- Coordinate local implementation of the MPRI.
- Developing system-wide approaches to reduce parolee failure.
- Collaborating with service delivery agencies for special needs populations such as women, veterans, mentally ill, substance abuse, health care, etc., that focus on housing, employment and treatment services that will increase the likelihood of community success after prison.
- Community with communities to engage in discussion and planning for demonstration of MPRI elements.
- Serve as a liaison for Policy and Strategic Planning Administration with MDOC and non-MDOC employees, agencies and organizations, elected and appointed officials who are engaged in local pilot and demonstration site activities, focusing on improved coordination of services for parolees in the areas of housing, employment, substance abuse and mental health services, etc.
- Serve as liaison between MDOC and other stakeholder state and community agencies

The Responsibilities of the Community Coordinator

The involvement of Michigan’s communities in the MPRI revolves around three “focus areas” that will be coordinated and facilitated by dedicated MPRI Community Coordinators with the requisite skills needed to do the job funded at each Pilot Site under a grant award from the JEHT Foundation: (1) gathering and analyzing information assets that can be applied to improve parolee success; (2) policy and operational barriers among state and local agencies; and (3) service gaps that can be filled with federal, state and local funding. This information is essential

to the development of the Community Assessment, and the subsequent Comprehensive Prisoner ReEntry Plan for each Pilot Site¹⁶.

The Community Coordinator is responsible for coordinating community wide involvement in prisoner reentry planning and service provision in accordance with the Michigan Prisoner Reentry Initiative (MPRI) Model. See Table 7 below for a description of their responsibilities.

All Community Coordinators begin their work under the JEHT Foundation grant to Public Policy Associates, Inc. and their non-profit partner, the Michigan Council on Crime and Delinquency

Table 7: Community Coordinator Responsibilities

Responsibilities of MPRI Pilot Site Community Coordinators:

- Organization and coordination of the process to create Comprehensive Prisoner Reentry Plans for Pilot Site communities (community assets, barriers, and gaps affecting prisoner reentry);
- Facilitation and staffing of the local MPRI Steering Team
- Coordination and communication, both within the local community and between the community and the statewide partnership, regarding the evolving design of the MPRI so that the entire process is deeply influenced by the community perspective
- Organization and coordination of the implementation process, including contract management, for the Comprehensive Prisoner Reentry Plan.

¹⁶ See Addendum Nos. 10, 11 and 14 for more detailed information

Section No. 4: Performance, Evaluation and Sustainability

A) Evaluation of Performance

The objective of the MPRI evaluation is to learn as much as possible about what works, what does not work, and how to improve the Project and the MPRI in general. This implies understanding both the *outcomes* of the work and the *processes of implementation*. Measuring the *outcomes* lets one know whether the direction and magnitude of change is meaningful, and assessing the processes of implementation lets one know how the outcomes were achieved.

Evaluation outcomes will be fed constantly back to policy makers, MPRI architects, and practitioners and researchers in the field. Presenting these outcomes periodically will allow the MPRI to be refined and improved when needed. Lessons learned from the earliest implementation efforts can be applied to later efforts and across sites. Thus, the evaluation is not simply an academic exercise. Rather, it is a critical operational element of MPRI that will contribute important knowledge to it and help guide the process of implementation.

Funding from the JEHT Foundation and the Michigan Department of Corrections will augment funds from this grant award and completely pay for the Project evaluation.

Goals and Objectives for Program Development, Implementation, and Outcomes

As part of the MDOC's commitment to reduce parolee failure – one measure of recidivism – the agency has developed a Recidivism Reduction Plan that relies heavily on the MPRI as the center piece. The potential for individual programs to impact recidivism will also be studied but is not expected to produce the intended impact as national research indicates that these “stand alone” approaches have scattered successes at best¹⁷.

¹⁷ See, for example: Wilson, et al, Journal of Research in Crime and Delinquency (2000); Solomon, et al, Urban Institute (2004); Gerber and Fritsch, Sam Houston State University (1994); Bushway, New York University Law School (2003); Aos, et al, Washington State Institute for Public Policy (2001).

Key *outcome measures* for the MPRI include:

- (1) Reducing recidivism as defined by a return to prison during the term of parole;
- (2) Increasing the time between release and failure;
- (3) Reducing the number of violations of supervision conditions by parolees. The

Implementation Plan outlines the deliverables for program development and implementation.

B) PA 154, Section 411: The MDOC Recidivism Reduction Plan

Section 411 of 2005 P.A. 154 requires that the Department of Corrections provide a plan to reduce recidivism rates among prisoners released from correctional facilities, including detailed information regarding:

- Recidivism rates in Michigan for the most recent 5-year period,
- Comparison of those rates to rates in other states and a national average,
- How the department plans to improve recidivism rates, and
- How the department proposes to measure the success of the plan.

This section provides a brief summary of the Recidivism Reduction Plan report.¹⁸

Baseline Recidivism Rate

The baseline recidivism rate (1998) against which to determine the impact of recidivism reduction measures shows that, on average, 51.3% of paroled offenders would be expected to successfully remain in the community two years after release. Within that time, the other 48.7% would either return to prison with new sentences (12.3%), or return to prison as parole technical violators (26.5%), or be on parole absconder status (9.9%).

Subsequent Recidivism Trend Results Against Baseline Recidivism Rate

The results of multi-year recidivism analysis show a gradual 2.1% improvement in the overall two-year success rate for the offender release cohorts subsequent to the 1998 baseline

¹⁸ See Addendum No. 15, “Recidivism Reduction Report.”

year. That modest improvement translates into 228 more successes in the 2003 release cohort than would otherwise have been expected. (A slight increase in the proportion of returns to prison with new sentences is offset by a drop in technical returns and the reality that about 70% of technical returns also involve new criminal activity, with either dropped or pending charges.)

Recidivism Reduction Measures

The gradual, modest 2.1% improvement in the overall two-year success rate during the six years of offender release cohorts (as well as lengthened time to failure) have been achieved via actions taken under the Five Year Plan to Control Prison Growth that were implemented through FY 2005, including:

- Expanded community sanctions for low level offenses.
- Expanded community sanctions and control for parole technical violators.
- Expanded use of community residential programs – including work oriented community residential facilities for female parolees.
- Intensive Reentry Units (IRU) that have served as a testing ground for Michigan Prisoner ReEntry Initiative (MPRI) practices.

To take recidivism rate reduction to the next level of improvement beyond the 2.1% will require ongoing and extended impact from the above measures, as well as new impact from the following initiatives that are now also underway in FY 2006:

- First round MPRI Pilot Site implementation at 7 Prison Pilot Site Facilities serving 8 Pilot Site communities.
- Implementation of the Mentally Ill Inmate ReEntry Demonstration Project.
- MPRI expanded drug treatment programming.
- Evidence-based policy and procedure improvements for probation and parole sanctions, services and supervision.

The ongoing/expanded actions and new initiatives listed above are the major components of the Department's Recidivism Reduction Plan.

Michigan Comparison to the Recidivism Rates of Other States and a National Average

Michigan has the 8th largest parole population among the fifty states. However, the number of parolees per 100,000 adult residents in Michigan is lower than the national state average, and is the second lowest among the ten largest state parole systems. Michigan's percentage of successful parole discharges is 10% above the national average of 41.9%. And while Michigan's parole failure rate is higher than the failure rates of some states with comparable parole populations (such as Georgia, Illinois, and New York), it is also much lower than the failure rate of the state with the largest parole population (California).

Recidivism Reduction Plan

Among the recidivism reduction measures adopted by the department, the one with by far the greatest potential long-term impact is the Michigan Prisoner ReEntry Initiative (MPRI). In fact, one way or another, every other recidivism reduction measure listed earlier is intimately related to the MRPI – either as a precursor to the full implementation of the MPRI Model (e.g., Intensive ReEntry Units or IRUs), or as specialized subgroups to be addressed within overall MPRI implementation (such as the Mentally Ill Inmate ReEntry Demonstration Project). The MPRI goals will be achieved by implementing the several critical strategies:

- State-of-the-art prisoner assessment and classification.
- Prison-based planning and programming aimed at sharply reducing risk of recidivism.
- Linkage between the prisons and the community that prepares inmates for release.
- Effective coordination and collaboration among community agencies to deliver supervision and services that reduce recidivism.
- Interagency information sharing.
- Performance-based management.
- System reforms based on evidence-based practices.

Expectations

The impact of the MPRI will be reduced crime, fewer victims, safer neighborhoods, better citizens, fewer returns to prison and reduced costs. Michigan is poised for success combining a strong mandate from the Governor, a powerful policy framework, and strong community buy-in. The challenge now is staged statewide implementation on an eventual scale of 10,000 inmates per year transitioning successfully from prison.

Since better offender parole plans will result from the MPRI, the parole approval rate is expected to increase modestly without jeopardizing public safety and the parole success rate will increase as the MPRI is implemented and expanded statewide. One objective is to increase the parole approval rate by 2% each year as the parole board gains confidence in release outcomes. Another objective is to increase the success rate of MPRI participants by 6% by the end of FY 2006, and eventually by as much as 10% statewide when the MPRI Model is fully implemented.

An indicator of the potential improvement is Ohio's experience, where the percentage of successful parole discharges has improved 10% in two years, from 44% in 1999 to 54% in 2001.

And there have already been successes in Michigan resulting from the MPRI:

- Intensive ReEntry Units (IRU) have served as a testing ground for MPRI practices, and the first IRU offender release cohort of 709 paroled IRU participants has yielded a 26% improvement in returns to prison so far, resulting in fewer crimes, fewer violations, and potential savings of more than 320 prison beds.
- The first official MPRI pilot site cohort began paroling in November and December, with 100% positive community supervision status at the end of the year. The size of each MPRI offender release cohort is scheduled to increase with each "wave" every 4-6 months, and each release cohort will benefit from fuller implementation of the complete MPRI Model.
- The first 21 mentally ill inmates have been identified for the MPRI Mentally Ill Inmate Demonstration Project, with Transition Accountability Plans (TAP) in progress and the first releases anticipated in late spring.

C) Sustainability: Leveraging Evaluation and Collaborative Partnerships

The existence of a fully supported statewide initiative to reform prisoner re-entry policies, practices, and procedures under the MPRI guarantees the long-term support and resources for the project because the effort will be fully integrated into the MPRI Model. The strong support by the Governor and the Legislature which fully funded the 1st Round MPRI Pilot Sites will continue into the 2nd Round of implementation which includes an additional seven counties and will accomplish the implementation of the MPRI in all urban centers to which over 90% of parolees return.

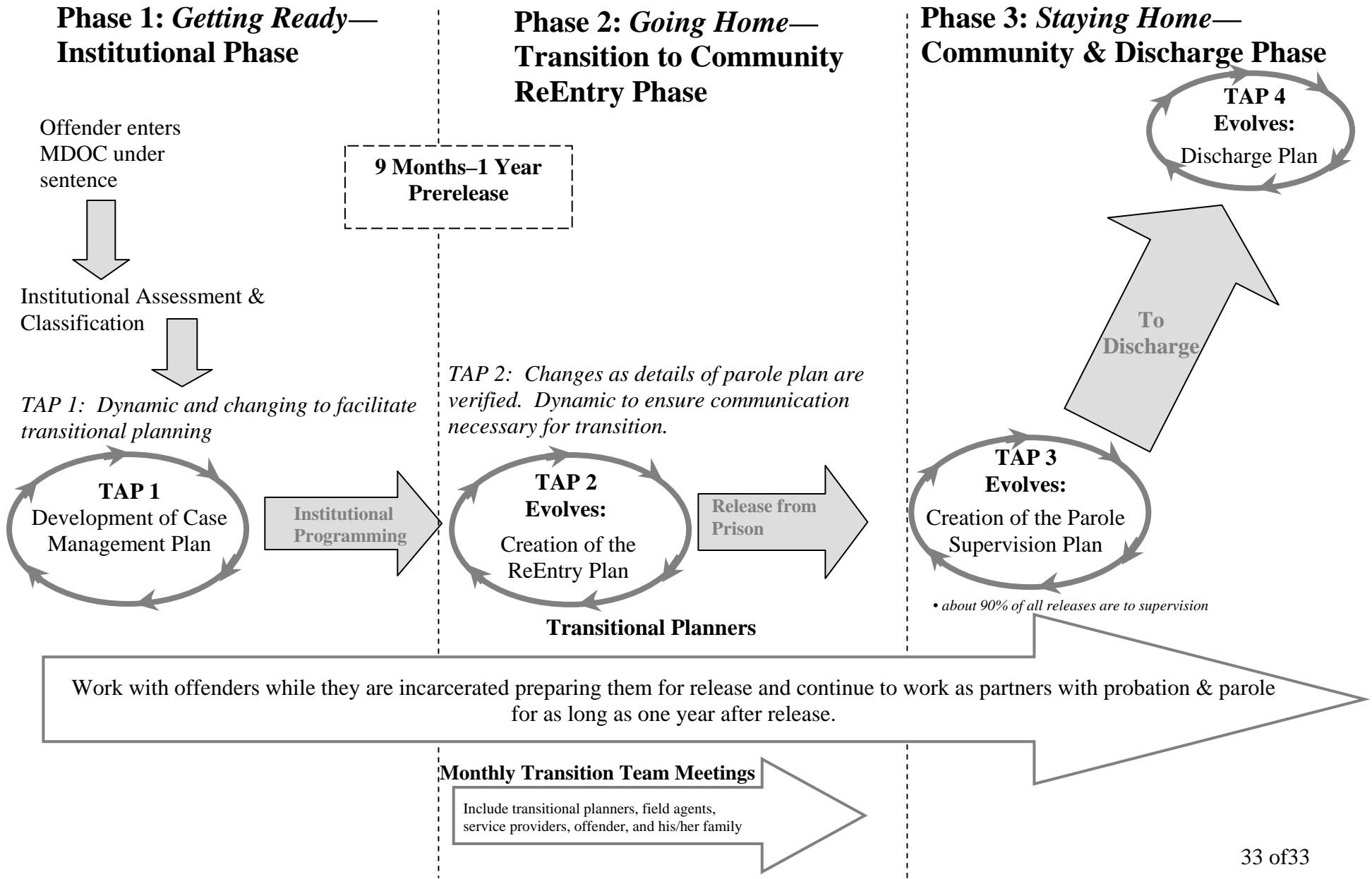
The development and implementation of a fully developed comprehensive re-entry plan – rather than simply the funding of programs and services – guarantees that the effort will be integrated into the state and local justice system plans because it is developed and implemented by the individuals who run those systems. After federal funds end, state funding will continue the effort as long as it produces positive results. The *long-term results for the program include* positive outcomes for the three measures described above, which will in turn lead to long-term *impacts* that are fully supported by the broad spectrum of policy makers: (1) safer communities and safer prisons; (2) lower prison costs than the system would otherwise have incurred; and (3) more offenders leading constructive lives.

Preventing new crimes by offenders being released from prison is a challenge that must be met Arrangements for post prison transition must deal realistically with the poor coping skills that contribute to offenders' return to prison, particularly in the area of alcohol and drug relapse. We must make certain that as our prison system punishes, it also provides full opportunities for offender rehabilitation – particularly as they are near their release. We must work to devise strategies that will help families and communities build support systems for those leaving prison that begin when the offender is still in prison.

Jennifer Granholm, Securing Michigan's Future, October 2002

Transition Accountability Plan

MPRI Process Flowchart





Michigan Prisoner ReEntry Initiative

**ADDENDA 1 - 15
TO
MONTHLY STATUS REPORT**

Pursuant to Public Act 154 of 2005
Section 407(3), Section 411,
Section 1010 and Section 1011

1st Round Pilot Site Offender Characteristics

Site:	Berrien	Genesee	Kalamazoo	Kent	Macomb	N Michigan	Wayne	Tri-County
Total Paroles (6/1/04 - 5/31/05)	289	565	263	718	361	232	3,314	309
Demographics								
Population (7/1/04)	163,125	443,947	240,724	593,898	822,660	250,248	2,016,202	455,929
Percent Below Poverty (1999)	12.7%	13.1%	12.0%	8.9%	5.6%	7.9%	16.4%	11.0%
Unemployment Rate (4/05)	7.4%	8.2%	5.7%	6.3%	6.8%	6.5%	8.5%	6.3%
UCR Crime Data								
Total Crimes (2003)	133.3	97.6	118.6	112.4	89.3	104.1	119.5	109.2
Index Crimes (2003)	35.9	44.7	44.3	40.2	28.7	25.9	62.6	36.1
2004 Prison Intake								
Intake	203	523	233	728	424	309	2,473	298
PVNS	25	97	69	163	87	44	476	57
Parole Technical Violator (PTV)	112	141	106	255	137	33	1,132	103
Est PTV w New Criminal Activity	84	106	80	191	103	25	849	77
Failures (PVNS+PTV)	137	238	175	418	224	77	1,608	160
Characteristics of Parole Releases								
Number of Paroles	289	565	263	718	361	232	3,314	309
B or Higher Prefix	37%	42%	45%	48%	38%	32%	45%	33%
Drug Problem	33%	64%	48%	45%	57%	50%	50%	41%
Alcohol Problem	25%	59%	39%	36%	48%	55%	31%	38%
Drug & Alcohol Problem	20%	53%	34%	32%	42%	42%	26%	32%
Substance Dependence (SASSI)	57%	60%	62%	61%	58%	67%	43%	62%
Previous Mental Health	7%	10%	9%	12%	10%	8%	10%	10%
Active Mental Health at Parole	3%	3%	3%	5%	4%	3%	4%	3%
< GED at commitment	47%	51%	58%	55%	61%	61%	45%	57%
Not Employed at time of crime	57%	59%	48%	58%	48%	52%	57%	57%
Gender								
Males	91%	94%	94%	87%	93%	93%	91%	92%
Females	9%	6%	6%	13%	7%	7%	9%	8%
Offense								
CSC	12%	6%	9%	11%	14%	17%	5%	10%
Other Assaultive	31%	37%	35%	30%	35%	19%	37%	34%
Drug	20%	16%	15%	19%	15%	12%	12%	14%
Other Nonassaultive	37%	41%	41%	40%	36%	52%	46%	42%
Prior Assaultive Conviction	19%	23%	27%	31%	31%	25%	23%	24%
Honorably Discharged Veteran	3%	4%	4%	4%	6%	5%	3%	4%

1st Round Pilot Site Offender Characteristics

	Site:	Berrien	Genesee	Kalamazoo	Kent	Macomb	N Michigan	Tri-County	Wayne
2004 Prison Intake									
Intake		203	523	233	728	424	309	298	2,473
Offense	CSC	12%	6%	9%	11%	14%	17%	10%	5%
	Other Assaultive	31%	36%	35%	30%	36%	18%	34%	36%
	Drug	20%	16%	15%	19%	15%	12%	14%	12%
	Other Nonassaultive	37%	41%	41%	40%	36%	52%	42%	46%
Race:	Asian	1	0	0	3	2	0	0	6
	Black	109	314	115	362	141	21	124	1,933
	Indian	2	4	1	7	0	7	4	9
	Mexican	2	4	1	21	2	0	3	17
	Other	0	0	0	1	0	0	4	7
	White	89	201	116	334	279	281	163	501
Age	<20	12%	11%	10%	9%	4%	12%	11%	10%
	20-29	39%	41%	39%	38%	30%	38%	42%	39%
	30-39	26%	26%	29%	29%	32%	26%	24%	28%
	40-49	20%	17%	18%	18%	26%	20%	16%	18%
	50-59	3%	4%	3%	5%	7%	4%	6%	4%
	60-69	0%	0%	0%	0%	1%	1%	1%	1%
	70+	0%	0%	0%	0%	0%	0%	0%	0%
Characteristics of Parole Releases									
Number of Paroles		289	565	263	718	361	232	309	3,314
Race:	Asian	1	0	0	0	1	0	0	1
	Black	164	332	130	419	69	18	119	2,650
	Chinese	1	0	0	0	0	0	0	0
	Indian	1	1	0	2	1	6	3	6
	Mexican	0	2	9	14	2	1	13	24
	Other	0	0	0	0	0	0	1	3
	White	122	230	124	283	288	207	173	630
Age	<20	4%	1%	3%	2%	1%	4%	2%	1%
	20-29	40%	36%	34%	34%	28%	43%	37%	27%
	30-39	34%	33%	35%	34%	33%	24%	31%	35%
	40-49	17%	23%	22%	24%	28%	20%	23%	27%
	50-59	3%	5%	5%	6%	9%	9%	6%	8%
	60-69	1%	1%	1%	0%	1%	0%	2%	1%
	70+	0%	0%	0%	0%	0%	0%	0%	0%



The Ready4Work Model

The Ready4Work approach is comprised of three main elements: job training and placement, mentoring and case management, each of which is essential but none of which is sufficient alone. While there is little argument among criminologists and social scientists that employment may be the most essential aspect of successful former prisoner re-integration¹, sustainable employment cannot happen in a vacuum:

While job training and placement are clearly key elements in any attempt to reduce recidivism, many such programs have had disappointing results... [and it] seems job training and placement may not be enough, particularly for offenders who have become “embedded” in criminality. Some offenders have gotten used to easy gains and violence and have weak bonds to conventional society, such as attachment to parents and commitment to jobs or school...

This is where Ready4Work’s commitment to mentoring—to matching returnees with caring, responsible adults in their community—comes in. Prisoners facing release in recent years have served longer prison sentences than in the past, and family ties weaken as prison terms lengthen. Only the luckiest returnees can count on meaningful family support. Yet as Petersilia points out, “Every known study that has been able to directly examine the relationship between a prisoner’s legitimate community ties and recidivism has found that feelings of being welcomed at home and the strengths of interpersonal ties outside prison help predict post-prison adjustment.”

Ready4Work is testing the idea that mentors can make a crucial difference in helping returnees gain much-needed motivation...Because of the demanding nature of working with returnees and the narrow opportunity to make a difference in their lives, Ready4Work has made it a priority to recruit only mature provider organizations that can ensure that nothing falls between the cracks, and it both prods and supports the providers by requiring rigorous monitoring and reporting of the services that returnees receive...ⁱⁱ

Ready4Work requires significant community support, in the form of advisory groups, which are already in place in Michigan under the MPRI local Steering Teams, and also need guidance as the program is implemented and monitored. The program components for Ready4Work include:

- *Identifying participant referral sources:* Each lead agency, along with its advisory board, is tasked with identifying correctional institutions that could recommend candidates for the program. Site leaders—often the case managers—work to cultivate

strong relationships with officials in nearby correctional facilities. They also seek out potential participants through congregations and local community organizations.

- *Screening Candidates:* Suitability for the initiative takes into consideration the criminal record, public-safety factors, and the attitude and willingness of each former prisoner. Given the time commitment needed to participate in the program's various elements, it's critical that those who enrolled do so freely and because they desired to improve their circumstances after release from incarceration.
- *Offering Services Designed to ensure long term and meaningful attachment to the labor market:* To help create a seamless network of local employment services, lead agencies work with a variety of other programs, including Workforce Investment Boards, One-Stop Career Centers, workforce development organizations, local educational institutions and other community and faith-based organizations. Each site develops mechanisms for employment readiness, placement and post-placement support services. Sites work hard to "recruit" employers, treating them as customers and describing to them the merits of hiring prescreened and trained Ready4Work participants. Faith and community-based organizations offer orientation and post-placement support for business leaders and managers who are willing to employ program participants. Whenever possible, sites inform the development and implementation of employment services by involving businesses in the local council.
- *Recruiting, screening, training and supporting faith-based mentors:* Each lead agency is required to develop and implement a strategy to recruit and retain mentors who are then matched with returnees. The goal is to match every adult Ready4Work participant with an appropriate mentor, who is primarily responsible for supporting the returnee in the transition back to the community, especially to the workplace—offering support, guidance and assistance with personal and work challenges. Lead agencies work closely with the congregations and community-based organizations that recruit mentors. They screen the mentors according to national standards, match them with program participants, offer ongoing support and provide case management for mentors and mentees. Mentors are required to complete a monthly log describing their contact with their mentees. Case managers regularly ask participants about their relationships to help reinforce participation and negotiate any concerns.
- *Providing Case Management and referral and/or direct wraparound services as needed:* Case management is conceived as the primary component that holds Ready4Work's various other elements together. Sites develop a strategy whereby case managers work individually with participants to maximize their likelihood of job retention and progress, establish successful mentoring, and identify other services needed to successfully reenter society. Sites hire full-time case managers who are required to meet regularly with participants and offer individual referrals for outside services, such as substance abuse treatment, housing, transportation and mental and/or physical health services. Areas of special emphasis include health-related concerns such as HIV/AIDS support, services for parents and families, and assistance with obtaining identification. Sites are urged to keep

case managers' client lists management—25 to 35 participants—which helps ensure the successful delivery of services.

- *Providing literacy, education and work-based learning opportunities:* Sites provide appropriate educational opportunities in partnership with other local institutions. These include GED programs, alternative high schools for delinquent youth, community colleges or historically black colleges and universities, specialized work-learning programs for youthful offenders and soft skills or training programs tailored to the reentry population.

ⁱ A 1995 meta-analysis of 400 studies found that employment was the single most effective factor in reducing recidivism. Lipsey, Mark W. *What Works: Reducing Reoffending*. West Sussex, U.K.: Wiley, 1995

ⁱⁱ J. Good and P. Sherrid. *When the Gates Open; Ready4Work; A National Response to the Prisoner Reentry Crisis*. Public/Private Ventures, October 2005 (See Attachment No. 1); Section which follows quote is excerpted from this document.



THE MPRI MODEL **DESIGN AND IMPLEMENTATION GUIDELINES**

The National ReEntry Policy Council (www.reentrypolicy.org) developed a guide for states and other jurisdictions interested in pursuing improvements for prisoner re-entry. The 2003 ReEntry Policy Council Report includes a series of policy statements and recommendations to guide the re-entry planning and development process and to improve prisoner re-entry services. The Report has been used extensively in Michigan, alongside the Transition from Prison to Community Initiative (TPCI) Model, and the Serious and Violent Offender ReEntry Initiative (SVORI) Model, to develop our approach.

Specifically, the ReEntry Policy Council Report was adapted to create two types of documents to assist Michigan's efforts in designing and implementing the Michigan Prisoner ReEntry Initiative (MPRI) Model: First, a set of guidelines on design and implementation issues and, secondly, a set of Workbooks - one for each of the three MPRI Model phases (Getting Ready, Going Home, Staying Home) - that have been used to determine the policy statements, recommendations and implementation strategies for the MPRI Model.

This document provides the guidelines for MPRI design and implementation. References to the ReEntry Policy Council Report are included. Our thanks to the ReEntry Policy Council for their excellent advice and assistance.

THE MPRI MODEL

DESIGN AND IMPLEMENTATION GUIDELINES

Planning A Re-Entry Initiative

Policy Statement 1: Encouraging Collaboration Among Key Stakeholders

Engage key stakeholders in a joint venture regarding prisoner re-entry and focus the group's attention on a particular aspect of the issue. (Reference: Report of the ReEntry Policy Council, pgs. 18-22)

Recommendations:

- A.** Recognize the complexities of the different systems.
- B.** Identify key stakeholders and engage them in a discussion regarding re-entry.
- C.** Define the scope of the problem.

Policy Statement 2: Developing a Knowledge Base

Understand the nature and scope of local re-entry issues and develop familiarity with local release policies, the characteristics of returning prisoners, and the resources and capacities of the communities to which prisoners return. (Reference: Report of the ReEntry Policy Council, pgs. 23-35)

Recommendations:

- A.** Understand *who* is being released from prison.
- B.** Identify *what* state and local policies influence and govern re-entry.
- C.** Identify *where* released prisoners are returning, and understand the characteristics and service capacities of those communities.
- D.** Understand *why* released prisoners are re-offending.
- E.** Examine *how* prisoners are prepared for re-entry, supervised, and aided in the transition from prison to community.

Policy Statement 3: Incorporating Re-Entry into Organizations' Missions and Work Plans

Change cultures of criminal justice and health and human services organizations so that administrators of these entities recognize that their mission includes the safe and successful return of prisoners to the communities from which they came. (Reference: Report of the ReEntry Policy Council, pgs. 38-52)

Recommendations:

- A.** Determine how each organization's mission relates to re-entry.
- B.** Concentrate services and supervision in the communities where releasees live.
- C.** Engage community-based organizations, including faith-based institutions, to serve people who are incarcerated and who have been released from prison or jail.
- D.** Ensure that releasing authorities comprise experts who understand the value and appropriateness of supervised release and evidence-based decisions.

Policy Statement 4: Funding a Re-Entry Initiative

Maximize the value of discrete local, state, federal, and private sources of funding that target people released from corrections facilities, their families, and the communities to which they return.

(Reference: Report of the ReEntry Policy Council, pgs. 53-73)

Recommendations:

- A.** Focus resources on programs that have an evidence base and concentrate whatever limited funding is available on periods immediately preceding and following a person's release from prison or jail.
- B.** Determine how sources of funding intended for the same populations and communities can be coordinated and leveraged effectively.
- C.** Manage the growth of the corrections population by making smart use of release decision policies and graduated sanctions for violators of probation and parole and then reinvesting the savings generated through such measures in the communities to which people return after prison.
- D.** Cultivate volunteers from community and faith-based groups to increase staffing and program capacity.

Policy Statement 5: Promoting System Integration and Coordination

Promote the integration of systems sufficient to ensure continuity of care, supervision, and effective service delivery. (Reference: Report of the ReEntry Policy Council, pgs. 74-86)

Recommendations:

- A.** Create and maintain forums for project oversight, information sharing, communication, and problem-solving across agencies and organizations.
- B.** Expand opportunities for intersystem and interdisciplinary education and training.
- C.** Link information systems so data for criminal justice, health, labor, and social services populations can be effectively shared and analyzed as appropriate.

- D. Assign staff to be responsible for boundary spanning among organizations serving people during—and following—their incarceration.
- E. Prepare contracts or memoranda of understanding defining the terms of the partnership, including how shared resources will be managed and accountability will span agencies involved in the initiative.
- F. Establish policy goals and benchmarks common to all parties and agencies involved in re-entry and devise methods for system-wide evaluation.

Policy Statement 6: Measuring Outcomes and Evaluating the Impact of a Re-Entry Initiative

Employ process and outcome evaluation methods to bring clarity to a program's mission, goals, and public value, as well as to assess and improve program implementation, efficiency, and effectiveness.

(Reference: Report of the ReEntry Policy Council, pgs. 87-94)

Recommendations:

- A. Develop a sound logic model in order to build a shared understanding of a program's objectives, strategy, activities, and the relationships between program components and partners.
- B. Develop performance measures so that program administrators can continuously monitor staff performance, program components, and overall program progress.
- C. Conduct process evaluations to identify problems with program implementation, strategy, and service delivery.
- D. Conduct impact evaluations to determine whether and to what extent a program had its intended effect.
- E. Employ a cost-benefit analysis to quantify whether a program is operating efficiently.

Policy Statement 7: Educating the Public about the Re-Entry Population

Educate the public about the risks posed by, and the needs of, the re-entry population, and the benefits of successful initiatives to public safety and the community in general. (Reference: Report of the ReEntry Policy Council, pgs. 95-102)

Recommendations:

- A. Reassure the public that people who present a risk to the community are supervised upon their release, and re-incarcerated when appropriate for failures to comply with their conditions of release.
- B. Make clear that prolonging the incarceration of every prisoner or returning every violator of probation or parole to prison or jail is neither good policy nor fiscally responsible.
- C. Inform the public about the large and growing number of people with criminal records in the community.
- D. Help the public appreciate that preparing people in prison or jail for their release and providing support to them upon their return makes families and communities stronger, safer, and healthier.

THE MPRI MODEL

DESIGN AND IMPLEMENTATION GUIDELINES

Services Systems Development

Policy Statement 30: Rehousing Systems

Facilitate the development of affordable rental housing, maximize the use of existing housing resources, and identify and eliminate barriers to the development, distribution, and preservation of affordable housing. (Reference: Report of the ReEntry Policy Council, pgs. 412-422)

Recommendations:

- A.** Educate policymakers regarding the lack of affordable and supportive housing, and promote legislative options to improve access to affordable housing.
- B.** Facilitate coordination and collaboration among the various areas of government and private entities to develop and manage affordable housing.
- C.** Leverage resources not traditionally used for the expansion of affordable and supportive housing opportunities.
- D.** Site housing facilities appropriate to the needs of communities, educate communities about the need for affordable housing, and build community support for increasing affordable housing.
- E.** Increase the range of affordable and supportive housing models offered by community-based providers.

Policy Statement 31: Workforce Development Systems

Equip all jobseekers with the skills to find and maintain employment that will make them self-sufficient and will meet the needs of the business community. (Reference: Report of the ReEntry Policy Council, pgs. 423-433)

Recommendations:

- A.** Increase system collaboration through local Workforce Investment Boards and One-Stop Career Centers.
- B.** Let the market drive the workforce development system.
- C.** Ensure that workforce development providers address the full spectrum of needs of individuals seeking employment or career services.
- D.** Locate employment services in neighborhoods where the need for them is highest, and provide continuity of services from one One-Stop or provider to another.
- E.** Develop measures to monitor and evaluate the performance of workforce development programs.

Policy Statement 32: Substance Abuse Treatment Systems

Ensure that individualized, accessible, coordinated, and effective community-based substance abuse treatment services are available. (Reference: Report of the ReEntry Policy Council, pgs. 434-444)

Recommendations:

- A.** Improve outcomes by delivering effective, evidence-based substance abuse treatment services.
- B.** Track treatment outcomes and reward performance.
- C.** Maximize flexibility in funding and improve coordination between federal and state AOD agencies—as well as among federal agencies and among state agencies—with a stake in substance abuse treatment.
- D.** Support the development of the substance abuse treatment workforce.
- E.** Promote public understanding that addiction is a preventable and treatable disease.

Policy Statement 33: Mental Health Care Systems

Ensure that individualized, accessible, coordinated, and effective community-based mental health treatment services are available. (Reference: Report of the ReEntry Policy Council, pgs. 445-455)

Recommendations:

- A.** Initiate and maintain partnerships between state mental health and other agencies to reduce fragmentation and ensure a full spectrum of care.
- B.** Maximize the use of all available resources to provide mental health care and supportive services to people with mental illnesses.
- C.** Promote access to evidence-based practices, and measure outcomes.
- D.** Involve consumers and families in mental health planning and service delivery.
- E.** Plan for, support, and train a skilled, culturally competent mental health workforce.
- F.** Educate the public to destigmatize mental illness and build support for people with mental illnesses.

Policy Statement 34: Children and Family Systems

Promote interagency efforts to enhance human services programs that support children and families, and ensure the availability of effective community-based programs to serve that population.

(Reference: Report of the ReEntry Policy Council, pgs. 456-470)

Recommendations:

- A.** Promote access to appropriate health and human services for low-income families.

- B.** Conduct family assessments of individuals receiving human services, and improve service delivery program compliance through a family-centered approach.
- C.** Strengthen access and service delivery for families in the child welfare program.
- D.** Increase coordination across programs for children and families and among service systems.
- E.** Partner with community-based organizations to improve service access and delivery.

Policy Statement 35: Physical Health Care Systems

Increase positive health outcomes, reduce cost, and reduce transmission of communicable diseases by improving access to and raising the quality of existing public and private health care.

(Reference: Report of the ReEntry Policy Council, pgs. 471-482)

Recommendations:

- A.** Improve access to health care services for the working poor by increasing cost-containment strategies and maximizing insurance coverage.
- B.** Encourage community-based health care providers to offer comprehensive primary care.
- C.** Coordinate primary medical care with mental health care and substance abuse services, where appropriate, for patients diagnosed with co-occurring disorders.
- D.** Promote program evaluation and provide incentives for programs which demonstrate measurable improvement.
- E.** Providers of personal health care services should collaborate with public health departments to treat patients with and prevent the spread of communicable diseases.

Michigan Prisoner ReEntry Initiative 

MPRI

Creating Safer Neighborhoods & Better Citizens

THE MPRI MODEL

Policy Statements and Recommendations

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The Michigan Prisoner ReEntry Initiative Model

The **VISION** of the Michigan Prisoner ReEntry Initiative is that every inmate released from prison will have the tools needed to succeed in the community.

The **MISSION** of the Michigan Prisoner ReEntry Initiative is to 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 to prison through their transition, reintegration, and aftercare in the community.

The **GOALS** of the Michigan Prisoner ReEntry Initiative are to:

- **Promote public safety** by reducing the threat of harm to persons and their property by released offenders in the communities to which those offenders return.
- **Increase success rates of offenders** who transition from prison by fostering effective risk management and treatment programming, offender accountability, and community and victim participation.

Building Safer Neighborhoods & Better Citizens: A Comprehensive Approach

Michigan is a leader in prisoner re-entry and is the first state in the nation to converge the three major schools of thought on prisoner re-entry to develop and fully implement a comprehensive model of inmate transition planning. The MPRI Model:

- Begins with the three-phase re-entry approach of the Department of Justice's Serious and Violent Offender ReEntry Initiative (SVORI).
- Further delineates the transition process by adding the seven decision points of the National Institute of Corrections' Transition from Prison to Community Initiative (TPCI) model.
- Incorporated into its approach the policy statements and recommendations from the Report of the ReEntry Policy Council that is coordinated by the Council of State Governments.

In this way, the MPRI represents a synergistic model for prisoner re-entry that is deeply influenced by the nation's best thinkers on how to improve parolee success.

To develop the MPRI Model, Michigan had the tremendous benefit of technical assistance grants from the National Governors Association (NGA) and the National Institute of Corrections (NIC) that provide substantial resources for consultation, research, training, and technical assistance. As a result of the grant from NGA, the MPRI is also utilizing zip-code level parolee mapping of Michigan conducted by the Urban Institute as part of our intensive strategic-planning process. As a result, the knowledge base created by the MPRI is unprecedented.

Michigan is poised for success combining a strong mandate from the Governor, a powerful policy framework, and strong community buy in. The challenge now is statewide implementation on a scale of 10,000 inmates per year transitioning successfully from prison.

The Three-Phase, Seven-Decision-Point MPRI Model

The MPRI Model involves improved decision making at seven critical decision points in the three phases of the custody, release, and community supervision/discharge process.

PHASE ONE—GETTING READY

The **institutional phase** describes the details of events and responsibilities which occur during the offender's imprisonment from admission until the point of the parole decision and involves the first two major decision points:

- 1. *Assessment and classification:*** Measuring the offender's risks, needs, and strengths.
- 2. *Inmate programming:*** Assignments to reduce risk, address need, and build on strengths.

PHASE TWO—GOING HOME

The **transition to the community or re-entry phase** begins approximately six months before the offender's target release date. In this phase, highly specific re-entry plans are organized that address housing, employment, and services to address addiction and mental illness. Phase Two involves the next two major decision points:

- 3. *Inmate release preparation:*** Developing a strong, public-safety-conscious parole plan.
- 4. *Release decision making:*** Improving parole release guidelines.

PHASE THREE—STAYING HOME

The **community and discharge phase** begins when the inmate is released from prison and continues until discharge from community parole supervision. In this phase, it is the responsibility of the former inmate, human services providers, and the offender's network of community supports and mentors to assure continued success. Phase Three involves the final three major decision points of the transition process:

- 5. *Supervision and services:*** Providing flexible and firm supervision and services.
- 6. *Revocation decision making:*** Using graduated sanctions to respond to behavior.
- 7. *Discharge and aftercare:*** Determining community responsibility to "take over" the case.

Case Management and Transition Accountability Plans

The lynchpin of the MPRI Model is the development and use of Transition Accountability Plans (TAPs) at four critical points in the offender transition process that succinctly describe for the offender, the staff, and the community exactly what is expected for offender success. The TAPs, which consist of summaries of the offender's Case Management Plan at critical junctures in the transition process, are prepared with each inmate at prison intake, at the point of the parole decision, when the offender returns to the community, and when the offender is to be discharged from parole supervision. TAPs are concise guides for the inmates and staff:

- **TAP1:** The expectations for the prison term that will help inmates prepare for release.
- **TAP2:** The terms and conditions of offender release to communities.
- **TAP3:** The supervision and services offenders will experience in the community.
- **TAP4:** The elements of the Case Management Plan for eventual discharge from parole.

The Transition Accountability Plan (TAP) integrates offenders' transition from prisons to communities by spanning phases in the transition process and agency boundaries. TAP is a collaborative product involving prison staff, the offender, the releasing authority, community supervision officers, human services providers (public and/or private), victims, and neighborhood and community organizations. TAP describes actions that must occur to prepare individual offenders for release from prison, defines terms and conditions of their release to communities, specifies the supervision and services they will experience in the community, and describes their eventual discharge to aftercare upon successful completion of supervision. The objective of the TAP is to increase both overall community protection by lowering risk to persons and property and by increasing individual offender's prospects for successful return to and self-sufficiency in the community.

The TAP process begins soon after offenders enter prison and continues during their terms of confinement, through their release from prison, and continues after their discharge from supervision as an evolving framework for aftercare provided by human service agencies or other means of self-help and support. **At each step along this continuum TAP is administered by a Transition Team, whose members include prison staff, parole supervision staff, and community agencies and service providers.** The membership of the Transition Management Team and their respective roles and responsibilities will change over time. During the institutional phase prison staff may lead the team. During the reentry and community supervision phase parole officers may lead the team. During the reintegration phase human services agencies or community services providers may lead the team. After offenders have successfully completed community supervision, their TAP may continue and be managed by staff of human services agencies, if the former offender chooses to continue to seek and receive services or support. At each stage in the process Team members will use a case management model to monitor progress in implementing the plan.

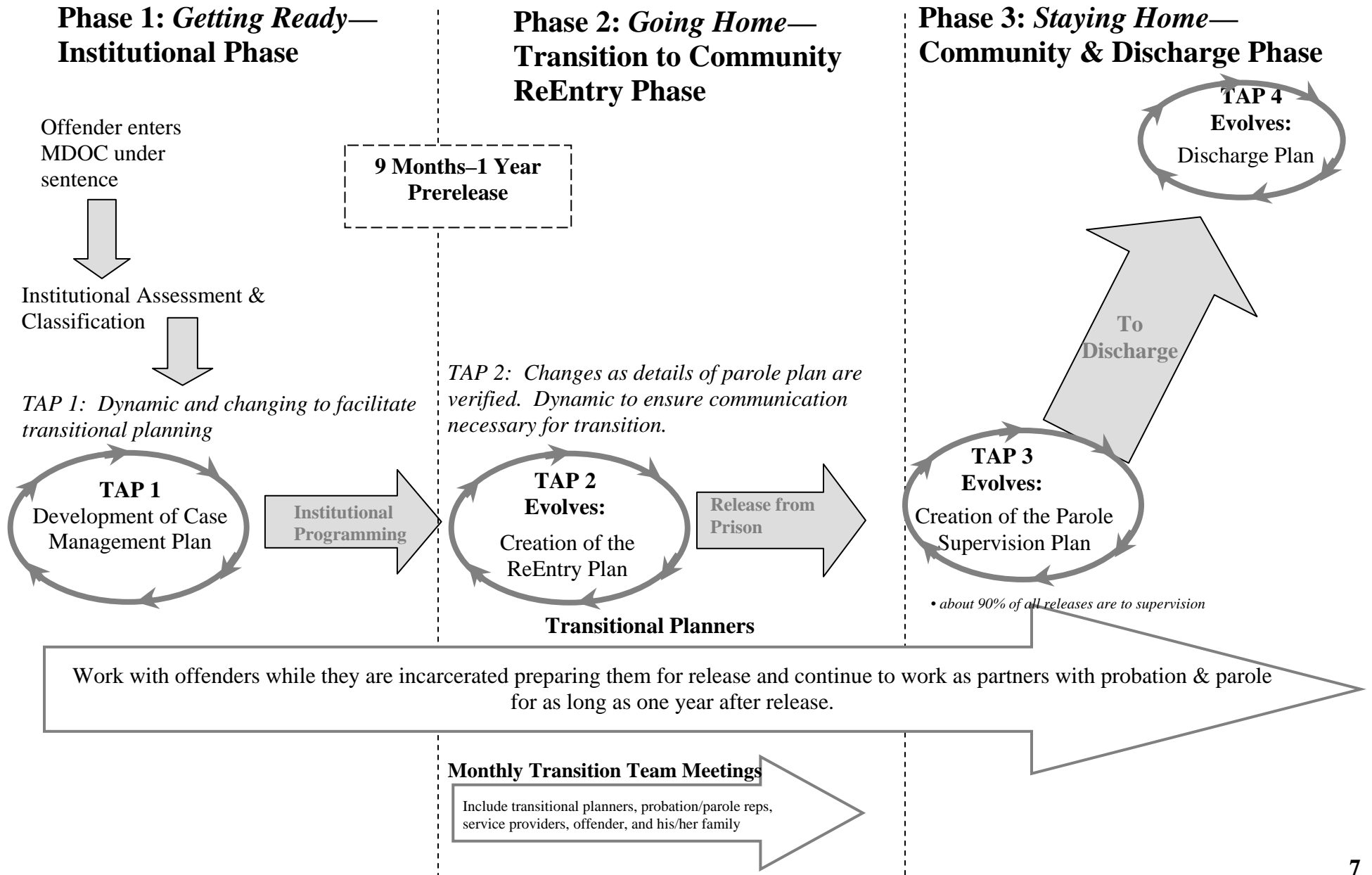
TAP reduces uncertainty in terms of release dates and actions (and timing of actions) that need to be taken by inmates, prison staff, the releasing authority, community supervision staff, and partnering agencies. Increased certainty will motivate inmates to participate in the TAP process and to become engaged in fulfilling their responsibilities and will ensure that all parties are held accountable for timely performance of their respective responsibilities.

The TAP process is built on the following principles:

1. The TAP process starts during an offender's classification soon after their admission to prison and continues through their ultimate discharge from community supervision.
2. TAPs define programs or interventions to modify individual offender's dynamic risk factors that were identified in a systematic assessment process.
3. TAPs are sensitive to the requirements of public safety, and to the rational timing and availability of services. In an ideal system, every inmate would have access to programs and services to modify dynamic risk factors. In a system constrained by finite resources, officials need to rationally allocate access to services and resources, using risk management strategies as the basis for that allocation.
4. **Appropriate partners should participate in the planning and implementation of individual offender's TAPs. These include the offender, prison staff, releasing authorities, supervision authorities, victims, offenders' families and significant others, human service agencies, and volunteer and faith-based organizations.**
5. **Individual TAPs delineate the responsibilities of offenders, correctional agencies and system partners in the creation, modification, and effective application of the plans, and holds them accountable for performance of those responsibilities.**
6. **TAPs provide a long-term road map to achieve continuity in the delivery of treatments and services, and in the sharing of requisite information, both over time and across and between agencies.**
7. **A case management process is used to arrange, advocate, coordinate, and monitor the delivery of a package of services needed to meet the specific offender's needs.** During the prison portion of TAP, prison staff function as case managers. As offenders prepare for release and adjust to community supervision, their parole officer will become the case manager. When they are successfully discharged from supervision, a staff member from a human service agency may assume case management responsibilities for former offenders who choose to seek services or support.

Transition Accountability Plan

MPRI Process Flowchart





SUMMARY

THE MPRI MODEL

POLICY STATEMENTS AND WORKGROUP RECOMMENDATIONS

(AS APPROVED BY THE MPRI STATE POLICY TEAM 8-25-05)

The National ReEntry Policy Council (www.reentrypolicy.org) developed a guide for states and other jurisdictions interested in pursuing improvements for prisoner re-entry. The 2003 ReEntry Policy Council Report includes a series of policy statements and recommendations to guide the re-entry planning and development process and to improve prisoner re-entry services. The Report has been used extensively in Michigan, alongside the Transition from Prison to Community Initiative (TPCI) Model, and the Serious and Violent Offender ReEntry Initiative (SVORI) Model, to develop our approach. Specifically, the ReEntry Policy Council Report was adapted to create two types of documents to assist Michigan's efforts in designing and implementing the Michigan Prisoner ReEntry Initiative (MPRI) Model: First, a set of guidelines on design and implementation issues and, secondly, a set of workbooks - one for each of the three MPRI Model phases (Getting Ready, Going Home, Staying Home) - that have been used to determine the policy statements, recommendations and implementation strategies for the MPRI Model.

This document provides a summary of the MPRI Model, a series of 22 Policy Statements and 150 recommendations that the State Policy Team has approved for implementation. The 22 Policy Statements are categorized by the Three MPRI Phases and delineated by the 7 primary decision points that comprise the Model. The 150 recommendations on how to implement the Policy Statements are found in the back of the document, under Endnotes. Not surprisingly, the Workgroups recommendations closely track those of the Policy Council. References to the ReEntry Policy Council Report are included. Our thanks to the ReEntry Policy Council for their excellent advice and assistance.

Getting Ready: The Institutional Phase

Going Home: The Transition to the Community – ReEntry Phase

Staying Home: The Community and Parole Discharge Phase

Phase I: Getting Ready; The Institutional Phase

DECISION POINT #1: ASSESSMENT AND CLASSIFICATION

Policy Statement 8: Development of Intake Procedure

Establish a comprehensive, standardized, objective, and validated intake procedure that, upon the admission of the inmate to the corrections facility, can be used to assess the individual's strengths, risks, and needs. *(Reference: Report of the ReEntry Policy Council, Pgs. 110-140)*

DECISION POINT #2: INMATE BEHAVIOR AND PROGRAMMING

Policy Statement 9: Development of Programming Plan

Develop, for each person incarcerated, an individualized plan that, based upon information obtained from assessments, explains what programming should be provided during the period of incarceration to ensure that his or her return to the community is safe and successful. *(Reference: Report of the ReEntry Policy Council, Pgs. 141-153)*

Policy Statement 10: Physical Health Care

Facilitate community-based health care providers' access to prisons and jails and promote delivery of services consistent with community standards and the need to maintain public health. *(Reference: Report of the ReEntry Policy Council, Pgs. 156-166)*

Policy Statement 11: Mental Health Care

Facilitate community-based mental health care providers' access to prisons and jails and promote delivery of services consistent with community standards and the need to maintain public mental health. *(Reference: Report of the ReEntry Policy Council, Pgs. 167-178)*

Policy Statement 12: Substance Abuse Treatment

Provide effective substance abuse treatment to anyone prison or jail who is chemically dependent. (*Reference: Report of the ReEntry Policy Council, Pgs. 179-178*)

Policy Statement 13: Children and Families

Make available services and supports for family members and children of prisoners, and, when appropriate, help to establish, re-establish, expand, and strengthen relationships between prisoners and their families. (*Reference: Report of the ReEntry Policy Council, Pgs. 190-200*)

Policy Statement 14: Behaviors and Attitudes

Provide cognitive behavioral therapy, peer support, mentoring, and basic living skills programs that improve offenders' behaviors, attitudes, motivation, and ability to live independently, succeed in the community, and maintain a crime-free life. (*Reference: Report of the ReEntry Policy Council, pgs. 201-210*)

Policy Statement 15: Education and Vocational Training

Teach inmates functional, educational, and vocational competencies based on employment market demand and public safety requirements. (*Reference: Report of the ReEntry Policy Council, pgs. 211-220*)

Phase Two: Going Home; The ReEntry Planning Phase

DECISION POINT #3: INMATE RELEASE PREPARATION

Policy Statement 16: Work Experience

Provide inmates with opportunities to participate in work assignments and skill-building programs that build toward successful careers in the community. (Reference: Report of the ReEntry Policy Council, pgs. 221-226)

Policy Statement 19: Housing

Facilitate a person's access to stable housing upon his or her re-entry into the community. (Reference: Report of the ReEntry Policy Council, Pgs. 256-281)

Policy Statement 20: Planning Continuity of Care

Prepare community-based health and treatment providers, prior to the release of an individual, to receive that person and to ensure that he or she receives uninterrupted services and supports upon his or her return community. (Reference: Report of the ReEntry Policy Council, pgs. 282-292)

Policy Statement 21: Creation of Employment Opportunities

Promote, where appropriate, the employment of people released from prison and jail, and facilitate the creation of job opportunities for this population that will benefit communities. (Reference: Report of the ReEntry Policy Council, pgs. 293-305)

Policy Statement 22: Workforce development and the transition plan

Connect inmates to employment, including supportive employment and employment services, before their release the community. *(Reference: Report of the ReEntry Policy Council, pgs. 306-316)*

Policy Statement 23: Victims, Families, and Communities

Prepare family members, victims, and relevant community members for the released individual's return to the community, and provide them with protection, counseling, services and support, as needed and appropriate. *(Reference: Report of the ReEntry Policy Council, pgs. 317-330)*

Policy Statement 24: Identification and Benefits

Ensure that individuals exit prison or jail with appropriate forms of identification and that those eligible for public benefits receive those benefits immediately upon their release from prison or jail. *(Reference: Report of the ReEntry Policy Council, Pgs. 331-342)*

DECISION POINT #4: RELEASE DECISION MAKING

Policy Statement 17: Advising the Releasing Authority

Inform the releasing authority about the extent to which the prisoner is prepared to return to the community (and the community is prepared to receive the individual). *(Reference: Report of the ReEntry Policy Council, pgs. 230-242)*

Policy Statement 18: Release Decision

Ensure that people exiting prison or jail who it is determined pose a threat to public safety are released to some form of community supervision; use the results generated by a validated risk-assessment instrument, in addition to other information, to inform the level and duration of supervision, and, for those states that have maintained some discretion in the release process, to determine when release would be most appropriate. *(Reference: Report of the ReEntry Policy Council, pgs. 243-253)*

Phase Three: Staying Home; The Community & Parole Discharge Phase

DECISION POINT #5: SUPERVISION & SERVICES

Policy Statement 25: Design of Supervision Strategy

Review and prioritize what the releasing authority has established as terms and conditions of release and develop a supervision strategy that corresponds to the resources available to the supervising agency, reflects the likelihood of recidivism, and employs incentives to encourage compliance with the conditions of release. *(Reference: Report of the ReEntry Policy Council, pgs. 343-355)*

Policy Statement 26: Implementation of Supervision Strategy

Concentrate community supervision resources on the period immediately following the person's release from prison or jail, and adjust supervision strategies as the needs of the person released, the victim, the community, and the family change. *(Reference: Report of the ReEntry Policy Council, pgs. 358-369)*

Policy Statement 27: Maintaining Continuity of Care

Facilitate releasees' sustained engagement in treatment, mental health and supportive health services, and stable housing. *(Reference: Report of the ReEntry Policy Council, pgs. 370-382)*

Policy Statement 28: Job Development and Supportive Employment

Recognize and address the obstacles that make it difficult for an ex-offender to obtain and retain viable employment while under community supervision. *(Reference: Report of the ReEntry Policy Council, pgs. 383-389)*

DECISION POINT #6: REVOCATION DECISION MAKING

Policy Statement 29: Graduated Responses

Ensure that community corrections officers have a range of options available to them to reinforce positive behavior and to address, swiftly and certainly, failures to comply with conditions of release. (*Reference: Report of the ReEntry Policy Council, Pgs. 390-405*)

ENDNOTES

Policy Statement 8: Development of Intake Procedure - *Establish a comprehensive, standardized, objective, and validated intake procedure that, upon the admission of the inmate to the corrections facility, can be used to assess the individual's strengths, risks, and needs.*

Recommendations:

- A.** Review intake procedures to determine the range and validity of screening and assessment practices.
- B.** Ensure that the screening and assessment process is appropriately prioritized, and that the overall intake procedure is streamlined and efficient.
- C.** Develop an intake procedure appropriate to a short-term jail setting. NOT APPLICABLE
- D.** Employ a risk-assessment instrument for classification and integrate other available public safety information.
- E.** Screen all offenders for psychological and mental health issues, physical health problems, or substance abuse and dependency, in order to identify inmates who require further assessment.
- F.** Ensure that the unattended dependents, if any, of each individual admitted to the facility are placed with a caretaker.
- G.** Assess long-term and dynamic risks associated with each individual admitted to prison or jail.
- H.** Conduct comprehensive assessments for each individual whose screening identifies psychological and mental health issues, physical health problems, and substance abuse and dependency.
- I.** Assess interpersonal skills and basic literacy.
- J.** Determine the vocational aptitudes, education levels, and employment histories of all sentenced individuals.
- K.** Review the individual's current benefits and entitlements and determine what steps will be needed to transition the individual back to those programs upon release.
- L.** Assess all assets and debts and work with inmates to prevent the build-up of child support arrears upon their admission to a correctional facility.
- M.** Chart the inmate's family life, including such factors as domestic violence, the impact of incarceration on relationships, and the involvement of children.
- N.** Encourage the use of only validated screening and assessment instruments in the intake procedure.
- O.** Encourage the use of instruments that can be modified for use beyond the initial assessment.
- P.** Ensure that intake staff are properly trained to administer screening and assessment instruments.
- Q.** Engage community-based service providers to inform assessments and to administer screening and assessment instruments.
- R.** Address issues of cultural competency through staff training and the engagement of community-based providers.
- S.** Assess the special needs of female offenders.
- T.** Develop protocols to ensure the accuracy and availability of information while adhering to laws and regulations that govern the confidentiality of this data.
- U.** Explain to prisoners the purpose and function of the screening and assessment process and the extent to which the information will be shared.

Policy Statement 9: Development of Programming Plan - *Develop, for each person incarcerated, an individualized plan that, based upon information obtained from assessments, explains what programming should be provided during the period of incarceration to ensure that his or her return to the community is safe and successful.*

Recommendations:

- A. Charge new or existing positions with the responsibility of reviewing information obtained through assessments and of developing a plan that provides for the coordinated delivery of targeted services for each person admitted.
- B. Consider the primary needs, strengths and background of the individual in developing the programming plan.
- C. Ensure that all program planning incorporates the principles of cultural and gender competency.
- D. Provide opportunities for crime victims, victim advocates, family members, and community members to inform the inmate's programming plan.
- E. Engage community-based providers in the development of a programming plan.
- F. Include in the programming plan provisions for periodic reassessments to be conducted during the inmate's incarceration and for changes to be made in the plan accordingly.
- G. Establish and maintain a centralized record-keeping system as well as a system for regular communication among program planners and other prison-based staff and service providers.
- H. Creatively adapt the program planning model for shorter-term jail stays.

Policy Statement 10: Physical Health Care - *Facilitate community-based health care providers' access to prisons and jails and promote delivery of services consistent with community standards and the need to maintain public health.*

Recommendations:

- A. Engage community-based organizations to provide health care services for inmate populations prior to discharge.
- B. Use telemedicine to deliver effective and cost-efficient health services.
- C. Integrate prevention, education, and good health promotion into correctional health care services and partner with community-based organizations to supplement this information.
- D. Maintain medical records so that they provide up-to-date information regarding a prisoner's condition and treatment, and ensure that a summary of the records follows the person as he or she transfers between providers.
- E. Promote comprehensive, integrated medical, mental health and substance abuse treatment services, both within correctional facilities and as a central component of corrections-community linkages.
- F. Ensure that even short-term inmates receive basic medical care and transition planning services.

Policy Statement 11: Mental Health Care - *Facilitate community-based mental health care providers' access to prisons and jails and promote delivery of services consistent with community standards and the need to maintain public mental health.*

Recommendations:

- A. Engage the community-based mental health care system in providing pre- and post-release services to inmates with mental health needs.
- B. Ensure that prison and jail formularies provide access to the most appropriate medications.
- C. Provide appropriate psychosocial supports and services.
- D. Employ telecommunications technology to deliver effective and cost-effective services.
- E. Establish protocols to address co-occurring substance abuse and mental health disorders.

Policy Statement 12: Substance Abuse Treatment - *Provide effective substance abuse treatment to anyone prison or jail who is chemically dependent.*

Recommendations:

- A. Determine the extent to which existing services are effective and sufficient to meet the demand for substance abuse treatment.
- B. Assess candidates for program participation carefully, and prioritize treatment for drug-dependent prisoners and those approaching release.
- C. Implement evidence-based treatment services that make the best use of available resources.
- D. Engage the community-based substance abuse system to provide effective, culturally competent services to people in correctional facilities who are in need of treatment.

Policy Statement 13: Children and Families - *Make available services and supports for family members and children of prisoners, and, when appropriate, help to establish, re-establish, expand, and strengthen relationships between prisoners and their families.*

Recommendations:

- A. Provide parenting and other programs to address a range of family needs and responsibilities of people in prison or jail.
- B. Facilitate contact between inmates and their children and other family members during the period of incarceration, when appropriate.
- C. Increase collaboration between departments of corrections and child-support agencies to promote information about and access to the child-support process by incarcerated parents and their families.

Policy Statement 14: Behaviors and Attitudes - Provide cognitive behavioral therapy, peer support, mentoring, and basic living skills programs that improve offenders' behaviors, attitudes, motivation, and ability to live independently, succeed in the community, and maintain a crime-free life.

Recommendations:

- A. Provide inmates with programs that include evidence-based cognitive-behavioral treatments.
- B. Facilitate efforts of community and faith-based institutions, peer support groups, and other service providers to engage and mentor prisoners, and to foster relationships that improve trust and confidence in treatment and services.
- C. Provide inmates with services that address their need for basic life skills, including relationship skills.
- D. Compel unwilling and high-risk inmates to participate in behavioral and other related treatment services, and ensure that services for those who appear unresponsive to programs continue when those individuals return to the community.
- E. Provide (and encourage inmates to attend) victim impact panels, impact of crime classes, and other educational programs involving victims and/or victim advocates designed to convey the harm resulting from crime.

Policy Statement 15: Education and Vocational Training - *Teach inmates functional, educational and vocational competencies based on employment market demand and public safety requirements.*

Recommendations:

- A. Develop programs that will enable inmates to be functionally literate and capable of receiving high school or postsecondary credentials.
- B. Analyze the job market in the area to which people in prison or jail will be returning.
- C. Ensure that vocational and education classes target the needs of the job market.
- D. Encourage inmates to participate in educational and job training programs.
- E. Engage community-based agencies, such as volunteer and faith-based organizations, to provide institutional job-skills programs.
- F. When appropriate, provide prisoners with opportunities to gain occupational competence through postsecondary education.
- G. Prioritize the allocation of education and training resources when resources are limited.

Policy Statement 16: Work Experience - Provide inmates with opportunities to participate in work assignments and skill-building programs that build toward successful careers in the community.

Recommendations:

- A. Provide work assignments in prison or jail that correspond to the needs of the employment market.
- B. Develop pre-apprenticeship work assignments which provide a clear path into community-based apprenticeship programs in high demand occupations.
- C. Establish work programs that involve nonprofit, volunteer, and community service organizations so that participants can gain work experience without competing with other potential employees in the community.

Policy Statement 17: Advising the Releasing Authority - Inform the releasing authority about the extent to which the prisoner is prepared to return to the community (and the community is prepared to receive the individual).

Recommendations:

- A. Convene a transition planning team to review the inmate's progress in the implementation of the programming plan and collect other information to advise the releasing authority and initiate the transition planning process.
- B. Use a validated risk-assessment instrument and a comprehensive analysis of a person's criminal history and behavior in the institution to predict the risk he or she would present to the community if and when released.
- C. Consider information related to the individual's strengths and service needs insofar as these issues affect public safety and/ or the establishment of terms and conditions of release.
- D. Notify victims when the releasing authority is considering release of an offender and invite victims to provide input into the release decision and the terms and conditions of release.
- E. Gauge the willingness and capacity of family members to receive the person upon his or her release and ensure that they receive an opportunity to provide input into the terms of release.
- F. Capitalize on the familiarity of local leaders, including law enforcement, with the needs of their community to develop conditions of release that will enable the releasee to make meaningful contributions to the community.
- G. Gauge willingness and capacity of community-based service providers to receive the person upon his or her release from prison or jail.
- H. Present to the releasing authority a clear and concise analysis of all information deemed important to determining whether the inmate presents a risk to community safety.

Policy Statement 18: Release Decision - Ensure that people exiting prison or jail who it is determined pose a threat to public safety are released to some form of community supervision; use the results generated by a validated risk-assessment instrument, in addition to other information, to inform the level and duration of supervision, and, for those states that have maintained some discretion in the release process, to determine when release would be most appropriate.

Recommendations:

- A. Train releasing authorities to use and analyze the information provided to them objectively and effectively.
- B. Ensure that, where risk assessment, criminal history information, and other factors reflect a likelihood of the person re-offending, the person is assigned to a period of community supervision after his or her release from prison.
- C. Ensure that proposed conditions of release are supported by research, recognize the particular strengths and needs of each individual and the resources of the community, and are consistent with the rules that the releasing authority is prepared to enforce.
- D. Determine how various payments (*e.g.*, restitution, child support, fines) expected from the prisoner upon his or her release will be incorporated into the conditions of release.
- E. Articulate in writing the reasons for the decision by the releasing authority whenever such decision is discretionary.
- F. Ensure that a procedure exists to modify and revise, as appropriate, the conditions of release, including the possibility for early discharge from the authority of the court or supervising administrative agency.

Policy Statement 19: Housing - Facilitate a person's access to stable housing upon his or her re-entry into the community.

Recommendations:

- A. Ensure that transition planners, working with community-based organizations, are familiar with the full range of housing options available in each community and maintain lists or inventories of available housing.
- B. Determine on an individualized basis the particular housing needs for each person released from prison or jail.
- C. Evaluate the feasibility, safety, and appropriateness of an individual living with family members after his or her release from prison or jail.
- D. Ensure that family violence risks are recognized and addressed in the housing plan of any person whose return to the community may pose a risk to the individual or to his or her family or partner.
- E. Identify the appropriate housing option for each incarcerated individual well in advance of release.
- F. Educate prisoners about strategies for finding and maintaining housing in the community, and teach them about their legal rights as tenants in the private rental market.
- G. Provide individuals who are entering the private rental market—and who demonstrate that they are without adequate resources to pay rent—with small stipends and/or housing assistance for the period immediately after release.
- H. Develop “re-entry housing,” to meet the specific and unique needs of people released from prison or jail.
- I. Encourage private sector or nonprofit housing developers or community-based organizations to develop housing accessible to people leaving prison or jail.
- J. Consider individuals leaving prison or jail who have histories of homelessness as part of the homeless priority population, to facilitate their access to supportive housing made available under the McKinney-Vento Act.

Policy Statement 20: Planning Continuity of Care - Prepare community-based health and treatment providers, prior to the release of an individual, to receive that person and to ensure that he or she receives uninterrupted services and supports upon his or her return community.

Recommendations:

- A. Prepare a summary health record containing information about important medical problems, prior diagnostic studies, allergies, and medications for each person released from prison or jail prior to his or her release. **PENDING**
- B. Connect prisoners to treatment and health care providers in the community prior to their release to prevent gaps in treatment and services.
- C. Provide prisoners receiving medications with a sufficient interim supply of essential medications upon their discharge into the community.
- D. Educate people in prison and jail about continuity of care and provide them with the summary health record and other important medical records prior to discharge.

Policy Statement 21: Creation of Employment Opportunities - Promote, where appropriate, the employment of people released from prison and jail, and facilitate the creation of job opportunities for this population that will benefit communities.

Recommendations:

- A. Educate employers about financial incentives, such as the Federal Bonding Program, Work Opportunity Tax Credit, Welfare-to-Work programs, and first-source agreements, which make a person who was released from prison a more appealing prospective employee.
- B. Determine which industries and employers are willing to hire people with criminal records and encourage job development and placement in those sectors.
- C. Review employment laws that affect the employment of people based on criminal history, and eliminate those provisions that are not directly linked to improving public safety.
- D. Promote individualized decisions about hiring instead of blanket bans and provide documented means for people with convictions to demonstrate rehabilitation.
- E. Use community corrections officers and third-party intermediaries to assist employers with the supervision and management of people released from prison or jail.
- F. Identify community service opportunities and internships for people released from prison or jail who cannot find work so that they can acquire real work experience and on-the-job training.

Policy Statement 22: Workforce development and the transition plan - *Connect inmates to employment, including supportive employment and employment services, before their release the community.*

Recommendations:

- A. Initiate job searches before people in prison or jail are released using community-based workforce development resources.
- B. Encourage employers to visit the correctional facility to meet with prospective employees before release.
- C. Engage community members and community-based services to act as intermediaries between employers and job-seeking individuals.
- D. Promote use of work-release programs as a transition between work inside a correctional facility and work after release into the community. **NOT APPLICABLE**
- E. Encourage community networks to support prisoners who participate in work release programs. **NOT APPLICABLE**
- F. Provide individuals, upon their release from prison or jail, with written information about their prospective employers or community employment service providers and official documentation of their skills and experience, including widely accepted credentials and/or letters of recommendation.

Policy Statement 23: Victims, Families, and Communities - Prepare family members, victims, and relevant community members for the released individual's return to the community, and provide them with protection, counseling, services and support, as needed and appropriate.

Recommendations:

- A. Provide notification and appropriate information to victims concerning the prisoner's release and re-entry process.
- B. Offer counseling and support to crime victims preparing for the return of an individual to the community.
- C. Ensure that family members receive adequate notification and information regarding the prisoner's impending release.
- D. Consider the needs and strengths of the individual's family and then build community networks to provide counseling, safety planning, and other services to help the family cope with the emotional, financial, and interpersonal issues surrounding the individual's return.
- E. Create policies for child-support debt management and collection that encourage payment and family stability, and engage family members in creating a viable support strategy.
- F. Ensure timely and appropriate notification of key representatives of the community.

Policy Statement 24: Identification and Benefits - *Ensure that individuals exit prison or jail with appropriate forms of identification and that those eligible for public benefits receive those benefits immediately upon their release from prison or jail.*

Recommendations:

- A. Ensure interagency collaboration to effectively screen inmates for eligibility for TANF, Medicaid, supplemental security income, food stamps, and other benefits, and to facilitate successful pre-release application for these benefits.
- B. Assess individuals in prison or jail for eligibility for veterans' benefits and services, and ensure access to those benefits for eligible individuals.
- C. Help inmates identify and apply for appropriate benefits and identification as part of their transition plan.
- D. Ensure that documents issued by departments of corrections are accepted as valid identification by other agencies.
- E. Improve collaboration among agencies serving individuals reentering the community.
- F. Ensure timely access to Medicaid after release for eligible individuals by suspending, instead of terminating, Medicaid benefits during incarceration.
- G. Facilitate access to "nonrecurrent" TANF benefits by individuals with criminal records who are re-entering the community.
- H. Adopt a narrow definition of "in violation of a condition of parole/probation" for the purposes of TANF, food stamps, SSI & public housing.
- I. Adopt balanced admission and eviction policies for public housing that consider individual circumstances.
- J. Ensure continued Medicaid coverage for TANF families with parents who are released from prison or jail.

Policy Statement 25: Design of Supervision Strategy - Review and prioritize what the releasing authority has established as terms and conditions of release and develop a supervision strategy that corresponds to the resources available to the supervising agency, reflects the likelihood of recidivism, and employs incentives to encourage compliance with the conditions of release.

Recommendations:

- A. Engage community members, including representatives from community corrections, law enforcement, and community-based organizations, to serve on a transition team with corrections staff, and charge the team with the development of a comprehensive supervision strategy.
- B. Apply the information from risk- and needs-assessment instruments administered prior to the release decision, and re-assess inmates if necessary to determine appropriate supervision strategies.
- C. Assign a supervision officer to each individual well before the date of his or her release and engage the officer on the transition planning team.
- D. Seek information from, and promote cooperation with, law enforcement in the jurisdiction to which an individual will return before his or her release.
- E. Transfer state prison inmates as the release date approaches (and as appropriate and feasible) to correctional facilities nearest to the community to which the individual will return.
- F. Provide each individual before release with a written copy of his or her terms and conditions of release and transition plan and explain them clearly, ensuring that he or she understands them.

Policy Statement 26: Implementation of Supervision Strategy - *Concentrate community supervision resources on the period immediately following the person's release from prison or jail, and adjust supervision strategies as the needs of the person released, the victim, the community, and the family change.*

Recommendations:

- A. Focus supervision resources on the period directly following release.
- B. Ensure contact between the supervision officer and probationer/parolee corresponds to level of risk presented.
- C. Supervise probationers or parolees in the community where they live.
- D. Coordinate the activities of local law enforcement and probation and parole agencies.
- E. Leverage community-based networks to assist with the implementation of the supervision strategy, and consult family and community members regularly to determine their assessment of the person's adjustment to the home and/or neighborhood.
- F. Assess periodically the extent to which the individual's transition into the community is proceeding successfully and modify the supervision plan accordingly.
- G. Facilitate compliance by recognizing that people under supervision will require an adjustment period, and address the issues that this period poses.

Policy Statement 27: Maintaining Continuity of Care - *Facilitate releasees' sustained engagement in treatment, mental health and supportive health services, and stable housing.*

Recommendations:

- A. Train community corrections officers to understand—and respond effectively to—the special needs of individuals with mental illness on probation or parole.
- B. Ensure that all community supervision officers know how to monitor people with substance abuse issues and how to engage probationers and parolees in treatment, where appropriate.
- C. Coordinate physical health services for individuals with special health needs.
- D. Implement policies and programs that prevent people leaving prison or jail from entering emergency shelters or otherwise becoming homeless.
- E. Foster stability in housing for individuals released to the community.

Policy Statement 28: Job Development and Supportive Employment - Recognize and address the obstacles that make it difficult for an ex-offender to obtain and retain viable employment while under community supervision.

Recommendations:

- A. Update community corrections policy so that it encourages, rather than discourages, employing people on probation or parole.
- B. Assist, to the extent appropriate, people with criminal records seeking to surmount legal and logistical obstacles to employment.
- C. Promote supportive transitional employment programs through community corrections.

Policy Statement 29: Graduated Responses - *Ensure that community corrections officers have a range of options available to them to reinforce positive behavior and to address, swiftly and certainly, failures to comply with conditions of release.*

Recommendations:

- A. Establish an organized structure to guide the imposition of sanctions.
- B. Consider revocation and re-incarceration as the most serious of many different options available for addressing violations.
- C. Assess individuals who violate conditions of release to gauge the level of response needed.
- D. Respond to technical violations of conditions of release by restructuring the conditions and expectations in a manner most likely to correct behavior and by imposing community-based responses. **PENDING**
- E. Ensure meaningful positive reinforcements exist to encourage compliance with the terms and conditions of release.
- F. Consider privacy and confidentiality issues when sharing information.
- G. Engage the community in the process of responding to parole and probation violations.
- H. Provide the victim with an opportunity to inform the imposition of graduated responses.
- I. Provide judges who play a role in the supervision process with adequate information and training on how to tailor sanctions to the individual and the violation. **NOT APPLICABLE**



MPRI Funding for Fiscal Year 2006

October 1, 2005

The Michigan Legislature has approved Governor Jennifer Granholm's recommendation for a total of \$12 million for the Fiscal Year (FY) 2006 Michigan Department of Corrections' (MDOC) budget for implementation of the Michigan Prisoner ReEntry Initiative (MPRI). Moreover, due to the aggressive management approach for the MPRI, these funds will be used immediately for implementation of the MPRI Model. This funding is in addition to several million dollars that the MDOC has reinvested for implementation of several components of the Model.

\$11 million dollars will be used for pilot sites and programs beginning in October of 2005:

- \$5,000,000 for the first eight Pilot Sites for parolee services in the areas of housing and employment; alcohol, drug addiction, and mental health services; community coordination activities and management of local "Comprehensive Prisoner ReEntry Plans" for each community. In anticipation of approval by the Legislature of the Governor's recommendation for MPRI funding, the Policy and Strategic Planning Administration worked with the MPRI partners at Public Policy Associates and the Michigan Council on Crime and Delinquency to develop and promulgate an application for FY 2006 funds that requires the first draft of a local "comprehensive re-entry plan" for their community. These grant requests have already been reviewed and approved for funding for FY 2006 in the amount of \$625,000 for each of the first eight Pilot Sites¹.
- \$3,000,000 for Parolee Reintegration Services in the areas of residential, day reporting and other services. Again, in anticipation of this funding approval, several grants are already prepared for approval including residential, day reporting and employment services for women in Wayne County where the majority of our female offenders return. All of these services are already linked to the Intensive ReEntry Unit for female inmates at the Huron Valley Complex for Women in Ypsilanti where the MPRI process begins.
- \$3,000,000 for a statewide Mentally Ill Inmate ReEntry Demonstration Project. This Request for Proposal required special creativity as the interaction between the prison system and the mental health system has historically been very difficult. We have approved a contract to demonstrate how to achieve success with this difficult population.

\$1 million dollars will be used for planning and administration of the MPRI in FY 2006 within the MDOC:

- In order to manage the MPRI, the MDOC created in FY 2004 the Policy and Strategic Planning Administration which includes the Office of Offender ReEntry (OOR). In FY 2006, the OOR will be fully staffed with a manager, two community liaisons and a three-person Grants Management Unit.

¹ FY2006 First Round Pilot Sites (Berrien, Capital Area, Genesee, Kalamazoo, Kent, Macomb, 9-County Rural, Wayne)
FY2007 Second Round Pilot Sites (Muskegon, Calhoun, Jackson, Saginaw, Washtenaw, Oakland, St. Clair)

- In order to design, implement, and manage the performance and evaluative aspects of the MPRI, the Administration expanded the Office of Research and Planning with the reassignment or hiring of several dedicated employees. In FY 2006, this increased level of staffing will allow dedicated staff to assess, assist and monitor the increased use of Evidence-Based Practices in prisons and in the field as well as assist Public Policy Associates with the overall evaluation of the MPRI.

The staff completed the reviews of 12 prisons in September of 2005 to determine their preparedness for the MPRI and to develop specific plans of action for their implementation. As a result, the first eight MPRI Prison Facilities will begin implementing the MPRI for their first 20 inmates. These eight prisons are associated with the first eight pilot sites and have greatly benefited from what has been learned at the Intensive ReEntry Units that have been operating for several months.

- In order to help manage the local implementation process, the MDOC Field Operations Administration created four positions to assist with the MPRI at the Intensive ReEntry Units that opened in FY 2005 in Ypsilanti (52 beds for women) and in Jackson (480 beds for men). Having parole agents on site at the prisons is a critical innovation that allows the ReEntry Model to become an operational reality. The team of prison staff, parole staff and community representatives which comprise the Pilot Site Transition Teams have been interacting for months on these inmates' Transition Accountability Plans and staff report great improvements in the progress of the inmates upon release.

This funding augments the funding that has been made available for the operation of the Intensive ReEntry Units for FY 2005 and FY 2006 in the approximate amount of \$3 million.

- Contract funds are available and will be used in FY 2006 to support the work of both Public Policy Associates (PPA) and the Michigan Council on Crime and Delinquency (MCCD) for services and costs associated with the organization, operations and training of the local pilot sites in areas not covered by a grant provide to PPA by the JEHT Foundation. The JEHT Foundation is providing \$2 million to PPA for Community Coordinators, Public Outreach and Evaluation of the MPRI.

The \$5 million recommended for FY 2006 pilot site implementation includes funds for community coordination and management. While the money for services is the primary objective of state funding, MDOC will allow up to \$75,000 of the funds to be used for ongoing community coordination and management of the communities' Comprehensive ReEntry Plans. This allowance is sufficient to completely cover the costs of Community Coordinators who are expected to become "local employees" as early as November 1, 2005—two full months ahead of schedule. As a result, the funds from the JEHT Foundation will be available sooner than expected to begin the next round of Pilot Sites.

The MDOC/Office of Offender ReEntry, PPA and MCCD will work with the second round of pilot sites immediately so that Community Coordinators can be hired as early as possible in FY 2006 to begin the local community assessments of the assets, barriers and gaps for prisoner re-entry.



The MPRI Statewide Implementation Plan: A Three-Step Approach

The Michigan Prisoner ReEntry Initiative (MPRI) will be implemented statewide in a three-step approach with the goal of having the entire state involved in the MPRI Model by September 30, 2007.

The Implementation Plan describes:

- The three-step approach to implementation.
- The activities that will occur in each Pilot Site as part of MPRI and describes how JEHT Foundation funds will be blended with Michigan Department of Corrections (MDOC) funds to form a comprehensive and seamless funding strategy that will enable effective implementation.
- The roles and responsibilities of the three organizations involved in planning and coordinating the implementation of MPRI: Public Policy Associates (PPA), PPA's non-profit partner, the Michigan Council on Crime and Delinquency (MCCD), and the Michigan Department of Corrections (MDOC).

The first eight Pilot Sites were selected because those communities had begun community coordination and re-entry planning with their own resources. These first sites include 7 of the 14 urban counties that account for 75% of all prison releases each year. The remaining urban counties will be included in the second wave of Pilot Sites beginning in fiscal year (FY) 2006.

The goal is to ensure that all 14 urban counties are fully operational before the end of Fiscal Year 2006 with some evidence collected that demonstrates the effectiveness of the MPRI in reducing recidivism across a broad base of communities.

STEP ONE: Fiscal Year 2005

In FY2005, the MPRI implemented the Model in 8 pilot jurisdictions covering 16 counties. Eight Community Coordinators were hired—one Coordinator per site. These 16 counties have over 3,500 citizens in prison that will be reviewed for parole in the next 12 months. The first 8 Pilot Sites began implementation with varying degrees of readiness. The goal of our implementation plan was to have all of the first 8 sites operational before the end of FY2005. The following are the counties involved in the first 8 sites:

- | | |
|-------------------|-------------------------|
| ■ Wayne County* | ■ Kalamazoo County* |
| ■ Kent County* | ■ Ingham County* |
| ■ Genesee County* | ■ Berrien County * |
| ■ Macomb County* | ■ 9-County Rural Region |

STEP TWO: Fiscal Year 2006

In FY2006, an additional seven Pilot Sites will be targeted. One Coordinator per site is required to organize these sites. These seven sites will include the remaining seven urban counties. Fifteen total Community Coordinators will be employed in FY 2006. The first eight Community Coordinators will remain in their original sites. Beginning in January 2006, the costs for the first eight Community Coordinators will be fully funded by MDOC funds.

- Oakland County*
- Muskegon County*
- Jackson County*
- Saginaw County*¹
- Washtenaw County*
- St. Clair County*
- Calhoun County*

STEP THREE: Fiscal Year 2007

In FY2007, the remaining rural counties will be added as the final step of statewide implementation. The numbers of prisoners returning to these jurisdictions are low and the existing capabilities in each jurisdiction are comparatively strong. Four Community Coordinators will be required to organize all remaining rural counties; thus, each will cover multiple jurisdictions. Beginning in October 2006 (the start of FY2007), MDOC will fully fund the costs of the 14 previously hired Community Coordinators. JEHT Foundation funds would be used beginning in January 2007 to fund the four remaining Community Coordinators. MDOC would cover the costs of all Community Coordinators (total of 18) beginning in October 2007. Funding for the Community Coordinators would continue indefinitely by MDOC or other funding sources.

A Pilot Site will be considered fully operational when it is involved in all three phases of the MPRI Model that includes all four types of Transition Accountability Plans (TAPs) for as many offenders as the Pilot Site can handle. Over time, increasing numbers of inmates will be identified in the MPRI Getting Ready Phase so that increasing numbers of inmates will be fully engaged in the MPRI Model. It is expected to take several years for all inmates to be fully engaged in the process.

At each step of the implementation process, each of the Pilot Sites will be involved in extensive training in Evidence-Based Practices, the development of specific performance measures for increased parolee success, and the development of Comprehensive ReEntry Plans.

As previously stated, the vehicle for permanent funding for local community coordination is the local Comprehensive ReEntry Plan that will specify each Pilot Site's plans to increase parolee success through improved policies, processes, and programs as a result of carefully planned use of the many assets already in the community, the identification and breaking of barriers that hinder parolee success, and the identification and funding of the gaps in services. These gaps in services will undoubtedly revolve around the issues of housing, employment, and services.

The Role of Public Policy Associates

Because of PPA's extensive experience facilitating systems change, its intimate knowledge of the MPRI, and direct affiliation with the National Institute of Corrections (NIC) as the site of the NIC Michigan State Coordinator, PPA is the project manager and operational administrator of the MPRI implementation process. PPA's five main responsibilities include:

- Strategic policy planning in collaboration with MPRI.
- Training, facilitation, oversight, and fiduciary responsibilities of statewide MPRI implementation.
- Provision of technical assistance as needed to avoid problems, overcome challenges, and ensure the knowledge necessary to learn from this historic process is captured for future utilization.
- Obtaining communications expertise and implementing the communications strategic plan.
- Coordinating the evaluation (to be funded separately).

The Role of the Michigan Council on Crime and Delinquency (MCCD)

MCCD has been involved in the MPRI since its inception and has proven to be a valuable planning partner. The agency's historic context for work in the justice arena is unmatched in the state and, with its long history of effective management, provides an essential resource to the implementation process. Their primary role, in addition to continued planning as a member of the Executive Management Team, is on the management and coordination of the Community Coordinators hired with JEHT Foundation funds until such time that State dollars are available to continue the essential and continual work of community coordination.

The Role of the Michigan Department of Corrections

MDOC is inextricably connected to every aspect of the MPRI. MDOC's Policy and Strategic Planning Administration has been charged with the operational success of the MPRI, and Dennis Schrantz, Deputy Director of the Administration, serves on the State Policy Team as the MPRI Manager and chairs the Executive Management Team. In order to support the efforts of implementing the MPRI Model and provide stewardship for the dramatic systems-change process involved with the Initiative, Patricia L. Caruso, MDOC Director, formed an Office of Offender ReEntry within the Administration and approved a staffing structure that includes Community Liaison positions to work closely with PPA and MCCD and the local Community Coordinators.

The purpose of the Office of Offender ReEntry is to manage and staff the MPRI. The three areas of responsibilities include establishing a systemwide, milieu shift within the MDOC, strategic planning for MPRI, and forming partnerships with other agencies to ensure effective collaboration on MPRI. The other offices under the Policy and Strategic Planning Administration are fully engaged in the MPRI. Both the Office of Research and Planning and the Office of Policy and Hearings have been completely re-structured to allow for not only maximum participation in MPRI planning but also to allow for the management and oversight of the evaluation of the Initiative and the development and implementation of new and adapted policies within the MDOC that will ensure that the elements of the MPRI that affect the Department are permanent.

ⁱ Funding has not yet been identified for the seventh Community Coordinator.



The COMPAS: Risk & Needs Assessment in the MPRI Model

The variables and principles of the MPRI Assessment Instrument require that standardized, accurate and complete assessments of risk, needs and strengths be performed at prison intake and periodically thereafter (See Table 1). The assessments must identify the risk of failure for each offender and which programs, treatments and interventions will most effectively reduce each offender's risk of failure. Periodic reassessment must be done to ensure the degree to which each offender's risks and needs are being affected at each stage of the MPRI process from intake through discharge and aftercare. Further, assessment must be based on a measurement instrument that is accurate, affordable, understandable and useful for case planning and management. They must be simple. Offenders must completely understand and buy into the process for it to be effective. MPRI Pilot Sites will be using the COMPAS assessment tool.

Prisoner Assessment and Planning

The MPRI will be using the COMPAS risk assessment instrument that addresses certain variables and key principles that underlie the Initiative, based on research that shows what works to reduce recidivism. COMPAS is a statistically-based, risk assessment tool designed for assessment of risk and needs factors in correctional populations, and for providing decision support to justice professionals in assessing offenders for community placement. COMPAS is automated, theory-driven and designed to assist practitioners in designing case management support systems for offenders in community placement settings.

A unique aspect of the COMPAS design is that it addresses four separate risk assessment systems: Violence, Recidivism, Flight, Community Technical Violations. In addition, COMPAS has built multiple validity tests into the assessment instrument to improve reliability of the collected data. The COMPAS application is highly adaptable, with the ability to select all of the standard 22 risk and criminogenic scales, including Criminal Behavior, Needs and Social Factors, Personality, Cognition and Social Supports, Recidivism-related factors, and Validity scales.

Perhaps the most important aspect of the COMPAS, from an operational, service-delivery standpoint is that it addresses the principle of "responsivity" in that it is designed to build the Case Management Plan based on the unique needs, risks and strengths of the prisoner and leads to the successful match to programs during the pre-release phase of the MPRI.

Data Collection and Analysis for Future Efforts

The COMPAS system will provide the MDOC and the Oakland County Pilot Site the capacity to enable users to input data related to offender risk, needs and strengths, specifically in the areas of: Criminal Attitudes, Educational Achievement, Vocational Training and related abilities, Substance Abuse History, Criminal Associates/Family, Mental Health History, Housing/Neighborhood, and Employment History/Financial Stability. Northpointe, Inc., which developed the COMPAS and is under contract with the MDOC, will routinely assess the collected data and assessment scales for internal validity, and present the outcomes study to the MDOC. “Known-group” analysis will also be conducted on the MDOC data as an additional validity measure in testing the differentiation between selected offender risk groups. MDOC staff feedback and administrative requirements will also be employed to enhance operational revisions at the early stages of the COMPAS tool implementation, including the potential inclusion of additional risk or need scales into the instrument.

Table 1

Key Variables for the MPRI Assessment Instrument

- Identifies needs and strengths and measure risk of recidivism.
- Is valid and reliable.
- Is useful for TAP, Case Management, and structured decision making.
- Is appropriate for repeated measures of dynamic factors and risks.
- Is accessible for data and data systems.
- Meets several resource requirements:
 1. *Be cost effective,*
 2. *Not negatively impact number of staff required to process,*
 3. *Have feasible training requirements,*
 4. *Have feasible impacts on work processing time,*
 5. *Be highly adaptable*

Key Principles for the MPRI Assessment Instrument

- **Risk:** It is possible to predict which offenders present a greater level of risk of failure.
- **Need:** Parole failure can be reduced if factors that cause new criminal behavior (dynamic needs) can be changed through treatment, programs and addressing other needs.
- **Responsivity:** Different offenders respond positively to various treatments and methods of delivery and the selection of programs, treatments and interventions should be based on case specific factors. The assessment leads to the proper match of programs.
- **Grounded in Evidence Based Practices:** Treatment and program assignments and resources be allocated according to which have shown to be effective at reducing parole failure rates for specific groups of offenders.



Transition Accountability Plans and the Importance of Prison In-Reach

The lynchpin of the MPRI Model is the development and use of Transition Accountability Plans (TAPs) at four critical points in the prisoner transition process. Each of the TAPs succinctly describe for the prisoner or former prisoner, the corrections and/or field staff and the community exactly what is expected for a successful re-entry process. Under the Michigan Prisoner ReEntry Initiative (MPRI) Model, the TAPs, which consist of summaries of the offender's Case Management Plan at critical junctures in the transition process, are prepared with each prisoner at reception as part of the prison intake process (Phase I), as part of the parole decision process when the prisoner is approaching his Earliest Release Date or ERD¹ (Phase II), when the prisoner re-enters the community, and when the former prisoner is to be discharged from parole supervision. So, TAPs serve as concise guides for prisoners, former prisoners, corrections and field staff and community service providers:

- **TAP1:** The expectations for the prison term that will help prisoners prepare for release.
- **TAP2:** The terms and conditions of prisoner release to communities.
- **TAP3:** The supervision and services former prisoners will experience in the community.
- **TAP4:** The elements of the Case Management Plan for eventual discharge from parole.

The TAP integrates offenders' transition from prisons to communities by spanning phases in the transition process and agency boundaries. The TAP is a collaborative product that at any given time may involve prison staff, the prisoner, the parole board, parole field agents, human services providers (public and/or private), victims, and neighborhood and community organizations. The TAP describes actions that must occur to prepare individual prisoners for release to the community, defines terms and conditions of their parole supervision, specifies both the type and degree of supervision and the array of services they will experience in the community, and describes their eventual discharge to aftercare upon successful completion of supervision from parole. The objective of the TAP process is to increase both overall community protection by lowering risk to persons and property and by increasing individual offender's prospects for successful return to and self-sufficiency in the community.

The TAP process begins soon after offenders enter prison and continues during their terms of confinement, through their release from prison, and continues after their discharge from supervision as an evolving framework for aftercare provided by human service agencies or other means of self-help and support. The TAP1 is developed by prison and academic and education staff in the prisons that form the TAP1 Transition Team. Beginning with the TAP2, the TAPs are developed by a Transition Team that includes prison staff, parole supervision staff, and community agencies and service providers. Thus, the membership of the Transition Team and their respective roles and responsibilities change over time as the prisoner moves through the re-entry process. During the institutional phase (Phase I) prison staff lead the team. During the reentry and community supervision phases (Phase II and III) field supervision staff lead the team with both prison staff and community services providers as partners in the collaborative process. After former prisoners have successfully completed community supervision, their TAP will continue as needed and be managed by staff of human services agencies as the former prisoner continues to receive services and support. At each stage in the process Transition Team members will use a case management model to monitor progress in implementing the TAP.

The TAP reduces uncertainty in terms of release dates and actions (and timing of actions) that need to be taken by prisoners, prison staff, the parole board, field agents, and partnering community agencies. Increased certainty will

¹ The first model Michigan used to develop the MPRI, NIC's "Transition from Prison to Community Initiative" model, referred to the prisoner's "Targeted Release Date" as an important factor for re-entry process. In Michigan, the release date is subject to parole board approval and the earliest a prisoner can be released from prison is the ERD. Therefore, the ERD is the Targeted Release Date.

motivate prisoners and former prisoners to fully participate in the TAP process and to become engaged in fulfilling their responsibilities and will ensure that all parties are held accountable for timely performance of their respective responsibilities.

Principles that Guide the Transition Accountability Plan Development Process

1. The TAP process starts during an offender's classification soon after their admission to prison and continues through their ultimate discharge from community supervision.
2. TAPs define programs or interventions to modify individual offender's dynamic risk factors that were identified in a systematic assessment process; address the prisoner or former prisoner's needs and build on the identified strength of each individual. Thus, the prisoner is at the center of the TAP process.
3. TAPs are sensitive to the requirements of public safety, and to the rational timing and availability of services. In an ideal system, every prisoner would have access to programs and services to modify dynamic risk factors. In a system constrained by finite resources, officials need to rationally allocate access to services and resources, using risk management strategies as the basis for that allocation.
4. Appropriate partners should participate in the planning and implementation of individual offender's TAPs. These include the prisoner or former prisoner, prison staff, releasing authorities, supervision authorities, victims, offenders' families and significant others, human service agencies, and volunteer and faith-based organizations. While corrections staff lead the Transition Team, community representatives are vital partners in the process. The design of the TAP is a collaborative process.
5. Individual TAPs delineate the specific responsibilities of prisoners and former prisoners, correctional agencies and system partners in the creation, modification, and effective application of the plans. The TAPs hold both prisoners and service agencies accountable for performance of those responsibilities.
6. While all four TAPs should include the types of services that are needed to address identified needs, reduce identified risks and build on identified strengths, beginning with the TAP2, they should encompass the enrollment of the prisoner in the agencies responsible for the services. The TAP2 is the first TAP that is developed as a "prison in-reach" process that brings community representatives into the prisons to interact with the prisoners. **Prison In-Reach is a major distinction between the way business has been done in the past and the way it is improved and is one of the most important innovations of the MPRI Model.**
7. TAPs provide a long-term road map to achieve continuity in the delivery of treatments and services, and in the sharing of requisite information, both over time and across and between agencies. This is particularly essential during the re-entry phase (Phase II) when the boundaries between agencies are literally fences and brick walls. The TAP2 must serve as more than a plan – it must serve as a highly specific schedule of events beginning with the prisoner's Orientation Session with the field agent on the day of release, and must include the expectations of how the former prisoner will spend his or her time during at least the first month of release. Perhaps the most vulnerable time for former prisoners is their first month in the community.
8. A case management process is used to arrange, advocate, coordinate, and monitor the delivery of a package of services needed to meet the specific offender's needs. During the prison portion of the TAP process, prison staff will function as case managers who will engage in preparing prisoners for their eventual release through pre-release programming and Prison In-Reach services facilitated with experts from the community. Upon release, and as they adjust to community supervision, their field agent will become the case manager and work with the prisoner and community representatives on transition teams. When they are successfully discharged from supervision, a staff member from a human service agency may assume case management responsibilities for former prisoners who continue to need services and support.

As can be seen from these principles, perhaps the most pivotal activity that distinguishes the old way of doing business from the new way is the Prison In-Reach process that is the centerpiece of MPRI Phase II, the Re-Entry

Phase. When reviewing the Policy Statements and Recommendations that comprise the MPRI Model, the importance of the Prison In-Reach process becomes more focused.

The MPRI Model: Policy Statements Affecting Prison In-Reach

There are a series of Policy Statements in the MPRI Model that require an aggressive and productive Prison In-Reach process followed by an equally aggressive supervision strategy – especially during the pivotal first month of release. There are nine (9) Policy Statements that affect the manner in which the Prison In-Reach process is utilized to create strong Transition Accountability Plans during what is the most important phase of the MPRI Model (both TAP2 and TAP3). Each of these Policy Statements is discussed below in terms of how MPRI Phase II and specifically, the Prison In-Reach process should be utilized to meet the expectations of the Model. References to the information that should be included in the TAP2 are underlined for emphasis. When applicable, other actions that should be considered by the Steering Team are also mentioned.

Policy Statement 19 regarding Housing: Facilitate prisoner’s access to stable housing upon re-entry.

Affordable and sustainable shelter is fundamental to the re-entry process. Many prisoners have a place to stay upon release but few have a place to live. It is critical, therefore, that during Phase II and the Prison In-Reach process that the Transition Team, as representatives of the local community-based organizations to which the prisoner will return, are familiar with the full range of housing options available in each community and maintain lists or inventories of available housing. This information must be matched to the specific needs of the prisoner as the Transition Team determines - on an individualized basis - the particular housing needs for each prisoner, taking into account the feasibility, safety, and appropriateness of an individual living with family members after his or her release. The linkage here with Family Reunification activities are critical as they can help identify and address family violence risks of any prisoner whose return to the community may pose a risk to the individual or to his or her family or partner. The TAP2 must clearly identify the appropriate housing option for each prisoner well in advance of release and complete the paperwork needed to ensure enrollment or placement.

As part of the education program during Phase II, efforts should be made to educate prisoners about strategies for finding and maintaining housing in the community, and teach them about their legal rights as tenants in the private rental market. Funding is available to each Pilot Site to provide former prisoners who are entering the private rental market—and who demonstrate that they are without adequate resources to pay rent—with small stipends and/or housing assistance for the period immediately after release. To the extent that a Pilot Site community is in need of it, local Steering Team should develop “re-entry housing,” to meet the specific and unique needs of persons released from prison. Steering Teams need to encourage private sector or nonprofit housing developers or community-based organizations to develop housing accessible to former prisoners. Most of the Pilot Site communities have or are developing Community Plans to End Homelessness and local Steering Teams need to be involved in these efforts so former prisoners who have histories of homelessness as part of the homeless priority population, to facilitate their access to supportive housing made available under the McKinney-Vento Act.

Policy Statement 20 regarding Planning Continuity of Care: Prepare community-based health and treatment providers, prior to the release of an individual, to receive that person and to ensure that he or she receives uninterrupted services and supports upon his or her return community.

While this policy statement refers specifically to health care, it provides a guiding principle for the seamless delivery of all services, consistent with the Mission of MPRI. While specific action on the issue is still pending, the notion that prior to release prison staff prepare a summary health record containing information about important medical problems, prior diagnostic studies, allergies, and medications for each prisoner prior to his or her release is a significant recommendation within the MPRI Model. Connecting prisoners to treatment and health care providers in the community prior to their release from prison in order to prevent gaps in treatment and services is an essential component of the TAP2 and must be very specific including appointments with community health care professionals as soon as is appropriate. Pre-qualifications for Medicaid are now possible as a result of the Department of Community Health participating as a partner in the MPRI and this must be completed during Phase II. At the very least, the Transition Team must ensure that prisoners who are receiving medications are provided with a sufficient interim supply of essential medications upon their discharge into the community. As part of the education

programming during Phase II, prison staff should educate prisoners about the continuity of care that is available in their community and provide them with the summary health record and other medical records prior to discharge.

Policy Statement 21 regarding the Creation of Employment Opportunities: Promote, where appropriate, the employment of people released from prison and facilitate the creation of job opportunities for this population that will benefit communities.

While many of the recommendations needed to meet this policy statement are about community development, others are quite germane to the Phase II and Prison In-Reach process. To set the stage for developing the TAP2, local Steering Teams and their community coordinators need to be aggressive and clear about their plans to “soften” the labor market for returning prisoners. As the recommendations suggest, these four activities are critical:

- Educate employers about financial incentives, such as the Federal Bonding Program, Work Opportunity Tax Credit, Welfare-to-Work programs, and first-source agreements, which make a person who was released from prison a more appealing prospective employee.
- Determine which industries and employers are willing to hire people with criminal records and encourage job development and placement in those sectors.
- Review employment laws that affect the employment of people based on criminal history, and eliminate those provisions that are not directly linked to improving public safety.
- Promote individualized decisions about hiring instead of blanket bans and provide documented means for people with convictions to demonstrate rehabilitation.

More specific to the TAP2, this policy statement pushed communities to consider the use of mentors as third-party intermediaries to assist employers with the supervision and management of former prisoners is an idea that is on the front burner for many of the MPRI Pilot Sites. The development of “social enterprise” businesses is also being considered by the Office of Offender ReEntry (See the Concept Paper, *Project REHAB – Former Prisoners Housing and Building Project*). This concept includes the approach of developing temporary employment – especially through Michigan Works! Employment Readiness Programs for prisoners and former prisoners - who cannot find work so that they can acquire real work experience and on-the-job training. If “job mentors” are part of the supervision strategy, then the connection of the prisoner with the mentor prior to release is essential. If Michigan Works! agencies, their subcontractors or social enterprises are to be part of the TAP2, they must be identified and specified TAP2 with the necessary paperwork for enrollment and/or pre-qualification completed prior to release.

Policy Statement 22 regarding Workforce Development and the Transition Plan: Connect prisoners to employment, including supportive employment and employment services, before their release to the community.

If housing is one of the most essential ingredients of successful re-entry, employment is the most important. As stated above, the MPRI envisions prisoners having jobs waiting for them upon release as a result of a wide variety of activities but regardless of this capability, Transition Teams must initiate job searches before prisoners are released using community-based workforce development resources and indicate the results of these efforts in the TAP2. During Phase II and as part of the Prison In-Reach process, Transition Teams – with the fully engaged support from their Steering Teams – must encourage employers to visit the correctional facility to meet with prospective employees before release. In one sense, perhaps the most important aspect of the MPRI Phase II Prison In-Reach process is to engage community members and community-based services to act as intermediaries between employers and job-seeking prisoners. The transfer of prisoners to prisons closer to their community of release is intended to facilitate this process. As part of the TAP2, the Transition Team should work with prisoners to maintain written information in their “re-entry portfolio” about their prospective employers or community employment service providers and official documentation of their skills and experience, including widely accepted credentials and/or letters of recommendation.

Policy Statement 23 regarding Victims, Families, and Communities: Prepare family members, victims, and relevant community members for the released individual’s return to the community, and provide them with protection, counseling, services and support, as needed and appropriate.

Many of the recommendations for implementation of this critical policy statement have to do with improved functioning with state and local criminal justice agencies and are the subject of implementation strategies being considered by the Executive Management and State Policy Teams as well as the department-based, Resource Implementation Teams (See Issue Brief on MPRI Organizational Structure). These recommendations form the backdrop for the more specific work that needs to be done as part of the TAP2 development process and should be on the “to do” list of every Pilot Site when the recommendations are under their control:

- Provide notification and information to victims concerning the prisoner’s release and re-entry process.
- Offer counseling and support to crime victims preparing for the return of an individual to the community.
- Create policies for victim restitution and child-support debt management, including collection processes, that encourage payment and family stability, and engage family members in creating a viable support strategy.
- Ensure timely and appropriate notification of key community representatives of the prisoner’s release.

As part of the Prison In-Reach process, the Transition Teams should be working with family members so that they not only receive adequate notification and information regarding the prisoner’s impending release, but are engaged in family re-unification activities. To the extent family re-unification efforts must continue upon release, they need to be fully specified in the TAP2. These types of services, as part of the community supervision strategy must consider the needs and strengths of the prisoner’s family and then build community networks to provide counseling, safety planning, and other services to help the family cope with the emotional, financial, and interpersonal issues surrounding the individual’s return. These activities can be paid for using the MPRI funding from the MDOC.

Policy Statement 24 regarding Identification and Benefits: Ensure that prisoners re-enter their communities with appropriate forms of identification and that those eligible for public benefits receive those benefits immediately upon their release.

This policy statement is going to require a great degree of improved collaboration among agencies that are committed to the MPRI. To begin with, the Transition Teams will need to ensure that the process of applying for proper and fully acceptable forms of identification, including funding sources where prisoners lack adequate funds for obtaining identification, are put into motion at the earliest possible time during Phase II. Eventually, this process will begin during Phase I – as early as when the prisoner is admitted at the reception center – but until then, the process must take place during Phase II. The degree to which issuance of identification documents have been obtained or still need to be obtained – with specific steps in the process (phone calls, appointments and the individuals to whom the former prisoner will need to speak) must be documented in the TAP2 and contained in the prisoner’s ReEntry Portfolio.

At the same time, the State Policy Team will be asked to work with the Michigan Secretary of State and other state agencies to allow prisoner’s MDOC identification to be accepted as valid identification by other agencies. Having the chief deputies or directors of state agencies engaged in the MPRI through the State Policy Team is expected to pave the way for “system change”. For example, timely access to Medicaid benefits has been greatly improved upon since the agreement from the Department of Community Health to suspend, instead of terminate, Medicaid benefits during incarceration. Other recommendations that support this policy statement need to be addressed at the state level by the Executive Management and State Policy Teams, at the local level by the Steering Teams and on a case-by-case basis with each prisoner as part of the Prison In-Reach and TAP2 development process. Helping prisoners identify and apply for appropriate benefits and identification as part of their TAP2 by directly engaging with the appropriate agencies is one of the many reasons that prisoners are being housed in facilities closer to their homes. The Prison In-Reach and TAP2 process should include a series of activities that need to be documented in the TAP2 and/or the prisoner ReEntry Portfolio:

- Ensure interagency collaboration to effectively screen prisoners for eligibility for Temporary Assistance for Needy Families (TANF), Medicaid, supplemental security income, food stamps, and other benefits, and to facilitate successful pre-release application for these benefits.
- Assess prisoners for eligibility for veterans’ benefits and services, and ensure access to those benefits.
- Facilitate access to “non-recurrent” TANF benefits for former prisoners.
- Adopt a narrow definition of “in violation of a condition of parole/probation” for the purposes of TANF, food stamps, SSI & public housing.

- Adopt balanced admission and eviction policies for public housing that consider individual circumstances.
- Ensure continued Medicaid coverage for TANF families with parents who are released from prison.

Policy Statement 25 regarding the Design of the Supervision Strategy: Review and prioritize what the releasing authority has established as terms and conditions of release and develop a supervision strategy that corresponds to the resources available to the supervising agency, reflects the likelihood of recidivism, and employs incentives to encourage compliance with the conditions of release.

Several of the recommendations that support this policy statement are already in place and represent several of the fundamental components of the MPRI Model. These recommendations and the status of each are as follows:

- Engage community members, including representatives from community corrections, law enforcement, and community-based organizations, to serve on a transition team with corrections staff, and charge the team with the development of a comprehensive supervision strategy. *To date, however, the focus has been more on the TAP2, rather than a “comprehensive supervision strategy” which is what the TAP3 – still under design - should accomplish.*
- Transfer prisoners as the release date approaches (and as appropriate and feasible) to correctional facilities nearest to the community to which the individual will return. *These transfers have taken place but are currently only about 4 months prior to release. In the next “wave” of prisoner transfers, it is expected that they will be at the Phase II Prison Facility site for up to six months. Eventually, this will extend to nine months to a year as the MPRI process matures.*
- Assign a supervision field agent to each prisoner before the date of his or her release and engage the field agent on the transition planning team. *A different agent from the one who will actually supervise the former prisoner may be assigned to work with the prisoners at the MPRI Prison Facility.*
- Provide each individual before release with a written copy of his or her terms and conditions of release and their TAP2. Explain both documents to them clearly, ensuring that he/she understands them. *This happens at the facility prior to release and during orientation session at the parole office immediately after release.*
- Seek information from, and promote cooperation with, law enforcement in the jurisdiction to which an individual will return before his or her release. *If Steering Teams have engaged local law enforcement officials in the MPRI process, this should be the subject of discussion and planning.*

Finally, once the MDOC has developed it, during Phase II, MDOC staff will apply the information from risk, needs, and strengths assessment instrument administered prior to the release decision, and re-assess prisoners if necessary to determine appropriate supervision strategies. This is expected to be developed in the next six months to a year.

Policy Statement 26 regarding the Implementation of the Supervision Strategy: Concentrate community supervision resources on the period immediately following the prisoners release and adjust supervision strategies as the needs of the former prisoner, the victim, the community, and the family change.

The primary point of this policy statement is to focus supervision resources on the period directly following release and to ensure that contact between the field agent and former prisoner corresponds to the level of risk presented. To begin with, all re-entry former prisoners will be placed on maximum supervision to assure at least weekly contact for the first three months of release. The field agents assigned to MPRI cases will eventually move toward more “community supervision” that allows them to supervise probationers or parolees in the community – and the neighborhoods - where they live. As parole agents become more familiar with the MPRI process and engage in dedicated training on improved “case management” as opposed to “case supervision”, the agents will facilitate compliance by recognizing that people under supervision will require an adjustment period, and address the issues that this period poses.

One of the major “cultural changes” that needs to be managed within the parole supervision process is more effective leveraging of the community-based network to assist with the implementation of the supervision strategy, and the

periodic consultation with family and community members to determine their assessment of the person's adjustment to the home and/or neighborhood. This is critical as part of the process to assess periodically the extent to which the individual's transition into the community is proceeding successfully and the extent to which it may be necessary to modify the supervision plan accordingly. Explicit discussion by the Transition Team of the community supervision strategy – and the degree to which these points will be considered – is an essential step in the Prison In-Reach and TAP2 process. Finally, as a result of the local comprehensive planning process, greater coordination of the activities of local law enforcement and field staff is expected.

Policy Statement 27 regarding Maintaining Continuity of Care: Facilitate former prisoners' sustained engagement in treatment, mental health and supportive health services, and stable housing.

Special training is needed for field agents to understand—and respond effectively to—the special needs of former prisoners with mental illness. One of the recommendations under this policy statement that needs to be implemented is to ensure that all field agents know how to monitor people with substance abuse issues and how to engage former prisoners in treatment, where appropriate. In terms of health care, there needs to be improved coordination of physical health services for individuals with special health needs and these needs should be documented in the TAP2. At the state level, the State Policy Team will be determining the potential to implement policies and programs that prevent former prisoners from entering emergency shelters or otherwise becoming homeless upon release as they attempt to foster stability in housing.

Community Involvement in the MPRI Process and the Role of the Community Coordinator

It is clear then, that each of the major decision points for improved prisoner re-entry under the MPRI Model must involve community input and collaboration. Without local community involvement, the process would be viewed as “top down” and undoubtedly miss the opportunities for local expertise and experience at the ground level where service delivery must be focused. The primary role of the MPRI Community Coordinator is to be the “point person” to coordinate the community's input so that the key local stakeholders have enhanced capability to adjust their processes accordingly and have in place a communications system to make certain everyone is clear about the process and has a voice in its development. The primary tasks of the Community Coordinator include:

- *Task 1.* The Community Coordinator will be responsible for making certain the information from the first Transition Accountability Plan (TAP1) is in the hands of the local MPRI Steering Team. (Pending implementation of Phase I)
- *Task 2.* The Community Coordinator will be responsible for making certain that the Targeted or Earliest Release Date and status of the offender's movement to the facility nearest his or her city of return is communicated to the local Steering Team and the local Transition Team.
- *Task 3.* The Community Coordinator will be responsible for ensuring that the local field agent coordinates the logistics for the interaction of the Transition Team and the local prison and for the convening and facilitation of local Team meetings to develop the TAPs.
- *Task 4.* Since the Community Coordinators will be acting as staff for the local Steering Teams and their ReEntry Councils, one of their many responsibilities will be to coordinate the planning and implementation of the fourth and final TAP (TAP4: The Discharge TAP) that will be the “hand off” of the parolee's case to responsible parties in the community who will continue providing services and guidance to the ex-offender.

REPORT TO THE LEGISLATURE
Pursuant to P.A. 154 of 2005
Sections 1010 (1), 1010 (2), and 1011
Prison Academic and Vocational Programs Report
January 2006

Section 1010 (1) of P.A. 154 of 2005 requires that the Department of Corrections provide by February 1 of 2006, the percent of offenders included in the prison population intake for fiscal years 2003-2004 and 2004-2005 who have a high school diploma or a general educational development (G.E.D.) certificate. Section 1010 (2) requires that the Department of Corrections provide by February 1 of 2006 statistical reports on the efficacy of department-provided academic and vocational programs for reducing offender recidivism rates. Section 1011 requires the Department to report GED certification rates and to present a plan to improve those rates. This report is the fulfillment of these requirements.

I. Introduction and Background

Prison academic and vocational programs are only two of many programs, interventions and strategies targeted at improving offender's skills and abilities to enhance their prospects for parole success and satisfactory reintegration into society. Education, both academic and vocational, is a critical component of preparing offenders to successfully reintegrate into society following completion of their prison term. Prisoner education can provide prisoners with necessary skills to obtain employment upon release, and rapid connection to employment is known to play a significant role in successful parole. Because educational and vocational programs lead to skills that, in turn, work in concert with other programs and treatments to make offenders more likely to succeed upon parole, they are central to MDOC's efforts to better protect the public through increasing parolee success. Those efforts are centered on the implementation of the Michigan Prisoner Reentry Initiative (MPRI).

MPRI is a holistic approach for reducing crime, creating safer neighborhoods, and helping prisoners to leave and stay out of prison. The overall goal of MPRI is to promote public safety by reducing the threat of harm to persons and their property by released offenders in the communities to which those offenders return. As a holistic approach, MPRI aims to improve the success rates of prisoners who transition from prison by fostering effective risk management and treatment programming, offender accountability, and community and victim participation.

The major barriers and gaps preventing increased parolee success – and the specific outcomes that Michigan wants to achieve – are in the areas of alcohol and substance abuse treatment, employment, education, housing, welfare, and health care services. Removing these barriers and filling these gaps will increase the potential for long-lasting family reunification and community success. We are better preparing inmates for release, improving the parole process, and revitalizing the supervision of parolees in the community upon their release to address the issue of relapse prevention. But in order for

parolee success to be sustained beyond the period of parole supervision, a new partnership inside and outside of state government is underway via the MPRI – a partnership built on a common vision and a shared understanding of what really works to help offenders who get out of prison stay out of prison.

The vision of the MPRI is that every prisoner released to the community will have the tools needed to succeed.

The mission of the MPRI is to 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 to prison through their transition, reintegration and aftercare in the community.

The MPRI has two complementary goals:

- ***Promote public safety by reducing the threat of harm to persons and their property by released offenders in the communities to which those offenders return.***
- ***Increase success rates of offenders who transition from prison by fostering effective risk management and treatment programming, offender accountability, and community and victim participation.***

These goals will be achieved by implementing an MPRI Model that includes the following reentry strategies:

- State-of-the-art prisoner assessment and classification.
- Prison-based planning and programming aimed at sharply reducing risk of recidivism.
- Linkage between the prisons and the community that prepares inmates for release.
- Effective coordination and collaboration among community agencies to deliver supervision and services that reduce recidivism.
- Interagency information sharing.
- Performance-based management.
- System reforms based on evidence-based practices.

Assessment and Case Planning

Improved assessment and case planning are at the core of the MPRI initiative. Improved assessment practices and information sharing will enable correctional staff to decrease the likelihood of recidivism, improve offender success, decrease victimization and enhance public safety by informing decisions pertaining to the following:

- Classification and reclassification,
- Reentry Plans (TAPs),
- Release decision making,
- Community supervision and services,
- Revocation decision making,
- Discharge from supervision or sentence.

Assessment of offender's Risk, Needs and Strengths, while an ongoing, dynamic process, begins at Reception into prison. During an offender's stay in reception, they are assessed for physical health, mental health, **educational capabilities and achievement**, substance abuse and numerous other areas. The end product of these assessments is the development of a series of recommendations for programs and interventions to address issues and deficiencies identified by one or more of the assessments.

Under MPRI, the assessment and case planning process will be more unified and much of it will be structured around the implementation of a new objective, validated, comprehensive Risk, Needs and Strengths assessment instrument and the completion of a series of Transition Accountability Plans (TAPs) that correspond to the stages of an offender's passage through the criminal justice system (institutional, release, transition, discharge).

Risk, Needs and Strengths Assessment

MDOC is entering into a contract with Northpointe Institute for Public Management, the developer of COMPAS for offender risk assessments. The COMPAS (Correctional Offender Management Profiling for Alternative Sanctions) system is a risk and needs assessment system for placement and treatment decisions and case management planning. COMPAS designs include four major risk assessment scales (Violence, Recidivism, Flight, and Community Non-Compliance), which can be used for decisions regarding release and case management supervision. COMPAS risk assessments are based on a comprehensive set of well validated criminogenic risk and needs factors which include the following:

- Criminal history
- Violence history
- Early onset of delinquency
- Substance abuse
- Vocational/Educational needs
- Financial problem/poverty
- Family criminality
- Problems with constructive use of free time
- Residential instability
- Criminal associates
- Criminal attitudes
- Criminal personality
- Criminal opportunity

COMPAS computes combinations of these and other factors to summarize each offender's unique pattern of risk, needs and strengths and calculate their risk of four distinct types of parole problems: Violence, Other Recidivism, Failure Appear and Non-Compliance with Rules.

As part of the case summary, COMPAS calculates a weight for each factor which facilitates the identification of those factors that are most associated with the offender's

criminal behavior and risk of unsuccessful community reintegration. This weighting of risk factors and needs feeds directly into the Case Planning function which is integrated into the COMPAS process.

Transition Accountability Plans

The TAP process starts during a prisoner's classification and assessment at reception and continues through their ultimate discharge from community supervision. TAPs define programs or interventions to modify offender's dynamic risk factors that were identified from risk assessments. The TAP is an individual plan which is unique to each offender and takes into account their specific combinations of risk factors, needs, and strengths. Thus, the plan and the combination of treatments, programs, and interventions that follow from it is not, "one size fits all". Instead, optimal results will be obtained not by any individual program or treatment, but by a combination that targets the offender as a unique package of factors that cumulatively affect their prospects for successful community reintegration. In the case of education, the abilities to read, write and do basic mathematics are foundation stones that enhance offender's employability and ability to cope in the community, which, in turn increases their chances of successful adjustment to life outside prison. In some cases, the ability to read and write significantly enhances other programs, whose optimal delivery strategy involves participant's abilities to read and comprehend written material.

During the MPRI program, specific plans (TAPs) are developed for integrating prisoners' transitions from prison to communities by spanning phases in the transition process and agency boundaries. Thus a TAP is a collaborative product which involves prison staff, the prisoner, the releasing authority, community supervision officers, human services providers, victims, and neighborhood and community organizations. TAPs are formal agreements based on negotiations between and signed by the prisoner, the MDOC, the Parole Board, and relevant partners that define roles and responsibilities of everyone involved. The following is the principal TAP frame work for eventual release:

- Starts during classification and continues through discharge from community supervision.
- Defines the offender's risk, needs, and strengths identified in assessment.
- Allocates resources to services based on risk management strategies.
- Appropriate partner principles
- Defines the responsibilities of the offender, corrections, and partners throughout the process.
- Long-term road map
- Case management

TAPS are structured around targeted release dates. These targeted release dates are established either by law or by discretionary action of the Parole Board. These targeted release dates connote strong expectations that all parties (facilities, releasing authority, and prisoners) will abide by terms of the plans. From these TAPs, prisoners who are eligible for parole may have reasonable expectations that if they complete the requirements described in their TAPs and they maintain good behavior while confined

then they will be released on their targeted release dates. However, it is important to remember that TAPs are not contracts which guarantee parole or early release. The ultimate decision to grant or deny parole still rests with the Parole Board.

II. Academic Education Programs

Many parolees tend to have difficulties finding work that will adequately provide for their basic needs (and often dependents) due in part to their deficiencies in marketable skills and their stigma of being felons. This problem is even more pronounced in states such as Michigan with higher than average unemployment rates. The guiding premise of adult basic education is that if offenders' deficiencies in basic skills for reading, math, writing, science, and social studies are improved then these offenders will have improved chances of being employed and avoiding criminal behavior upon their community re-entry.

The level of need for academic educational programs is summarized by a review of educational levels of offenders entering prison.

Table 1
Percent of Prison Intake with a GED or Diploma: 2004 and 2005
Section 1010 (1)

	Percent with GED or Diploma at Intake* (Self Reported Prisoner Information from PSI)
2004	47.2%
2005	50.6%

*National Average 51% - 1992 National Literacy Study

It is important to note that, according to P.A 320, prisoners committed after December 15, 1998 who do not already have a diploma or GED must obtain one in order to be parole eligible, unless determined to be exempt. A prisoner may be exempted for one or more of the following reasons.

1. 65 years of age or older
2. Were gainfully employed immediately before committing the crime for which the prisoner is incarcerated as reflected in the pre-sentence investigation report prepared pursuant to PD 06.1.140 "Pre-sentence investigation and Report". This does not include employment in an illegal activity.
3. Do not have the necessary proficiency in English to attain a GED certificate.
4. Have learning impairments. A learning impairment is defined as a chronic condition hindering the ability to improve academic learning as evidenced by:
 - a. The inability to attain a measurable advancement (i.e., at least a .5 grade level) for reading or math as determined by the TABE in a one year period of continuing classroom time; and ,
 - b. A minimum of three documented teacher interventions to improve academic skill development in reading or math.
5. Are special education students and they are progressing toward the goals set forth in the prisoner's Individual Education Plan (IEP) developed pursuant to PD 05.02.11 "Special Education Services for Prisoners".

6. Have documented medical problems which preclude their participation in the education program.
7. Are unable to successfully complete the requirements for a GED certificate at no fault of the prisoner's own.

In order for a prisoner to receive a GED completion exemption pursuant to Paragraph P, education staff must complete a GED Completion Exemption form (CAJ-789) and forward it to the Warden for approval. An approved exemption shall remain in effect until the basis for the exemption is no longer valid, as determined by the Warden where the prisoner is housed.

MDOC correctional educators instruct a unique and difficult population. For these prisoner students, the following barriers have been identified:

- Prisoners begin their correctional education with low grade level test scores, and require basic academic instruction before they can begin GED preparation.
- The vast majority of these students have a history of polysubstance abuse which is known to result in memory loss and learning difficulties.
- Many students, that are too old to currently qualify for services, report a previous special education history (which is an indicator of learning difficulties).
- Prisoner students (whose average age is approximately 35) are mandated to school, which combines with their previous negative educational experiences to create a poor attitude in the classroom.
- The majority of these students have not developed study habits, work ethics, or testing strategies, all of which must be taught in addition to the core curricula.
- High prisoner transfer rates impede continuity of studies through enrollment, removal, and re-enrollment in numerous schools on the path to GED completion.
- Approval for educational software has yet to be received, which impedes the use of computer assisted instruction.
- There is a need for improved support to maintain educational delivery and data collection systems.

MDOC educators work to overcome these barriers, and consistently create success as evidenced by the following statistics:

- MDOC prisoner education is responsible for more completed GEDs than all of the other Adult Education programs in the state combined. In 2005, 2,205 GEDs were completed by MDOC prisoners
- *Section 1011* For the five year period from 2000 through 2005 an average of 2,180 GEDs were completed per year. Year by year results are presented in Table 2

Table 2
Number of GEDs Completed: 2000-2005
Section 1011

Source: MDOC School Reports 2001 - 2005

2001	2002	2003	2004	2005	Five Year Average
2,613	2,130	1,999	1,951	2,205	2,180

While public schools measure success by student advancement of one grade level in a year, prisoner students regularly advanced by two or more grade levels in a year, and the expectation is that in the average two-three year sentence, teachers will advance these students by half a dozen years, to attain their GED. Thousands of these students are made into GED graduates in a year. The teachers of MDOC meet the challenge, and prepare prisoners for return to their communities.

The GED Testing Service in Washington, D.C. is the definitive source for GED test results because the agency develops, distributes, and scores the tests and issues GED certificates once the complete battery of five tests is passed. Tables 3 and 4 demonstrate that MDOC's result compare favorably to most others across the country.

Table 3
(Section 1011) 2002 GED Pass Rate: MDOC and U.S. Prisons*
Source: GED Testing Service 2003 Statistical Report

	Percentage of GED tests passed
U.S. Correctional Institutions:	64%
Michigan Prisons:	72%

* Federal Correctional Institutions and MDOC are the only two prison systems that report GED results separately from public school systems. Thus, comparisons to prison systems other than U.S. BOP cannot be made from available data.

Table 4
(Section 1011) GED Pass Rate: MDOC and Selected Public School Systems*
Source: GED Testing Service 2003 Statistical Report

	Percentage of GED tests passed
District of Columbia general public:	52%
New Jersey general public:	52%
New York general public:	54%
Illinois general public:	64%
Texas general public:	65%
California general public:	67%
Massachusetts general public:	68%
Pennsylvania general public:	69%
Michigan general public:	71%
Average for all jurisdictions tested:	71%

* Provided for comparative purposes, since comparison to other prison systems cannot be made for reasons explained in the note to Table 3.

III. Plan to Improve GED Success Rates (Section 1011)

Even in light of the favorable certification rates relative to other jurisdictions and school systems, MDOC has developed a detailed plan to improve the rate and increase the number of GEDs granted to prisoners. The plan addresses several areas which, taken together should substantially enhance our ability to identify appropriate candidates, prepare them for GED testing and improve the testing process. The specifics of the plan are outlined below.

Data Collection and Reporting

- Improve data input and output collection.
- Optimize the ability to establish and measure outcomes.
- Monitor and review programs for consistency through mandated data reporting.
- Complete annual prisoner educational surveys, in compliance with DLEG adult education program recommendations.
- Compile data on prisoner annual education program surveys to identify potential areas for review.

Administration

- Monitor and review programs for consistency through school audits.
- Maintain curriculum committees to review/recommend program improvements.
- Focus teaching resources on effective GED preparation.
- Ensure program standardization to provide minimal disruption when prisoners are transferred.
- Revise the Education Program Plan (EPP) instrument.
- Develop a “Fast Track” GED process where prisoners identified as high functioning are GED tested without delay.
- Monitor Fast-Track GED prisoner student achievement and refine the program as needed.
- Establish tester positions by geographic locations to increase efficiency of testing operations.
- Maintain liaison with GED and state Adult Education offices.
- Establish a goal for increased GED completions, based on school enrollment and staffing.
- Establish a goal of a 70 percent GED passing rate to optimize testing economics and opportunities.
- Prioritize work of the four School Psychologists: first, special education evaluations; and second, GED testing accommodations to improve GED passing rates.
- Recommend a plan to place prisoners at facilities whose schools can accommodate them, thus minimizing wait lists.
- Support the Michigan Prisoner Re-entry Initiative in all plans and provide resources to best ensure those entering the community through participation in the initiative have their GED.
- Revise RGC academic testing to provide more accurate data for the determination of students’ academic achievement level and program placement.

Curriculum

- Develop a standard, individualized, and performance-based progress plotter for academic programming to further continuity, consistency, and efficiency.
- Identify additional math/writing materials for increasing competencies, leading to a greater percentage of successful GED subtest completion.

- Identify additional math/writing strategies for increasing competencies, leading to a greater percentage of successful GED math/writing subtest completion.
- Implement curriculum improvement as resources allow.

Training

- Disseminate information on current trends and mandates.
- Provide training to those responsible for data entry.
- Provide additional training and materials for English as a Second Language (ESL) teachers.
- Provide professional development to further improve teaching techniques, best practices, and instructional strategies.
- Provide teachers with training in proper EPP completion.
- Provide teachers with enhanced training in the writing of clear, measurable, and effective education objectives.

Testing Mandates

- Mandate schools to give the full battery of GED tests to prisoners testing for the first time.
- Increase frequency of testing to ensure that schools test on a regular schedule. Increased frequency of testing positively impacts results.
- Develop a statewide, standardized testing (Test of Adult Basic Education, TABE) schedule to improve the capture and quality of achievement data in the state in order to compare with other Adult Education Programs.
- Ensure the statewide GED operating procedure provides guidelines to optimize testing.

IV. Prison Vocational Training

A majority of MDOC's prisoners enter prison with poor job market skills and employment records. The intent of MDOC's vocational training is to improve their chances of community employment and thereby decrease their chances of subsequent criminal activity.

Some key findings regarding vocational programming in the Michigan Department of Corrections:

- At any given point in time, there are over 9,000 prisoners enrolled in prison educational programming.
- In 2002, approximately 15.8% (Voc Report N = 281, 12 month estimate = 1,686) of all parole/discharges completed at least one vocational program during their most recent incarceration.
- In 2005, 2,720 Vocational programs were completed.
- The estimated annual participation in Vocational programs is between 6,000 to 8,000 depending on the amount of participant turn over in these programs.

Summary of Vocational Programs in the MDOC

Vocational programming is offered based on prison operation needs and the current labor market. MDOC's Vocational programs currently include the following:

1. Auto Body Repair- Prisoners learn the basics of auto body restoration and repair, including bumping, painting, disassembly and reassembly of fenders, doors, and hoods with emphasis on safe-related work skills. Instruction leads to state certification in collision repair.
 - Prison/community Benefit- Trained prisoners upon release will be skilled to perform functions associated with auto body shops.
 - Labor Market Options- Employment options include working for car dealerships

2. Auto Mechanics- Prisoners learn basic shop safety, automotive construction and skills for state certification in engine repair, brakes, electrical systems, and tune-up and engine performance.
 - Prison/Community Benefit- Trained prisoners upon release will be state certified in at least two areas and skilled to perform various functions associated with auto mechanics.
 - Labor Market Options- Employment options include working for car dealerships, auto repair shops, or retail businesses related to the automotive industry.

3. Building Trades- Prisoners learn basic construction trades skills and carpentry skills using National Center for Construction Education Research (NCCER) curriculum. Completion of skill requirements includes national certification and placement in National registry.
 - Prison/Community Benefit- Trained prisoners work with staff in maintaining the prison's physical plant and building housing components for the Prison Build Program.
 - Labor Market Options- Employment options include working as a handyman, in a lumber yard, for a general contractor, in a building supply store or in other construction trade positions.

4. Business Education Technology- Prisoners learn basic computer skills, including keyboarding, thorough preparation for Microsoft Office User certification
 - Prison/Community Benefit- Trained prisoners provide services as school tutors, clerks and library aides and may work on service learning projects for the prison and community.
 - Labor Market Options- include jobs that require computer operation or basic computer knowledge, e.g. shipping/receiving, stock, clerical, document/database/spreadsheet development.

5. Custodial Maintenance- Prisoners learn basic skills in restroom care, floor care, cleaning chemicals, carpet and upholstery care, safety and health, as well as hands-on experience with cleaning equipment.

- Prison/Community Benefit- Trained prisoners provide cleaning services throughout the facilities.
 - Labor Market Options- Employment options include working for a cleaning company or self-employment in the cleaning services business.
6. Electronics- Prisoners learn skills in the electronics field leading to certification in various areas.
- Prison/Community Benefit- Trained prisoners upon release will be skilled in digital and microprocessor electronics and may earn certification in robotics and computer repair.
 - Labor Market Options- Employment options include working for a repair service or self-employment in areas of certification.
7. Food Service/Hospitality Management- Prisoners learn safety and sanitation in food handling as well as other areas of food service operations which are integrated with information related to the hospitality industry in areas such as lodging, nutrition, and catering; skills lead to certification with the National Restaurant Association.
- Prison/Community Benefit- Trained prisoners work in the MDOC's food service program which helps to ensure the efficiency, cleanliness and cost-effectiveness of the program.
 - Labor Market Options- Employment options include the food service or hospitality industry.
8. Horticulture- Prisoners learn skills in greenhouse management, plant science, landscaping, fruit and vegetable gardening, and turf management and may include testing in nurseryman certification.
- Prison/Community Benefit- Trained prisoners provide services to prison grounds and products are grown for the Prison Build Program. The MDOC's food services program receives thousands of pounds of vegetables annually from horticulture programs. Various non-profit organizations and agencies also receive vegetables, plants and flowers grown in MDOC horticulture programs.
 - Labor Market Options- Employment options include greenhouse management, landscaping, plant center care (i.e., Lowes), or self-employment.
9. Machine Tool Operations- Prisoners learn to use various grinders, mills, lathes and saws including computer assisted machines that are required in the machine tool field.
- Prison/Community Benefit- Trained prisoners provide services to the prison maintenance department.
 - Labor Market Options- Employment options include entry-level employment in a machine tool shop.

10. Optical Technology and Dispensing Programs- Prisoners learn to read and adjust prescriptions, repair eyeglasses for donation to the needy, and make glasses for the prisoners through affiliation with Michigan State industries. Students may earn national certification as an optical dispenser.
 - Prison/Community Benefit- Skilled prisoners prepare glasses for contribution worldwide, underprivileged populations as well as making glasses for prisoners.
 - Labor Market Options- Employment options include working for an eyeglass repair distribution business.

11. Visual Graphic Technology- Prisoners learn skills in desk top publishing, mass production of print materials, and skills on equipment such as digital duplicators or off set presses.
 - Prison/Community Benefit- Prisoners work on projects for the institution or community.
 - Labor Market Options- Employment options include newspapers, publishers, specialty print shops, ad agencies, or marketing departments.

12. Welding- Prisoners receive training in a wide variety of welding areas such as oxyacetylene safety, brazing, cutting, T.I.G and M.I.G. and welding plasma arc cutting. They also receive hands-on instruction on welding various materials such as steel, stainless steel, and aluminum.
 - Prison/Community Benefit- Trained prisoners provide assistance with maintenance and repairs needed in the facility and work on service learning projects for community agencies as needed.
 - Labor Market Options- Employment options include working in a welding shop, factory, or related fabrication industries.

To maximize the benefits while on parole from educational programs and vocational training, prisoners must be provided with opportunities to participate in work assignments, skill building programs, and they should ideally be connected to community employment before their transitions from prison.

V. Relationship Between GED, Vocational Training and Recidivism

National Research Findings (full citations are found at the end of this Addendum)

Research in other jurisdictions substantiates that, while education and employment programs can impact recidivism, the relationship is complex and must be studied in the broader context of offender needs and causes of their criminality. An Urban Institute report (Solomon, et al, 2004) notes that “(b)ecause the link between employment and crime is complicated by other factors, including housing, health care and drug treatment, employment is only one component of a multifaceted approach to assist returning prisoners.” The study continues on to note “Programs ... that are multi-modal in nature are, in general, more likely to be effective than those that are not. Thus, if an inmate has vocational needs as well as substance abuse and life skills (including educational) needs,

the efficacy of any one of these interventions is enhanced even more if treatment and services are well integrated” Put simply, studying one program in isolation is unlikely to produce evidence of a strong relationship with outcomes.

Even in light of those observations, there are encouraging results to be found in credible research studies produced in many venues.

- A frequently cited study by Wilson, Gallagher and MacKenzie (Journal of Research in Crime and Delinquency, 2000) found that “(analyzing) the recidivism outcomes of 33 independent experimental and quasi-experimental evaluations of education, vocation and work programs ... found that program participants recidivate at a lower rate than nonparticipants.”
- The 2004 Urban Institute research summary (Solomon, et al, 2004) concluded that “In general, participants in prison-based educational, vocational, and work-related programs are more successful – that is, they commit fewer crimes and are employed more often and for longer periods of time after release – than are nonparticipants.”
- A study from the Washington State Institute for Public Policy (Aos, et al, 2001) assessed the cost benefit of educational programs in prisons and determined that there is a benefit to cost ratio of \$5.65 from reduced crime for each dollar spent on educational programs. This savings is the result of “... a significant effect size of about -.11 for recidivism.”
- The Washington study also looked at the benefits of vocational programs. Their findings indicate that there is “... a significant effect of about -.13 for recidivism.” Their analysis translates that effect in “... a combined taxpayer and crime victim benefit of \$7.13 for every dollar spent.”
- A Texas study (Gerber and Fritsch, 1994) found that “research shows a fair amount of support for the hypothesis that adult academic and vocational programs lead to ... reductions in recidivism and increases in employment opportunities.”
- A research summary from the New York University Law School (Bushway, 2003) notes the importance of programs considered together. “The effects of work programs and training programs are roughly equivalent.” The summary goes on to note “... the studies with the largest employment effect tended also to have the largest reduction in recidivism.” Regarding the importance of programs targeted at offender attitudes, motivation and thinking patterns, the study states “Any program that hopes to cause large scale change must focus on changing an individual’s preferences or fundamental orientation changes.”

Michigan Findings

The following information relates only to the relationship between academic and vocational programs and recidivism. For reasons, outlined above, these simple associations between single programs and ultimate outcomes should be viewed with considerable caution because they fail to capture the true complexity of factors that determine success or failure on parole. Also, it is crucial to remember that the first MPRI prisoners were paroled in December 2005, so the combined effects of education and

MPRI cannot yet be measured. In addition, current MPRI participants have had the benefit of only Phase II (“Going Home”) of the overall MPRI program. As MPRI implementation expands and Phase I (“Getting Ready”) is implemented beginning at prison intake, prisoners will be exposed to a much broader range of programs, treatments and interventions provided according to their unique Risk, Needs and Strengths profile. Thus, subsequent reports will report on recidivism outcomes that capture significant parole periods and, in subsequent years, incorporate a true picture of the overall impact of MPRI, of which academic and vocational education are just a part.

Design and Methodology

Included in this report are 547 Prisoners who paroled in September and October 2002. Half the sample consists of all parolees during those two months that had a completed vocational program. The remainder of the sample is comprised of an equal sized random sample of parolees from the same period who had no vocational program completions. Educational and Vocational data was obtained from OMNI, OETS, and prisoner files for all prisoners paroled during this period and matched to cases in this report to determine their educational and program completions. Then vocational program completions were reviewed. A review of OETS vocational data showed that there was a need to supplement and check the OETS data by the review of physical files. Recidivism was measured over a standard two year follow up period.

Limitations

This report was limited to reviews of academic and vocation programs and does not consider other barriers to community transitions such as substance abuse, mental illness, and other confounding factors. For example, over half of the parolees in this report had indicators for substance abuse dependence. Because the offender Education Tracking System (OETS) was not implemented until July 2004, data on GED and vocational programs was in large part collected from paper files. In addition, standards for program completion were not clear during the entire period reviewed. These standards are being refined and clarified on an ongoing basis as OETS usage expands. Also, the effectiveness of OETS is dependent on the roll out of the Offender Callout Management System (OCMS) data base. The Department of Information Technology (DIT) developed OCMS and OETS to run complementarily. Thus, OETS will run more efficiently and accurately upon the complete implementation of OETS statewide.

Findings

Table 5 shows comparative recidivism rates for parolees that completed GEDs while in prison, those that completed at least one vocational program during their incarceration and parolees that completed both a GED and vocational programming. Findings indicate that offenders that completed a GED during their incarceration had a lower recidivism rate (48.3% vs. 48.7%) than the overall baseline rate. Similarly, offenders that completed a vocational program showed improvement over the baseline rate. Perhaps most significantly, offenders that completed BOTH a GED and a Vocational program showed the greatest improvement over the baseline. This result is

consistent with the discussion earlier regarding the complexity and interrelationship between offenders’ needs. In this case, the combined effect of two programs exceeds the benefit from either program alone. As MPRI implementation moves forward and more of offenders higher level needs (e.g. housing, Substance Abuse treatment) are addressed along with educational requirements, these results are almost certain to show marked improvement.

Table 5
Comparison of Recidivism Rates for GED, Vocational, and Baseline
Section 1010 (2)

	GED Completed During Current Term	Vocational Program Completed during current term	Both GED and Voc Program completed during current term	Overall Baseline Recidivism Rate
No Recidivism	51.7%	53.9%	54.4%	51.3%
Recidivism	48.3%	46.1%	45.6%	48.7%
Total	100%	100%	100%	100%

VI. Educational and Vocational Status of MPRI Participants

For reasons discussed above, this report cannot assess the combined effects of academic and vocational education and MPRI. As noted, only a very small number (fifteen) MPRI participants had been released on parole as of December 31 and the longest that any MPRI case had been on parole at that time was approximately six weeks. However, it is of benefit to look at what current MPRI participants look like in terms of academic and vocational background.

Results summarized in Table 6 indicate that there are significant numbers of current MPRI participants that lack academic or vocational training, or both. It is expected that the percent falling into those categories will fall substantially in the future, as MPRI Phase I implementation occurs and planning and programming to prepare offenders for release begins at the point of prison intake.

Table 6
Vocational Training and GED for 158 MPRI participants

	No GED	GED or Diploma Prior to Commitment	GED During Current Commitment	Total
No Vocational Training	43	19	66	128
Vocational Training	0	6	24	30
Total	43	25	90	158

VII. Summary

Results of research in Michigan and elsewhere in the country suggest that academic and vocational programs can positively impact offender reintegration and, as a consequence, reduce recidivism. Equally important are the consistent findings that considering academic and vocational programs in isolation can result in misleading and incomplete conclusions about their impact. These results strongly indicate that recidivism is a very complex phenomenon, influenced by a variety of factors working in combination. Thus, any strategy to reduce recidivism must address the issue with an equally complex and integrated approach. It is precisely that approach which provides the underpinnings of MPRI, which takes a holistic view of offenders' risk, needs and strengths and targets a coordinated package of services, programs and interventions to improve their chances of making a successful transition back into society.

Citations: National Research Findings

Solomon, Amy L., Kelly Dedel Johnson, Jeremy Travis and Elizabeth C. McBride. October 2004. *From Prison to Work: The Employment Dimensions of Prisoner ReEntry*. Washington D.C. The Urban Institute (www.urban.org)

Wilson, David B., Catherine A. Gallagher and Doris L. MacKenzie. 2000. "A Meta-Analysis of Corrections-Based Education, Vocation and Work Programs for Adult Offenders." *Journal of Research in Crime and Delinquency*, 37 (4), pp. 347-368

Aos, Steve, Polly Phipps, Robert Bornoski, Roxanne Lieb. 2001. *The Comparative Costs and Benefits of Programs to Reduce Crime, Version 4.0*. Washington State Institute for Public Policy. Olympia, WA (www.wa.gov/wsipp)

Gerber, J. and E. Fritsch. 1994. "The Effects of Academic and Vocational Program Participation in Inmate Misconduct and Re-incarceration." *Prison Education Research Project: Final Report*. Huntsville TX: Sam Houston University.

Bushway, Shawn. 2003. "Reentry and Prison Work Programs." *Paper prepared for the Reentry Roundtable. The Employment Dimensions of Prisoner Reentry*. New York, NY. New York University Law School.

Safer Neighborhoods, Better Citizens: The Michigan Prisoner ReEntry Initiative

A Collaborative Effort of the Governor's Office and the Departments of Corrections, Community Health, Labor and Economic Growth, and Human Services

Community Assessment for Pilot Site Development

The purpose of this Community Assessment is to begin the work of developing a Comprehensive Community ReEntry Plan for your community by focusing on your community's assets, gaps, barriers, proposed solutions, case management strategy, and plans to follow evidence-based practices for parolee services. In order to have a consistent frame of reference across sites, please use the following definitions:

- **Assets** are those strengths present in communities and may consist of programs, services, delivery systems, organizational capacities and networks.
- **Barriers** consist of those challenges that impede the effective coordination and delivery of services to meet a recognized need.
- **Gaps** refer to the absence of a specific element or component within a community that renders the service delivery network less effective than it might otherwise be. It may be something that could be addressed through policy change, organizational structural change or funding assistance, or some combination of these.
- **Proposed solutions** should describe your plan to effectively use your assets, fill your gaps, and overcome your barriers for each service area.
- **Case management** describes *how* the services provided to a returning prisoner are coordinated and effectively delivered.
- **Evidence-based practices** refer to those practiced that are founded on research which demonstrates a correlation between those practices and recidivism reduction.

If you have any questions regarding this survey, please call
Yolanda Perez at (517) 241- 6493

or

Write her at email address: perezy@michigan.gov

Please respond to the survey questions by placing an X in the box next to your selection or by writing in the spaces provided.

I. After completing this survey, summarize below a description of your local MPRI Pilot Site in terms of:

1. The MPRI Model process: How prepared are you to more effectively handle prisoners returning to your community in terms of the assets, barriers and gaps in your community?

2. Financial resources: What is your best estimate of your community's **total** financial resources available for re-entry services? (*Please place an X in the box next to your selection.*)

- | | |
|--------------------------|-------------------------|
| <input type="checkbox"/> | \$0 - \$50,000 |
| <input type="checkbox"/> | \$50,000 - \$250,000 |
| <input type="checkbox"/> | \$250,000 - \$500,000 |
| <input type="checkbox"/> | \$500,000 - \$1,000,000 |
| <input type="checkbox"/> | Over \$1,000,000 |

Describe how you determined this estimate:

II. The purpose of the Community Assessment is to evaluate what resources you have and what resources you need to meet the needs of returning prisoners. To begin with, you'll need to review the data on returning prisoners provided to you by the MDOC. The Community Assessment is organized by service area and should facilitate your community's Comprehensive Community ReEntry Plan and the completion of funding applications. Please complete the questions for each service area utilizing input from your Steering Team and Advisory Council to complete the questions. You may use as much space as you need to complete these questions.

Safe, Affordable Housing

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Employment Services

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Workforce Development Services

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Transportation

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Substance Abuse Treatment

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Mental Health Treatment

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Health Care Services (medical centers, health care clinics, free or low cost prescription coverage)

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Family Support Services (family reunification programs, mentoring, emergency services)

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Life Skills Programs (financial management, cognitive skills, anger management)

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Adult Education

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Domestic Violence Services

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Support From Faith-Based Organizations

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Sex Offender Services

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Victim Services

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Entitlement Programs (Veteran benefits, Medicaid services, Social Security, etc.)

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Law Enforcement Services

Assets.

Please describe the assets available in your community for this service area. List programs from all sources of funding (public and private) available in your community.

Barriers.

Please describe the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps.

Please describe the gaps in funding for this service area in your community.

Proposed Solutions.

Please describe your community's plan for addressing the gaps and barriers described above. Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.

Section III. *Case Management Strategy*. Please describe how you plan to manage services provided to returning prisoners among your Advisory Council, Steering Team, Parole Office Representatives, Transition Team and Community Coordinator. In addition, also describe your plan for providing services to the two Intensive ReEntry Units.

Case Management Strategy

Part 1.

Advisory Council.

Steering Team.

Parole Office Representatives.

Transition Team.

Community Coordinator.

Part 2.

Intensive ReEntry Units. Service Strategy

Section IV. Evidence-Based Practices. Please describe how you plan to incorporate Evidence-Based Practices into your Comprehensive Community ReEntry Plan.

Evidence-Based Practices

Please describe your community's definition of Evidence-Based Practices.

Please describe how you will incorporate Evidence-Based Practices into the implementation of the MPRI Model.

Please describe your community's need for training of Evidence-Based Practices to effectively incorporate its principles into your Comprehensive Community ReEntry Plan.

Thank you for completing this community assessment.

Please return to Yolanda Perez at:

E-mail:
perezy@michigan.gov



The Skills, Responsibilities and Tasks of Community Coordinators

It is through the Community Coordinator that the support from the JEHT Foundation will have tremendous and long-lasting impact on the MPRI. Local community-development efforts to implement the MPRI Model throughout the state will require a precise and extensive set of skills, responsibilities and tasks that will be the hallmarks of the Community Coordinators who will staff the local development process. The four key ingredients for successful community organizing¹ that the Community Coordinator will assist with are:

- **Capacity.** Each Community Coordinator must have the capacity to work on prisoner re-entry. Indicators of adequate capacity include experience, staff capacity, resources to apply to the work, and relationships with key stakeholders.
- **Commitment.** Each Community Coordinator must demonstrate a dedicated commitment to prisoner re-entry. Additionally, the community must develop a commitment to prisoner re-entry. The development of community commitment may be fostered by the Community Coordinator. How is this level of interest perceived by other key community stakeholders?
- **Credibility.** The Community Coordinator must demonstrate credibility within the community. What is the demonstrated historic experience and credibility of the Community Coordinator in playing a catalytic role?
- **Knowledge.** What is the Community Coordinator's understanding of prisoner re-entry and its implications?

SKILLS

- **Communication.** The Community Coordinators must have excellent communications (both written and verbal) skills to facilitate connectedness among all implementation stakeholders. Communications must be facilitated both from the local communities to the statewide MPRI managers and from MPRI to the local communities.

¹ Adapted from The James Irvine Foundation, [Community Catalyst](#).

- **Community convening.** The Community Coordinators must possess the skills to bring diverse stakeholders together, build consensus around prisoner re-entry issues, and catalyze action and leadership within communities toward transition planning.
- **Community organizing.** Organizing within pilot communities involves training Steering Team members and Transition Team members, facilitating ReEntry Advisory Council meetings, and building partnerships among key stakeholder groups.
- **Brokering.** When acting as a broker within communities, the Community Coordinator can benefit from maintaining a degree of neutrality to negotiate effectively through community conflict. Extensive skills in brokering and fostering neutrality will be a central requirement of a Community Coordinator.
- **Coordinating.** The implementation planning associated with MPRI is challenging to coordinate. Maintaining connectedness to community activities will require extensive coordinating by the Community Coordinator.
- **Systems building.** Building systems and shepherding cross-systems change requires a complex set of skills. The Community Coordinator must have experience in building and managing system-wide change.

RESPONSIBILITIES AND TASKS

The involvement of Michigan's communities in the MPRI revolves around three "focus areas" that will be coordinated by dedicated MPRI Community Coordinators who are funded at each Pilot Site under a grant award from the JEHT Foundation with the requisite skills needed to do the job.

Focus Area One: Community Involvement in the MPRI Process

Each of the major decision points for improved prisoner re-entry under the MPRI Model must involve community input and collaboration. Without local community involvement, the process would be viewed as "top down" and undoubtedly miss the opportunities for local expertise and experience at the ground level where service delivery must be focused. The community role in each of the seven decision points began at the first meeting of the MPRI Advisory Council and continues to be one of the hallmarks of the design and implementation process. The seven decision points affect the policies and practices that apply to the offender transition process—each of which must be adapted as a result of community input and involvement in the process. The affected policies and practices provide a rich context for an examination of the community's role in the MPRI and thus a guide to the work that will be done.

Task 1. The Community Coordinator will be responsible for making certain the information from the first Transition Accountability Plan (TAP1) is in the hands of the local MPRI Steering Team.

Task 2. The Community Coordinator will be responsible for making certain that the Targeted or Earliest Release Date and status of the offender's movement to the facility nearest his or her city of return is communicated to the local Steering Team by the local Field Operations staff.

Task 3. The Community Coordinator will be responsible for ensuring that the local re-entry parole agent coordinates the logistics for the interaction of the Transition Team and the local prison and for the convening and facilitation of local Team meetings to develop the TAPs.

Task 4. Since the Community Coordinators will be acting as staff for the local Steering Teams and their ReEntry Councils, one of their many responsibilities will be to coordinate the planning and implementation of the fourth and final TAP (TAP4: The Discharge TAP) that will be the “hand off” of the parolee’s case to responsible parties in the community who will continue providing services and guidance to the ex-offender.

Task 5. Committees will be formed to address these issues. Community representation on the MPRI committees will be coordinated by the Community Coordinator.

Focus Area Two: Community Assets, Policy Barriers, and Gaps in Services

Task 6. The community-assessment task of evaluating the assets, barriers, and gaps will be organized by the Community Coordinator.

Focus Area Three: Community-Based Comprehensive Prisoner ReEntry Plans

Task 7. Coordinating the completion of the Comprehensive Community ReEntry Plans will be the responsibility of the Community Coordinator.

The primary role of the MPRI Community Coordinator is to be the “point person” to coordinate the community’s input so that the key local stakeholders have enhanced capability to adjust their processes accordingly and have in place a communications system to make certain everyone is clear about the process and has a voice in its development.

Oakland County MPRI Pilot Site
IMPLEMENTATION PLAN

SUBMISSION TO DEPARTMENT OF JUSTICE

**PROJECT
TIMELINE
POSITION
DESCRIPTIONS
SUPPORT LETTERS**

Project Timeline
PHASE ONE: DECEMBER 2005 THROUGH APRIL 2006

1.1 GOAL: Develop formal structures for management and oversight with Project partners that specify responsibilities and time lines for tasks and deliverables

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	DUE DATE
1.1.1 Select lead agency responsible for the operational aspects of the grant.	Meet with key stakeholders to discuss fundamental aspects of grant application and determine best agency suited to lead the charge. Lead agency selected and manages grant application process	Key stakeholders in partners: MDOC, Oakland County MPRI Steering Team	COMPLETED 12/15/05 See Support Letter
1.1.2 Partner with the DOL-funded FB/CBO and others to establish a memorandum of agreement for roles and services.	As a result of the grant planning process, develop understandings of roles and responsibilities including but not limited to position descriptions. Develop Memorandum of Agreement between partner agencies Sign Memorandum and submit with grant application	Key stakeholders in partners: MDOC, Oakland County MPRI Steering Team	March 1, 2006
1.1.3. Establish a multidisciplinary advisory group including FB/CBO partners to inform reentry efforts between the DOJ/DOL grant recipients.	Meet with co-chairs of Oakland County MPRI Pilot Site which received the DOL grant and reach agreement that the MPRI Steering Team for Oakland County will act as Multi-disciplinary Advisory Group for DOJ application. Establish communication structure and process for information about the two grants.	Oakland County MPRI Steering Team co-chairs MDOC (Lead Agency)	COMPLETED 1/20/2006 See Addendum 1.1.3

1.2. GOAL: Develop primary service approaches for Project including screening/risk assessment, pre-release services and transition planning processes and post-release services

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	DUE DATE
1.2.1. Develop offender screening and assessment processes using dynamic risk and needs assessments	Work with Department of Management and Budget and the Department of Information technology to solicit bid for MPRI Risk, Needs and Strengths Assessment Instrument and select best bid and establish MPRI Work Group/Committee structure to design implementation strategy and time line.	MDOC Policy and Strategic Planning Administration, Office of Research and Planning; DMB, DIT	COMPLETED 1/20/06 See Addendum 1.2.1.
1.2.2. Develop a transition planning process including an individualized transition plan; type and level of pre-release services; coord. with FB/CBO, community supervision agency; and other local service and community agencies	Work within MPRI Organizational Structure (See Attachment No. 2; Addendum No. 11) to develop Prison In-Reach and Transition Accountability Plan process (TAP2), consistent with the MPRI Model (See Attachment No. 2; Addendum No. 3) that specifies content and process for identification of pre-release programming needs and post-release human service needs as well as community supervision as part of a collaborative process with Faith and Community based organizations.	MPRI Executive Management Team and Phase II (Going Home) Work Group. MDOC MPRI Implementation Resource Team	COMPLETED 1/20/06 See Addendum 1.2.2.
1.2.3. Develop a written implementation plan process for critical pre-release services to the target population and program participants	Work within MPRI Organizational Structure to develop Phase I Transition Accountability Plan (TAP1) process that indicates the connections between the COMPAS Risk/Needs Assessment Instrument and the specific program and pre-release services that will be provided to the target population during the MPRI Phase I (Getting Ready) and MPRI Phase II (Going Home). Use the MPRI Oakland County Pilot Site and the Macomb Correctional Facility to test and demonstrate the approach (See Goal 1.4 for more detail).	MPRI Executive Management Team and Phase I (Getting Ready) Work Group MDOC MPRI Implementation Resource Team	April 15, 2006
1.2.4. Develop approach to increase employability and employment retention for former prisoners.	Write Issue Brief to guide local process; local multi-disciplinary advisory group (Oakland County MPRI Pilot Site Steering Team) to develop implementation strategies.	MDOC Office of Offender ReEntry and Oakland County MPRI Pilot Site Steering Committee	COMPLETED 1/20/06 See Addendum 1.2.4.

1.3 GOAL: Develop approaches and time lines that ensure at least 200 offenders successfully complete pre-release programming and participate in post release community-based services resulting in over 200 individual transition plans implemented in collaboration with the FB/CBO with supervision provided by the MDOC Field Operations Administration.

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	DUE DATE
<p>1.3.1. Develop & implement process to identify targeted prisoners & transfer them to MRF for “Getting Ready” Phase I of MPRI Model.</p>	<p>Identify prisoners from Oakland County who meet eligibility criteria including having an Earliest Release Date (ERD) within next 24 months.</p>	<p>MDOC Office of Research and Planning (ORP)</p>	<p>April 1, 2006</p>
	<p>Determine funding source within MDOC for prisoner housing unit at MRF using vacant and unfunded beds in 240 bed housing unit that will be used for Oakland County MPRI Pilot as well Macomb and St. Clair MPRI Pilot Sites.</p>	<p>MDOC Bureau of Fiscal Management and ORP</p>	<p>February 1, 2006</p>
	<p>Determine transportation and prisoner movement schedule, based on ERD, so that the target population is on site 12 months or more prior to their ERD.</p>	<p>MDOC Correctional Facility Administration</p>	<p>May 1, 2006</p>
	<p>Implement transportation and prisoner movement schedule.</p>		
<p>1.3.2. Utilize established policies and procedures within the MDOC for Parole Board review of targeted prisoners participating in “Getting Ready” Phase to determine “Going Home” of the MPRI Model (Phase II)</p>	<p>Work with Parole Board to determine and implement new schedule for the Parole Eligibility Review (PER) process 12 months prior to the ERD.</p>	<p>MDOC Policy and Strategic Planning Administration and the Parole Board.</p>	<p>February 15, 2006</p>
	<p>Create a variance to the existing policy as a demonstration of the MPRI Model as part of the MPRI Phase I Work Group process.</p>	<p>MPRI Phase One Work Group</p>	<p>March 16, 2006</p>

1.4 GOAL: Implement primary service approaches for Project including screening/risk assessment, pre-release services and transition planning processes and post-release services

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	DUE DATE
1.4.1. Determine specific services available in the community with and without sufficient funding.	Complete Community Assessment for Oakland County (See Attachment No. 2; Addendum No. 6	Oakland County MPRI Pilot Site Steering Team	March 1, 2006
1.4.2. Implement offender screening and assessment processes using dynamic risk and needs assessments for target population.	Implement the results of 1.2.1.	Oakland County MPRI Pilot Site Steering Team, MDOC	May 1, 2006
1.4.3. Implement a written implementation plan for critical pre-release services to the target population and program participants.	Implement the results of 1.2.2.	Oakland County MPRI Pilot Site Steering Team, MDOC	May 1, 2006
1.4.4. Implement the transition planning process for target population.	Implement the results of 1.2.3.	Oakland County MPRI Pilot Site Steering Team, MDOC	May 1, 2006
1.4.5. Implement approach to increase employability and employment retention for former prisoners.	Implement the results of 1.2.4.	MDOC Office of Offender ReEntry and Oakland County MPRI Pilot Site Steering Committee	May 1, 2006

Project Timeline
PHASE TWO: MAY 2006 THROUGH SEPTEMBER 2007

2.1 GOAL: Design and implement a monitoring and evaluation plan to document implemented strategies and outcomes; develop or enhance information collection and analysis capacity beyond the grant period.

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	DUE DATE
2.1.1. Achieve full funding for evaluation	MDOC to work with MPRI partners to raise funds for evaluation. MDOC to augment private funds with state funds and solicit bid for evaluation.	MDOC, Public Policy Associates (PPA)	Completed \$600,000 in Funds Raised
2.1.1 MDOC Contractor to solicit and select an Independent Evaluator.	Conduct a competitive bid process to select the most qualified evaluator to conduct both a process and an outcome evaluation.	PPA	April 1, 2006
2.1.2 Finalize and launch evaluation design and performance measures.	Determine most appropriate evaluation design for both the process and the outcome evaluation. Finalize data collection and analysis plan. Prepare grantees to provide data as described in the performance measurement section.	Independent Evaluator, PPA, MDOC Office of Research and Planning (ORP)	May 1, 2006
2.1.3 Collect data for evaluation, monitoring, and quality assurance.	Collect data from necessary data systems, key stakeholders, and program participants for purposes of the evaluation, implementation monitoring, documenting the process, and quality assurance.	Independent Evaluator, ORP	May 15, 2006
2.1.4 Analyze data and report results.	Analyze data elements, and report evaluation findings to key stakeholders and practitioners to ensure that the evaluation improves the process of implementation.	Independent Evaluator, PPA, ORP	August 1, 2006 and ongoing
2.1.5 Provide technical assistance	Assess technical assistance needs and meet these needs as required. As the evaluation progresses, participants will require ongoing technical assistance to effectively cooperate with the evaluation and understand how the evaluation results should impact practice.	Independent Evaluator, PPA	May 15, 2006 and ongoing
2.1.6 Report final results	Report the final results of the process and outcome evaluation.	Independent Evaluator	September 30, 2007

2.2 GOAL: Implement, manage and oversee Project Implementation Plan using established structures for management and oversight with Project partners

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	DUE DATE
2.2.1. Manage rigorous screening & dynamic risk and need assessment process for all potential candidates for effective participation , including use of eligibility criteria	Administer and process all required comprehensive testing instruments i.e. COMPAS, SASSI, etc. Report data and assist in developing Case Management Plan with case managers according to identified risks/needs/strengths. Provide data to departmental analyst for data entry and reporting functions.	Pre-release Coordinator Institutional Parole Agent Prisoner Case Managers	Continuous Process Beginning May 2006
2.2.2. Oversee pre-release programming and services,	In coordination with case managers, oversee enrollment and participation in required programming for targeted population. Track and document progress in case management plans and TAP2's with a focus on employability under the Ready4Work model.	Deputy Warden Pre-release Coordinator Employment Specialist	Continuous Process Beginning May 2006
2.2.3. Implement process for coordof pre-release orientation meetings with FB/CBO such as employment service providers & mentors	Collaborate and structure pre-release meeting process with Community Coordinator, CFA, FOA staff, FB/CBO and other necessary stakeholders. Prepare Agenda, notify appropriate individuals of meeting day/time/place, and draft minutes. Assist with organization of service delivery with community service providers and provide help with referral procedures.	Deputy Warden Pre-release Coordinator Institutional Parole Agent DOL Grant Manager Community Coordinator	Continuous Process Beginning May 2006
2.2.4. Coordinate transition services with the DOL-funded FB/CBO, law enforcement, community corrections, victim services, and other partners to ensure public safety.	Provide TAP2's of all targeted inmates that are scheduled for release in 90 days to all necessary transition team members. Provide a grid of needed services within identified service areas i.e. housing, transportation, legal, etc. for each individual. Identify and report to all appropriate authorities those inmates that have a high to medium risk for violent/aggressive behavior.	Institutional Parole Agent Parole Field Supervisor Community Coordinator DOL Grant Manger Employment Specialist	Continuous Process Beginning May 2006

2.3 GOAL: Design and implement approach to build support for sustainability after federal funding ends

OBJECTIVE	ACTIVITIES	RESPONSIBILITY	DUE DATE
2.3.1. Commit public funds to MPRI Oakland County MPR Pilot Site	Work within Executive Branch to develop FY 2007 MPRI Budget and then with Michigan Legislature to pass the budget. This budget will include funds for the Oakland County MPRI Pilot Site that will sustain – and expand – the funding for the Project after federal funding ends.	MDOC, State Budget Office, Governor’s Office, Legislature	September 30, 2006
2.3.2. Raise private foundation funds for MPRI Oakland County MPR Pilot Site	Work with the MPRI private partner organization, Public Policy Associates, Inc. and the Governor’s Foundation Liaison Office to raise private funds that will augment public funds for site.	MDOC, PPA, Governor’s Foundation Liaison Office	COMPLETED See Attachment No. 1 & No.2 – Addendum 7
2.3.3. Develop local sources of funding and in-kind services for the Oakland County MPRI Pilot Site	Work with United Way of Southeast Michigan and local community foundations and to determine the feasibility of using local funds to respond to “challenge grant” offered to Michigan MPRI by the JEHT Foundation to match \$1 for \$1 for financial commitments to local MPRI Pilot Sites. This funding would be provided for services and support not otherwise available through federal and state funding.	Oakland County MPRI Pilot Site Steering Committee, Governor’s Foundation Liaison Office, SE MI United Way	Throughout FY 2006 and FY 2007
2.3.4. Develop additional funding applications for federal funding especially for substance abuse and mental health services and for housing.	Based on federal solicitations for prisoner re-entry promised by the Department of Labor, apply for re-entry funds from the departments of Health and Human Services, Housing and Urban Development and other opportunities as they become available.	MDOC Policy and Strategic Planning Administration, Office of Offender ReEntry	Throughout FY 2006 and FY 2007

POSITION DESCRIPTIONS & RESPONSIBILITIES

Management Team: The Oakland County MPRI Pilot Site for the Department of Justice (DOJ)

Prisoner ReEntry Project will be overseen by a multi-disciplinary Management Team:

- **Management Team Leader:** Nancy Dargan, MPRI Community Liaison, Michigan Department of Corrections, Policy and Strategic Planning Administration, Office of Offender ReEntry, Contract Manager for the DOJ Grant Award.
- **Prison Facility Representative:** Charlene Carberry, Deputy Warden, Michigan Department of Corrections, Correctional Facilities Administration, Macomb Regional Facility (MRF).
- **Prison In-Reach Representative:** An Institutional Parole Agent position that will be filled using DOJ Grant Award Funds. This position will report to the Michigan Department of Corrections, Field Operations Administration, Office of Field Programs.
- **Community Supervision Representative:** Ken Aud, Michigan Department of Corrections, Field Operations Administration, Region II, Oakland County Area Manager.
- **Community Representative:** Lynn Crotty, Associate Director for ReEntry Programs for Oakland, Livingston Human Services Agency, responsible for oversight of the Department of Labor (DOL) Prisoner ReEntry Grant Award

Services Team: Services for the Oakland County MPRI Pilot Site for the Department of Justice (DOJ)

Prisoner ReEntry Project will be overseen by a multi-disciplinary Service Team:

- **Prison Pre-Release Services:** A Pre-Release Program Coordinator position will be filled using DOJ Grant Award Funds. This position will report to Charlene Carberry, Michigan Department of Corrections, Correctional Facilities Administration, MRF.
- **Prison In-Reach Services:** The Institutional Parole Agent position (described above) that will be filled using DOJ Grant Award Funds.
- **Parole Supervision:** Mr. Aud will assign a Field Supervisor to the Team who is responsible for supervising the Parole Agents who supervise these cases.
- **Community Services:** Three persons will be responsible for the development and coordination of Community Services. (1) the local MPRI Pilot Site Coordinator, funded by JEHT Foundation funds, will be responsible for the development of the services that will be funded under the MPRI through the Comprehensive Prisoner ReEntry Plan who will act as Team Leader, (2) The Grant Manager for the DOL Grant Award, who reports to Ms. Crotty will be responsible for the coordination of services funded under that grant and, (3) for employment related services, the Ready4Work Employment Specialist, who will be funded with other federal, state and local funds.

MPRI COMMUNITY LIAISON

CONTRACT MANAGER FOR DOJ PRISONER RE-ENTRY GRANT

Nancy E. Dargan

Position Description

Overview: This is one of two statewide Community Liaisons for the new Office of Offender Reentry. This position will plan, implement, coordinate, and provide oversight of pilot sites under the statewide Michigan Prisoner Reentry Initiative (MPRI). The Community Liaison serves as the expert in community development and capacity-building techniques in MPRI. The community Liaison will conduct analyses of community assets, barriers and gaps to determine the extent of community readiness for reentry and this analysis will guide the process of state/local collaboration to demonstrate elements of the MPRI Model and institute full Pilot Sites.

Responsibilities:

- Coordinate tasks in the local community related to the development, implementation and monitoring of the MPRI Model in local communities that result in improved service delivery so that fewer parolees return to prison. Write specific Implementation Plans for pilot and demonstration sites.
- Evaluates program and makes recommended policy and procedural changes.
- Research, analyze, develop and maintain databases and record systems on information related to local pilot and demonstration site development, implementation and monitoring.
- Prepare reports and correspondence related to the work.
- Coordinate local implementation of the MPRI.
- Developing system-wide approaches to reduce parolee failure.
- Collaborating with service delivery agencies for special needs populations such as women, veterans, mentally ill, substance abuse, health care, etc., that focus on housing, employment and treatment services that will increase the likelihood of community success after prison.
- Community with communities to engage in discussion and planning for demonstration of MPRI elements.
- Serve as a liaison for Policy and Strategic Planning Administration with MDOC and non-MDOC employees, agencies and organizations, elected and appointed officials who are engaged in local pilot and demonstration site activities, focusing on improved coordination of services for parolees in the areas of housing, employment, substance abuse and mental health services, etc.
- Serve as liaison between MDOC and other stakeholder state and community agencies.

Skills:

- Advanced written and verbal communication skills.
- Training and group facilitation experience.
- Advanced community organizational skills.
- Knowledge and experience of special needs populations including but not limited to offenders, alcohol, drug addiction, mentally ill and health related issues.
- Ability to plan, direct and coordinate programs and administrative activities of a complex nature.
- Knowledge of data systems and the internet.
- Research skills.

- Knowledge of local community organizations, particularly in potential pilot sites – including faith based groups, nonprofit and community based organizations, and understanding of how other state agencies operate in the local level in these communities.

Requirements:

- Bachelor's Degree.
- Minimum of two years of progressively responsible community development experience.
- Experience in state and local planning.
- Experience in planning, coordinating and directing local teams, committees and work groups in the development and implementation activities that are complex, interrelated and interdependent in nature, where unknowns and numerous contingency factors are involved.
- Ideal candidate will have experience working with nonprofit or community based organizations or have extensive experience in community organizing and community convening.

Funding Source for Position: Michigan Department of Corrections

DEPUTY WARDEN; MACOMB REGIONAL FACILITY

Charlene Carberry

PRISON FACILITY REPRESENTATIVE ON DOJ GRANT MANAGEMENT TEAM

Position Description

Overview: The position is directly responsible for the internal operations of a correctional facility. Included within the responsibility is the custody and security of the facility. Responsible second line supervision of the prisoner housing units and prisoner Program Department. Position is responsible for Fire and Safety procedures and operations and implementation thereof. Included within the listed responsibilities is the custody and security of Level I, II, III, IV and Administrative Segregation prisoners. Responsible for first and second line supervision of all facility staff. Plans, organizes and directs control of work activities. Formulates current and long range programs, coordinates work by scheduling assignments and directing the work of subordinate supervisors. Selects and assigns staff, ensuring equal employment opportunity as directed by MDOC Policy Directives and Operational Procedures. Identify staff with development needs and ensures training is obtained, as well as proper labor relations and conditions of employment are being maintained. Maintains records, as well as prepares reports and conducts correspondence relative to this position.

Responsibilities:

- Annually reviews the Security Classification of prisoners confined to the facility.
- Assist in overseeing the preparation of transfer requests for eligible prisoners by virtue of the action taken by the Security Classification Committee and facility needs.
- Assures that prisoners are placed in and released from Segregation in accordance with Administrative Rules and Policy Directives.
- Assures that felonious prisoner behavior within the facility is referred to the Michigan State Police for investigation, as well as assuring that critical incidents that occur within the facility are reported as mandated.
- Assuring the facility operations satisfy the requirements of all Administrative Rules, Policy Directives related to fire/safety, sanitation, tool control and contraband control.
- Ensures the facility operates in compliance with the guidelines as established by the American Correctional Association.
- Audits facility Operating Procedures as well as implementation of same.
- Conducts employee Disciplinary Conference as required.
- Implements the provision of labor contracts; meets with union representatives.
- Coordinates work by scheduling assignments and directive the work of subordinates.
- Conducts staff meetings and conferences to discuss operational, organizational, budgetary, personnel and technical matters/problems and status of projects.
- Develops budget recommendations for capital outlay, personnel services, equipment and materials.
- Assures that prisoner security is provided.
- Directs the revision of rules, regulations and procedures, to meet changes in policy.
- Directs the revision or rules, regulations and procedures to meet changes in policy.

- Deployment of staff resources within the facility to maximize the delivery of same ensuring all custody and security requirements are met and in doing so, providing a safe work environment for staff and living environment for prisoners.
- Meets with officials of Federal, State and local agencies: Legislators, Governor's staff, professional organizations and interested groups on matters relating to the security of the facility.

Skills:

- Knowledge of the social sciences underlying criminal activity: psychology, criminology and sociology.
- Knowledge of social attitudes.
- Knowledge of interviewing techniques.
- Knowledge of behavioral problems, mental illnesses and minority group problems.
- Extensive knowledge of Departmental Policy and Administrative rules.
- Demonstrated ability to prepare and implement Operational Procedures.
- Ability to manage subordinate supervisors effectively, assuring that they carry out their responsibilities efficiently.
- Thorough knowledge of institutional custody and security requirements.
- Ability to work cooperatively with union officials and implement the provisions of various labor contracts.
- Ability to self-motivate and lead by example.
- Knowledge of equal employment opportunity practices.
- Knowledge of the principles of management including budgeting.
- Ability to work under stress.
- Ability to communicate effectively with others.

Requirements:

- Bachelor's degree in criminal justice or social sciences.

Funding Source for Position: Michigan Department of Corrections

**INSTITUTIONAL PAROLE AGENT
Vacant**

**PRISON IN-REACH REPRESENTATIVE ON DOJ PROJECT MANAGEMENT TEAM &
DOJ PROJECT SERVICES TEAM**

Position Description

Overview: Work with Correctional Facility Administration (CFA) staff initiating the Transitional Accountability Plan (TAP2) for prisoners in Michigan Prisoner Reentry Initiative (MPRI) facilities. Work with CFA, Field Operations Administration (FOA) field staff and transition teams to develop reentry/parole supervision plans and initiate needed assessments and referrals prior to parole release. Develop acceptable parole placement options for FOA field staff. Work with Oakland County prisoners in the pilot site facility that are targeted as participants in the Department of Labor/Department of Justice (DOL/DOJ) grant and ensure that in-reach is completed per the grant.

Responsibilities:

- Review prisoner file and OMNI material.
- Interview and orientate prisoner with CFA Staff.
- Assess information initiate development of TAP2 with CFA staff and prisoner to include: housing, employment, family/community support, health and education.
- Interview prisoner and develop acceptable home placement options. Complete CFJ-457, updated parole placement.
- Work with assigned field agents and transition teams to establish tentative parole supervision plan (TAP3).
- Identify prisoner needs/barrier that require action prior to/at time of release.
- Initiative/schedule assessments and/or referrals both at the facility and in the community after parole release.
- Incorporate MPRI programs in the development of supervision plans where appropriate.
- Work with, schedule and facilitate transition team meetings.
- Assist in coordinating family reunification sessions.
- Work with the transition team in development employment opportunities for Oakland County prisoners designated as part of the DOL/DOJ grant.
- Attend staff meetings and training.
- Collect data and statistics as required.
- Maintain accurate/timely case notes and other OMNI entries.
- Prepare correspondence and reports as needed.
- Read and implement current policy, procedures and instructional memoranda.
- Establish and maintain close working relationships with CFA staff, FOA staff, law enforcement, transition teams and other agency/local service agency staff delivering approved community support services.

Skills:

- Knowledge of the social sciences underlying adult parole and probation work, such as psychology, criminology and sociology.
- Knowledge of interviewing techniques.
- Knowledge of community organizations and resources.

- Ability to maintain daily offender contact, demonstrating appropriate use of authority.
- Ability to work well with department staff and outside agencies/service providers.
- Ability to evaluate programs and policies and make recommendations accordingly.
- Ability to work under stress.
- Ability to communicate effectively with others.

Requirements:

- Bachelor's degree with a major in criminal justice, correctional administration, criminology, psychology, social work, guidance and counseling, child development, sociology, school social work, social work administration, educational psychology, family relations or theology.
- Minimum of two years of progressively responsible experience equivalent to a Parole/Probation Manager 14.
- Possession of a valid driver's license.
- Possession of a working telephone.

Funding Source for Position: Department of Justice Prisoner ReEntry Grant Award

PAROLE AND PROBATION MANAGER

Kenneth J. Aud

COMMUNITY SUPERVISION REPRESENTATIVE ON DOJ PROJECT MANAGEMENT TEAM

Position Description

Overview: This is a third-line supervisory level of Parole/Probation Officers within Field Operations Administration - Region I, Wayne County. This position is responsible for the planning and directing of parole and probation activities through second-line and first-line supervisors. This position requires a thorough knowledge of MDOC policies, procedures and regulations of probation programs, OMNI, responsible for training, issuing service ratings, and counseling of employees.

Responsibilities:

- Selects and assigns staff, ensuring equal employment opportunity in hiring and promotion.
- Coordinates activities by scheduling work assignments, setting priorities, and directing the work of subordinate employees.
- Evaluates and verifies employee performance through the review of completed work assignments and work techniques.
- Identifies staff development and training needs and ensures that training is obtained.
- Ensures proper labor relations and conditions of employment are maintained.
- Maintains records, prepares reports and composes correspondence relative to the work.
- Interprets and implements departmental directives and regulations; keeps subordinates informed of changes in policy and procedures.
- Maintains liaison with circuit court judges, prosecutors, sheriffs, chiefs of police, friends of the court, county boards of supervisors, and other concerned with the parole and probation program.
- Investigates parole/probation violations, documents findings and recommends disposition to the parole board, court officials, or other officials involved in the parole and probation revocation, or inmate classification process.
- Advises judges, attorneys, police and the public regarding parole and probation policies and procedures.
- Evaluates policies and procedures of the assigned program and makes recommendations to management staff accordingly.
- Maintains favorable public relations in the area through meetings with service clubs, school officials, gives speeches at schools, and visit to police agencies.
- Attends conferences and keeps informed of developments in the corrections field.
- Performs related work appropriate to the classification as assigned.

Skills:

- Knowledge of the social sciences underlying adult parole and probation work, such as psychology, criminology and sociology.
- Knowledge of social attitudes.
- Knowledge of interviewing techniques.
- Knowledge of behavioral problems, mental illnesses and minority group problems.
- Knowledge of the psycho-sociological factors in the committing of crime.

- Knowledge of the psychological effects of incarceration.
- Knowledge of parole and/or probation laws pertaining to adults and departmental policies relating to the work.
- Knowledge of the techniques of parole and probation supervision and treatment.
- Knowledge of community organizations and resources.
- Knowledge of training and supervisory techniques.
- Knowledge of employee policies and procedures.
- Knowledge of equal employment opportunity practices.
- Knowledge of the principles of management including budgeting.
- Ability to evaluate programs and policies and make recommendations accordingly.
- Ability to conduct investigations and to evaluate findings.
- Ability to recognize pathological behavior.
- Ability to formulate a plan of social and economic rehabilitation for individual cases.
- Ability to work under stress.
- Ability to communicate effectively with others.

Requirements:

- Bachelor's degree in criminal justice, correctional administration, criminology, psychology, social work, guidance and counseling, child development, sociology, school social work, social work administration, educational psychology, family relations or theology.
- Minimum of two years of progressively responsible experience equivalent to a Parole/Probation Manager 14.

Funding Source for Position: Michigan Department of Corrections

ASSOCIATE DIRECTOR FOR RE-ENTRY PROGRAMS
Lynn Crotty, Oakland, Livingston Human Services Agency

COMMUNITY REPRESENTATIVE ON DOJ PROJECT MANAGEMENT TEAM

Position Description

Overview: Provide comprehensive services, designed to secure employment, housing, and mentoring, for ex-offenders transitioning back into the community.

Responsibilities:

- Coordinate all aspects of the **Department of Labor** Prisoner ReEntry Program and ensure compliance with all OMB and department of Labor regulations.
- Oversee and monitor all contractual agreements and memorandums of agreement to ensure compliance.
- Complete all required reports and monitor all budgets in a timely manner as required by grant regulations.
- Work with the Michigan Department of Corrections and other partners for recruitment, ongoing case management, mentoring, training, employment, and all other required services.
- Supervise all program staff.
- All other responsibilities as assigned by supervisor.

Requirements:

- BA in Business, Criminal Justice, Social Work, Behavioral Science or related field.
- A minimum of two (2) years experience working with the criminal justice system.
- Experience with computers and reporting systems, excellent verbal and written skills.
- A minimum of two (2) years supervisory experience.
- Experience working with employers and workforce development.

Funding Source for Position: Combination of Department of Labor and Michigan Works!

(The Department of Labor Prisoner ReEntry Grant Award funds the DOL Project Manager who reports to Ms. Crotty).

MPRI PILOT SITE COMMUNITY COORDINATOR
Vacant

COMMUNITY REPRESENTATIVE ON DOJ PROJECT SERVICES TEAM
TEAM LEADER

Position Description

Overview: The Community Coordinator is responsible for coordinating community wide involvement in prisoner reentry planning and service provision in accordance with the Michigan Prisoner Reentry Initiative (MPRI) Model.

Responsibilities:

- Organization and coordination of the process to create a Comprehensive Prisoner Reentry Plan for Oakland County (community assets, barriers, and gaps affecting prisoner reentry);
- Facilitation and staffing of the local MPRI Steering Team; and
- Coordination and communication, both within the local community and between the community and the statewide partnership, regarding the evolving design of the MPRI so that the entire process is deeply influenced by the community perspective
- Organization and coordination of the implementation process, including contract management, for the Comprehensive Prisoner Reentry Plan.

Skills:

- Communication, both written and oral, between stakeholders within the community and between the community and the statewide partners.
- Community convening to bring diverse stakeholders together, build consensus, stimulate leadership and action toward reentry planning;
- Community organizing to coordinate and train community steering teams, facilitate Reentry Council and Steering Team meetings, build community partnerships, and maintain written records of the process;
- Brokering to negotiate through community conflict while maintaining a neutral stance;
- Coordinating the MPRI process at the community level; and
- Systems building to improve policies, systems, resources and services to support returning prisoners and the community.

Requirements:

- Bachelor's degree in a human services related field, advanced degree preferred.
- Minimum of four years of progressively responsible work experience in criminal justice.
- Extensive knowledge of the local community.
- Knowledge of and success with organized, data-driven, community-level change, including coordination of project implementation and contract management.
- Excellent written and verbal communication skills.
- Success in grant seeking and/or other fundraising activities.
- Excellent computer skills, including competency with the Microsoft Office software package, web-based applications, and other data programs.

Funding Source for Position: JEHT Foundation

**DEPARTMENT OF LABOR GRANT MANAGER
Vacant**

COMMUNITY REPRESENTATIVE ON DOJ PROJECT SERVICES TEAM

Position Description

Overview: Responsible for the provision of comprehensive services, designed to secure employment, housing and mentoring for prisoners transitioning back to the community.

Responsibilities:

- To coordinate all aspects of the Prisoner Reentry Program and to ensure compliance with all OMB and Department of Labor regulations.
- Oversee and monitor all contractual agreements and memorandums of agreement to ensure compliance.
- Complete all required reports and monitor all budgets in a timely manner as required by grant regulations.
- Work with the Department of Corrections and other partners for recruitment, ongoing case management, mentoring, training, employment and all other required services.
- Supervise all program staff.
- All other responsibilities as assigned by supervisor.

Skills:

- Communication, both written and oral, between stakeholders within the community and between the community and the statewide partners.
- Working with diverse stakeholder to build consensus, stimulate leadership and action toward reentry planning;
- Community organizing to coordinate and train community steering teams, facilitate Reentry Council and Steering Team meetings, build community partnerships, and maintain written records of the process.
- Experience with computers and reporting systems, excellent verbal and written skills.

Requirements:

- Bachelor's degree in Business, Criminal Justice, Social Work, Behavioral Science or a related field.
- A minimum of 2 years experience working with the criminal justice system.
- A minimum of 2 years supervisory experience.
- Experience working with employers and workforce development.

Funding Source for Position: Department of Labor Grant Award

READY4WORK - EMPLOYMENT SPECIALIST
Vacant

EMPLOYMENT SERVICES REPRESENTATIVE ON DOJ PROJECT SERVICES
TEAM

Position Description

Overview: Employees in this job function as professional employment services analysts, completing or overseeing a variety of assignments to provide research and analysis for the purpose of evaluation, assessment, planning, development and implementation of employment services and workforce programs.

Responsibilities:

- Establishes, administers and evaluates workforce/employment services programs, and assists in development of policies and procedures.
- Designs and conducts surveys or special studies to determine workforce needs and to assist in planning, implementing and evaluating employment services programs.
- Interprets or clarifies employment services objectives, policies and programs.
- Functions as a liaison and coordinates programs with state and federal agencies and private or public organizations.
- Reviews and consolidates data and prepares reports.
- Reviews employment services activities to ensure that established procedures are being followed, evaluates techniques, discusses problems and makes recommendations.
- Develops evaluation methods, techniques and procedures to implement workforce programs.
- Conducts training sessions, work shops, conferences and seminars.
- Prepares training and procedural material related to special applicant groups.
- Establishes and coordinates special workforce projects in assigned communities.
- Prepares informational releases pertaining to changes in policies and procedures.
- Collects and disseminates educational and promotional information.
- Maintains records and prepares reports and correspondence related to the work performed.
- May perform related essential functions as appropriate to the class and other non-essential functions as required.

Skills:

- Communication, both written and oral, between stakeholders within the community and between the statewide partners.
- Knowledge of the principles and practices of employment services analysis.
- Knowledge of the tools of management, such as methods development, cost analysis, procedural manuals, training materials, operating controls, records and reports, and studies applicable in evaluating programs or services.
- Knowledge of the principles and methods of social and economic research, statistics, systems analysis, operational analysis, cost analysis, and finance of public and private programs.
- Knowledge of economic, social, political and business conditions in the state.
- Knowledge of workforce needs and training needs.
- Knowledge of the legislative process and governmental organization and structure.

- Knowledge of the pertinent and controlling legislation and related administrative rulings and judicial decisions.
- Ability to organize, evaluate and present information effectively.
- Ability to interpret laws, rules and regulations relative to the work.
- Ability to analyze, synthesize and evaluate a variety of data for use in program development and analysis.
- Ability to assess operations from the standpoint of management controls, systems and procedures.
- Ability to develop workforce programs and employment services procedures, policies or guidelines and to relate these to objectives.
- Ability to prepare and/or select training materials.
- Ability to maintain favorable public relations.
- Ability to communicate effectively with others.
- Ability to maintain records and prepare reports and correspondence related to the work.

Requirements:

- Bachelor's degree in any major;
- Minimum of one year of professional experience involving the research and analysis of employment and workforce programs equivalent to an Employment Services Analyst in the State of Michigan.
- Two years of professional experience involving the research and analysis of employment and workforce programs equivalent to an Employment Services Analyst in state service, including one year equivalent to an intermediate level Employment Services Analyst.
- Excellent computer skills, including competency with the Microsoft Office software package, web-based applications, and other data programs.

Funding Source for Position: Michigan Works!

PRE-RELEASE PROGRAM COORDINATOR
Vacant

PRE-RELEASE REPRESENTATIVE ON DOJ PROJECT SERVICES TEAM

Position Description

Overview: Applicant must have a thorough knowledge of the Michigan Prisoner Reentry Initiative (MPRI) programming. Position will be responsible for coordinating prisoner programming and organizations at the facility to meet the needs of the institution and the needs of the prisoners, and other essential functions as assigned. Position must demonstrate ability to work independently in assisting supervisor in carrying out the mission and goals of the Department by adhering to established rules, policies and procedures, practices and oral instructions, using own judgment in carrying out duties with minimal supervision and adhering to supervisor's instructions.

Researches, collects, consolidates, analyzes and maintains program data necessary to meet program reporting and evaluation requirements and the goals of the agency program or service.

Position has 50% or more prisoner contact and/or supervision and is within the secured area of the facility.

Reports to Macomb Regional Facility Deputy Warden.

Responsibilities:

- Supervise prisoner program activities.
- Coordinate programming for all prisoners.
- Place prisoners on call-outs after being notified that they are interested in participating in a program.
- Utilize the Prisoner Program and Work Assignment Evaluation to prepare prisoner reports and information for submission to the Parole Board.
- Participate in the development and implementation of policies within the facility with regards to MPRI.
- Research, collect, consolidate, analyze and maintain MRPI program data necessary to meet program reporting and evaluation requirements.
- Establish, administer and evaluate programs, recommend program policies and procedures, design forms in regards to MPRI.
- May perform related essential functions appropriate to the class and other nonessential functions as required.
- Maintain and update the MIPRI prisoner data base.
- Update prisoner movement data base.
- Design, implement and document personal based data collection, processing and reporting systems.
- Maintain computer data bases to record and analyze data on MPRI program and activities.
- Compose memos for MPRI staff.
- Relay pertinent information, answer questions and give guidance to staff regarding MPRI matters, interpreting supervisor's viewpoint and act as liaison between supervisor and facility staff.

- Maintain filing system for all correspondence, reports and other required printed documents for retrieval as needed.
- Maintain and update the Macomb Correctional Facility Volunteer Report.
- Provide consultation to and coordinates departmental programs with state agencies, private and public organizations, and communities in regards to MPRI programming.
- Assist the Volunteer Coordinator of the facility.

Skills:

- Knowledge of and experience in research, collection, data consolidation and analysis.
- Knowledge of various data systems such as Excel, Access, etc.
- Knowledge of Microsoft program applications.
- Knowledge of the principles of research and Evidence Based Programming.
- Ability to maintain daily offender contact, demonstrating appropriate use of authority.
- Ability to work well with department staff and outside agencies/service providers.
- Ability to evaluate programs and policies and make recommendations accordingly.
- Ability to work under stress.
- Ability to communicate effectively with others.

Requirements:

- Educational level typically acquired through the completion of high school and four years of experience as an advanced 9-level state worker in an ECP Group One Classification, or
- Educational level typically acquired through the completion of high school and two years of experience as an E9, E10, or E11 level worker in a technical or paraprofessional ECP Group One Classification.
- Must possess and have working knowledge/experience in research, collection, consolidation and analysis of data.
- Possession of a valid driver's license.

Funding Source for Position: Department of Labor Prisoner ReEntry Grant Award

PAROLE FIELD SUPERVISOR
Kim Eisenbies

PAROLE SUPERVISION REPRESENTATIVE ON DOJ PROJECT SERVICES TEAM

Position Description

Overview: Employees in this job direct professional parole/probation activities. Under general supervision the employee works within general methods and procedures and exercises considerable independent judgment to adapt and apply the guidelines to specific situations.

Responsibilities:

- Selects and assigns staff, ensuring equal employment opportunities.
- Coordinates activities by scheduling work assignments, setting priorities and directing the work of subordinate employees.
- Evaluates and verifies employee performance through the review of completed work assignments and work techniques.
- Identifies staff development and training needs and ensures that training is obtained.
- Ensures proper labor relations and conditions of employment are maintained.
- Maintains records, prepares reports and composes correspondence relative to the work.
- Interprets and implements departmental directives and regulations; keeps subordinates informed of changes in policy and procedures.
- Maintains liaison with circuit court judges, prosecutors, sheriffs, chiefs of police, friends of the court, county boards of supervisors and others concerned with the parole/probation program.
- Investigates parole/probation violations, documents findings and recommends disposition to the parole board, court officials or other officials involved in the parole and probation revocation or inmate classification process.
- Advises judges, attorneys, police and the public regarding parole and probation policies and procedures.
- Evaluates the policies and procedures of the assigned program and makes recommendations to management staff accordingly.
- Maintains favorable public relations in the area through meetings with service clubs and school officials, speeches at schools and visits to police agencies.
- Attends conferences and keeps informed of developments in the corrections field.
- Performs related work appropriate to the classification as assigned.

Skills:

- Knowledge of policies, procedures, laws and regulations of the assigned parole/probation program.
- Knowledge of supervisory techniques and personnel policies and procedures.
- Knowledge of the social sciences underlying adult parole and probation work, such as psychology, criminology and sociology.
- Knowledge of social attitudes.
- Knowledge of interviewing techniques.
- Knowledge of behavioral problems, mental illnesses and minority group problems.
- Knowledge of the psycho-sociological factors in committing of crime.

- Knowledge of the psychological effects of incarceration.
- Knowledge of parole and/or probation laws pertaining to adults and departmental policies relating to the work.
- Knowledge of techniques of parole and probation supervision and treatment.
- Knowledge of community organizations and resources.
- Knowledge of employee policies and procedures.
- Knowledge of equal employment opportunity practices.
- Knowledge of the principles of management including budgeting.
- Ability to evaluate programs and policies and make recommendations accordingly.
- Ability to conduct investigations and to evaluate findings.
- Ability to recognize pathological behavior.
- Ability to formulate a plan of social and economic rehabilitation for individual cases.
- Ability to work under stress.
- Ability to effectively communicate through verbal and written media.

Requirements:

- Possession of a bachelor's degree in criminal justice, correctional administration, criminology, psychology, social work, guidance and counseling, child development, sociology, school of social work, social work administration, educational psychology, family relations or theology.
- Two years of professional experience working with adult offenders.

Funding Source for Position: Michigan Department of Corrections

LETTERS OF SUPPORT

The Oakland County MPRI Pilot Site for the Department of Justice (DOJ) Prisoner ReEntry Project has strong support by many key stakeholders. Letters of support include:

- Jennifer M. Granholm, Governor
- Patricia L. Caruso, Director Michigan Department of Corrections (Lead Agency)
- Ronald B. Borngesser, Chief Executive Officer, Oakland Livingston Human Service Agency
(Community Based Organization funded for Prisoner ReEntry under the Department of Labor Grant Award)
- Oakland County Michigan Prisoner ReEntry Initiative Steering Committee (in their capacity as the multi-disciplinary, advisory committee to the project.
- John Almstadt, Manger, Oakland County Workforce Development Program

Unless otherwise noted, the Michigan Department of Corrections has signed letters of support on file from all parties listed above.



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

JOHN D. CHERRY, JR.
LT. GOVERNOR

January 26, 2006

Mr. Robert Hendricks
Policy Advisor for Prisoner Reentry Initiative
Bureau of Justice Assistance, Office of Justice Programs
U.S. Department of Justice
Washington, D.C.

Dear Mr. Hendricks:

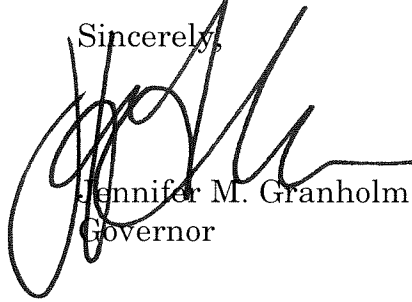
In these difficult times, Michigan cannot afford to bear the social or financial costs associated with unchecked growth in our prison population. Since 2003, we have responded to this dilemma in various ways, endeavoring to bring corrections costs under control without compromising public safety. One initiative geared toward that end, *The Michigan Prisoner ReEntry Initiative (MPRI)*, has been implemented throughout state and local governments, led by the Michigan Department of Corrections. This initiative is focused on better preparing prisoners for their eventual release to our communities, a vital approach in addressing the complex public policy challenge we currently face.

Controlling our prison population, however, is only half of the equation. Criminal justice experts acknowledge that in addition to punishing wrongdoers, our corrections system must also assure that prisoners are prepared to meet both the economic and social challenges of post-prison life. In addition to workplace readiness, arrangements for post-prison transition must deal realistically with the inadequate coping skills that contribute to recidivism, particularly in the areas of alcohol and drug relapse and family and community connectedness. Research demonstrates that this dual emphasis approach reduces recidivism, and allows offenders to contribute to society in a positive fashion. With the proper mix of supervision and support - guided by careful offender assessment - we believe we can reduce recidivism without compromising public safety.

The MPRI has brought key stakeholders to the table and working together, they have gained momentum to permanently improve prisoners' transition to their communities. It is critical that we continue to establish creative community partnerships among public and nonprofit agencies that enjoy strong links to our state-level efforts.

I enthusiastically embrace our *Michigan Prisoner ReEntry Initiative* and I am pushing the MPRI team for statewide implementation by the end of Fiscal Year 2007. The application from the Michigan Department of Corrections to the Department of Labor for funding under your Prisoner Reentry Initiative would provide support for pre-release programs, prison in-reach by our community partners, and help ensure that our focus on helping prisoners become ready for work. I fully support this application.

Sincerely,



Jennifer M. Granholm
Governor

JMG/pd

c: Patricia L. Caruso

		
JENNIFER M. GRANHOLM GOVERNOR	STATE OF MICHIGAN DEPARTMENT OF CORRECTIONS LANSING	PATRICIA L. CARUSO DIRECTOR

January 26, 2006

Mr. Robert Hendricks
 Policy Advisor for Prisoner Reentry Initiative
 Bureau of Justice Assistance, Office of Justice Programs
 U.S. Department of Justice
 Washington, D.C.

Dear Mr. Hendricks:

Those of us involved with the Michigan Prisoner ReEntry Initiative (MPRI) are pleased at the possibility of continuing our long-standing collaboration with the U.S. Department of Justice to ensure the successful implementation of a sound prisoner re-entry model for Michigan. The many stakeholders in the process have often expressed their gratitude for having the guidance of your agency as we successfully demonstrated improved re-entry practices under the Serious and Violent Offender Re-entry Initiative. We are now ready to expand on the lessons we learned from that three-year grant and apply a “ready for work” approach to prisoner re-entry. Your grant solicitation, which will dovetail with a recent grant award to the Oakland County MPRI Pilot Site, will allow us to fully test the MPRI Model by introducing pre-release programming into one of our premier re-entry prison facilities that we have started at eight locations in Michigan.

As you know, the MPRI is driven by a vision that every prisoner released to the community will have the tools needed for success. We are governed by an unwavering mission to 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 to prison through their transition, reintegration and aftercare in the community. Consistent with your solicitation, our three most important goals for our MPRI Pilot Site in Oakland County are to:

- Reduce crime and promote public safety by addressing the threat of harm to persons and their property by released offenders in the communities to which those offenders return.
- Increase success rates of offenders who transition from prison by helping them find work and access other critical services in the community.
- Fostering effective risk management and treatment programming, offender accountability, and community and victim participation.

This clarity of vision, mission and purpose has helped keep the initiative focused on tangible outcomes as we are now moving ahead aggressively with implementing the MPRI Model statewide by the end of Fiscal Year 2007. Thus, the opportunity you provide for us to fully implement the Model in one of the sites already selected for implementation this year is very timely.

Mr. Robert Hendricks
January 26, 2006
Page 2

As you know, Oakland County is a committed partner with the Michigan Department of Corrections in the implementation of the MPRI and the braiding of funds from the Department of Labor, the Department of Justice and the Michigan Department of Corrections will produce the synergy needed to thrust us toward successful outcomes in improved recidivism and former prisoner job retention. As you will see from the grant application, we have partnered with all of the stakeholders to create the operational opportunity to achieve our goals and reach our vision.

As required, in order to act as the lead agency for this grant application, the Michigan Department of Corrections in conjunction with the partnering agencies and services, agree to provide individual criminal history information for all of the project participants to Department of Labor Prisoner Reentry grantees and evaluators, unless prohibited by law. These data will be provided in response to periodic requests from the grantees and evaluators throughout the period of performance of this project to capture both criminal history prior to the program enrollment and subsequent recidivism. Further, we agree to work with the Oakland/Livingston County Human Services Agency that was recently funded for post-release re-entry services by the Department. We will assist this community-based organization in obtaining individual criminal history information about other returning offenders, who may be served by them but are not under the jurisdiction of the application, to the extent allowed by state law.

We greatly look forward to working with you.

Sincerely,

Patricia L. Caruso
Director

cc: Dennis Schrantz



Oakland Livingston Human Service Agency
A Community Action Agency Since 1964
"Equal Opportunity Employer/Program"

196 Cesar E. Chavez
P.O. Box 430598
Pontiac, MI 48343-0598
(248) 209-2600 *tel*
(248) 209-2645 *fax*
www.olhsa.org

January 24, 2006

Mr. Ken Aud, Area Manager
Michigan Department of Corrections
Field Operations Administration
1200 N. Telegraph
Pontiac, Michigan 48341

Dear Mr. Aud:

Please accept this letter as a letter of support for the grant application that the Michigan Department of Corrections is submitting to the Department of Justice. We understand that these funds will further support and enhance the pre-release activities that are essential to the successful reintegration of the ex-offender into the community. Oakland Livingston Human Service Agency (OLHSA) is committed to the Michigan Prisoner Re-entry Initiative and as such fully supports this grant application.

As the Grantee of the Department of Labor grant for Prisoner Re-entry in Oakland County, OLHSA is dedicated to working in partnership with Michigan Department of Corrections, to implement programming that focuses on a seamless hand-off from prison to the community. OLHSA, in partnership with Michigan Department of Corrections is fully prepared to successfully reintegrate ex-offenders into the community and enable them to become productive members of the community. This collaborative involves community and faith based groups working together with state agencies to ensure a positive result for the ex-offender and the community as a whole.

OLHSA applauds the commitment of the Department of Corrections, its parole officers, community partners, and state agencies to this important effort. We pledge our continued support and partnership in this initiative and offer this letter of support as an indication of our continued commitment and partnership.

Ronald B. Borngesser, Chief Executive Officer
Oakland Livingston Human Service Agency

January 23, 2006

To whom it may concern:

Please be advised that we, the co-chairs of the Oakland County MPRI Steering Team pledge our support for this grant application. If awarded this grant, we the co-chairs will ensure the Steering Team and Advisory Council stay on track, meet regularly and assist in administering the grant in any way deemed necessary.

We will ensure that the programming utilized in preparing the target population is evidence based and designed to enhance the population's cognitive skills focusing on their needs and strengths. Through our Transition Team approach we plan to deliver a seamless hand off of the offender from prison to the community and provide the wrap around services required based on needs of the individual. It is our desire that offenders will leave prison better prepared for work and the transition from the prison to the workforce is successful.

Each of us is committed to this endeavor and very confident of its success.

Sincerely,

The Oakland County MPRI Steering Team Chairs

Lynn Crotty, Director
Oakland Livingston
Human Services Agency

Hugh Wolfenbarger, Warden
Macomb Correctional Facility

Kenneth Aud, Area Manager
Oakland County MDOC

January 25, 2006

To whom it may concern:

On behalf of the Oakland County Workforce Development Board, I strongly support the Oakland Parolee Re-entry Initiative's application to the U.S. Department of Justice for a prisoner re-entry program grant. Representatives from our Board actively participated in the application's development, and I appreciate the opportunity to collaborate.

To that end, the Workforce Development Board's Michigan Works! (One Stop) Service Centers will provide the grant's participants access to such services as job search assistance and skills training. Assuming that the grant is awarded, we will also provide prospective parolees an in-jail assessment that will ensure they make a seamless transition from prison to parole.

Reducing recidivism and assisting ex-offenders to re-integrate into society flows naturally from the mission of our Workforce Development Board. Our Board also recognizes that gainful employment is essential to a prisoner's successful re-entry.

I am certain that, like our other joint endeavors, this collaboration will be an asset to the community and I look forward to working with our partners on the prisoner re-entry program. If I can provide additional support, please contact me at (248) 452-2256.

Thank you for consideration.

Sincerely,

SIGNED

John Almstadt, Manager
Workforce Development Division

JA:dl



Implementation Process Description

For the past two years, MPRI Workgroups have been considering the policies and practices that should comprise the MPRI Model. Today, September 19, 2005, marks the conclusion of the Design Phase of MPRI. Tomorrow, the crucial Implementation Phase of MPRI begins. To facilitate effective, statewide implementation, the following approaches will be used for the structure and process for MPRI implementation.

The Three Phase Work Group structure has provided a way to focus on the three inter-connected phases of the Model and has served as a logical reference point for dialogue on these enormous reforms. **The Work Group structure will thus be maintained.**

- The Work Groups will no longer meet weekly to engage in design activities but will meet quarterly to engage in information sharing. Work Groups will function as “guardians” of the Model and determine, based on the information that flows to them, the degree to which – if any – the Model needs to be adapted or re-examined as a result of the implementation experiences. Work Groups will have Facilitators instead of co-chairs, and trained recorders will staff both the Committees and the Work Groups to provide the highlights of the meetings for posting on the MPRI website.
- Work Groups will each meet at the same time at the same location on an established day in the last month of each quarter (December, March, June, September). The Work Groups will meet individually from 9:00 A.M. to 11:30 A.M. and then work as a “committee of the whole” over lunch for 90 minutes, sharing the information across the three phases of the Model.
- At 1:00 P.M. The Executive Management Team will meet to review the various recommendations and inputs from the Work Groups as well as several committees that will report to them. The State Policy Team will meet twice per year – more if needed – to consider adaptations of the model at their level.

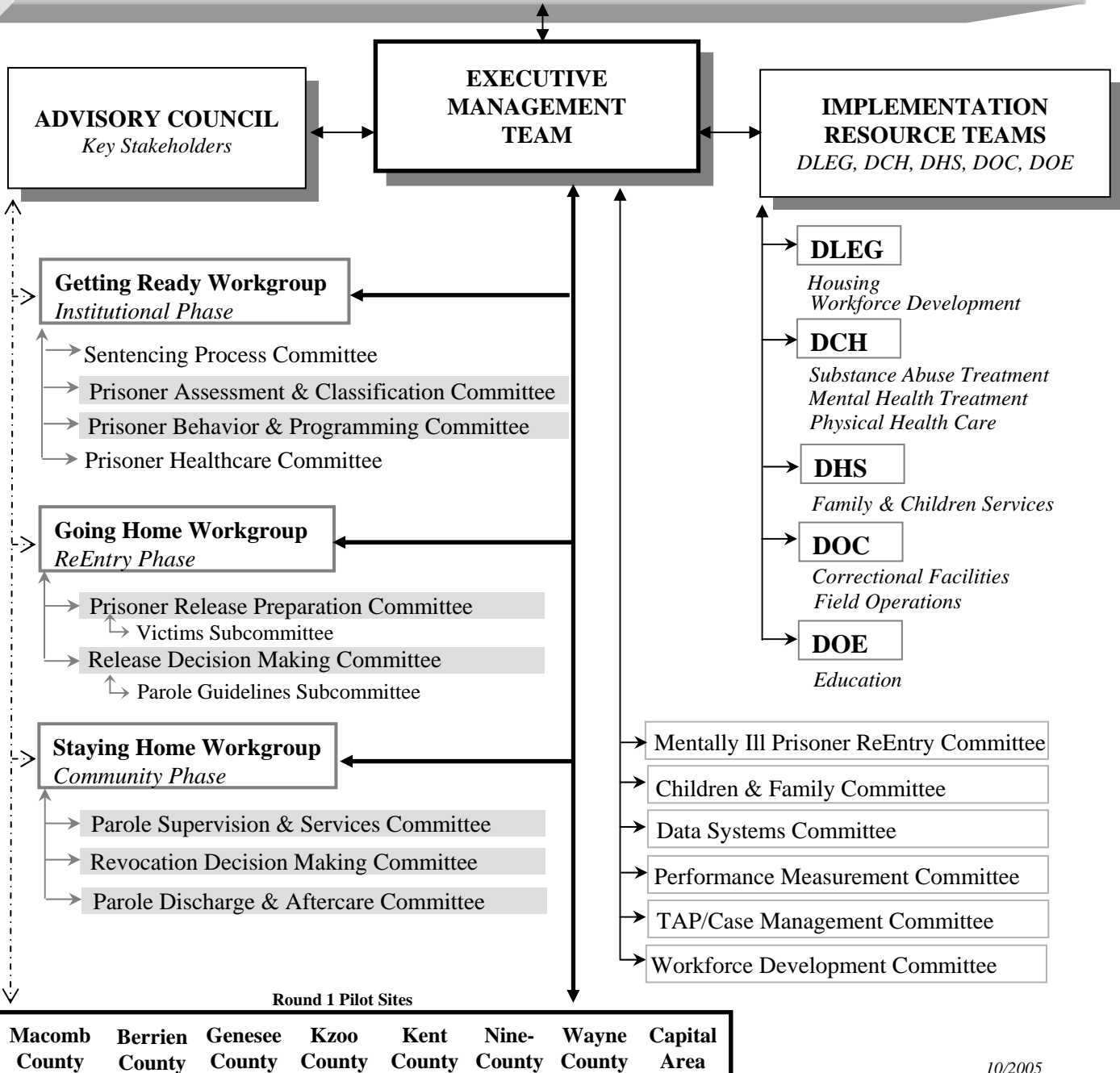
As the focus shifts from state-level design to local-level implementation, the purpose and timeframes for these meetings should also shift. As one active participant noted, “This isn’t theory any more, we need less time meeting and more time doing.”

- The **Pilot Sites** will be asked to provide information to the Work Groups for their quarterly meetings that indicate successes, challenges, needs and recommendations regarding their implementation of the Model.
- Departmental “**Implementation Resource Teams**” at MDOC, DLEG, DCH, DHS and DOE have been, or will be, formed whose charge is to react to policy and process needs for MPRI in their agencies and to interpret the MPRI Model in terms of implementing or reconsidering policies, processes and programs that affect prisoner re-entry. These Implementation Resource Teams will also meet at least quarterly.
- **Work Group Committees** will report to the Work Groups and will be co-chaired by the appropriate leaders in the partner agencies or from local Pilot Sites as is appropriate and will have an established membership that does not shift from meeting to meeting. Committees will continue to focus on the 7 decision points of the MPRI Model plus the important issues of the Sentencing Process and prisoner Health Care. Each committee will report quarterly progress to their specific Work Group. Several committees will have **subcommittees** that will be involved in particularly detailed work on a variety of issues. Committees and subcommittees meetings are expected to resume in October.

GOVERNOR
Jennifer M. Granholm

STATE POLICY TEAM

Team Leader: *Teresa Bingman*, Governor's Deputy Chief of Staff for Cabinet Affairs and Management
Department of Corrections: *Patricia L. Caruso*, Director ♦ *Dennis Schrantz*, Deputy Director, Policy & Planning
Department of Community Health: *Ed Dore*, Chief Deputy Director
Department of Labor & Economic Growth: *Robert Johnson*, Special Executive Assistant to the Director
Department of Human Services: *Laura Champagne*, Chief Deputy Director
Department of Education: *TBD*



MICHIGAN DEPARTMENT OF CORRECTIONS

**Safer Neighborhoods, Better Citizens:
The Michigan Prisoner ReEntry Initiative**

**POLICY AND STRATEGIC PLANNING ADMINISTRATION
OFFICE OF OFFENDER RE-ENTRY**

**MPRI Pilot Site
Comprehensive Prisoner ReEntry Plan
and
Application for Fiscal Year 2006 Funds
(October 1, 2005 – September 30, 2006)**

Pilot Site

**Due Date: September 8, 2005
Date Submitted: _____**

Email the application and mail three hard copies to:

**Twyla Snow, Manager
Snowts@michigan.gov
Office of Offender ReEntry
Policy and Strategic Planning Administration
Department of Corrections
Grandview Plaza Building
P.O. Box 30003
Lansing, Michigan 48909**

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INTRODUCTION

General Information

Community Coordinator:			Title:	
Address:			Phone Number:	
City:			Fax Number:	
State:	MI		E-Mail:	
Zip:				
Fiscal Agent:			Title:	
Contact Person:			Phone Number:	
Address:			Fax Number:	
City:			E-Mail:	
State:	MI			
Zip:				
Federal I.D. Number:				
Steering Team 1st Co- Chair:			Title:	
Address:			Phone Number:	
City:			Fax Number:	
State:	MI		E-Mail:	
Zip:				
Steering Team 2nd Co- Chair:			Title:	
Address:			Phone Number:	
City:			Fax Number:	
State:	MI		E-Mail:	
Zip:				
Steering Team 3rd Co- Chair:			Title:	
Address:			Phone Number:	
City:			Fax Number:	
State:	MI		E-Mail:	
Zip:				
Date of Submission:				
Date Application Approved by Steering Team:				
Date Application Approved by Fiduciary:				

Comprehensive Prisoner ReEntry Plan

PART ONE: SUMMARY

Briefly summarize the key points of the Prisoner ReEntry Comprehensive Plan including assets, barriers and gaps identified in the Pilot Site's Community Assessment. Information included should provide a clear and concise picture of local issues, long and short term goals, local priorities, and overall implementation strategies to improve the parolee success rate and reduce crime by parolees for the target population outlined on the "MPRI Pilot Target Population Information" sheet (page 5). The Summary should include a brief description of your case management strategy and how evidence based practices and gender responsive strategies will be incorporated into your case management and service delivery approach. Use no more than three pages in this summary.

Notes:

- Part One should be completed last.
- You may eliminate the instructions here (and throughout the application) to provide more space for your responses.

MPRI PILOT SITE TARGET POPULATION INFORMATION¹

Total Paroles (June 1, 2004 through May 31, 2005)	
Demographics	
Population ² (July 1, 2004)	
Percent Living Below Poverty Level ³ (1999)	%
Unemployment Rate ⁴ (May, 2005 - Not Seasonally Adjusted)	%
UCR Crime Data	
Total Crimes/1,000 ⁵ (2003 Michigan UCR Data)	
Index Crimes/1,000 ⁴ (2003 Michigan UCR Data)	
2004 Prison Intake	
Total Prison Intake 2004 ⁶	
Parole Violator New Sentence Intake (PVNS)	
Parole Technical Violator Returned (PTV) 2004	
Estimated Number PV Tech with New Criminal Activity ⁷	
Parole Failures in 2004 (PVNS + PTV)	
Characteristics of Parole Population	
Number Paroled	
"B" or Higher Prefix (At least one prior Michigan Prison Term)	%
Drug Problem	%
Alcohol Problem	%
Drug AND Alcohol Problem	%
Substance Dependent (SASSI 3 or 4)	%
Previous Mental Health Contacts	%
Active Mental Health Diagnosis at Parole	%
Less than GED or Diploma at Commitment	%
Not Employed at Time of Offense	%
Gender	Male: % Female: %
Offense Type (Controlling Offense if multiple types)	Assaultive: % Drug: % Other Nonassaultive: %
Percent with one or more prior Assaultive Convictions (PGE)	%
Honorably Discharged Veteran	%

¹ This information has been provided to each Pilot Site by the MDOC and is to be reiterated here for reference purposes

² 2004 Census Population Estimates, Table T1 [7]. Retrieved July 19, 2005, from <http://www.census.gov>; <http://factfinder.census.gov/servlet/DTSelectedDatasetPageServlet>.

³ 2000 Census, Summary File 3, Table TM-P067. Retrieved July 19, 2005, from <http://www.census.gov>; <http://factfinder.census.gov/servlet/DTGeoSearchByListServlet>.

⁴ Michigan Department of Labor & Economic Growth, Office of Labor and Market Information, *May 2005 Area Jobless Rates*. Retrieved July 20, 2005, from <http://www.michigan.gov/cis>; <http://www.michlmi.org/LMM/laus/lausindex.htm>.

⁵ Michigan State Police, Criminal Justice Information Center. *2003 Uniform Crime Report*, 45th edition http://www.michigan.gov/documents/2003_Annual_Report_106553_7.pdf

⁶ Prison Intake includes New Court Commitments, Probation Violators (New Sentence and Technical Violators), Parole Violators with a New Sentence and Escapers with a New Sentence. Technical Parole Violators and Additional Sentence Imposed cases are not included in this number.

⁷ Based on the assumption that 75% of Technical Violators actually were involved in new criminal activity, based on prior studies by MDOC.

Michigan Prisoner ReEntry Initiative

Request for FY 2006 Funds

SERVICE AREA	Costs/ Detail	Eligibility Criteria	Summarize specific gaps in services this funding will address, the purposes of funds and expected outcomes.
1. Housing			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
2. Workforce Development Services			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
3. Substance Abuse Treatment			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
4. Mental Health Treatment			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
5. Transportation			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
6. Health Care Services			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
7. Family Support Services			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			

SERVICE AREA	Costs	Eligibility Criteria	Describe specific gaps in services this funding will address, the purposes of funds and expected outcomes.
8. Life Skills programs			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
9. Adult Education			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
10. Domestic Violence Services			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
11. Sex Offender Services			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
12. Victim Services			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
13. Entitlement Programs			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			
14. Law Enforcement Services			
Number to be Served Amount Requested Cost per Parolee			
Assessment Process			

SERVICE AREA	Costs	Eligibility Criteria	Describe specific gaps in services this funding will address, the purposes of funds and expected outcomes.
15. Prison IN-REACH & TAP Development			
Number to be Served			
Amount Requested			
Cost per Parolee			
Assessment Process			
16. Other: _____			
Number to be Served			
Amount Requested			
Cost per Parolee			
Assessment Process			
Sub Total Services Request	\$		

Comprehensive Plan Management Community Coordinator (\$75K Max MPRI Funds)	Funding Sources						
	MDOC - MPRI	Federal	State	Local	Private	Other	Total
Salary, Wages, Benefits							
Training							
Travel							
Sub Total Management	\$						

Fiduciary Administrative Costs (10% MAX MPRI Funds)	Funding Sources						
	MDOC - MPRI	Federal	State	Local	Private	Other	Total
Salary, Wages, Benefits							
Contractual Services							
Supplies							
Equipment							
Training							
Travel							
Other							
Sub Total Adm. Costs & Percent	\$ / %						\$

SERVICES FUNDS REQUESTED	\$
COMPREHENSIVE PLAN MANAGEMENT	\$
ADMINISTRATIVE FUNDS REQUESTED	\$
TOTAL REQUEST	\$

Comprehensive Prisoner ReEntry Plan PART TWO: SERVICES

- Each Pilot Site completed an MPRI Community Assessment that evaluated the resources the local jurisdiction has and the resources needed to meet the needs of returning prisoners. This Assessment included a review of data on returning prisoners provided by the MDOC.
- The Comprehensive Prisoner ReEntry Plan builds on the Community Assessment in that the Plan includes using the assets available in your jurisdiction, includes your plan to break down the barriers that inhibit efficient service delivery and describe the resources – both from the state and from other sources – that are will needed to fill the gaps in services.
- Funding information is needed for both state and non-state resources and the overall budget should reflect ALL funding that will be applied to the target population. For requested funding using state MPRI funds, detailed program description information is required.
- Part Two of the Comprehensive Plan is organized by service area using the results – in SUMMARY fashion – of the local Pilot Site Community Assessment.
- A competitive and open bid process is required for the determination of service providers.

DEFINITIONS

As you know, the purpose of the Community Assessment was to begin the work of developing a Comprehensive Community ReEntry Plan for your Pilot Site jurisdiction by focusing on assets, gaps, barriers, proposed solutions, case management strategy, and plans to follow evidence based practices for parolee services. In order to have a consistent frame of reference across sites the following definitions are being used for both the Assessment and the Comprehensive Plan:

- **Assets** are those strengths present in communities and may consist of programs, services, delivery systems, organizational capacities and networks.
- **Barriers** consist of those challenges that impede the effective coordination and delivery of services to meet a recognized need.
- **Case management** describes *how* the services provided to a returning prisoner are coordinated and effectively delivered.
- **Evidence based practicesⁱ** refer to those practices that are founded in research and demonstrate a correlation between those practices and recidivism reduction. (See page 8).
- **Gaps** refer to the absence of a specific element or component within a community that renders the service delivery network less effective than it might otherwise be. It may be something that could be addressed through policy change, organizational structural change or funding assistance, or some combination of these.
- **Gender Responsive Strategies** refer to gender relevant approaches to effectively managing and assisting women parolees. (See page 7 for more information).
- **Proposed solutions** should describe your plan to effectively use your assets, fill your gaps, and overcome your barriers for each service area.
- **Sex offender servicesⁱⁱ** include specialized, sex offender specific assessment, supervision and treatment to effectively manage sex offenders in the community. (See page 9 for more information).

Comprehensive Prisoner ReEntry Plan **GENDER RESPONSIVE STRATEGIES**

There are five general approaches to effectively managing and assisting women parolees:

1. Acknowledge that gender makes a difference.
2. Create an environment based on safety, respect, and dignity.
3. Develop policies, practices, and programs that are relational and promote healthy connections to children, family, significant others, and the community.
4. Address substance abuse, trauma, and mental health issues through comprehensive, integrated, and culturally relevant services and appropriate supervision.
5. Provide women with opportunities to improve their socioeconomic conditions.

See: U.S. Department of Justice, National Institute of Corrections manuscript, Research, Practice and Guiding Principles for Women Offenders; Gender Responsive Strategies (Bloom, Owen, Covington, et al; July 2003).

(<http://www.nicic.org/Library/018017>)

Approaches to Addressing Gender Responsive Strategies

Acknowledge That Gender Makes a Difference

- Allocate both human and financial resources to create women-centered services
- Designate a high-level administrative position for oversight of management, supervision, and services
- Recruit and train personnel and volunteers who have both the interest and the qualifications needed for working with women under criminal justice supervision.

Create an Environment Based on Safety, Respect, & Dignity

- Conduct a comprehensive review of the institutional or community environment in which women are supervised to provide an ongoing assessment of the current culture.
- Develop policy that reflects an understanding of the importance of emotional and physical safety.
- Understand the effects of childhood trauma to avoid further trauma.
- Establish protocols for reporting and investigating claims of misconduct.
- Develop classification and assessment systems that are validated by samples of women offenders.

Develop Policies, Practices, and Programs That Are Relational and Promote Healthy Connections

- Develop training for all staff and administrators in which relationship issues are a core theme. Such training should include the importance of relationships, staff-client relationships, professional boundaries, communication, and the mother-child relationship.
- Examine all mother and child programming through the eyes of the child (e.g. child-centered environment, context), and enhance the mother-child connection and to child caregivers and other family members.
- Promote supportive relationships among women offenders.
- Develop community and peer-support networks.

Address Substance Abuse, Trauma, and Mental Health Issues

- Service providers need to be cross-trained in these three primary issues.
- Resources, including skilled personnel, must be allocated.
- The environment in which services are provided must be closely monitored to ensure the emotional and physical safety of the women being served.
- Service providers and criminal justice personnel must receive training in cultural sensitivity so that they can understand and respond appropriately to issues of race, ethnicity, and culture.

Provide Women With Opportunities To Improve Their Socioeconomic Conditions

- Allocate resources within both community and institutional correctional programs for comprehensive, integrated services that focus on the economic, social, and treatment needs of women (jobs, family services, alcohol/drug and mental health treatment). Ensure that women leave prison and jail with provisions for short-term emergency services.
- Provide training, education, and skill-enhancing opportunities to assist women in earning a living wage.
- Provide sober living space in institutions and in the community.

Comprehensive Prisoner ReEntry Plan

EIGHT PRINCIPLES OF EVIDENCE BASED PRACTICESⁱⁱⁱ

1. Assess Actuarial Risk/Needs.
2. Enhance Intrinsic Motivation.
3. Target Interventions.
 - a) *Risk Principle*: Prioritize supervision and treatment resources for higher risk offenders.
 - b) *Need Principle*: Target interventions to criminogenic needs.
 - c) *Responsivity Principle*: Be responsive to temperament, learning style, motivation, culture, and gender.
 - d) *Dosage*: Structure 40-70% of high-risk offenders' time for 3-9 months.
 - e) *Treatment*: Integrate treatment into the full sentence/sanction requirements.
4. Skill Train with Directed Practice (use Cognitive Behavioral treatment methods).
5. Increase Positive Reinforcement.
6. Engage Ongoing Support in Natural Communities.
7. Measure Relevant Processes/Practices.
8. Provide Measurement Feedback.

Implementing Evidence Based Practices

Implementing the principles of evidence based practice in corrections is a tremendous challenge requiring strong leadership and commitment. Such an undertaking involves more than simply implementing a research recommended program or two^{iv}. These 7 Guidelines provide insight into implementation.

Limit new projects to mission-related initiatives^v

- Clear identification and focus upon mission is critical within business and the best-run human service agencies.
- When mission scope creep occurs, it has a negative effect on progress, morale, and outcomes.

Assess progress of implementation processes using quantifiable data^{vi}

- Monitoring system implementations for current, valid information regarding progress, obstacles, and direction changes is pivotal to project success.

Acknowledge and accommodate professional over-rides with adequate accountability^{vii}

- No assessment tool, no matter how sophisticated, can (or should) replace a qualified practitioner's professional judgment. All professional over-rides need to be adequately documented, defensible, and made explicit.

Focus on staff development, (research, skill development, management of behavioral/organizational change processes) within the context of a complete training or human resource development program^{viii}

- Staff need to develop reasonable familiarity with relevant research.
- Informed administrators, information officers, trainers, and other organizational ambassadors are necessary to facilitate this function in larger agencies or systems.

Routinely measure staff practices (attitudes, knowledge, and skills) that are considered related to outcomes^{ix}

- Critical staff processes and practices should be routinely monitored in an accurate and objective manner to inform managers of the state of the operation.

Provide staff timely, relevant, and accurate feedback regarding performance related to outcomes^x

- At an organizational level, gaining appreciation for outcome measurement begins with establishing relevant performance measures. Keys: If a certain kind of performance is worth measuring, it's worth measuring right (with reliability and validity); Any kind of staff or offender activity is worth measuring if it is reliably related to desirable outcomes; If performance measures satisfy both the above conditions, these measures should be routinely generated and made available to staff and/or offenders, in the most user-friendly manner possible.

Utilize high levels of data-driven advocacy and brokerage to enable appropriate community services^{xi}

- In terms of producing sustained reductions in recidivism, the research indicates that the treatment service network and infrastructure is the most valuable resource that criminal justice agencies can access.
- Collaborating and providing research and quality assurance support to local service providers enhances interagency understanding, service credibility, and longer-term planning efforts. It also contributes to the stability and expansion of treatment services.

Comprehensive Prisoner ReEntry Plan **SEX OFFENDER SPECIFIC SERVICES**

There are five principles that underlie each of the seven components of a comprehensive approach to sex offender management:

FUNDAMENTAL PRINCIPLES	APPLIED TO EACH COMPONENT
Collaboration	Investigation, Prosecution, and Notification
Victim-Centered	Supervision
Specialized Knowledge and Training	Assessment
Monitoring and Evaluation	Treatment
Community involvement and education	Reentry
	Registration (if applicable)
	Notification (if applicable)

See *Comprehensive Assessment Protocol (CAP) for Sex Offender Management Practices*, Pilot Test Version, U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, prepared by the Center for Sex Offender Management, April 2004, www.csom.org.

Approaches to Addressing Sex Offender Specific Services*

Given the profound impact of sex offending on victims and the complex nature of sex offending and sex offenders, comprehensive interventions and systemic responses – tailored to meet the individual levels of risk and needs of offenders – are required.

Collaboration

- Ensure collaboration at both the policy and case management level.
- Include agencies and individuals that affect or are affected by sex offenders.
- Develop multi-disciplinary case management teams to ensure offender accountability, rehabilitation, and victim and community safety.

Victim Centeredness

- Enhance sex offender policy development to ensure that the safety needs of victims are paramount
- Develop and deliver professional training initiatives to educate criminal and juvenile justice system and other actors about the effects of victimization.
- Inform day-to-day supervision practices, especially around policies that may be harmful to victims.
- Assist and support supervision agencies with community notification and education efforts, which should include a component aimed at providing information about sexual assault to community members.

Specialized Knowledge and Training

- Develop specialized sex offender supervision officers and caseloads to ensure strategies and interventions utilized will maximize the likelihood of reducing recidivism and ensuring safe communities.
- Treatment for sex offenders is a highly specialized area. At a minimum, those providing sex offender treatment services should ascribe to Association for the Treatment of Sexual Abusers (ATSA) Standards (www.ATSA.com).
- Comprehensive, specialized assessments and psycho-sexual evaluations are important to the development of an appropriate supervision and treatment plan for the offender.

Monitoring and Evaluation

- Develop monitoring and evaluation strategies to ensure the integrity, quality and efficacy of sex offender management practices.

Public Education

- Myths and misperceptions about adult and juvenile sex offenders and victims are widespread among the general public. Educate communities about the prevalence and incidence of sexual victimization, and the range of interventions being used to manage sex offenders safely in the community.
- Involve the public in community notification efforts.
- Empower the community to be a part of the solution to this problem.

* For more information, contact the Center for Sex Offender Management, www.csom.org. Also, see the Comprehensive Assessment Protocol as cited above.

1. Safe, Affordable Housing

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

1. Safe, Affordable Housing: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
 - For each service delivery gap that you identify as an area for which funding has either been identified or requested, please include the funding in the budget section below and in the **BUDGET SUMMARY** beginning on page 6.
 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
-

1. Safe, Affordable Housing	
Number to be Served	
Amount Requested	
Cost per Parolee	

2. Workforce Development Services

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

2. Workforce Development Services: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
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1. Workforce Development Services

Number to be Served		
Amount Requested		
Cost per Parolee		

3. Substance Abuse Treatment

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

3. Substance Abuse Treatment: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
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3. Substance Abuse Treatment

Number to be Served		
Amount Requested		
Cost per Parolee		

4. Mental Health Treatment

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

4. Mental Health Treatment: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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4. Mental Health Treatment

Number to be Served		
Amount Requested		
Cost per Parolee		

5. Transportation

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

5. Transportation: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
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5. Transportation

Number to be Served		
Amount Requested		
Cost per Parolee		

6. Health Care Services (medical centers, health care clinics, free or low cost prescription coverage)

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

6. Health Care Services: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
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6. Health Care Services

Number to be Served		
Amount Requested		
Cost per Parolee		

7. Family Support Services (family reunification programs, mentoring, emergency services)

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

7. Family Support Services: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
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7. Family Support Services

Number to be Served		
Amount Requested		
Cost per Parolee		

8. Life Skills Programs (financial management, cognitive skills, anger management)

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

8. Life Skills Programs: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
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8. Life Skills Programs	
Number to be Served	
Amount Requested	
Cost per Parolee	

9. Adult Education

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

9. Adult Education: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
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 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
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9. Adult Education		
Number to be Served		
Amount Requested		
Cost per Parolee		

10. Domestic Violence Services

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

10. Domestic Violence Services: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
- Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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- For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.

10. Domestic Violence Services	
Number to be Served	
Amount Requested	
Cost per Parolee	

11. Sex Offender Services

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

11. Sex Offender Services: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
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11. Sex Offender Services

Number to be Served		
Amount Requested		
Cost per Parolee		

12. Victim Services

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

12. Victim Services: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
-

12.. Victim Services

Number to be Served		
Amount Requested		
Cost per Parolee		

13. Entitlement Programs (veteran benefits, Medicaid services, Social Security, etc.)

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

13. Entitlement Programs: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
- Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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- For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.

13. Entitlement Programs		
Number to be Served		
Amount Requested		
Cost per Parolee		

14. Law Enforcement Services

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

14. Law Enforcement Services: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
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 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
-

14. Law Enforcement Services

Number to be Served		
Amount Requested		
Cost per Parolee		

15. Prison IN-REACH & TAP Development

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

15. Prison IN-REACH & TAP Development: *Proposed Solutions*

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
 - Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
 - For each service delivery gap that you identify as an area for which funding has either been identified or requested, please include the funding in the budget section below and in the **BUDGET SUMMARY** beginning on page 6.
 - For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.
-

15. Prison IN-REACH & TAP Development	
Number to be Served	
Amount Requested	
Cost per Parolee	

16. Other:

(Delineate any gender responsive strategies and faith-based programs in assets, barriers and gaps, and, if appropriate, in proposed solutions.)

Assets

Please SUMMARIZE the assets available in your community for this service area. Please list specific resources available to the MPRI program and related to MPRI activities as ATTACHMENT No. 1.

Barriers

Please SUMMARIZE the barriers to providing effective services in this area. Barriers could include existing policies or procedures that regulate the service for returning prisoners.

Gaps

Please SUMMARIZE the gaps, not limited to but including funding, for this service area in your community.

16. Other: _____ : Proposed Solutions

- Please **SUMMARIZE** your community's plan for addressing the gaps and barriers as they relate to the number of parolees – and their characteristics – returning to the Pilot Site jurisdiction as detailed in the "MPRI Pilot Site Target Population Information" included on page 5.
- Your solution could include obtaining additional funding to address the gaps, changing policies to overcome barriers, or adapting existing assets to meet additional needs.
- For each service delivery gap that you identify as an area for which funding has either been identified or requested, please include the funding in the budget section below and in the **BUDGET SUMMARY** beginning on page 6.
- For each service delivery gap for which you are requesting MPRI funds, please complete a **PROGRAM DESCRIPTION** as an addendum.

16. Other: _____		
Number to be Served		
Amount Requested		
Cost per Parolee		

Comprehensive Prisoner ReEntry Plan
PART THREE: CASE MANAGEMENT & SERVICE DELIVERY SYSTEM

A. PROVIDE AN OVERVIEW OF THE CASE MANAGEMENT PROCESS: *This section must include how re-entry Transition Teams are chosen and the identity of the Parole Office representative that will lead the Transition Team and the maximum number of returning prisoners the Comprehensive Plan will target in FY 2006. Transition Teams are responsible for providing support to prisoners in the transition planning process and assisting their transition into the community through case management with supervising facility and parole staff. Transition Team members may provide re-entry services and programming directly to prisoners within a facility subject to approval by the Warden of the facility and the eligibility criteria set forth in PD 03.02.100 "Michigan Prisoner Reentry Initiative" and PD 06.06.115 "Intensive Parole Reentry Program".*

B. PRISON IN-REACH SERVICE STRATEGY: Please describe how the local Transition Team will interact with the Intensive ReEntry Prison Programs for men and women and with the prison nearest your community when inmates are moved there as part of the implementation of the MPRI in FY 2006 and the maximum number of returning prisoners the Comprehensive Plan will target in FY 2006. This section should also detail the process for developing the offender Transition Accountability Plan in coordination with prison and parole staff.

C. INVOLVEMENT OF FAITH-BASED ORGANIZATIONS IN SERVICE DELIVERY SYSTEM⁸:
Describe the role of faith-based community in the design of the Comprehensive Plan and in providing support services and supervision for parolees.

⁸ State funds cannot be used to directly support religious instruction, worship, prayer, proselytizing or other inherently religious practices. Neutral, secular criteria that neither favor nor disfavor religion must be employed in the selection of grant and sub-grant recipients. However, funds for services are encouraged for faith-based organizations with the stipulation that they agree to not use funds for these purposes.

D. LAW ENFORCMENT, PROSECUTORIAL AND VICTIM ADVOCATE INVOLVEMENT IN SERVICE DELIVERY SYSTEM: Describe the role of law enforcement, prosecution and victim advocate representatives in the design of the Comprehensive Plan and in providing support services and supervision for parolees.

Comprehensive Prisoner ReEntry Plan

PART FOUR: PERFORMANCE MEASUREMENT & EVALUATION PLAN

The MPRI Evaluation Plan has five goals:

1. Document the policy-development and implementation processes; capture all important lessons learned from MPRI.
2. Determine effectiveness of MPRI as measured through the long-term outcomes of recidivism and time before return to prison.
3. Inform improvements (both in policy and in practice) within the MPRI community, with MDOC and other state partners, and within the service-provision network.
4. Equip policymakers and funders with the data needed to make effective decisions.
5. Raise awareness and increase understanding of the prisoner transition process.

Public Policy Associates, Inc. (PPA) (www.publicpolicy.com) is coordinating and managing the statewide, independent evaluation of MPRI. All evaluation and performance measurement activities involving MPRI Pilot Sites should be conducted in collaboration with PPA.

PROVIDE AN OVERVIEW OF THE LOCAL PERFORMANCE MEASUREMENT PLAN: Using the 5 MPRI Evaluation Plan Goals as a framework, define the data elements you plan to collect and describe how you will collect, analyze, and report on these elements in collaboration with PPA.

The objective of the MPRI evaluation is to learn as much as possible about what works as hoped, what does not, and how to improve the Initiative. This implies understanding both the *results or outcomes* of the work and the *process of implementation*. Measuring the *outcomes* lets one know whether the direction and magnitude of change is meaningful, and assessing the processes of implementation lets one know how the results were achieved. Evaluation results will be fed constantly back to policy makers, MPRI architects, and staff in the field. By injecting these results frequently, the Initiative can be refined and improved. Lessons learned from the earliest implementation efforts can be applied to later efforts and across sites. Thus, the evaluation is not simply an academic exercise. Rather, it is a critical element of MPRI that will contribute important knowledge to it. Each pilot site will be responsible for collecting the data that will be used throughout the evaluation.

Key *outcome measures* to be used by the evaluation include:

- Offender recidivism as defined by a return to prison during the term of parole.
- Time between release and failure.
- Number of violations of supervision conditions by parolees.

Between October 1, 2005 and January 1, 2006, each pilot site will develop local performance measures using the attached baseline data for their pilot site community. Each pilot site is responsible for tracking their performance on the failure rate of parolees in their community. The MDOC Office of Research and Planning will assist the pilot sites in tracking these indicators. In addition to the key outcome measures, *process measures* must be developed, collected, and analyzed to fully glean lessons learned from MPRI. For each service area, each pilot site is responsible for collecting the following information:

- Number of offenders served and their characteristics (type of offense, gender, age, ethnicity, etc.).
- Number of TAPs and Case Management Plans completed.
- Changes in offenders' risk, needs, and strength profiles (profiles forthcoming with the implementation of a validated risk assessment instrument).
- Use of risk management principles and criminogenic needs in case planning.
- Type and dosage of treatment for each offender (programming received, number of sessions or frequency of assistance, etc.)

Each pilot site may collect any additional indicators of success as needed; however, by agreeing to collect the above information, each pilot site is indicating an understanding and commitment to the statewide performance evaluation. Because the evaluation plan is not fully developed and will evolve over time, the required data elements may change.

Addendum

SERVICE DESCRIPTIONS

MPRI funding is available to support activities within several service areas:

- Housing
- Workforce Development
- Employment Services
- Substance Abuse Treatment
- Mental Health Treatment
- Transportation
- Health Care
- Family Support
- Life Skills Programs
- Adult Education
- Domestic Violence Services
- Sex Offender Services
- Victim Services
- Entitlement Programs
- Law Enforcement Services
- Prison IN-REACH & TAP Development

Complete a Service Description for each service area for which funding under MPRI is requested.

MPRI Comprehensive Prisoner ReEntry Plan Service Descriptions

Summary/Table of Contents

ADDENDUM Number*	SERVICE AREA	VENDOR Name/Address	CONTACT PERSON / E-MAIL
1.1			
1.2			
1.3			
1.4			
1.5			
1.6			
1.7			
1.8			
1.9			
1.10			
Etc.			

- Addendum number refers to the number of the Service Description shown in the top right corner of the Service Description, page one.

SERVICE DESCRIPTION NUMBER 1.

Service Area: _____

Repeat here the summary information from Part One for this service area, including assets, gaps, and barriers, and your plan to utilize funding to build on assets and address gaps and barriers. (Specify the identified gap this program will address.)

List specific programs to be funded through MPRI and complete a program description and budget summary for each proposed program.

Program Name:

Program Services Description

Provide information regarding the program design and frequency/duration of service.

How is offender progress reported to the parole agent referral source? Include frequency of reporting positive and negative progress and the types of reports provided such as intake, monthly termination, etc.

Is an Assessment required prior to referral or admission to this program?

Yes: ()

No: ()

If Yes, describe the Assessment Process:

Provide information regarding the program intake process.

Please describe in detail how this program includes, supports, or is built on Evidence Based Practices in its design or implementation strategies

Eligibility Criteria: Briefly describe the program eligibility criteria including target population and risk/need factors as they apply to this specific program. If target population includes women parolees, identify which gender responsive strategies will be used or supported. See Addendum 3.

Describe anticipated program outcomes and process for measuring success for each outcome. Outcomes should be specific; *i.e.*, 75% of participants will successfully complete the program. Use other benchmarks as appropriate.

Program Cost Detail

This information can only be detailed after the local competitive and open bid process. This detail needs to be on file locally and may be requested by the MDOC during FY 2006.

Service Area:	<i>Please list all sources that will be / are providing funding for this program.</i>						
Program Costs	Funding Sources						
	MDOC - MPRI	Federal	State	Local	Private	Other	Total
Salary and Wages							
Contractual Services							
Supplies							
Equipment							
Training							
Travel							
Other							
Sub Total							

Program Cost Descriptions: Fill out for MPRI requested funds utilizing the following program cost categories:

Cost Category:	Description/Amount (see examples provided):
<p>Salary & Wages: Would include those costs incurred paid to any individual providing either direct or indirect services to support approved program activities.</p> <p>Example: Program Supervisor (\$25,000) to administer daily activities of the job training unit. Ensures services are completed in prompt and required manner.</p>	
<p>Contractual Services: Costs would include those incurred pursuant to a contractual agreement to provide services for approved program activities.</p> <p>Example: \$50,000 for job skills assessment. Service provider will be determined through competitive bid process. Contract will be issued to secure services on a per diem basis.</p>	
<p>Equipment: Costs would include those incurred for the purchase of equipment. Examples would include computers, copiers, fax machines.</p> <p>Example: 3 computers and printers for a total of \$3,000.</p>	

Program Cost Descriptions: (Cont'd.)

Cost Category:	Description/Amount (see examples provided):
<p>Supplies: Costs would include purchases for office supplies such as pens, paper, ink cartridges, computer software, etc. Additional costs may include drug testing kits/supplies, test manuals or books, or other programmatic materials or items that are utilized on a consistent basis to provide program services and typically maintain a per unit cost of less than \$100.</p> <p>Example: Misc., office supplies in the amount of \$500. Costs to rent copier at a total cost of \$500.</p>	
<p>Travel: Costs are typically those reimbursed to employees for travel purposes. Travel may be routine or non routine and include reimbursement for mileage, parking, and meals. Travel costs may be incurred for routine transportation between various work locations, client/customer meetings; or to attend conferences or seminars that would benefit the delivery of program services. Costs described within this section should be limited to actual transportation costs and not include seminar/conference registration costs etc.</p> <p>Example: \$2,000 to allow staff to travel between program sites.</p>	
<p>Training: Costs may include: registration fees to allow staff to attend training seminars/conferences; membership fees or subscription costs; and those incurred to <i>provide</i> training to clients or staff and could include costs for room rental, materials, brochures, etc.</p> <p>Example: \$1,500 to allow three staff to attend job training seminar in Grand Rapids, MI. \$500 registration fee for each individual. Seminar will be conducted by Job Training Experts, Inc.</p>	
<p>Other: Costs may also include those that support multiple services or cannot be directly allocated to any specific cost category.</p> <p>Example: Indirect costs of \$2,000 incurred for accounting, personnel services, and building rent.</p>	

ATTACHMENTS

AGENCY LISTINGS BY SERVICE AREA

For each of the service areas, provide a listing of the Assets that your community already has in place: Housing; Workforce Development; Employment Services; Substance Abuse Treatment; Mental Health Treatment; Transportation; Health Care; Family Support; Life Skills Programs; Adult Education; Domestic Violence Services; Sex Offender Services; Victim Services; Entitlement Programs; Law Enforcement Services, Prison IN-REACH & TAP Development, etc.

Note: Each Service Area Asset Summary in Part One refers to this listing.

MPRI Comprehensive Prisoner ReEntry Plan Agency Listing by Service Area

Summary/Table of Contents

Attachment Number	SERVICE AREA
1	Housing
2	Workforce Development
3	Employment Services
4	Substance Abuse Treatment
5	Mental Health Treatment
6	Transportation
7	Health Care
8	Family Support
9	Life Skills Programs
10	Adult Education
11	Domestic Violence Services
12	Sex Offender Services
13	Victim Services
14	Entitlement Programs
15	Law Enforcement Services
16	Prison IN-REACH & TAP Development
17	Other

AGENCY INFORMATION BY SERVICE AREA

Service Area		Attachment #	
Agency/Contact Name:		Agency/Contact e-mail	
Agency/Contact Address	Street	City	ZIP
Number of Parolees Served on an annual basis		Is there additional capacity available? If so, how many slots are available?	Yes: ___ No: ___ Number of slots available: ____
Cost per participant		How long has this population been served? (i.e. "Years Serving Parolees")	
Other populations served			
Funding sources and amounts			
Outcome measures and results (Detail)			

ENDNOTES: CITATIONS FOR EVIDENCE BASED PRACTICES

- ⁱ Evidence-based practices website: <http://www.nicic.org/Library/019342>
- ⁱⁱ Center for Sex Offender Management website: www.csom.org
- ⁱⁱⁱ See: U.S. Department of Justice, National Institute of Corrections manuscript, Implementing Evidence Based Practice in Community Corrections (April 2004).
- ^{iv} Minimally, a commitment to EBP involves: a) developing staff knowledge, skills, and attitudes congruent with current research-supported practice (principles #1-8); b) implementing offender programming consistent with research recommendations (#2-6); c) sufficiently monitoring staff and offender programming to identify discrepancies or fidelity issues (#7); d) routinely obtaining verifiable outcome evidence (#8) associated with staff performance and offender programming.
- ^v Harris & Smith, 1996; Currie, 1998; Ellickson et al, 1983
- ^{vi} Harris & Smith, 1996; Burrell, 2000; Dilulio, 1993; Palmer, 1995; Mihalic & Irwin, 2003; Gottfredson et al, 2002
- ^{vii} Burrell, 2000; Clear, 1981; Andrews, et al, 1990; Kropp, et al, 1995; Gendreau et al, 1999
- ^{viii} Latessa, et al, 2002; Elliott, 1980; Harland, 1996; Andrews, 1989; Miller & Rollnick, 2002; Taxman & Byrne, 2001; Taxman, 2002; Baer, et al, 1999; Gendreau, et al, 1999; Durlak, 1998
- ^{ix} Gendreau, et al, 1999; Henggeler et al, 1997; Miller & Mount, 2001
- ^x Burrell, 1998; Lipton, et al, 2000; Carey, 2002; O'Leary & Clear, 1997; Bogue, 2002; Maple, 2000; Henggeler, 1997; Miller & Mount, 2001
- ^{xi} Corbette, et al, 1999; Gendreau & Goggin, 1995; Gendreau, et al, 1993; Meyers & Smith, 1995; Bogue, 2002; Maple, 1999

REPORT TO THE LEGISLATURE
Pursuant to P.A. 154 of 2005
Section 411
Recidivism Reduction Report
January 2006

Section 411 of 2005 P.A. 154 requires that the Department of Corrections provide a plan to reduce recidivism rates among prisoners released from correctional facilities, including detailed information regarding:

- Recidivism rates in Michigan for the most recent 5-year period,
- Comparison of those rates to rates in other states and a national average,
- How the department plans to improve recidivism rates, and
- How the department proposes to measure the success of the plan.

I. Michigan Recidivism Rates for Offenders Who Paroled in 1998-2003

Methodology

Table 1 provides detailed information regarding two-year follow-up outcomes for offenders who paroled in 1998-2003, broken down by parole year. The most recent available offender release cohort for recidivism analysis is 2003 releases because of the need to allow for the follow-up period. Table 1 includes follow-up outcomes for all Michigan offenders who paroled to field supervision in Michigan during the six-year period. The table excludes offenders who paroled into the custody of another jurisdiction (such as federal detention), or who paroled to field supervision in other states under the Interstate Compact, or who paroled to Michigan field supervision from other states under the Compact, or who died within the two-year period.

The follow-up period is a standard two years for every offender in the table (unless they returned to prison sooner than that), regardless of whether the parole term was still active or the offender had successfully discharged from parole supervision before two years had passed. Parole terms are typically two years in length, although they range from a few months (when paroled to an imminent max out date) to as long as four years (which is mandatory for paroled lifers). However, a uniform follow-up period is essential for recidivism analysis to control for time at risk, so the analysis tracked recidivism outcomes within two years of release even if the parole terms had already expired within that time.

As to the measurement of recidivism, it is possible for paroled offenders to return to prison as technical rule violators, or with new sentences, or both. When both, the cases appear in the new sentence column – which includes parole violators with new sentences as well as new court commitments in the event that the new crimes occurred after the parole terms had ended.

Another form of failure reflected in Table 1 (but somewhat different because the subjects are not back in prison) is offenders who were on parole absconder status at the end of two years. While on absconder status, parolees are obviously not successes at that point; but it is also important to note that they are not automatically headed back to prison, but are pending review for violations and potential revocation. For example, while the most recent three-day MDOC/Michigan State

Police sweep of targeted absconders netted 172 arrests (coordinated in partnership with local law enforcement agencies), only 18.6% (32) of the violators were returned to prison. The remaining 81.4% ultimately remained in the community, albeit with imposition of local sanctions, increased supervision levels, extended terms of parole, added special conditions of parole, et cetera.

The determining factor in the disposition of a parole absconder is an assessment of offender risk. When risk is determined to be low (such as when an absconder is still employed and generally following parole rules, but failed to report), then the parole agent may continue to work with the case and impose local sanctions, possibly increase supervision of the case, and engage the community in service delivery designed to intervene in the behavior that led to the abscond.

Baseline Recidivism Rate

For purposes of the recidivism reduction plan, the outcomes for offenders in Table 1 who paroled in 1998 are the baseline recidivism rate against which the impact of recidivism reduction initiatives will be determined. This is because 1998 is the most recent year that is far enough in the past to enable extension of the follow-up period to as long as four years from the date of parole (the length of the longest parole terms) and yet end prior to the initiation in 2003 of the department's Five Year Plan to Control Prison Growth. Administrative and statutory measures implemented as part of the Five Year Plan represent a myriad of new actions designed, in large part, to bring down the recidivism rate, so the baseline rate needs to use an offender release cohort whose long-term follow-up period ends before those actions commenced.

Consequently, the baseline recidivism rate (1998) in Table 1 against which to determine the impact of recidivism reduction measures shows that, on average, 51.3% of paroled offenders would be expected to successfully remain in the community two years after release. Within that time, the other 48.7% would either return to prison with new sentences (12.3%), or return to prison as parole technical violators (26.5%), or be on parole absconder status (9.9%).

Subsequent Recidivism Trend Results Against the Baseline Recidivism Rate

The results of the multi-year recidivism analysis in Table 1 show a gradual 2.1% improvement in the overall two-year success rate for the offender release cohorts subsequent to the baseline year. That modest improvement translates into 228 more successes in the 2003 release cohort than would otherwise have been expected. (The slight increase in the proportion of returns to prison with new sentences is offset by the drop in technical returns and the reality that about 70% of technical returns also involve new criminal activity, with either dropped or pending charges.)

It is also useful to note an 8.9% improvement in the percentage of failures that were returned to prison within two years as parole technical violators or new sentence admissions. The corresponding 6.8% increase in parolees on absconder status after two years (rather than already back in prison), along with the modest improvement in the overall success rate, together demonstrate that time to failure has also begun to be extended. Though absconder status is not a positive standing, it must be remembered that about 8 of every 10 absconders are ultimately continued on parole. In essence, the shift from the baseline recidivism rate pattern for the 2003 offender release cohort means that as many as 742 of the absconders from that year normally would have already been back in prison by the end of the follow-up period for infractions that occurred earlier in time. Future MPRI status reports will examine the causes and plans to address absconding.

Table 1

Two-Year Follow-Up Outcomes of Offenders Who Paroled in 1998 to 2003 by Year
(Flat Two-Year Follow-Up Regardless of Parole Status)

YEAR	TOTAL CASES ¹	SUCCESS			FAILURE				BY PERCENT TO TOTAL				
		Total	Still on Parole ²	Discharged	Total	Absconds ³	Technical Violators ⁴	New Sentence	Total Success	Total Failure	Absconds	Technical Violators	New Sentence
1998	10,054	5,157	1,263	3,894	4,897	1,000	2,663	1,234	51.3	48.7	9.9	26.5	12.3
1999	9,275	4,929	1,230	3,699	4,346	881	2,484	981	53.1	46.9	9.5	26.8	10.6
2000	8,709	4,634	1,168	3,466	4,075	800	2,242	1,033	53.2	46.8	9.2	25.7	11.9
2001	9,591	5,110	1,461	3,649	4,481	1,070	2,206	1,205	53.3	46.7	11.2	23.0	12.6
2002	10,254	5,408	1,683	3,725	4,846	1,630	1,851	1,365	52.7	47.3	15.9	18.1	13.3
2003	10,987	5,864	1,808	4,056	5,123	1,835	1,837	1,451	53.4	46.6	16.7	16.7	13.2

The baseline recidivism rate release year is 1998 (see narrative).

SOURCE DATA: Corrections Management Information System (CMIS)

¹ Follow-up includes two years from parole for prisoners paroled to Michigan counties

² Still on Parole status after two years from parole; either parole term given is longer than two years or parole term extended.

³ On Abscond status after two years from parole

⁴ If a prisoner returned as a Technical Violator but also received a New Sentence within two years, the case is counted only in the New Sentence column.

Recidivism Reduction Measures

The gradual, modest 2.1% improvement in the overall two-year success rate during the six years of offender release cohorts reflected in Table 1 (as well as the lengthened time to failure) have been achieved via actions taken under the Five Year Plan that were implemented through FY 2005, including:

- Expanded community sanctions for low level offenses.
- Expanded community sanctions and control for parole technical violators.
- Expanded use of community residential programs – including work oriented community residential facilities for female parolees.
- Intensive Reentry Units (IRU) that have served as a testing ground for Michigan Prisoner ReEntry Initiative (MPRI) practices.

To take recidivism rate reduction to the next level of improvement beyond the 2.1% already reflected in Table 1 will require ongoing and extended impact from the above measures, as well as new impact from the following initiatives that are now also underway in FY 2006:

- First round MPRI Pilot Site implementation at 7 Prison Pilot Site Facilities serving 8 Pilot Site communities.
- Implementation of the Mentally Ill Inmate ReEntry Demonstration Project.
- MPRI expanded drug treatment programming.
- Evidence-based policy and procedure improvements for probation and parole sanctions, services and supervision.

The ongoing/expanded actions and new initiatives listed above are the major components of the department's Recidivism Reduction Plan. But before we present the details of the Plan, we will compare Michigan's recidivism rate to the rates in other states and a national average.

II. Michigan Comparison to the Recidivism Rates of Other States and a National Average

Table 2 is a comparison of Michigan's recidivism rate to the rates of other large parole population states and the national average. The sources of the data are two reports from the Bureau of Justice Statistics of the U.S. Department of Justice, entitled *Trends in State Parole, 1990-2000 (October 2001)* and *Probation and Parole in the United States, 2004 (November 2005)*. National parole outcome statistics tend to lag behind the availability of internal state data because of the time involved in collecting data from all of the states, as well as the difficulty in accounting for the considerable variation in the recidivism measures and methods used.

Table 2 shows that Michigan has the 8th largest parole population among the fifty states. However, the number of parolees per 100,000 adult residents in Michigan is lower than the national state average, and is the second lowest among the ten largest state parole systems. Table 2 also shows that Michigan's percentage of successful parole discharges is 10% above the national average of 41.9%. And while Michigan's parole failure rate is higher than the failure rates of some states with comparable parole populations (such as Georgia, Illinois, and New York), it is also much lower than the failure rate of the state with the largest parole population (California).

Table 2
Statistics for the Ten Largest Parole Population States in 2004 (vs. Nationwide)

State	2004 Year-End Parole Population	2004 Parole Population Per 100,000 Residents	Percent Successful Among 1999 Parole Discharges	Percent Parole Violators Among 1999 Prison Admissions*
California	110,261	419	21.3	67.2
Texas	102,072	629	54.9	21.0
Pennsylvania	77,175	806	<i>Not reported</i>	36.1
New York	54,524	372	54.9	31.5
Illinois	34,277	362	62.9	27.3
Louisiana	24,387	728	46.9	53.1
Georgia	23,344	359	63.4	20.5
MICHIGAN	20,924	276	51.9	36.8
Oregon	20,858	761	50.6	25.1
Ohio	18,882	218	43.6	17.6
NATIONWIDE	765,355	347	41.9	34.8

* Prison admissions include parole violator technical returns.

III. Recidivism Rate Reduction Plan

General Description

Among the recidivism reduction measures adopted by the department, the one with by far the greatest potential long-term impact is the Michigan Prisoner ReEntry Initiative (MPRI). In fact, one way or another, every other recidivism reduction measure listed earlier is intimately related to the MRPI – either as a precursor to the full implementation of the MPRI Model (e.g., Intensive ReEntry Units or IRUs), or as specialized subgroups to be addressed within overall MPRI implementation (such as the Mentally Ill Inmate ReEntry Demonstration Project). Consequently, the remainder of this Recidivism Reduction Report will focus on the features of the MPRI and the department’s plans for its implementation, measurement and evaluation.

There is now powerful evidence that offenders fail in the community when their inability to secure employment, adequate housing, and health care – especially substance abuse and mental health treatment – breaks whatever bonds they may have with their families and they relapse into alcohol and drug abuse. The key to offender community success is finding supports and services to address the cycle of substance abuse, unemployment, and criminal activity. Systemic reforms begun under the MPRI will provide a new framework for these services, which begin in prison and continue in the community. Safer neighborhoods and better citizens will result.

The major barriers and gaps preventing increased parolee success – and the specific outcomes that Michigan wants to achieve – are in the areas of alcohol and substance abuse treatment, employment, education, housing, welfare, and health care services. Removing these barriers and filling these gaps will increase the potential for long-lasting family reunification and community success. We are better preparing inmates for release, improving the parole process, and revitalizing the supervision of parolees in the community upon their release to address the issue of relapse prevention. But in order for parolee success to be sustained beyond the period of parole supervision, a new partnership inside and outside of state government is underway via the MPRI – a partnership built on a common vision and a shared understanding of what really works to help offenders who get out of prison stay out of prison.

The vision of the MPRI is that every prisoner released to the community will have the tools needed to succeed.

The mission of the MPRI is to 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 to prison through their transition, reintegration and aftercare in the community.

The MPRI has two complementary goals:

- ***Promote public safety*** by reducing the threat of harm to persons and their property by released offenders in the communities to which those offenders return.
- ***Increase success rates of offenders*** who transition from prison by fostering effective risk management and treatment programming, offender accountability, and community and victim participation.

These goals will be achieved by implementing an MPRI Model that includes the following reentry strategies:

- State-of-the-art prisoner assessment and classification.
- Prison-based planning and programming aimed at sharply reducing risk of recidivism.
- Linkage between the prisons and the community that prepares inmates for release.
- Effective coordination and collaboration among community agencies to deliver supervision and services that reduce recidivism.
- Interagency information sharing.
- Performance-based management.
- System reforms based on evidence-based practices.

Key features of the process of the MPRI include:

- Improved prisoner transition planning by inclusion of all key stakeholders represented by the MPRI State Policy Team:
 - Health, mental health and substance abuse treatment.
 - Housing.
 - Workforce development.
 - Adult education.
 - Temporary economic support.
- The state departments of Corrections, Community Health, Labor and Economic Growth, Human Services and Education – along with local law enforcement and criminal justice agencies, victim’s advocates, and public, private and faith-based community service providers – are all active stakeholders in the MPRI and in the local prisoner transition process.
- State and community partners in the MPRI are identifying and examining:
 - Common clients across agencies.
 - Practices and procedures that govern the transition of these clients back to the community.
 - Using improved practices at each of the seven decision points in the three-phase MPRI Model.
 - Families and intergenerational crime.

Expectations

The impact of the MPRI will be reduced crime, fewer victims, safer neighborhoods, better citizens, fewer returns to prison and reduced costs. Michigan is poised for success combining a strong mandate from the Governor, a powerful policy framework, and strong community buy-in. The challenge now is staged statewide implementation on an eventual scale of 10,000 inmates per year transitioning successfully from prison.

Since better offender parole plans will result from the MPRI, the parole approval rate is expected to increase modestly without jeopardizing public safety and the parole success rate will increase

as the MPRI is implemented and expanded statewide. One objective is to increase the parole approval rate by 2% each year as the parole board gains confidence in release outcomes. Another objective is to increase the success rate of MPRI participants by 6% by the end of FY 2006, and eventually by as much as 10% statewide when the MPRI Model is fully implemented.

An indicator of the potential improvement is Ohio's experience, where the percentage of successful parole discharges has improved 10% in two years, from 44% in 1999 to 54% in 2001.

There have already been successes in Michigan resulting from the MPRI:

- Intensive ReEntry Units (IRU) have served as a testing ground for MPRI practices, and the first IRU offender release cohort of 709 paroled IRU participants has yielded a 26% improvement in returns to prison so far, resulting in fewer crimes, fewer violations, and potential savings of more than 320 prison beds.
- The first official MPRI pilot site cohort began paroling in November and December, with 100% positive community supervision status at the end of the year. The size of each MPRI offender release cohort is scheduled to increase with each "wave" every 4-6 months, and each release cohort will benefit from fuller implementation of the complete MPRI Model.
- The first 21 mentally ill inmates have been identified for the MPRI Mentally Ill Inmate Demonstration Project, with Transition Accountability Plans (TAP) in progress and the first releases anticipated in late spring.

Detailed Description

The MPRI has been described nationally as the gold standard in prisoner reentry and Michigan is the first state in the nation to converge the three major schools of thought on prisoner reentry to develop and fully implement a comprehensive model of inmate transition planning. The MPRI Model:

- Begins with the three-phase reentry approach of the U.S. Department of Justice Serious and Violent Offender ReEntry Initiative (SVORI).
- Further delineates the transition process by adding the seven decision points of the National Institute of Corrections Transition from Prison to Community Initiative (TPCI) model.
- Is now incorporating into our approach the policy statements and recommendations from the Report of the ReEntry Policy Council that is coordinated by the Council of State Governments.

In this way, the MPRI represents a synergistic model for prisoner reentry that is deeply influenced by all of the nation's best thinkers on how to improve parolee success.

To develop the MPRI Model, Michigan has had the tremendous benefit of technical assistance grants from the National Governors Association (NGA) and the National Institute of Corrections (NIC) that provide substantial resources for consultation, research, training, and technical assistance. As a result of the grant from NGA, the MPRI is also utilizing zip-code level parolee mapping of Michigan conducted by the Urban Institute as part of our intensive strategic-planning process. As a result, the knowledge base created by the MPRI is unprecedented.

Michigan is also benefiting from financial support from the JEHT Foundation for purposes of implementing the local community coordination process, developing and implementing the evaluation plan and conducting the process and outcome evaluation. Strategic planning and technical assistance with operational development and evaluation preparation is also being provided by our partners at Public Policy Associates and the Michigan Council on Crime and Delinquency.

The Three-Phase, Seven-Decision-Point MPRI Model

The MPRI Model involves improved decision making at seven critical decision points in the three phases of the custody, release, and community supervision/discharge process.

- **PHASE ONE – GETTING READY:** The **institutional phase** describes the details of events and responsibilities that occur during the offender’s imprisonment from admission until the point of the parole decision and involves the first two major decision points.
 1. **Assessment and classification:** Measuring the offender’s risks, needs, and strengths.
 2. **Inmate programming:** Assignments to reduce risk, address need, and build on strengths.
- **PHASE TWO – GOING HOME:** The **transition to the community or reentry phase** begins approximately six months before the offender’s target release date. In this phase, highly specific reentry plans are organized that address housing, employment, and services to address addiction and mental illness. Phase Two involves the next two major decision points.
 3. **Inmate release preparation:** Developing a strong, public-safety-conscious parole plan.
 4. **Release decision making:** Improving parole release guidelines.
- **PHASE THREE—STAYING HOME:** The **community and discharge phase** begins when the inmate is released from prison and continues until discharge from community parole supervision. In this phase, it is the responsibility of the former inmate, human services providers, and the offender’s network of community supports and mentors to assure continued success. Phase Three involves the final three major decision points of the transition process.
 5. **Supervision and services:** Providing flexible and firm supervision and services.
 6. **Revocation decision making:** Using graduated sanctions to respond to behavior.
 7. **Discharge and aftercare:** Determining community responsibility to “take over” the case.

Risk & Needs Assessment in the MPRI Model – The COMPAS Assessment Tool

The variables and principles of the MPRI Assessment Instrument require that standardized, accurate and complete assessments of risk, needs and strengths be performed at prison intake and periodically thereafter (See Table 3). The assessments must identify the risk of failure for each offender and which programs, treatments and interventions will most effectively reduce each offender's risk of failure. Periodic reassessment must be done to ensure the degree to which each offender's risks and needs are being affected at each stage of the MPRI process from intake through discharge and aftercare. Further, assessment must be based on a measurement instrument that is accurate, affordable, understandable and useful for case planning and management. Assessments must be simple. Offenders must completely understand and buy into the process for it to be effective.

The MPRI will be using the COMPAS risk assessment instrument that addresses certain variables and key principles that underlie the Initiative, based on research that shows what works to reduce recidivism. COMPAS is a statistically-based, risk assessment tool designed for assessment of risk and needs factors in correctional populations, and for providing decision support to justice professionals in assessing offenders for community placement. COMPAS is automated, theory-driven and designed to assist practitioners in designing case management support systems for offenders in community placement settings.

A unique aspect of the COMPAS design is that it addresses four separate risk assessment systems: Violence, Recidivism, Flight, and Community Technical Violations. In addition, COMPAS has built multiple validity tests into the assessment instrument to improve reliability of the collected data. The COMPAS application is highly adaptable, with the ability to select the entire standard 22 risk and criminogenic scales, including Criminal Behavior, Needs and Social Factors, Personality, Cognition and Social Supports, Recidivism-related factors, and Validity scales.

Perhaps the most important aspect of the COMPAS, from an operational, service-delivery standpoint is that it addresses the principle of "responsivity" in that it is designed to build the Case Management Plan based on the unique needs, risks and strengths of the prisoner and leads to the successful match to programs during the pre-release phase of the MPRI.

The COMPAS system will provide the capacity to enable users to input data related to offender risk, needs and strengths, specifically in the areas of: Criminal Attitudes, Educational Achievement, Vocational Training and related abilities, Substance Abuse History, Criminal Associates/Family, Mental Health History, Housing/Neighborhood, and Employment History/Financial Stability.

Northpointe, Inc., which developed the COMPAS and is under contract with the MDOC, will routinely assess the collected data and assessment scales for internal validity, and present the outcomes study to the MDOC. "Known-group" analysis will also be conducted on the MDOC data as an additional validity measure in testing the differentiation between selected offender risk groups. MDOC staff feedback and administrative requirements will also be employed to enhance operational revisions at the early stages of the COMPAS tool implementation, including the potential inclusion of additional risk or need scales into the instrument.

Table 3

Key Variables for the MPRI Assessment Instrument

- Identifies needs and strengths and measure risk of recidivism.
- Is valid and reliable.
- Is useful for TAP, Case Management, and structured decision making.
- Is appropriate for repeated measures of dynamic factors and risks.
- Is accessible for data and data systems.
- Meets several resource requirements:
 1. *Be cost effective,*
 2. *Not negatively impact number of staff required to process,*
 3. *Have feasible training requirements,*
 4. *Have feasible impacts on work processing time,*
 5. *Be highly adaptable*

Key Principles for the MPRI Assessment Instrument

- **Risk:** It is possible to predict which offenders present a greater level of risk of failure.
- **Need:** Parole failure can be reduced if factors that cause new criminal behavior (dynamic needs) can be changed through treatment, programs and addressing other needs.
- **Responsivity:** Different offenders respond positively to various treatments and methods of delivery and the selection of programs, treatments and interventions should be based on case specific factors. The assessment leads to the proper match of programs.
- **Grounded in Evidence Based Practices:** Treatment and program assignments and resources be allocated according to which have shown to be effective at reducing parole failure rates for specific groups of offenders.

Case Management and Transition Accountability Plans

The lynchpin of the MPRI Model is the development and use of Transition Accountability Plans (TAPs) at four critical points in the offender transition process that succinctly describe for the offender, the staff, and the community exactly what is expected for offender success. The TAPs, which consist of summaries of the offender's Case Management Plan at critical junctures in the transition process, are prepared with each inmate at prison intake, at the point of the parole decision, when the offender returns to the community, and when the offender is to be discharged from parole supervision. TAPs are concise guides for the inmates and staff:

- **TAP1:** The expectations for the prison term that will help inmates prepare for release.
- **TAP2:** The terms and conditions of offender release to communities.
- **TAP3:** The supervision and services offenders will experience in the community.
- **TAP4:** The elements of the Case Management Plan for eventual discharge from parole.

The Case Management Plans and TAPs are structured around a target release date that will be developed within the framework of Michigan's releasing authority, the Michigan Parole Board. The target release date is a cornerstone for transition planning. The target release date is not guaranteed; rather, it connotes a strong expectation that all parties—the facility, the releasing

authority, and the inmate—will abide by the terms of the plan, and that, if inmates achieve the elements summarized in the TAP and maintain good behavior while confined, then they will be released on the target release date.

The Case Management Plans and TAPs reduce uncertainty in terms of release dates, actions, and timing of actions that need to be taken by inmates, prison staff, the Parole Board, community supervision staff, and partnering agencies. Increased certainty will motivate inmates to participate in the rehabilitation process and to become engaged in fulfilling their responsibilities. Additionally, they will help ensure that all parties are held accountable for timely performance of their respective responsibilities. In essence, the Case Management Plans and TAPs reflect concerns for accountability, public safety, restoration, treatment, and offender success that will be built into the policies that result from the implementation of the emerging MPRI Model.

NIC suggests seven principles for the Case Management Plan and TAP process that the MPRI has embraced:

1. The process starts during an offender's classification soon after admission to prison and continues through ultimate discharge from community supervision.
2. The Case Management Plan and TAP define programs or interventions to modify an individual offender's dynamic risk factors that were identified in a systematic assessment process.
3. The documents are sensitive to the requirements of public safety, and to the rational timing and availability of services. The MPRI vision expects every inmate to have access to programs and services to modify dynamic risk factors. In this system that is so constrained by finite resources, the MPRI will rationally allocate access to services and resources using risk-management strategies and the principles of Evidence-Based Practices as the basis for that allocation.
4. Appropriate partners will participate in the planning and implementation of an individual offender's Case Management Plan and TAP. These will include the offender, prison staff, Parole Board and parole supervision representatives, victims, the offender's family and significant other, human service agencies, and volunteer and faith-based organizations.
5. Individual Case Management Plans and TAPs delineate the responsibilities of offenders, correctional agencies, and system partners in the creation, modification, and effective application of the plans and hold them accountable for performance of those responsibilities.
6. Case Management Plans and TAPs provide a long-term road map to achieve continuity in the delivery of treatments and services, and in the sharing of requisite information, both over time and across and among agencies.
7. A case management process is used to arrange, advocate, coordinate, and monitor the delivery of the services defined in the TAP that are needed to manage risk, address needs, and build on offender's strengths.

Local Organizational Structure of the MPRI: Communities Dedicated to Increasing Parolee Success

The plan for statewide implementation of the MPRI Model is structured using a pilot-testing model. Over a three-year period, the entire state will implement the MPRI Model beginning with the eight Pilot Site communities that are now fully engaged with the first MPRI offender release cohort. These eight sites mark the beginning of the implementation of the MPRI Model. During fiscal year 2006, another seven pilot sites are already starting to incorporate the lessons learned from the first set of Pilot Sites, working toward a total of 15 fully operational jurisdictions covering 75% of the state. During the third year, the rest of the state will begin implementation.

Pilot sites are organized under a structure that parallels the statewide initiative. Each Pilot Site has three key groups of stakeholders that are instrumental to the wide range of activities needed for full implementation of the MPRI Model.

- **Local ReEntry Advisory Council:** Advises, informs, and supports the implementation process along the same lines as the statewide MRPI Advisory Council. These councils are created for the purpose of building support for the local implementation of the MPRI Model and work to educate the community on how the Initiative will create safer neighborhoods and better citizens. Each Advisory Council may have as many as 150 members.
- **Steering Team:** Develops, oversees, and monitors the local implementation process and coordinates local community involvement in the overall statewide MPRI development process. The Steering Team is lead by three co-chairs:
 - The **Warden** of a local prison from where the inmates transition to parole.
 - A **Parole Supervision Representative** from the local MDOC Field Operations Administration office.
 - A **Community Representative** drawn from the large number of faith-based and community-based organizations who are leading the local effort.

Each Steering Team includes representatives or service providers associated with the MPRI partner government agencies representing the service modalities that must be included in successful re-entry planning. These representatives are active on the Steering Team because of the strong mandate from the Governor for multi-agency collaboration and participation as well as agency leaders encouraging and empowering their active participation.

The three co-chairs of the Steering Team work directly with the Community Coordinator that is assigned to their jurisdiction and may be housed in the local parole office. The Community Coordinator, in one sense, “staffs” the Steering Team under the guidance of the three co-chairs. It is expected that the parole representative co-chair of each Steering Team acts as the “single point of contact” for interaction between the local group and the

state organizers so that direct and frequent communication is possible. The specific responsibilities and role of the Community Coordinator are described in the next section.

- **Transition Team:** Supports offenders in the transition planning process and guides the offender from the institution back into the community through a case-management approach. The Transition Teams are comprised of key local service providers, drawn from the membership of the Steering Teams, whose major responsibilities include the local and essential input needed to develop and implement the Transition Accountability Plans for the ReEntry (TAP2), Community Supervision (TAP3) and Discharge (TAP4) Phases. The Transition Team is led by the Field Operations Administration parole representative – who also serves as one of the co-chairs of the Steering Team – since the function of the parole officer is to work toward parolee success under a case-management model. (Although the case-management work of the future will be guided by Evidence-Based Practices.)

The challenges now are to continue implementation utilizing the carefully crafted models and structures developed by MPRI and to begin testing the validity of these assumptions.

Coordinating Community Development: The Heart of MPRI

Strong and sustained local capacity is the single most critical aspect of the MPRI implementation process. The Pilot Site communities will become dedicated champions of improved offender re-entry that will result in less crime through determined and specific preparation for inmates who will transition back to their communities. Local efforts at education, training, planning, and implementation need significant guidance and support in order to build the capacity for system reform. Each Pilot Site has a local Community Coordinator to help the community effectively prepare for offender re-entry while MDOC is better preparing inmates for release.

Community convening and organizing will serve to elicit community buy-in and investment, planning for sustainability, and ensuring quality results throughout the transition process. The Community Coordinators receive training and technical support so that they are clear on how to manage the process based on the MPRI Model. The involvement of Michigan's communities in the MPRI revolves around three focus areas:

- **Focus Area One:** Coordination and communication regarding the evolving design of the MPRI Model so that each of the seven primary decision points is deeply influenced by the community perspective. The iterative process of refining the Model requires open communication and effective coordination to ensure that community input is captured, the community has an accurate understanding of the Model, and expectations for implementation are clearly defined.
- **Focus Area Two:** Facilitation and coordination regarding the identification of: (1) community assets that can be applied to improve parolee success, (2) policy and operational barriers among state and local agencies, and (3) service gaps that can be filled with state, federal, and local funding.
- **Focus Area Three:** The design and implementation by local Pilot Sites of Comprehensive ReEntry Plans to provide the framework, rationale, and funding for improved policies,

practices, and programs whose success will be measured by reduced crime and fewer parolee returns to prison.

The above discussion summarizes the key features of the MPRI Model now being implemented as round one at the first seven Pilot Site Facilities and in the first eight Pilot Site communities. As each subsequent offender release cohort transitions to parole under the MPRI, it is expected that more and more of these features will become fully developed and implemented, with progressively better offender outcomes as a result. The plan for evaluation is described below.

IV. Performance Measurement & Evaluation of the Recidivism Rate Reduction Plan

The objective of evaluating the recidivism reduction plan is to learn as much as possible about what works as hoped, what does not, and how to further improve the MPRI. This implies understanding both the *results and outcomes* of the work and the *process of implementation*. Measuring the *outcomes* determines whether the direction and magnitude of change is meaningful, and assessing the processes of implementation addresses how the results were achieved. Evaluation results will be fed constantly back to policy makers, MPRI architects, and staff in the field. By injecting these results frequently, the MPRI can be refined and improved. Lessons learned from the earliest implementation efforts can be applied to later efforts and across sites. Thus, the evaluation is not simply an academic exercise. Rather, it is a critical element of the MPRI that will contribute important knowledge to it.

Key *outcome measures* to be used by the evaluation include:

- Reducing offender recidivism as defined by a return to prison during the term of parole.
- Increasing the time between release and failure.
- Reducing the number of violations of supervision conditions by parolees.

Positive results for these three measures will, in turn, lead to such long-term *impacts* as:

- Safer communities and prisons.
- Lower prison costs than the system would otherwise have incurred.
- More offenders leading constructive lives.

Evaluation Plan

The evaluation plan includes both formative and summative evaluation. It is important that both approaches be included because the MPRI is being implemented using a pilot-testing approach. The assessment of processes and outcomes during the early stages of the evaluation will form the basis for adaptation and implementation of additional sites and, ultimately, statewide application of the final MPRI Model.

The MPRI Evaluation Plan has five goals:

1. Document the policy-development and implementation processes; capture all important lessons learned from the MPRI.

2. Determine effectiveness of the MPRI as measured through the long-term outcomes of less recidivism and increased time before return to prison.
3. Inform improvements (both in policy and in practice) within the MPRI community, with MDOC and other state partners, and within the service-provision network.
4. Equip policy makers and funding sources with the data needed to make effective decisions.
5. Raise awareness and increase understanding of the prisoner transition process.

Evaluation Strategies

These goals will be achieved within the framework of two evaluation strategies:

1. To conduct a short-term formative and summative evaluation of the community-coordination strategy and its impact on returning offenders.
2. To conduct a comprehensive, long-term formative and summative evaluation of the overall effectiveness of the MPRI, including both process and impact measures.

Conducting the Evaluation

JEHT Foundation support is being used to fund an Independent Evaluator and an Evaluation Coordinator to perform the tasks associated with the evaluation. The Independent Evaluator will conduct the evaluation and the Evaluation Coordinator will coordinate the evaluation. The Independent Evaluator is responsible for taking the ideas presented in the evaluation goals and strategies and creating the evaluation plan by developing the tasks and processes necessary to conduct an effective evaluation that meets our goals. The evaluation plan must incorporate the following elements:

- Preliminary Logic Model (Appendix A)
- Priorities for Evaluation (Appendix B)
- Formative (Process) Evaluation
- Individual Program Outcomes Evaluation
- Outcome (Summative) Evaluation

Formative (Process) Evaluation

The seven MPRI decision points should provide the framework for evaluating the process of implementation. Testing the MPRI Model implies that each of the seven decision points will be evaluated and improved based on the results of the formative evaluation. The process evaluation will include at a minimum:

- *National Program Assessment and Best Practices Analysis.* A national program assessment and best practices analysis will be conducted with the goal of designating programs with demonstrated effectiveness as “ReEntry Approved Programs.” Information from the Individual Program Outcome Evaluation will also be incorporated into the rubric for determining which programs are “ReEntry Approved.”

- *Program Fidelity.* Measures of program fidelity will be developed to ensure programs were implemented as planned.
- *Offender Participation.* Quantitative and qualitative methods will be used to measure offender participation.
- *Assets, Gaps, and Barriers Assessment.* Ongoing assessment of assets, gaps, and barriers to local reentry efforts will be evaluated to inform the deployment of additional resources.
- *Measurement of intermediate system outputs.* For example, system outputs may include:
 - The number of cases with Transition Accountability Plans (TAPs) and Case Plans.
 - The number of offenders with critical documents at parole/discharge.
 - The number of offenders placed in “appropriate” (definition to be developed) housing programs as well as program and treatment involvement during parole and after discharge.
 - Changes to offender risk/needs profiles, etc.

Individual Program Outcome (Formative and Summative) Evaluations

This aspect of the research and evaluation will focus on the contribution of individual programs, treatments and interventions (e.g., assaultive offender program, sex offender therapy, cognitive therapy, substance abuse treatment, vocational/educational programs), and the overall impact on offender risk and recidivism. It is important to recognize that programs, treatments and interventions will likely be determined to be more effective in concert with one another, as implementation in isolation has seldom demonstrated overwhelming individual effectiveness independent of all other offender problems and needs also being addressed. This work will be managed using expanded staff in the DOC Office of Research and Planning with assistance from a consortium of Michigan universities.

The purpose of the program-level outcome evaluation is to understand which programs or combinations of programs are most effective at reducing offender risk and decreasing recidivism. Central to using Evidenced-Based Practices is the understanding of which programs, driven by an outcome evaluation, are most effective. Few programs in Michigan have been thoroughly assessed for their ability to reduce offender risk and decrease recidivism; however, if effective programming is not used within the institution, recidivism will not likely be affected. As part of this, another purpose of the program-level outcome evaluation is to generate quantifiable impacts to incorporate into the COMPAS risk/needs assessments. Once the program outcome evaluations have been completed, programs will be designated “ReEntry Approved” because of their demonstrated effectiveness and will be replicated across institutions where appropriate.

Outcome (Summative) Evaluation

The primary focus of the outcome evaluation will be on the measurement of offender recidivism and behavior following release from prison. In addition, the study will need to include components to assess:

- Which decision points are being implemented at each Pilot Site.
- Whether shifts in gaps and barriers to reentry have been achieved as a result of community-coordination efforts.
- The results of the Community Development effort in terms of improved access and connection of offenders to needed services.
- The number and characteristics (including risk and needs) of offenders participating at each Pilot Site.
- The use of a valid and reliable assessment instrument.
- The extent to which offender case planning is being done according to principles of risk management and criminogenic need and facilitates agency and offender accountability.
- The occurrence of expected intermediate outcomes, including improved housing, employment, family reunification, health care, mental health and substance abuse treatment, etc.

Inclusion of measures for the process and outcome evaluation will ensure that, in addition to establishing changes in offender recidivism, the changes can be reliably attributed to the effects of various aspects of the MPRI.

The outcome evaluation will be implemented in several stages, consistent with the phase and schedule for the MPRI. The first stage includes the following elements. Each subsequent stage will build on the previous stage, until the MPRI has been fully implemented and a statewide impact evaluation can be completed.

- Development of baseline measures.
- Design and implementation of data-collection methods to establish baseline data for each Pilot Site.
- Analysis of short-term outcomes for the first eight Pilot Sites.
- Baseline data collection for the second seven Pilot Sites.

While the final design and methodology of the outcome evaluation will be developed in collaboration with the Independent Evaluator, it is expected that assessment of outcomes will employ multiple methodologies, including:

- Before and after comparisons.
- Trend analysis (interrupted time series/regression discontinuity).
- Comparison groups matched on Pilot Site selection criteria and other critical predictors of recidivism.
- Comparison to similar sites, where possible (especially Wayne County).
- Meta-analysis of Pilot Site evaluations.

Coordinating and Managing the Evaluation

The independent evaluation of the MPRI is expected to proceed in separate, but coordinated, stages and will be developed by an Independent Evaluator retained and overseen by Public Policy Associates (PPA). In addition to retaining an Independent Evaluator, PPA will create a position of Evaluation Coordinator who will be responsible for the following tasks:

- **Task 1.** *Retain independent evaluation consultant.* Working in close collaboration with MDOC, the PPA Evaluation Coordinator will conduct a competitive process to identify an independent evaluation consultant. This process will include development of selection criteria, creation and circulation of a solicitation, creation of a review and scoring process, coordination of a proposal review committee, and management of the review and selection process. The independent evaluator must meet the guiding principles of ethical evaluation as described by the American Evaluation Association (AEA). These principles can be accessed on the AEA web site (<http://www.eval.org/Guiding%20Principles.htm>).
- **Task 2.** *Oversee the work of the independent evaluation consultant.* The Evaluation Coordinator will be the principal point of contact between the Evaluator and the MPRI. The coordinator will work closely with the evaluator to:
 - Develop the evaluation design.
 - Link the evaluator to needed MPRI information and resources.
 - Assure timely completion of key tasks.
 - Review deliverables prior to circulation to the MPRI team.
 - Provide feedback regarding the evaluation process and results.
 - Link the evaluation results to MPRI improvement.
- **Task 3.** *Serve as principal link between the independent evaluation consultant and the MPRI.* The Evaluation Coordinator will encourage all participants in the MPRI in the prisons and in the communities to embrace the evaluation as a tool for quality improvement and effective management. This will include:
 - Working with the evaluator to develop materials and workshops as necessary to inform participants about the benefits of evaluation.
 - Resolving any conflicts that might arise between the evaluator and participants.
 - Disseminating evaluation results to all relevant stakeholders.

Some of the groups of people that will be able to utilize the evaluation results at the local, state, and national level are listed below.

- | | |
|---------------------|--|
| ➤ Policy makers | ➤ Law enforcement officers |
| ➤ Service providers | ➤ Courts |
| ➤ Offenders | ➤ Correctional practitioners |
| ➤ Families | ➤ Funding sources |
| ➤ Victims | ➤ Faith- and community-based organizations |

The evaluation will be used by a variety of stakeholder groups for many purposes. For example, national reentry stakeholders will use the evaluation results differently than will policy makers or local Pilot Steering Teams.

- **National ReEntry Stakeholders.** The growing national reentry movement will find value in the evaluation findings conducted by the MPRI. Because so little empirical evidence exists regarding reentry theories, the evaluation will be vital to the field at large.
 - **State Policy Team.** The State Policy Team will put to work the report that consolidates the findings to shape statewide policies and practices for the MPRI and to influence the practices of each state agency involved in the Initiative.
 - **Pilot Steering Teams.** Local Pilot Steering Teams will need individual site reports to improve the efforts in their jurisdictions. The local use of the evaluation findings will profoundly affect individual offenders as they seek to transition into thriving members of the local community.
- **Task 4.** *Develop a plan for ongoing evaluation of the MPRI.* Working very closely with the Evaluator and the DOC Office of Research and Planning (ORP), the Evaluation Coordinator will develop a long-term plan for data collection, monitoring, and evaluation of MPRI. This will include a plan for the transition of evaluation responsibility from the Independent Evaluator to the ORP following completion of the independent evaluation.

V. MPRI Reporting on Status and Recidivism Levels

The appropriations boilerplate requirement for a monthly status report on offender MPRI participation and recidivism levels will be used as a vehicle to summarize the status of the MPRI implementation, the MPRI evaluation, and recidivism reduction plan results.

Appendix A

Preliminary Logic Model for Evaluation Planning

GOALS:

1. Document policy development and implementation processes; capture all important lessons learned from the MPRI.
2. Determine effectiveness of the MPRI as measured through the long-term outcomes of recidivism and time before return to prison.
3. Inform improvements within the MPRI community, with MDOC and other state partners, and within the service-provision network.
4. Equip policy makers and funding sources with the data needed to make effective decisions.
5. Raise awareness and understanding of the prisoner transition process.

STAKEHOLDERS: The groups of people that will be able to utilize the evaluation results at the local, state, and national level.

- | | |
|--|---|
| <ul style="list-style-type: none"> ➤ Policy makers ➤ Service providers ➤ Offenders ➤ Families ➤ Victims | <ul style="list-style-type: none"> ➤ Law enforcement officers ➤ Courts ➤ Correctional practitioners ➤ Funding sources ➤ Faith- and community-based organizations |
|--|---|

Outputs: Process Measures	Short-Term Outcome Measures	Long-Term Outcome Measures	Impacts		
Public Safety					
Department of Corrections					
• Inmate preparation for release is standardized from prison to prison	➤ Prison-wide inmate prep process	<ul style="list-style-type: none"> ➤ Recidivism is reduced ➤ Reducing the # of supervision violations by parolees 	<ul style="list-style-type: none"> ➤ Safer Prisons 		
• Objective risk assessment included in rehab process	➤ Volunteer-based ed/voc ed programs				
• Cooperative management of offenders spanning Field Operations Administration and Correctional Facilities Administration	➤ Objective risk, need, and strength assessments				
• Evidence-based transition plans to increase chances of parole	➤ Needs-based transition plans				
• Prison volunteers focused on re-entry preparation	➤ Risk management improved through services				
• State agencies that provide services involved in re-entry	➤ ID, AOD, housing, health, welfare services addressed in transition plans				
• IDs & federal program eligibility addressed in prison	➤ More rapid accessibility to services following release				
• Postrelease supervision ensures relapse prevention	➤ Parole agents trained in relapse-intervention techniques				
Human Services					
Department of Community Health					
• Decrease delays in assessment and referral	➤ Timely assessment and referral		<ul style="list-style-type: none"> ➤ Better Citizens 		
• Utilize effective interventions	➤ Improved compliance/outcome				
• Reduce treatment waiting lists	➤ Increased ability to meet needs				
• Comprehensive, resource-rich supervision response	➤ Improved access to treatment				
• Type and length of treatment is controlled	➤ Parole plan includes AOD services				
• Release decision takes place with specific services available	➤ Increase access to services				

Appendix A

Preliminary Logic Model for Evaluation Planning

Outputs: Process Measures	Short-Term Outcome Measures	Long-Term Outcome Measures	Impacts
Health Services		➤ Time before return to prison is increased	➤ Safer Communities
Department of Community Health			
• Decrease delay in access to services	➤ Improved access to services		
• Direct referral for needed services	➤ Medicaid eligibility triggered at release		
• Increase treatment options for dual-diagnosis offenders	➤ Timely intervention to address needs		
• Suspend, rather than terminate, Medicaid eligibility	➤ Improved employment rates		
• Physical/mental health needs fully identified before release	➤ Improved parole success rates		
Employment			
Department of Labor & Economic Growth			
• Better employment options	➤ Adequate employment to provide income		
• Offenders gain employment-readiness skills	➤ Improved payment compliance		
• Incentives for offenders willing to participate in training	➤ Improved employment rates		
Education			
Department of Labor & Economic Growth			
• Inmates gain fundamental skills/literacy upon release	➤ Education addressed in TAP		
• Gain needed educational entry-level degrees for employment	➤ Improved employment capability		
• Educational services specified in TAP	➤ Improved educational attainment		
Housing			
Department of Labor & Economic Growth			
• Safe, crime-free, commercial housing	➤ Prevent “association” violations		
• Special problem cases have placement options	➤ Improved supervision conditions		
• Sex offenders gain accessibility to housing	➤ Address basic needs		
Family Reunification and Support			
Department of Human Services			
• Decrease delay in access to DHS services	➤ Timely delivery of critical services		
• Direct referral source for family counseling needs	➤ Family preparation of release		
• Parole plan addresses family reunification and support issues	➤ Relapse prevention		
• Plan to address issues of inmate returning to home	➤ Break the cycle of domestic violence		
Victims and Survivors			
• Include victims and survivors of crime in the MPRI	➤ Increased community restoration	➤ Stronger Families	

Appendix B

Priorities for Evaluation

- **Performance Measurement.** A committee comprised of Michigan Department of Corrections (MDOC) Office of Research and Planning (ORP) staff and staff from the other MPRI partner departments will work in coordination with MPRI Work Groups and Pilot Site leadership to produce a set of standardized performance measures for State Policy Team (SPT) review and approval. These measures will guide all aspects of Michigan Prisoner ReEntry Initiative (MPRI) research and evaluation. *Appendix A: Preliminary Logic Model for Evaluation*, illustrates aspects including process measures, outputs, and intermediate and long-term outcomes and impacts. The identification of the measures will thus facilitate assessment of implementation, program integrity, offender participation and performance, establishment of effective state and local collaborative networks, and other critical aspects of the MPRI Model.
- **Evidence-Based Practices.** All MDOC, state department, and partner agency staff will be trained in the principles of Evidence-Based Practices (EBPs) as part of a statewide effort to institute EBPs as the underlying philosophy for the MPRI and our work with inmates and parolees. The implementation of EBPs will ensure that all components of the MPRI Model are solidly grounded in research findings and that MPRI is guided by the principles of Risk Assessment and Management, Targeted Interventions, and Dynamic Measurement and Feedback. Consistent with these principles, major programs, treatments and interventions will be evaluated to determine their effects on offender Risk and behavior. The National Institute of Corrections (NIC) is providing some technical assistance for training and strategic planning to help Michigan achieve the integration of EBPs and the MPRI.
- **Risk, Needs, and Strengths Assessment.** As one of the primary elements of EBPs, the MPRI will work with an outside contractor to implement, norm, validate, and adapt a standardized Risk, Needs, and Strengths Assessment Instrument. Included in that effort will be the development of dynamic assessment capabilities to assess the impact of programs, treatments, and interventions and integrate those impacts into ongoing assessment for offenders as they progress through the system from intake to transition to community supervision to discharge. As a related item, other risk-based assessments, such as Parole Guidelines, parole supervision and violation guidelines, and discharge decision making will be examined to determine if they can be integrated into the overall Assessment process. The MDOC and the Michigan Department of Labor and Economic Growth (MDLEG) have received a U.S. Department of Labor grant to begin this process in fiscal year (FY) 2005 and will fund the second year of activity (estimated at \$200,000) with private foundation and/or federal funds.
- **Data Systems Development.** The development and adaptation of existing MDOC, other department, and other partner agency data systems will be critical to the efficient management of MPRI and to the ability to conduct meaningful evaluations. As part of the development, data and information needs, current data sources, mechanisms (and potential legal and technical impediments) for data and information sharing will all be assessed and strategies to enhance capabilities will be devised. The development and adaptation of existing data systems is a long-term process that requires enormous investment on the part of state and local agencies to achieve full integration; however, the initial mapping of data systems will occur during the period of performance for the JEHT Foundation grant (June 2005–September 2007). This data map will inventory which agency has what pieces of data that will be useful to the evaluation and how the data is collected by each agency. This information will also inform the strategy for integrating data across systems. The MDOC will be requesting technical assistance from NIC that will enable us to work with their re-entry partner, Abt Associates, Inc. on this issue.