



Department of Public Safety and Correctional Services

Office of the Secretary

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December 31, 2011

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SUNDRY CLAIMS BOARD

INMATE GRIEVANCE OFFICE

The Honorable Martin O'Malley
Governor of Maryland
State House, State Circle
Annapolis, Maryland 21401-1991

Dear Governor O'Malley:

In 2009, the General Assembly passed and legislation was signed to create a Task Force on Prisoner Reentry. The Task Force is made up of representatives from across Maryland's agencies and includes representatives from the Assembly and liaisons from the Judiciary. I chaired each meeting, which was held in-person. This final report represents the consensus findings of the Task Force. There is no minority report.

During its 18 months of work, the Task Force met as a whole seven times, five of which occurred since releasing its interim report one year ago. In between full Task Force meetings, substantive subcommittees met frequently. The six subcommittees are:

- Resources and Funding Streams
- Research and Performance Outcomes
- Idleness and Programming
- Barriers and Process Hurdles
- Juvenile Reentry
- Comprehensive Plan

The specific recommendations of each subcommittee can be found in detail in the final report attached hereto. Some recommendations are administrative and some require legislative action. The Task Force makes the following legislative recommendations and urges swift passage during the 2012 Legislative Session:

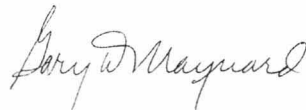
- Shield criminal records for nonviolent offenders from public view after an appropriate waiting period, but require these records to be maintained for law enforcement and relevant parties.
- "Ban the box" to allow state government to make individualized decisions on state employment for non-sensitive positions.
- Automatically but temporarily suspend child support payments for indigent inmates during terms of imprisonment longer than 12 months, while providing an opportunity for the custodial parent to object.

- Provide a completion bonus of diminution credits for inmates who complete their G.E.D.

In this time of continued economic crisis and high unemployment, the Task Force on Prisoner Reentry is part and parcel of making jobs a top priority in Maryland. As the product of ideologically diverse members across many state agencies and branches and community organizations, I am proud of the work the Task Force accomplished, the consensus we reached, and the recommendations we make.

If I can be of further assistance, please do not hesitate to contact me at 410-339-5005.

Sincerely,



Gary D. Maynard
Secretary and
Task Force Chair

GDM/bc

Attachments

- c: The Honorable Thomas V. Michael Miller Jr., Senate President
The Honorable Michael E. Busch, Speaker of the House of Delegates
Members of the Task Force on Prisoner Reentry
Mr. Matthew Gallagher, Governor's Chief of Staff
Mr. Joseph Bryce, Governor's Chief Legislative and Policy Officer
Ms. Shanetta Paskel, Governor's Deputy Legislative Officer
Ms. Rebecca Ruff, Policy Analyst, Dept. of Legislative Services
Ms. Diane Lucas, Supervisor, Budget Analysis, Dept of Budget & Management
Ms. Sarah Albert, Mandated Reports, Dept. of Legislative Services



Task Force on Prisoner Reentry

Final Report

December 31, 2011

Secretary Gary D. Maynard, Chair

I. Executive Summary

The Maryland Taskforce on Prisoner Reentry recommends a significant restructuring of the state's criminal justice and correctional systems both to reduce the number of individuals incarcerated and to improve reentry programming and transitional services provided for those who remain. It calls for developing a plan to close one or more state prisons, and to reinvest savings into evidenced-based education, job skill training, and treatment programming in all prisons and community correctional facilities, implementing improved community supervision technologies and protocols, and developing new and revitalized partnerships with the state's county correctional systems, other government agencies, and non-profit and faith-based providers.

With funding from reduced prison expenditures, the Task Force envisions a statewide comprehensive and evidenced-based Reentry Initiative that involves multiple stakeholders including state and county corrections, law enforcement, social service government agencies, non-profit service providers, faith-based organizations, and the families of those incarcerated. The Statewide Reentry Initiative would include:

- A uniform and standardized risk and needs assessment beginning at sentencing, and continuing during incarceration and community supervision.
- An individualized reentry plan based on risk/needs assessment data that would prescribe education, treatment, family, medical, and work programs for individuals while in custody and under community supervision.
- Availability of sufficient high-quality education, job skill training, and treatment programming for all those individuals required to participate in order to hold individuals accountable for following their Reentry plan.
- Within the last several months prior to release from incarceration, transition through county correctional facilities where they would be closer to family and community resources that can provide them with important assistance.
- Rigorous data collection, performance outcome measurements, and electronic records to monitor the effectiveness of programs and allow for the sharing of appropriate information among many different stakeholders.

The Task Force believes that this strategy, called Justice Reinvestment, will improve public safety and reduce taxpayer-borne correctional expenses in Maryland; and, other states across the nation including Texas, North Carolina, Ohio, New York, New Jersey, and Rhode Island have adopted this strategy. Further, it believes that recent organizational changes within the Maryland Department of Public Safety and Correctional Services (DPSCS) that combine institutional and community correctional operations by region and a new Offender Case Management Information System provide the capacity for implementing these cutting-edge reforms.

In addition to the Justice Reinvestment strategy to change the structure of corrections, the Task Force advances four legislative bills to improve prisoner reentry.

1. A law to shield criminal records for nonviolent convictions from public view after an appropriate waiting/proving period with provisions for full access for law enforcement and relevant parties.

2. A “Ban the box” law that would restrict applications for state employment for non-sensitive positions to ask about criminal backgrounds, and instead allow state government hiring authorities to make individualized decisions on state employment after credential review and interview.
3. A law to automatically but temporarily suspend child support payments for indigent inmates during terms of imprisonment longer than 12 months, while providing an opportunity for the custodial parent to object.
4. A law that would provide greater incentives through diminution credits for incarcerated individuals to participate in reentry program, and particularly for those pursuing the GED equivalent diploma program.

Additionally, the Task Force recommends several administrative actions to encourage all stakeholders to engage in improvements to the reentry system. This includes:

- Embracing consistent and continued measurement of outcomes and impacts of interventions employed across the state;
- Utilizing technology to better communicate, share information, and improve resource management;
- Encouraging educational systems to streamline the transition process through information sharing and the use of transition teams;
- Reviewing institutional visiting policies to increase incarcerated individual’s access and engagement with family members;
- Encouraging the Public Housing Authorities through a joint letter from Secretary Maynard and Secretary Skinner to change policy on the timing of criminal background checks for housing eligibility determinations;
- Seeking opportunities to increase housing capacity through partnerships between developers, funding resources, construction companies, property management organizations and other stakeholders;
- Determining the programming that should be provided in jails versus prisons and the eligibility criteria to ensure the best use is being made of limited resources;
- Seeking the assistance of community service providers to address programming gaps;
- Utilizing this plan as a basis on which to apply for funding of reentry initiatives in conjunction with the comprehensive plan;
- Increasing the capacity of DPSCS’ Office of Policy, Planning, Research and Statistics to monitor the effectiveness of the Statewide Reentry Initiative.

Further, the Task Force believes that the judiciary can be of great assistance in the Statewide Reentry Initiative through:

- Increased collaboration and coordination between existing drug and mental health courts and future Reentry courts with corrections and community service providers;
- Implementing risk/need assessment instruments at the time of sentencing;
- Enacting changes in sentencing practices informed by evidenced-base practices that more effectively utilize correctional resources;
- Increased participation and information exchanges concerning sentencing and outcome measurement.

Finally, the Task Force recognizes the need to develop a detailed implementation plan to carry out this dramatic restructuring of the state correctional system, and calls for the Governor to appoint a Statewide Reentry Initiative Planning and Monitoring Committee composed of multiple stakeholders under the direction of the Public Safety Secretary that would develop a detailed plan of action by June 1, 2012 and monitor the implementation and outcomes over time.

Maryland's commitment to improving reentry is long-term. It will require changes in mindset and practice to impact reentry outcomes. This Final Report sketches a framework for moving forward. Continued monitoring of the recommended changes over time is essential to realizing the positive impact of this plan in the long run.

II. Reentry Task Force Legal Mandate

During the 2009 Legislative session, HB 637 was passed and signed into law by Governor O'Malley. This bill established a Task Force on Prisoner Reentry, and the provisions of the law are codified in Correctional Services Article, § 2-501. The law provides for the membership, chairmanship, and staffing of the task force and requires that certain issues be studied over the course of two years. It further requires that the Governor and General Assembly receive two reports on the findings and recommendations of the task force: 1) An interim report by December 31, 2010, and 2) a final report by December 31, 2011. This final report is being provided in conjunction with this requirement.

The Task Force was responsible for performing the following six tasks:

- (1) Examine ways to pool resources and funding streams to promote lower recidivism rates for returning offenders and minimize the harmful effects of offenders' time in prison, jail, or a juvenile facility on families and communities of offenders by collecting data and best practices in offender reentry from demonstration grantees and other agencies and organizations;*
- (2) Analyze the statutory, regulatory, rules-based, and practice-based hurdles to reintegration of adult and juvenile offenders into the community;*
- (3) Investigate guidelines and criteria to track outcomes of inmate reentry program participation, including program approvals, day-to-day program participation, and program graduation and other types of program completions and non-completions;*
- (4) Research longitudinal data tracking of the pre- and post-release impact of reentry programs;*
- (5) Investigate the number of idle inmates in each state correctional facility; and*
- (6) Develop a comprehensive strategic reentry plan as specified under the federal second chance act of 2007...*

III. Background

As a result of criminal justice policies, changes in criminal laws, and sentencing practices over several decades; criminal justice populations have steadily increased. Concomitantly, the dollars

spent by the nation's criminal justice system increased 171% between 1982 and 2007. State expenditures increased 208% between 1982 and 2002, but decreased slightly (5%) between 2002 and 2007 due to a drop in jail populations. During the 20 year span, even accounting for inflation, expenditures for law enforcement and corrections increased 126% and 255%, respectively.¹

Maryland experienced similar criminal justice population trends, and expenditures increased during the same time period mentioned above. In 1966 the incarceration rate in Maryland was 165 per 100,000 resulting in a prison population of 5,117. In fiscal year 2011, the incarceration rate was 412 per 100,000 with an average daily prison population of 22,500. Crime rates, on the other hand, decreased and are back to 1966 levels (3549 per 100,000).²

The logical conclusion of this disparity between crime rate decline and incarceration rate increase is the number of incarcerated individuals with long sentences and the rate of recidivism. In a study conducted by the Pew Charitable Trusts that looked at recidivism in over 40 states, more than four in 10 offenders returned to state prison within three years of their release,³ and parole violators accounted for 35.2 percent of state admissions in 2009.⁴

Maryland's data reflects similar circumstances. The average daily incarcerated population in FY 2010 totaled 34,494 (prisons and jails) -- approximately one out of every 167 Maryland residents. In 2006, 70% of the prison population was serving sentences greater than 5 years. Consequently, despite a steady decline in crime rates in the last decade, the incarcerated population has remained high. Maryland released approximately 13,900 offenders back to their communities, and the 2010 rate of return to state prison within three years of release was 47.8%.⁵ Parole violators accounted for 27 percent of state admissions in FY 2010.

While the incarcerated population has remained high and incarceration and reentry rates have remained steady, budgets across Maryland have been drastically reduced. Impacting the cycle of release and return to incarceration is essential to public safety and the State's fiscal responsibilities.

IV. Proceedings and Recommendations

The Task Force met a total of seven times, five times during CY 2011. Six subcommittees, formed to focus on specific topic areas, met in between and reported progress at the meetings of the full task force. The following 6 subcommittees were formed: 1) Resources and Funding Streams; (2) Research and Performance Outcomes; 3) Idleness and Programming; 4) Barriers and Practice Hurdles; 4) Juvenile Reentry; and 5) Comprehensive Plan. The Task Force members and participants on each subcommittee can be found in the Appendix.

¹Kyckelhahn, Tracey. *Justice Expenditures and Employment, FY 1982-2007- Statistical Tables*, Washington, D.C.: U.S. Department of Justice, Bureau of Justice Statistics, 2011.

²MD GOCCP (2010), Crime Statistics.

³ Pew Center on the States, *State of Recidivism: The Revolving Door of America's Prisons* (Washington, DC: The Pew Charitable Trusts, April 2011).

⁴ Sabol, W. & H.C. West. *Prisoners in 2009*. NCJ 231675. Washington, D.C.: U.S. Department of Justice, Bureau of Justice Statistics, 2010.

⁵ DPSCS, *2010 RISC Report*, Baltimore, MD, DPSCS Office of Policy, Planning, Regulations and Statistics, 2011.

After thorough study and investigation, each subcommittee made specific findings and recommendations. A summary of those findings and recommendations by subcommittee topic appear below. Some of the subcommittees prepared written final reports, which are attached.

Resources and Funding Streams

The subcommittee took a two-pronged approach to this topic area. It reviewed existing human capital and financial resources available to both government agencies and community organizations. It also looked outside existing budgets to determine what other sources of funding are available to the reentry effort.

The subcommittee determined that, in general, existing public and private resources are simply insufficient to provide the necessary services. The economic downturn has overburdened an already inadequate system. However, with hardship comes opportunity. State agencies and community organizations are managing existing resources more wisely. They are reducing redundant processes by sharing information across stakeholder organizations, and providing services only to those presenting the highest risk. With these and other operational changes, state agencies and community organizations are realizing savings. Unfortunately, savings realized by state agencies are being used to fill budget gaps in unrelated areas.

Other funding resources are available at the national, state, and local level. The federal government provides funding opportunities through the Second Chance Act, the Substance Abuse and Mental Health Services Administration, and other federal agencies. The Governor's Office of Crime Control and Prevention receives Maryland's allotment of federal block grant dollars, which are disbursed across the state through an application process. In addition, there are a number of private foundations that provide funding to initiatives that fit their areas of interest. These funding opportunities are quite competitive and require clearly developed plans.

Based on these determinations, the Task Force makes the following recommendations:

- 1) **“Justice Reinvestment”:** Allow state agencies that utilize resources efficiently to reinvest their savings back into proven reentry programs. It is not appropriate to move such savings into unrelated programs and agencies.
- 2) **Position the state for future grant awards:** Bolster data collection, coordinate plan implementation, and monitor progress of implementation strategies.

Research and Performance Outcomes

The subcommittee, with the assistance of a graduate student at Harvard University's John F. Kennedy School of Government, adopted a three-fold methodology to

discover best practices in reentry outcome research. This methodology involved: (1) a review of the literature on reentry outcomes from academic, practitioner, government, and policy organizational sources; (2) a survey, through phone and in-person interviews, of reentry programs in Maryland to determine what data is collected and how it is used; and (3) discovery of what administrative records exist across agencies and organizations through the use of a randomly selected group of 50 individuals released from incarceration during the period July 1, 2009 to June 30, 2010.

The research literature indicated that the best methodology for measuring reentry program outcomes is to look at six different treatment domains: mental and physical health; alcohol and drug abuse; employment and education; housing; pro-social activities; and financial status. These domains of treatment have been found by researchers to address “dynamic” criminogenic factors that have the potential to impact future recidivism rates. While there is frequent interest by policymakers and laypersons to identify recidivism as the exclusive outcome of importance, researchers are increasingly recognizing that this proves to be a poor indicator of performance for reentry programs. Recidivism is most directly affected by: the “risk” of the population served by a program (i.e. risk includes criminal history, socio-economic background, mental and physical health, work and education background, substance abuse background, housing stability, and family/social support); specific policies and practices of stakeholders within the criminal justice system including police, probation and parole, prosecutors, judges, and the legislature that are outside the control of corrections (i.e. probation revocation policies); and the quality of the evaluation study and the availability of data. Good indicators of performance, by contrast, are linked directly to the specific activities, resources, and services provided by a program.

The survey and record review revealed that Maryland’s correctional and community-based agencies do not currently track, document or assess reentry programs systematically. Neither DPSCS nor county detention centers conduct formal assessments on short- or long-term outcomes based on the seven domains of treatment. Some contracted programs attempt to conduct process evaluations or recidivism studies; however, none of the interviewees knew of any contracted service providers that have conducted outcome assessments. Most county corrections departments as well as the State prisons collect output information about reentry services provided in their facilities, specifically enrollment and attendance data, completion and non-completion rates, graduation rates, and the number of sessions taught. However, there is a lack of centralized reentry databases in correctional institutions and in many community programs; rather, information is maintained in a paper case file for each person in a program. The individual’s progress is followed in that file only for that specific program, and is not generally shared with other stakeholders. In addition, the only formal calculation of recidivism rates is conducted by DPSCS with input from the county correctional systems and is reported in the Maryland Repeat Incarceration Supervision Cycle (RISC) report. The definition of recidivism, according to the RISC Report, is *“a new Maryland conviction that results in a return to incarceration in the DOC or to DPP probation supervision within three*

years of an inmate's date of release or a probationer's entry into community supervision."

Based on the literature review and the results of the survey and record review, the Task Force makes the following recommendations:

- 1) Adopt a nationally-developed assessment framework that links the goals and activities of reentry programs with direct "outputs" (desired results immediately following a program). short- (30 and 90 days after release) and longer-term "outcomes" (6 months, 1 year, and 2 years after release), and long-term "impacts" (change in the community such as reduced recidivism and increased public safety) arranged along the following treatment dimensions: Substance Abuse; Mental Health; Housing; Employment; Education; Family, Relationships, and Pro-Social Responsibility; and Financial Needs.**
- 2) Develop and reconfigure correctional data systems to track and monitor reentry over time to accurately measure outcomes.**
- 3) Expand and develop new data sharing partnerships within the community, including local and state government agencies, non-profits, and research organizations. While comprehensive outcome data collection may take time, simply getting useful information into the hands of the appropriate people and organizations today can assist in tracking outcomes.**
- 4) Correctional agencies and community-based partners must fully embrace reentry as a core mission. They must insist on a regular regime of data collection and analysis. They must adjust training programs, auditing processes, and corrections policies to make reentry data collection common practice.**
- 5) The State must develop a systematic methodology and create the administrative capacity to track the continued court involvement of individuals released from correctional institutions as a means to better understand the flow of individuals into and out of the state's correctional systems for purposes of determining policy and programmatic changes.**

Idleness and Programming

The subcommittee gathered data on the number of offenders engaged in programming in each institution based on institutional assignment records. A review of the limited data showed that most inmates are enrolled in some program activity, such as education classes, treatment programming, institutional work assignments, and correctional industries. However, participation in one activity for 1-2 hours a day does not remove the possibility of idleness for the remaining hours. In addition,

placing an inmate in a program simply to increase participation rates does not improve the reentry outcome.

DPSCS and the subcommittee also attempted to determine the need for specific types of programming versus resources available to deliver that programming. The programming staff to offender ratio of 400:22,500 alone provided insight into this issue. However, due to the status of current management information systems within corrections, the subcommittee found that an accurate programming gap analysis was not possible at this time.

DPSCS is in the process of reorganization to create a regional structure where correctional and community supervision personnel are managed at the regional level. This structure creates opportunities for improved offender transitions, relationship building with community resource providers, and information sharing. In addition, DPSCS is implementing a new case management information system. This system is available to local detention facilities should they desire to utilize or interface to it. There are also plans to bolster DPSCS' statistical analysis staff. With these three additions, the ability to document and address programming gaps will improve.

In the meantime, the staff to offender ratio allowed the subcommittee to conclude that insufficient resources exist in correctional agencies (both local and state) to meet the demand generally. In some instances, the community offers more opportunities to address the needs of the offender population. Consequently, changes in incarceration practices and the criteria and processes for determining the best intervention are needed.

Based on the subcommittee's investigation and analysis, the Task Force makes the following recommendations:

- 1) Review best practice literature to ensure the appropriate intervention is employed at the correct time.**
- 2) Consider changes in sentencing practices based on risk of re-offense criteria.**
- 3) Determine the programming that should be provided in jails versus prisons, and reform eligibility criteria to ensure the best use of limited resources.**
- 4) Revise policies and procedures for placement of offenders in programs, and re-evaluate those policies on a periodic basis to determine ongoing programming gaps and state of idleness.**
- 5) Utilize community resources to close programming gaps where possible.**

- 6) **Increase and improve the engaging of families as an additional resource in reentry planning and programming.**
- 7) **Ensure that programming emphasizes the importance of: education, job skills training and experience, behavior and thinking modification, substance abuse and trauma-informed treatment, problem-solving skills, financial responsibility, and understanding the impact of crime on victims.**

Barriers and Process Hurdles

Since convening in August 2010, the Legal Barriers and Practice Hurdles subcommittee met numerous times to explore the significant barriers faced by Marylanders with criminal records. These barriers fall into the following categories: 1) Employment; 2) Education; 3) Financial Stability; and 4) Housing.

There are no spare Marylanders. The ability to secure a job is crucial to the successful reentry of Marylanders returning to their communities from prison. *Peer-reviewed research shows that recidivism risks are highest in the first 3-5 years following incarceration.* A study funded by the National Institute of Justice examined more than 80,000 criminal records. The study found that there is a way to actuarially estimate a point in time when an individual with a criminal record is at no greater risk of committing another crime than other individuals of the same age.⁶ Given that recidivism declines steadily with time clean, the ability of employers to access stale conviction information unfairly bars Marylanders from job opportunities.

Similarly, utilizing the “box-check” format to obtain conviction information on job applications unfairly discriminates against qualified individuals being considered for employment. This format simply does not provide Marylanders with the opportunity to explain the conviction and their efforts since that time.

Education is also a key factor in an individual’s ability to obtain self-sustaining employment. While there are a myriad of reasons why offenders have not achieved at least a high school diploma, there are opportunities during incarceration to reach academic achievement or to build job skills. Maryland’s mandatory education law requires offenders serving 18+ month sentences who do not have a diploma to attend classes, but many simply never complete the program. It is critical that Maryland find a way to incentivize offenders to complete their education.

Attaining financial stability as soon as possible after release is important to reentry success as well. This is especially difficult for Marylanders who compound their employment difficulties with obligations to pay substantial child support arrearages that were accruing while in prison. For indigent ex-offenders, this crushing debt conflicts with their need to feed, clothe and shelter themselves. Suspending child

⁶ Blumstein, A., and K. Nakamura, “‘Redemption’ in an Era of Widespread Criminal Background Checks,” *National Institute of Justice Journal* (Issue No. 263): 10-17.

support payments for incarcerated indigents will reduce their likelihood of returning to the underground economy.

Access to affordable housing is a barrier that forces many offenders to return to situations that are not conducive to a crime-free life. Two factors contribute to this barrier: 1) lack of sufficient capacity; and 2) over-exclusive policies and practices of public housing authorities (PHAs). Despite funding programs for housing development, it is difficult to find private or semi-public organizations to build or improve property for the purpose of increasing the capacity of low-income or supportive housing. In addition, PHAs have broad discretion to set admission and termination policies for the Public Housing and Housing Choice Voucher programs. With the lack of capacity and consequential long waiting lists, there is little incentive for the PHAs to change their eligibility criteria.

After careful consideration, the Task Force makes the following recommendations:

Legislative

- 1) **The Maryland General Assembly should pass legislation to shield criminal records for nonviolent convictions. This legislation would make nonviolent felony convictions eligible for shielding after a five-year waiting period from the time of release from supervision. Nonviolent misdemeanors would be subject to a three-year waiting period. No subsequent convictions can occur during the waiting period. Law enforcement will continue to have full and unfettered access to the shielded records.**
- 2) **The Maryland General Assembly should pass legislation to “ban the box” on state job applications that asks applicants to make a check mark if they have ever been convicted of a crime.**
- 3) **The Maryland General Assembly should pass legislation to temporarily but automatically suspend child support obligations upon incarceration for non-custodial parents sentenced to 12 or more consecutive months of imprisonment. The obligor may not be on work release and must have insufficient finances to make child support payments. Before adjusting the order, CSEA must send written notice of the proposed action to the obligee, including the obligee’s right to object to the proposed action. Current policy allows for inmates to apply for a suspension of their child support order upon incarceration. However, the vast majority of obligors are not aware of this option and consequently wind up accruing large sums of arrearages during their sentence, arrearages that they will never be able to repay.**

- 4) **The Maryland General Assembly should pass legislation to provide a diminution credit completion bonus for adult education while incarcerated. Inmates currently earn 5 diminution credits per month for being enrolled in an education program. In order to encourage inmates to complete their degree, the legislation should establish a 60-credit diminution bonus to be awarded to those who earn their G.E.D.**

Non-Legislative

- 1) **Secretary Maynard and Secretary Skinner should write a joint communication to the local housing authorities referencing the June 2011 policy statement from the U.S. Department of Housing and Urban Development. The HUD letter states that local public housing authorities should be more flexible in their treatment of people with criminal records as the PHAs have broad discretion to set admission and termination policies under the federal Public Housing and Housing Choice Voucher programs. Specifically, the Secretaries should encourage the PHAs to conduct criminal background checks at the time the applicant reaches the top of the waiting list as opposed to at initial application. This policy change will benefit those with criminal backgrounds as it is possible that the look-back period for the PHA might be shorter than the waiting list for housing.**
- 2) **State and local authorities should seek opportunities to increase low-income housing capacity through partnerships with developers, construction companies, property management organizations and other stakeholders.**

Juvenile Reentry

The Juvenile Reentry subcommittee met several times in the last year. A review of the programs and initiatives being utilized in the Department of Juvenile Services (DJS) was conducted and an inventory was created. Determinations were made on the existence of gaps or process hurdles and which current programs were considered best practices.

Based on this review, it became clear that successful reentry of juveniles committed to a residential facility is dependent upon the same strategies as incarcerated adults. Reentry preparation should begin as soon as the youth enters the juvenile justice system and should include a comprehensive risk and needs assessment and a treatment service plan. It also became clear that until recently there was very little information sharing occurring between the juvenile and adult systems. This sharing of information is especially important when a juvenile is charged and/or convicted as an adult and enters the adult jail or prison system. DPSCS is working with DJS to

incorporate the use of assessment tools geared to youth for those juveniles who enter the adult system. Further work is needed to increase communication and information sharing between these two departments to improve reentry outcomes and ensure public safety.

Both the adult and juvenile systems agree on best practices for improved reentry outcomes. Reentry initiatives should engage the youths' families. The priority focus of the plan should be education and employment. And, as the release date approaches, engaging in transition planning to include the necessary community supports is imperative.

Educating youth in residential placement can be difficult due to the length of stay. The approximate length of stay for youth in detention is 15 days. The length of stay in commitment is approximately 225 days. Treatment programs provide more opportunity for credit recovery. In 2002, Dr. Nancy Grasmick, State Superintendent of Schools, requested that each local school system (LSS) establish a central team to provide appropriate diagnostic, placement and monitoring services for juveniles transitioning between public schools and juvenile services facilities. These teams were to include, at a minimum, a representative from each of the following areas: Student Services, Special Education, Curriculum and Instruction, and the Department of Juvenile Services. Representatives from other agencies, such as Social Services, the Core Service Agency, and the Department of Health, should be part of the team as needed and should assist with wraparound services.

The strategies mentioned above have been combined and proven successful in an initiative funded by the Department of Labor called the Baltimore City Continuum of Opportunity Reentry Program and Services (CORPS). CORPS is characterized by intensive case management, educational and employment opportunity, career training, mentoring and community service opportunities. The initiative encourages youth and parent/guardians to participate in CORPS via a family conference. The process culminates in the completion of a *Personalized Education and Employment Plan* (PEEP) implemented by a youth advocate and transition specialist after the youth is released from DJS.

As a result of the subcommittee's work, the Task Force makes the following recommendations:

- 1) Encourage MSDE and local school systems to utilize technology to improve information sharing.**
- 2) Reinforce the need for, and work of, the Local School System Transition Teams.**
- 3) Continue and expand statewide the Continuum of Opportunity Reentry Program and Services (CORPS) initiative.**

- 4) **Improve coordination and communication between juvenile and adult systems.**

Comprehensive Plan

The Comprehensive Plan subcommittee met after the other subcommittees had completed their work. The work of this subcommittee was based on the recommendations made by the other subcommittees and feedback from the full Task Force and culminated in the framework for moving forward contained in this document. Further work is required, however, to develop the detailed plan with clearly defined action steps.

As a result of the subcommittee's work, the Task Force makes the following recommendations:

- 1) **Create a Statewide Reentry Initiative Planning and Monitoring Committee composed of multiple stakeholders under the direction of the Public Safety Secretary to develop a detailed plan of action by June 1, 2012.**
- 2) **Monitor the implementation of the plan and utilize clearly defined outcome measures to evaluate systemic improvements over time.**

V. Conclusion

The Task Force believes that in order to impact reentry outcomes, improve public safety, and be fiscally responsible, Maryland needs to make many changes to systems, policies, practices, and laws. National reentry literature is full of best practices to employ to improve reentry outcomes. Maryland needs to restructure itself to be able to implement those best practices. It will take a commitment to justice re-investment strategies, the willingness to cooperate and share information across disciplines and organizations, and planning and oversight to ensure implementation occurs and that strategies employed are effective in accomplishing the goals of Maryland's Reentry Initiative.

The Task Force appreciates the opportunity afforded by the formulation of this committee and looks forward to continued dialogue to implement the recommendations made.

Appendix

Task Force Participants

Gary Maynard (DPSCS) Chair
J. Michael Stouffer (DPSCS)
Patricia Vale (DPSCS)
Sean Adgerson (MVA)
Susan Steinberg (DHMH)
Marian Bland (DHMH)
Darren McGregor (DHMH)
Alice Wirth (DLLR)
Jeff Beeson (DLLR)
Kevin McGuire (DHR)
Kara Hamilton (DHR)
Tammy Brown (DJS)
Mark Mechlinski (MSDE)
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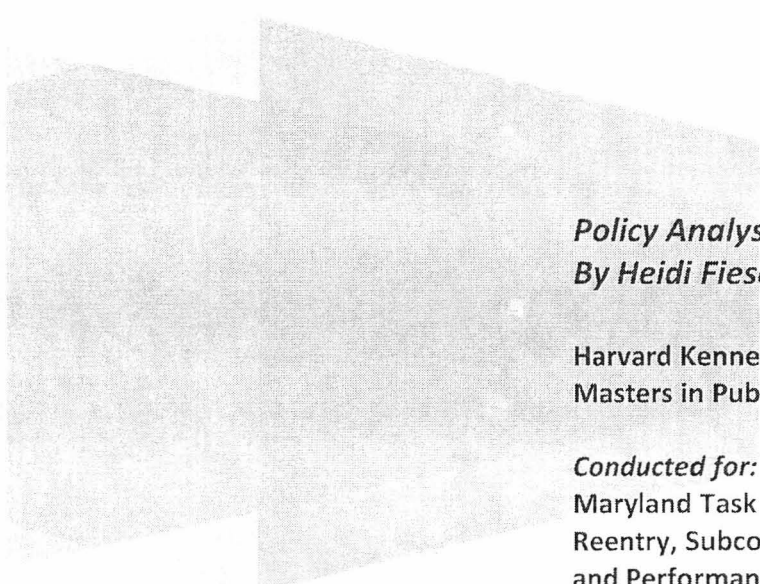
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Appendix A

Determining What Works in Reentry

Determining What Works in Reentry: How to Measure the Success and Progress of Maryland's Reentry Programs

July 27, 2011



*Policy Analysis Exercise
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Conducted for:
Maryland Task Force on Prisoner
Reentry, Subcommittee on Research
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Executive Summary

The Maryland General Assembly passed legislation in May 2009 directing the Governor to establish a statewide Task Force on Prisoner Reentry to examine the institutional programming and community-based transitional services provided to individuals who leave state prisons and local jails annually. Among the four mandates, the legislation requires the Task Force to research the effectiveness of reentry programs and to develop a system to better track offender outcomes. In an effort to take a comprehensive approach to reentry performance management and data collection, the Task Force created the Subcommittee on Research and Performance Outcomes.

This Policy Analysis Exercise (PAE) supports the work of the Subcommittee by researching the state-of-the-art practices in assessing reentry programs nationally, and by analyzing current evaluation efforts in Maryland. The latter research effort involved conducting 20 phone and in-person interviews with Maryland's state and county corrections' officials and non-profit leaders and a case file analysis of 50 randomly selected individuals under the Maryland Department of Public Safety and Correctional Services (DPSCS) Division of Parole and Probation's (DPP) supervision. This document provides recommendations to the subcommittee and the larger Taskforce on a strategy to monitor and assess reentry services in the future.

Key Findings

1. Assessment Framework

This PAE recommends the adoption of a nationally-developed assessment framework that links the goals and activities of reentry programs with direct "outputs," short- and longer-term "outcomes," and long-term "impacts" arranged along several treatment dimensions. Outputs are the desired results that immediately follow a program while short-term outcomes occur just after release (30 and 90 days post-release). Long-term outcomes reveal themselves after an individual has been living outside of prison or jail for some time (six months, one, and two years). Impact reflects an overall change in the community such as reduced recidivism rates and increased public safety.

Currently, the recidivism rate is considered the benchmark metric for reentry performance measurement in corrections. However, there are many confounding factors that affect recidivism rates that are beyond the span of control of any one reentry program. Collecting and measuring output and outcome data along areas that present challenges to prisoners returning to the community will provide DPSCS and local correctional agencies and organizations with a more comprehensive picture of Maryland reentry. Over the past two decades, researchers and corrections officials have identified the following seven areas as the main barriers to successful reentry:

- Substance Abuse
- Mental Health
- Housing
- Employment
- Education
- Family, Relationships, and Pro-Social Responsibility
- Financial Responsibility

This PAE outlines specific output and short- and long-term outcome measures along these seven domains of treatment. These measures can be used on the state, local, and facility-level to assess the performance of reentry services.

2. Maryland's correctional and community-based agencies do not currently track, document or assess reentry programs systematically.

- **No formal calculation of recidivism rates at the county-level**

In Maryland, the county corrections agencies and detention centers interviewed do not formally calculate their individual recidivism rates. However, the DPSCS calculates recidivism rates for its populations and reports it annually in the Repeat Supervision Incarceration Cycle (RISC) Report. The definition of recidivism, according to the RISC Report, is *“a new Maryland conviction that results in a return to incarceration in the DOC or to DPP probation supervision within three years of an inmate’s date of release or a probationer’s entry into community supervision.”*
- **Output-focused data collection**

Currently, neither DPSCS nor county detention centers systematically conduct formal assessments on short- or long-term outcomes based on the seven domains of treatment. Some contracted programs attempt to conduct process evaluations or recidivism studies; however, none of the interviewees knew of any contracted service providers that have conducted outcome assessments. Most county corrections departments collect output information about reentry services provided in their facilities, specifically enrollment and attendance data, completion and non-completion rates, graduation rates, and the number of sessions taught.
- **Lack of centralized reentry databases in correctional institutions**

A general trend appears to be the lack of centralized databases where program staff can input basic information including in which programs a particular inmate has been involved or how many times he or she has been enrolled in various programs. Most reentry programming staffs in county and state facilities in Maryland maintain a paper case file for each person in a program. The individual’s progress is followed in that file only for that specific program. For example, if an individual is enrolled in three programs, he or she will have three case files.
- **Minimal data-sharing: data released to funders or used internally**

Service providers use much of the data collected for internal purposes. These data enable organizations to make budgetary decisions as well as send funders and the State information. While county corrections departments do not explicitly share reentry data with other agencies, outside service providers may be sharing information with their community partners.
- **Current and forthcoming data systems have the potential to incorporate reentry outputs and outcomes**
 - *Case Notes:* The Division of Parole and Probation’s (DPP) data system provides parole and probation reentry information in narrative form. While there are inconsistencies in reentry data collection, DPP agents focus on employment, substance abuse, mental health, and housing domains.
 - *Case Plan:* The Division of Corrections’ (DOC) data system has a strong reentry-focus. This system records risk assessments and risk factors and has the capacity to record programming in a standardized way. Case Plan contains less reentry data inconsistencies than Case Notes.

- *SMART*: The Alcohol and Drug Abuse Administration’s (ADAA) data system is used by state-certified, publicly funded substance abuse treatment program. These programs must input basic demographic, admission, level of care, and discharge data into SMART; however, providers have the option to include substantial reentry data. While there is great potential in collecting comprehensive reentry data through SMART, there are definitional and logistical issues that ADAA is currently addressing.
 - *Offender Case Management System (OCMS)*: DPSCS’s forthcoming data system will streamline information from the DOC, DPP, and the Division of Pre-trial and Detention Services (DPDS). Tracking an individual’s journey and reentry needs throughout their time under DPSCS’s supervision under one data system will facilitate easier data collection.
- **Data collection: overcoming practical challenges with technology**
Collecting and sharing reentry data will be easier with OCMS and DPP’s KIOSK check-in system. These technological advancements open the door for targeted outcome assessments and a better understanding of how DPSCS’s reentry services are functioning and newly-released individuals are faring.
- **Data tracking: potential of Maryland’s data systems**
Developing and reconfiguring data systems to track and monitor reentry over time is another step that DPSCS must take in order to accurately measure outcomes.
 - Case Notes and Case Plan should be used to monitor outputs and outcomes in a standardized way so the same data is collected for individuals as they move through DPSCS’s supervision.
 - DPSCS should ensure that upcoming OCMS modules encompass reentry components that extend throughout an individual’s time under DPSCS supervision.
 - The Department of Health and Mental Hygiene (DHMH), DPSCS, and ADAA should link OCMS with the SMART system. If these two systems are networked, we would be able to monitor specific outcomes that encompass a variety of risk factors and emphasize substance abuse problems.
 - The Alcohol and Drug Abuse Administration (ADAA) should modify the SMART system to consistently track individual and aggregate substance abuse reentry outputs and outcomes. The ADAA should develop a standard mechanism within SMART to track whether individuals who received treatment in prison continued with treatment in the community.
- **Expanding and developing new data sharing partnerships within the community**
DPSCS and collaborating partners, including local and state government agencies, non-profits, and research organizations, should look for ways to use and share information. While comprehensive outcome data collection may take time, simply getting useful information into the hands of the right people and organizations today can assist in tracking outcomes.

3. Correctional agencies and community-based partners will need to more fully embrace reentry as a core mission and pre-requisite for developing a coordinated system of reentry services that can be effectively evaluated.

- **Mission of Maryland Corrections: refocus on reentry**

DPSCS should redefine its mission and vision statements to align with a focus on reentry.

Maryland needs to take strategic steps to translate this vision into institutionalized practices by:

- investing in comprehensive data collection and management of reentry programs
- insisting on a regular regime of data collection and analysis
- adjusting training programs, auditing processes, and corrections policies to make reentry data collection common practice
- collaborating with service providers and non-profits to find ways to collect data.

Table of Contents

Executive Summary	i
Table of Contents	v
Introduction.....	1
Methodology	2
Chapter 1. An Individual’s Path From Incarceration to the Community	3
A Prisoner’s Life Course.....	3
Recidivism.....	3
Seven Domains Crucial to Successful Reintegration	4
<i>Substance Abuse</i>	5
<i>Mental Health</i>	6
<i>Housing</i>	6
<i>Employment</i>	7
<i>Education</i>	8
<i>Family, Relationships, and Pro-Social Responsibility</i>	8
<i>Financial Responsibility</i>	8
Chapter 2. The Idealized Reentry Process	9
Risk Assessment	9
Reentry Support: In-Prison Programs.....	10
Reentry Support: Intensive	10
Reenter Society: Community Supervision	11
Chapter 3. Defining and Measuring Reentry	11
Recidivism.....	11
Developing a Logic Model for Assessment.....	13
Domains of Reentry.....	15
<i>Substance Abuse</i>	15
<i>Mental Health</i>	18
<i>Housing</i>	21
<i>Employment</i>	23
<i>Education</i>	27
<i>Family, Relationships, and Pro-Social Responsibility</i>	29
<i>Financial Responsibility</i>	31

Chapter 4. Data Collection in Maryland	34
Output-focused Data Collection	34
In-Prison Behavioral Changes as Outcomes	35
One Program, One Paper File	35
Lack of Centralized Reentry Databases in Correctional Institutions	36
Minimal Data-sharing: Data Released to Funders or Used Internally	37
DPSCS Data Systems.....	37
Chapter 5. Conclusion: Implementation Recommendations.....	41
Data Collection: Overcoming Practical Challenges with Technology	41
Data Tracking: Potential of Maryland’s Data Systems.....	41
Expanding and Developing New Data Sharing Partnerships within the Community	43
Mission of Maryland Corrections: Refocus on Reentry	43
Appendix.....	45
References	66
ENDNOTES	70

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Introduction

In May 2009, the Maryland General Assembly created the Maryland Task Force on Prisoner Reentry to examine Maryland's response to a growing incarcerated population and the increasingly complex needs of criminal offenders returning to their communities. As of June 30, 2010, the Maryland Department of Public Safety and Correctional Services (DPSCS) institutionally supervised more than 25,000 individuals: 3,362 individuals under the jurisdiction of the Division of Pretrial and Detention Services (DPDS), 22,087 individuals under the jurisdiction of the Division of Corrections (DOC), and 394 under the jurisdiction of the Patuxent Institution. Maryland, with an overall population of 5.8 million,¹ had approximately 68,500 individuals under post-release supervision—43,721 on probation, 4,992 on parole, 4,525 on mandatory supervision, and 15,337 on the Drinking Driving Monitor Program.²

The Maryland Department of Public Safety and Correctional Services is comprised of 27 facilities and more than 45 parole offices statewide. In Fiscal Year 2010, 13,489 individuals were released from DPSCS and returned to the community. This figure includes all paroles, mandatories, expirations, and court-ordered releases. In addition to individuals incarcerated in the state prison system, Maryland's 24 counties (counting the City of Baltimore as a County equivalent county) operated jails and detention centers that incarcerated an average daily population of 12,785 in Fiscal Year 2010. These facilities detain individuals pre-adjudication as well as incarcerate convicted offenders who have sentences of 18 months or less. As they serve as the primary booking facilities for arrests, the flow into and out of these correctional institutions is large. Collectively they recorded 129,750 intakes and 129,501 departures between June 2009 and July 2010.³

Over the past ten years, there has been an increasing interest in prisoner reentry due to a confluence of factors, including tightening state and local budgets and increased federal support and funding for reentry services. In tough economic times, when policymakers are trying to cut costs, reentry programming has been "been touted as a viable strategy to reduce correctional populations."⁴ Moreover, parties involved in criminal justice, social service, and community development areas have increasingly recognized the damaging community effects of unprepared individuals leaving jail and prison and returning to their neighborhoods. Furthermore, as researchers continue to develop a set of evidence-based practices to guide the expansion of reentry programs, correctional leadership has been more receptive to incorporating a suite of services focused on integrative and comprehensive care from inside the prison or jail into the

Reentry: Reentry is the process of leaving prison and returning to the community. All inmates who are released from prisons or jails experience reentry regardless of their method of release or form of supervision.

Reentry Programs: Reentry programming ideally starts at the moment of admittance into a prison or jail system. Many systems use assessment tools upon entry to direct inmates into programs and services that will best meet their needs and facilitate smooth integration down the line. Examples of reentry programs include: substance and drug abuse treatment, physical and mental health treatment, education and vocational, employment readiness, housing, life skills, and behavioral and cognitive services. Six to three months before release, reentry services typically increase to address community reintegration issues. Post-release, reentry programs are typically run through agencies outside of corrections facilities—non-profits and other government agencies. Returning prisoners that are subject to parole or probation will follow-up with their parole or probation officers. These officers, depending on the jurisdiction, can refer released prisoners to reentry programs in the community.

community. The idea that corrections systems have a responsibility to communities as opposed to the traditional focus of care, custody, and control began to take hold throughout the late 1990s.

Today, when determining the success of reentry programming, most government agencies and corrections-focused organizations use recidivism rates. According to the DPSCS Repeat Incarceration Supervision Cycle (RISC) Report, the recidivism rate for individuals released by DPSCS in FY 2006 stood at 47.4 percent.^a One of the Task Force's mandates is to research the impact of reentry programs and investigate how Maryland currently tracks offender outcomes post-release. While one of those measures is the recidivism rate, there are other measures that can speak to the progress of reentry programming in Maryland. In an effort to take a comprehensive approach to reentry performance management and data collection, the Task Force created the Subcommittee on Research and Performance Outcomes.^b

This Policy Analysis Exercise (PAE) supports the work of the Subcommittee in an attempt to broaden the scope of how Maryland approaches reentry programming outcome assessments. The principal question I seek to answer is:

What outcome measurements should Maryland use to assess the success and progress of its prisoner reentry programs?

In the process of developing a reentry outcome framework and understanding the challenges Maryland faces, I address three secondary questions:

- *What prisoner reentry and reentry programming data does Maryland currently collect?*
- *What are the measurements that State and local agencies currently use to measure the outcomes and success of reentry programs?*
- *What reentry outcomes would be the most feasible to measure in Maryland given current data?*

Methodology

At the September 8, 2011 meeting, the Subcommittee adopted a three-fold methodology to determine national best practices in reentry program performance management, assess Maryland's current practices to measure reentry program outcomes, and develop recommendations for refined reentry outcome measures. I reviewed the reentry literature from academic, practitioner, government, and policy organizational sources from across the country. I surveyed and interviewed state and local corrections officials and non-profit agencies to (1) determine how reentry programs in Maryland currently collect and use data to evaluate their reentry programs and (2) gain a better understanding of the data systems available to measure outcomes. Finally, I conducted a descriptive analysis on the case files of 50 randomly selected individuals currently under DPP supervision to determine what state administrative records currently exist on reentry outcomes across DPSCS agencies.

^a The RISC Report defines the DPSCS recidivism rate as a new conviction that results in a return to incarceration in the DOC or probation supervision under the DPP within three years of an inmate's date of release from DOC and or the Patuxent Institution or a probationer's entry into DPP community supervision. A further explanation is included in the report.

^b The mandate reads, " (1) Investigate guidelines and criteria to track outcomes of inmate reentry program participation, including program approvals, day-to-day program participation, and program graduation and other types of program completion and non-completion and (2) Research longitudinal data tracking of the pre- and post- release impact of reentry programs."

Chapter 1. An Individual's Path From Incarceration to the Community

A Prisoner's Life Course

Understanding a prisoner's life course and criminal trajectory is essential in formulating thoughtful outcome measures. For individuals whose lives include prison or jail, exploring how their incarceration time affects their propensity to reoffend provides insight into whether in-prison programs are effective.^c Prison experience could have a positive, neutral or negative effect on an individual's risk to recidivate depending on the services and treatment provided, negative behaviors learned in prison, and external factors such as gang affiliations and family issues. Research suggests that incarceration may increase the risk of reincarceration by limiting post-release opportunities including employment and family-related opportunities. However, if a prison or jail provides programs designed to rehabilitate those in need of treatment, then in-prison experiences may have positive effects on individuals' post-release lives including the reduced risk of future criminal activity.⁵

The life that an individual leads after leaving prison also plays a role in his or her propensity to recidivate. Many theories of criminal desistance put forth that as individuals' age, they are less likely to engage in criminal behaviors. Transitional life events that are more likely to take place later in life, such as marriage and work, force men and women to transition away from criminal activity and toward more conforming behavior. Moreover, as networks of positive social support increase, an individual's propensity to re-offend will decrease.⁶

Recidivism

Currently, many policy makers regard the recidivism rate as the one and only measure of reentry programming success. However, this rate is more useful as a benchmark measure of the functioning or "temperature" of a criminal justice system and provides us with a general idea of the flow of individuals entering and leaving a particular system or sets of systems. It is less useful in determining the effectiveness of a specific program as it masks the underlying reasons leading individuals back to crime. When used as a performance measurement metric, the recidivism rate does not necessarily capture outcomes that reentry programs can control.

Measuring police performance based on crime rates is an analogous example. In many cities, crime rates may have very little to do with the effectiveness of police services and more to do with demographic, socio-economic, and cultural variables. Just as it would be erroneous to posit that Salt Lake City has a more effective police force than Baltimore based on crime rates, evaluating correctional agencies and reentry programs on this one statistic is fraught with problems. Rather than using an overarching metric, like crime rates, focusing on a "two-tiered system of measurement" better enables us to capture the whole picture. For example, indicators that focus on intelligence on crime activity, planned responses, and police deployment concentrate on areas that the police have the capacity to change. Those metrics in combination with other policies, demographic shifts, and economic realities, may contribute to reduced crime rates.⁷

There are myriad factors that account for why individuals cycle in and out of prison and jail. As Bonnie Cosgrove, Director of Reentry and Integrated Program Services at Maryland's Department of Public

^c Throughout this report, I use the term "in-prison" programs to encompass all reentry programs administered in prisons, jails or correctional facilities.

Safety and Correctional Services (DPSCS), explains below, recidivism rates do not provide a comprehensive picture of how reentry programs affect inmate outcomes.

Years ago, we got this whole idea that ‘nothing works’ because recidivism rates weren’t coming down as a result of specific programming. But realistically, you can’t connect programming to recidivism rates because there are many confounding factors that contribute to somebody coming back [to jail or prison] that may be totally unrelated to what programming they had before they went out the first time. Somebody could have come in the first time with a substance abuse problem and then they get treatment and are no longer using drugs. But they come back in because they were at the wrong place at the wrong time with the wrong people, get convicted again, but not because of substance abuse. Yet, they’re still considered a ‘recidivist’. So you can’t connect the programming with success or failure.

To further emphasize this point, Stanford University Law School Professor, Joan Petersilia, believes that recidivism is perhaps the most important measure of correctional impact, but remains insufficient as the only measure of reentry programs’ effectiveness. She wrote “the ultimate goal of reentry programs is reintegration, which clearly includes more than remaining arrest-free for a specific time period.” Petersilia further argues that in order to accurately measure reintegration, we need to attach those measurements to social institutions which research has shown are related to leading a crime-free life.

For example, evaluations should measure whether clients are working, whether that work is full or part time, and whether the income derived is supporting families. We should measure whether programs increase client sobriety and attendance at treatment programs. We should track whether programs help convicts become involved in community activities, in a church, or in ex-convict support groups or victim sensitivity sessions. There are many outcomes that reentry programs strive to improve upon, and these are virtually never measured in traditional recidivism-only outcome evaluations.⁸

Academics and practitioners in the field believe that thinking beyond recidivism rates to specific outcomes such as post-release employment, civic engagement, and long-term sobriety are critical. Metrics rooted in these outcomes will provide Maryland with an accurate picture of how reentry programs within specific risk areas affect participants. Moreover, focusing on these incremental outcomes will help elucidate what programs could work with special offender populations, including high and low risk individuals, substance abusers, and sex offenders.

Seven Domains Crucial to Successful Reintegration

There are a variety of factors that influence whether a person released from incarceration re-offends after returning to the community. Previous criminal histories, family and social relationships, substance abuse, and poverty all play a role in an individual’s propensity to commit crimes after release. We know little of how these factors interact with each other. Over the past two decades, researchers and corrections officials have identified domains of treatment that play a role in reentry success. In 2005, the Council of State Government published the Report of the Reentry Policy Council which highlights the following treatment domains:⁹

- **Substance Abuse**
- **Mental Health**
- **Housing**
- **Employment**

- Education
- Family, Relationships, and Pro-Social Responsibility
- Financial Responsibility



Figure 1. Seven Reentry Challenges

Substance Abuse

Research consistently suggests that prisoners with substance abuse conditions are more likely to recidivate.¹⁰ While the relationship between drugs and crime may not be causal, a working assumption that guides reentry program design is that a reduction in substance abuse among the prison population will lead to a reduction in crime rates. A 2008 Urban Institute Study finds that one year after release, 20 percent of men who had substance abuse problems prior to incarceration return to state prison compared with 12 percent without a substance abuse problem. Similarly, 25 percent of women with substance abuse problems prior to prison return to a state facility while only 9 percent of women without substance abuse problems return.¹¹

While prisons and jails are large providers of substance abuse treatment, there is insufficient capacity to provide treatment to all individuals with this need. Research shows that the

Substance Abuse Treatment: formal substance abuse treatment programs including therapeutic communities and pharmaceutical treatment regimes

Substance abuse programs: self-help groups including Alcoholics or Narcotics Anonymous and educational/awareness programs

definition of recidivism, according to the RISC Report, is “a new Maryland conviction that results in a return to incarceration in the DOC or to DPP probation supervision within three years of an inmate’s date of release^e or a probationer’s entry into community supervision.”^{f40} This definition can be broken down into three components:

- “A new Maryland conviction” which does not include “technical violations” of conditions of community supervision. This criterion depends on a court adjudication of a new criminal behavior. The RISC Report does not take into account new convictions obtained in out-of-state or federal courts.
- “[that results in] a return to incarceration in the DOC or to DPP probation supervision” which does not capture an individual’s return to other correctional agencies, including local jails, or federal or out-of-state prisons or supervision.^g
- “within three years of an inmate’s date of release or a probationer’s entry into community supervision.” The RISC report presents data after one and two years; however, the three-year recidivism rate is considered the national standard for adequate assessment. The three-year recidivism rate is the norm due to the length of time typically required to process a conviction and sentencing after crime and arrest.

Issues that would need to be addressed in creating a working metric include:

- Development of a consistent definition of recidivism among states, counties, government agencies, criminal justice organizations, non-profits, and foundations. Comparable data is important for the internal management of a criminal justice system. The most common measures are rearrest, re-arraignment, reconviction, and reincarceration.
- The terms of individuals’ reincarceration. Different states and jurisdictions count technical violations of parole in their recidivism rates while other states only count new crimes.
- The ability to take into account criminal activity that occurs out-of-state or out of one particular corrections system. Currently,

^e Collected from DOC or Patuxent Institution release data

^f Collected from DPP intake data

^g RISC draws only from OBSCIS databases which are limited to state custody and/or supervision

“Working Definition” of Recidivism

According to the Inspector General’s Report, any definition of recidivism should include (1) the duration of time the offender will be monitored and (2) the conditions that constitute recidivism. Examples of conditions include arrest for a new offense, a return to incarceration, a violation of the terms of release, or prosecution for a prior crime. A baseline recidivism rate should be identified and compared to subsequent recidivism rates as well as between participants of reentry programs and non-participants. These comparisons will help determine associations between reentry programs and recidivism rates.

The **Second Chance Act Prisoner Reentry Initiative (SCA)** defines recidivism as “a return to prison and/or jail with either a new conviction or as the result of a violation of the terms of supervision within 12 months of initial release.”

In their **evaluation of the COMALERT Prisoner Reentry Program**, Erin Jacobs and Dr. Bruce Western used five measures of recidivism: rearrest, reconviction, reincarceration by parole violation, reincarceration by new sentence, and any new reincarceration. They analyzed each measure at 6 months, 1, 1.5, and 2 years after release. (See Appendix for more information on these three initiatives.)

an inmate released from a Maryland state prison who is re-incarcerated in a county jail does not count towards the DPSCS recidivism rate. This occurs due to a lack of data and information sharing.⁴¹

Developing a Logic Model for Assessment

Today, most government agencies and corrections organizations focus solely on recidivism rates and output measures to evaluate the success of reentry programming. They do not collect outcome-based information from individuals post-release. However, in order to understand what drives recidivism rates, examining why people are not reintegrating successfully is essential.

The measures put forth in this PAE draw upon an evaluation framework advanced in the 2005 Reentry Council Policy Report that looks at programs comprehensively, and within several domains of treatment. The Report is the culmination of two years work of hundreds of practitioners, researchers, and policy makers dedicated to promoting the successful return of individuals to their communities.⁴² The domains of treatment, which include mental health, substance and drug abuse, employment, education, housing, pro-social activities, and financial status, have been found by researchers to be “dynamic” factors that may affect recidivism rates.

This assessment framework distinguishes between the outputs, short- and long-term outcomes, and impacts of a program and articulates their relationships with inputs and activities. Outputs are the desired results that immediately follow a program (e.g. the number of inmates enrolled in a vocational program) while outcomes, as defined below, are the short-term and long-term goals of a program. Examples of outcome measurements include the percentage of ex-offenders who stay drug and alcohol free over a three-year period or pay child support on time. The impact is the overall effect that the project has on the community. With regards to reentry, the two impacts would be reduced recidivism rates and increased public safety.

Output indicators, such as the number of inmates served in an in-prison vocational program or the percentage of inmates served in substance abuse treatment programs out of the total number of inmates referred, present measurements for which a state prison, county jail or service provider could be responsible. However, paying attention to only outputs does not provide an accurate picture of what happens *after* individuals return to the community.

Short-term outcome indicators can capture if the support received in prison continued in the community. For example, a short-term outcome would be whether an individual scheduled and kept his or her first appointment to a service provider in the community. Long-term outcome indicators capture individuals’ experiences in the community over time. For example, they explore whether individuals remained compliant with their treatment regime or if they are currently substance-free. In other words, short-term outcomes occur just after release and long-term outcomes reveal themselves after an individual has been living outside of prison or jail for some time. At the February 2011 subcommittee meeting, subcommittee members put forward a time schedule of short-term outcome data collection at 30 and 90 days post-release as well as long-term outcome data collection at six months, one, and two years post-release.

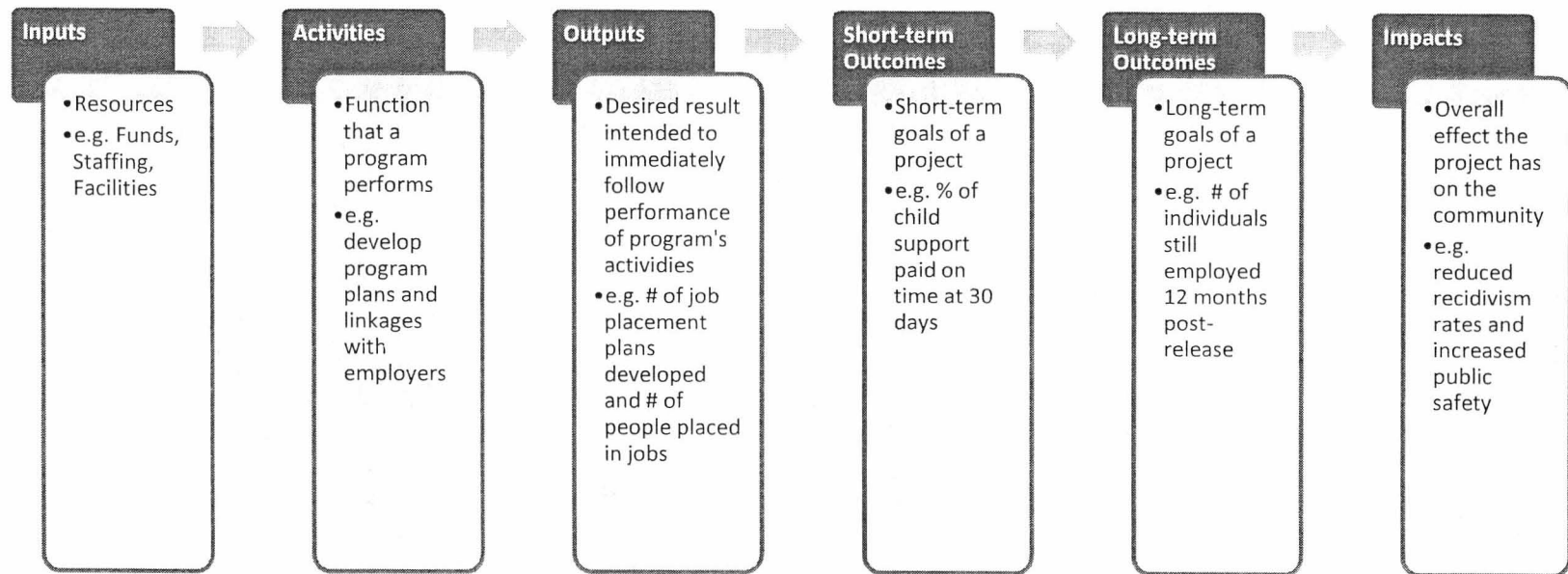


Figure 3. Reentry Logic Model: This framework is designed to clarify the overall objectives and key components of reentry assessment.⁴³

majority of individuals in prisons and jails are dealing with alcohol and drug abuse problems.¹² Approximately one in eight state prisoners in the U.S. receives substance abuse treatment with one in four reporting participation in substance abuse programs.¹³ Studies suggest that individuals who complete in-prison drug treatment are associated with lower rates of rearrest and substance use during the first six months following release.¹⁴ Since treatment and program involvement rates are generally higher for individuals being treated in prison than those who are not in prison, a crucial part of reentry management is connecting individuals with community-based treatment post-release.¹⁵

Mental Health

While the relationship between mental health and criminal activity remains unclear, the high prevalence of major mental health disorders in prisons and jails have led researchers and practitioners to connect mental health outcomes with individuals' propensities to re-offend. In 2005, 56 percent of state prisoners in the U.S. had a mental health problem and 63 percent of those prisoners used drugs in the month before arrest compared with 49 percent of those without a mental health problem.^{16d} Prisoners with mental health disorders are also at a higher risk of homelessness, which, in itself, increases their risk of re-offending.¹⁷ Mental health, substance abuse, housing, and recidivism are intertwined and significant research is underway to help correctional agencies understand those connections in an effort to provide services to this population.

In Maryland, corrections officials echo one another when they state that in the best of all worlds, they would like to know which inmates have been diagnosed with mental health disorders or have previously received any type of mental health treatment. Says one corrections official:

Since such a large portion of the population is on psychotropic medication, it would be very beneficial to know, right off the bat, if a person needs to be handled in a certain way. They may need help that we didn't know they needed.

This official further suggests that ensuring that inmates with mental health and substance abuse conditions who are returning to their communities receive proper care post-release and stay compliant in their treatment plan is critical to successful reentry.

Housing

Securing safe housing is one of the most immediate reentry challenges facing people leaving jail or prison. While many released individuals plan to stay with family, those living situations may be temporary. Individuals who do not have family options are forced to use shelters and other housing options that may not be safe. While the direct link between housing and recidivism rates remains unclear, more than 10 percent of individuals entering and leaving correctional facilities are homeless in the months before their incarceration. In fact, a study of inmates in New York City finds that 22 percent of jailed inmates report being homeless the night before their arrest.¹⁸ In Washington, 19 percent of individuals released from prison or jail report being "homeless or transient" for at least one month in the six months before their incarceration.¹⁹ In a qualitative study of a small sample of homeless individuals released from New York City prisons and jails to parole, researchers find that those who enter homeless shelters are seven times more likely to abscond from parole during their first month of release than those who secure housing.²⁰

^d Mental Health problem is defined as showing symptoms of a mental health condition or having a diagnosed mental health condition.

Access to safe housing is a major barrier for individuals being released from incarceration. In Maryland, certain felonies, including violent crime and sex offenses, preclude individuals from living in public housing. These housing laws may force people released from prison or jail to return to the very same community and social networks that may have contributed to their incarceration in the first place. Alternatively, these laws may further isolate newly released prisoners from their families and networks of positive support.

More concrete connections have been made between homelessness and incarceration among the mentally ill population. Thousands of individuals with mental health conditions leave jails and prisons each year and adequate housing supports can increase their likelihood of becoming self-sufficient and decrease the risk of criminal justice contact.²¹

Members of the Subcommittee named housing as one of the top reentry priorities at the February Subcommittee meeting. Jacqui Robarge, Executive Director of Power Inside, a Baltimore non-profit providing women with counseling and access to gender-specific trauma services, believes safe housing is a top priority. The primary questions Ms. Robarge and her team ask women who are detained at the pretrial facility in East Baltimore are “Do you have a place to stay? Is it safe?”

Practitioners in other states agree with Robarge’s sentiment. “The three pillars commonly addressed in reentry policy are healthcare, housing, and jobs. The most important one is housing,” says Paul Heroux, former Director of Research and Evaluation for the Massachusetts Department of Corrections. “It doesn’t matter if they have a job lined up, if they don’t have a place to stay, they’ll come right back. I saw it every day. It can get very cold outside and in prison you get ‘3 hots and a cot’—you’ve got 3 meals, a warm bed, and healthcare.”

Employment

An individual’s employment status is another crucial component of reentry. While a newly released person’s work and economic situation has a complex relationship with their propensity to re-offend, research suggests that employment and higher wages are associated with lower rates of reoffending.²² Researchers hypothesize that the economic and social gains from employment, including connections to positive social networks and engagement in daily routines, can reduce the chances of re-offending.²³

The Center for Employment Opportunities (CEO) in New York developed a prisoner-reentry employment model with a transitional work component at the core to directly address employment timing.²⁴ The program aims to rapidly place participants into temporary, paid jobs to build up competencies and then helps transition them into permanent, higher-paying jobs in the long-term. Using unemployment insurance (UI) data as well as client surveys, MDRC researchers find that CEO generates a significant but short-lived increase in UI-covered employment for the program group compared to the treatment group for the first nine months of program participation. By the 12th month of the program as individuals leave their transitional jobs, there is no significant difference between the program group and the control group. The researchers conclude that while transitional subsidized work boosts employment in the short-term, it does not necessarily lead to long-term employment opportunities. However, this model recognizes the importance of employment as soon as an individual is released from prison as well as the reality that it may take time to find a permanent position (CEO website: <http://ceoworks.org/>).

Nevertheless, the majority of ex-offenders tend to struggle in the labor market due to the challenges of finding and maintaining legitimate employment as well as employers' reluctance to hire individuals with criminal histories.

Participation in work-release programs in prison has been found to increase the probability of finding full-time work post-release.²⁴ Additionally, employment reentry programs like the Center for Employment Opportunities (see text box above) have an employment model that rapidly places individuals into transitional jobs after being released from prison. This model focuses on providing employment just after release—a transitional time when individuals are more likely to re-offend.

Education

Individuals involved in the criminal justice system are significantly less educated than the general population as measured by formal educational attainment and educational performance. They are less likely to have high school diplomas, GED certificates or post-secondary education. While many prisons and jails work to narrow these gaps, typically only a portion of individuals who need educational programming are able to participate in prison or jail.²⁵

For individuals leaving prison, in-prison educational programming can lead to improved post-release outcomes, specifically increased employment opportunities and decreased recidivism rates.²⁶ The Correctional Education Association conducted a three-state study on in-prison educational participation in Maryland, Minnesota, and Ohio and find that those who participate in in-prison educational programs are significantly less likely to be re-incarcerated after 3 years. In Maryland, non-participants have a 55.7 percent rearrest rate, 36 percent reconviction rate, and a 37.7 reincarceration rate while participants have 52.1, 31.5, and 30.9 rearrest, reconviction, and reincarceration rates. While the study does not determine the type of education programs that prove to be most effective, it provides further support that education may be associated with decreases in post-release criminal activity.²⁷

Family, Relationships, and Pro-Social Responsibility

Family relationships, social bonds, and social obligations are also associated with successful reintegration and the reduced risk of recidivism. Research on prisoners' family relationships presents two patterns: men who maintain close family ties while in prison and men who assume responsible parenting and husband roles post-release have higher rates of success than those who do not.²⁸ Furthermore, studies suggest that men who are married are associated with a reduced chance of committing crimes compared with non-married men.²⁹ A 2009 study finds that former prisoners who are married or who are living as married are half as likely to self-report a new crime as those in a casual, unmarried relationship.³⁰

Supports such as family and positive social networks may lead to daily routines and positive affiliations as well as changes in self-perception and responsibility. In an Urban Institute study in Illinois and Maryland, more than half of survey respondents state that family support would be important to avoid returning to prison or jail.³¹ Post-release, nearly three-fourths of respondents feel that their families have been important in helping them avoid reincarceration.³²

Financial Responsibility

The burden of financial obligations, including restitution, child support, and any offense-related debt, can have a significant effect on an individual's reintegration back into the community. Many individuals leave jail or prison with substantial debt and financial responsibilities. These financial difficulties coupled

with employment barriers and strict consequences for failure to pay potentially lead back to a life of criminal activity. Out of economic necessity, people released from jail or prison may be forced to participate in the underground economy rather legitimate work.³³ In some jurisdictions across the country individuals are arrested and have their driver's licenses suspended for failing to pay child support and other debts.³⁴

Chapter 2. The Idealized Reentry Process

An individual's reentry process should begin the moment he or she is admitted and continue throughout his or her stay in jail or prison. Then, this process should intensify three to six months before release in preparation of community reintegration. After an individual is released into the community, he or she may be put on community supervision, and the reentry plan started in confinement would continue in the community. In a 2001 Urban Institute study of state prisoners leaving Maryland's prisons, 89 percent of releases are put on community supervision and required to check in with a DPP agent.³⁵

Risk Assessment

The first step of the reentry process is risk assessment. In Maryland, as individuals are admitted to state prisons and county jails, they are classified to security levels based on a number of factors including their offense, sentence length, past institutional history, and medical needs. This type of assessment and classification process is different than the one needed for reentry services. Offenders classified as "high risk" are placed into more supervised custody while those who are "low risk" are placed into low-security facilities.³⁶

Reentry assessments measure individuals' propensity to recidivate and identify their needs to assist in formulating a plan of in-prison treatment and services. Each issue and treatment area includes a variety of evaluations that should be updated over time as individuals move through different levels of treatment. In Maryland and across the nation prisons, jails, and corrections organizations use a range of instruments to assess reentry challenges. The lack of a standardized assessment instrument presents problems in the ability to assess, monitor, and treat across systems.³⁷

On the Maryland state level, the risk assessment tool is comprised of two parts: static and dynamic factors.³⁸ The Divisions of Corrections and Parole and Probation administer the static assessment on individuals as soon as they are placed under State control. The static risk instrument is based on age at first arrest and criminal history—factors that do not change over time—and does not consider reentry measures. The dynamic assessment tool is performed on an annual basis to determine whether a drop or rise in risk level is deemed appropriate based on plan compliance and behavior. It takes into account certain reentry measures including employment, education, and compliance with a case plan on all "criminogenic" risk factors. These factors include:

- Antisocial Associates
- Antisocial Thinking
- Educational/Occupational Skills
- Employment
- Family/Community Support
- Medical Condition
- Mental Health
- Sexual Offending
- Substance Abuse

Maryland's county detention centers (excluding Baltimore City) do not use a standardized risk assessment instrument making it difficult to share reentry information among county and state correctional departments. However, it is likely that counties use risk assessment tools that take into account many of the same factors as the state risk assessment instrument.

Reentry Support: In-Prison Programs

After the initial reentry assessment, individuals should be placed in reentry treatment programs. Whether enrolled in substance abuse and mental health treatment, education and employment programs, cognitive-behavioral programs or Life Skills and parenting classes, all of these programs aim to best meet an individual's needs while he or she is incarcerated in addition to facilitating a smooth transition back to the community.

In Maryland, most jails and prisons contract outside service providers, including non-profits and other state or local agencies, to run many or all of the reentry services. Community colleges run GED programs, private health care providers are contracted to run detention centers' medical wings, and local businesses and community organizations run vocational programs like barbershop, automotive repair, and office technology training.

Corrections officials and organization leaders all stressed the necessity of community partnerships with other government agencies and non-profits; however, reentry programs are not organized systematically between state and local correctional agencies. While substance abuse treatment programs, medical care, correctional education programs, and certain reentry programs can be found in all state facilities, they may not be uniformly dispersed throughout jails and vice versa. In other words, different institutions may provide different services creating discontinuity in care particularly if certain populations are cycling through both state and local systems and do not have access to a similar set of beneficial programs. Moreover, if inmates are transferred to another institution when they are in the midst of a program, they will not have the opportunity to complete that program.

Reentry Support: Intensive

Reentry support traditionally picks up between three and six months prior to release. There are certain reentry programs that begin just prior to release and are geared towards easing individuals back into their communities. For example, the Baltimore City Detention Center (BCDC) has a fledgling partnership with Baltimore Healthcare Access Inc. to facilitate inmates' transitions back into the community. Starting in December of 2010, Baltimore Healthcare Access Inc. assesses sentenced inmates (60-90 days prior to release), coordinates Medicaid, primary adult care, Food/SNAP benefits, ID cards, birth certificates, and medical and mental health

Community Mediation Maryland is an organization that provides mediation services to individuals as a tool to support successful reentry back into their communities. Mediation sessions are set up between inmates and family members and CMM provides follow-up sessions post-release if necessary. Currently CMM has a formal MOU with DPSCS to provide mediation services and there are programs in 11 state facilities. Community Mediation Maryland provides an example of how collaboration among community-based organizations and state and local agencies can provide a continuum of reentry care.

needs. Additionally, they work with federally qualified health centers, drug treatment programs, and mental health programs through Maryland’s Departments of Social Services and Health and Mental Hygiene to reach the majority of sentenced inmates who are about to be released.

Reenter Society: Community Supervision

When individuals leave prison and return to the community under supervision, parole and probation officers are their primary form of contact to the corrections system. While some individuals leave the corrections system not under parole or probation supervision, the majority are required to report to a parole or probation office with some frequency. For those who are under supervision, ensuring that supervision practices are tailored to their particular risk levels is crucial. For example, placing a low-risk offender in a halfway house or residential treatment facility after release may be counterproductive when he or she would be better served spending time with his or her family or seeking employment opportunities.³⁹

The following figure outlines an individual’s ideal path through state and local corrections agencies.

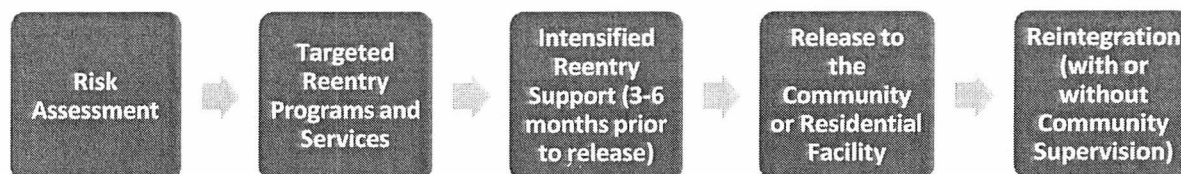


Figure 2. An Individual’s Path through Corrections

Chapter 3. Defining and Measuring Reentry

Recidivism

While using only recidivism rates to evaluate the performance of reentry programs is problematic, such rates may prove most valuable as an indicator of the criminal justice system as a whole. To be useful, a “recidivism” metric must be carefully defined, measured, and interpreted. It should not be reported as one statistic, but computed for different groups by offense type, reentry risks and needs, and background variables.

In Maryland, the county corrections agencies and detention centers interviewed do not formally calculate their individual recidivism rates. However, the DPSCS calculates recidivism rates for its populations and reports it annually in the Repeat Supervision Incarceration Cycle (RISC) Report. The

Domains of Reentry

In addition to effective programming in prison, connecting individuals with targeted services in the community is crucial for successful reentry. Coordinating a continuum of care starting upon admittance into prison or jail and continuing post-release can lead to improved short- and long-term outcomes as well as decreased criminal activity. Many of these services are provided through local and state agencies, non-profits, and faith-based organizations that have ties with the community and formal or informal collaborations with local or state corrections agencies. Community Mediation Maryland, described earlier, is one example of a program that has a memorandum of understanding (MOU) with DPSCS.

Developing Performance Measures

The following sections outline specific output and short- and long-term outcome measures along the seven domains of treatment. Each section contains brief descriptions of the measures and identifies one outcome indicator in detail (in bold font labeled “Long-term Metric”). This measure should be captured at all data collection intervals. Highlighting one measurement per domain draws attention to specific ways that state and local corrections departments can capture reentry outcomes after release, a main objective of the subcommittee. Each section closes with a brief discussion about data collection and the advantages and disadvantages of using different data sources to measure various outputs and outcomes.

Substance Abuse

The majority of individuals in jail and prison have histories of drug or alcohol abuse.⁴⁴ Ensuring that inmates with ongoing substance abuse conditions receive proper care in the community and stay compliant with their treatment plan is critical for successful reentry. Treatment researchers agree that when treatment in prison is combined with treatment in the community, there is a higher chance of substance abuse desistance.⁴⁵ An incarcerated substance abuser’s trajectory begins with in-prison services and ideally continues with post-release care. The following set of indicators aims to capture the progress of individuals, correctional facilities, and particular service providers over time with regard to substance abuse.

In-prison substance abuse output measures provide insight into an individual’s treatment experience and the services provided within the prison or jail walls. Substance abuse output measures include the percentage of inmates who enroll and complete treatment programs.^h Short-term outcome measures capture data about those individuals who were treated in prison within 90 days of their release. For example, examining the percentage of individuals who schedule and keep their first substance abuse appointment enables us to gauge whether individuals treated in prison experience a continuum of care and adequate follow-up services. Long-term outcome measures include maintaining a substance-free lifestyle over time. Specifically, a long-term indicator would be measuring the percentage of individuals who report using alcohol and/or drugs at six months, one-year, and two-year intervals.

^h In an effort to standardize data collection, I focus on collecting data about individuals who completed reentry programs rather than those who “participated.” It is expected that reentry program staff will collect data on all who enter programs whether participants complete them or not. However, using individuals who completed in-prison reentry programs provides a cohort who had a similar curriculum experience and achieved the same benchmarks. It allows for a more robust comparison between those who completed and those who did not.

Reentry Domain			
	Output	Outcome	
		Short-term (30 and 90 days)	Long-term (6 months, 1, 2 years)
Substance Abuse	<p>Percentage of inmates who enroll in in-prison substance abuse treatment programs out of those who were assessed as substance abusers</p> <p>Percentage of inmates who complete in-prison substance abuse treatment programs out of those who were assessed as substance abusers</p>	<p>Percentage who set up their first substance abuse appointment out of those who completed an in-prison substance abuse treatment program and were referred to a community provider upon release</p> <p>Percentage who keep their first substance abuse appointment out of those who completed an in-prison substance abuse treatment program and were referred to a community provider upon release</p> <p>Percentage who report using alcohol and/or drugs out of those who completed an in-prison substance abuse treatment program and were referred to a community provider upon release</p>	<p>Percentage who report using alcohol and/or drugs out of those who completed an in-prison substance abuse treatment program and were referred to a community provider upon release</p>

Substance Abuse Definition

While studies have used a wide range of definitions for substance abuse, the standard seems to be definitions that are based on the American Psychiatric Association's *Diagnostic and Statistical Manual of Mental Disorders* (DSM-IV). According to this definition, substance abuse is based on groups of behaviors and physiological effects that occur within a specific time frame. Some of those behaviors include recurrent use resulting in failure to meet work, home or school obligations, recurrent use in hazardous situations, recurrent substance related legal problems, and continued use despite persistent or recurrent personal problems brought or worsened by use.

In a report exploring mental illness among the incarcerated population, the Bureau of Justice Statistics further broke down the DSM-IV criteria to assess drug abuse, drug dependence, alcohol abuse, and alcohol dependence. Further refining the definition of substance abuse will delineate different levels of substance use and abuse which helps to better understand the targeted population. According to the DSM-IV, the diagnosis of dependence takes precedence over abuse. In one Urban Institute study substance abuse was defined as drug use and alcohol intoxication more often than once a week (Mallik-Kane and Visher, 2008).

Long-term Metric #1: percentage of individuals reporting alcohol and/or drug abuse at 30 days, 90 days, 6 months, 1 and 2 years post-release

of individuals **who report abusing alcohol and/or drugs** since release measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed an in-prison substance abuse treatment program and were referred to a community provider upon release

Methods to measure substance abuse

- Program records
- Self-reported data as reported to a Parole or Probation Officer or at a KIOSKⁱ
- Re-arrest data collected by Statistics and Research Department
- Drug testing recorded in SMART or a Case Management System

While each type of data has advantages, ultimately, there will be a trade-off between accuracy and easily available and collectable data. Treatment program staff can record and collect output data in program records which can be reported to DPSCS and county corrections facilities. Gathering post-release outcome data is more challenging. Self-reported data may be easily collectable, i.e. a parole officer asks a series of questions regarding substance use and abuse, but the accuracy of the data is limited. Additionally, capturing information at the appropriate time intervals can be difficult as parolees and probationers have different supervision requirements depending on their criminal histories and in-prison experiences.

Drug testing is already a current practice and provides an accurate measure of drug use, but it does not capture alcohol use. Rearrest due to substance use is easily collectable data because the information is constantly being recorded in Maryland's information systems. However, it does not capture the breadth of substance abusers who may not be directly linked with criminal activities but are still engaging in risky behaviors.

Substance Abuse Engagement Data	Advantage	Disadvantage
Program records	Accurate	Post-release follow-up can be challenging
Self-reported data	Easily collectable	Limited accuracy
Re-arrest data	Easily collectable	Does not capture substance abusers who have not been arrested
Drug tests	Accurate Already court-mandated	Does not include alcohol

ⁱ A KIOSK is a computerized check-in system for low-security individuals on DPP supervision. The KIOSK system is explained in more detail further on in the report.

Mental Health

Throughout my work in Maryland, interviewees and subcommittee members routinely brought up the need for inmates, parolees, and probationers to manage their mental health conditions. Since a large portion of those with mental health conditions in prisons and jails are treated with prescription medication, managing chronic conditions is directly connected with consistently taking psychotropic medication.⁴⁶ Research suggests that failure to take prescription psychiatric medication after release leads to increased risk of criminal activity. In a 2008 Urban Institute study, participants assessed with mental health problems report using prescription medication consistently while incarcerated. Two to three months post-release, 74 percent of men and 60 percent of women report consistent use of their medication. Eight to ten months after being released, only 59 percent of men and 40 percent of women report consistently taking their prescription medication. When asked why they stopped taking their medication, some respondents cite that they no longer believe they need to continue their medication regime. Women more often than men mention that cost is a factor in their discontinued use.⁴⁷ Further research suggests that among those diagnosed with severe mental health conditions, medication non-compliance in combination with substance abuse results in more violent acts in the community.⁴⁸

The following output and outcome measures gauge the progress of individuals as they transition from in-prison to community-based treatment. Output indicators such as the percentage of inmates who enroll in and complete mental health programs out of those who are assessed with mental health issues enable us to understand whether those who need services in prison receive them. Measuring short-term outcomes including the percentage who schedule and keep their first treatment appointment with a community provider out of all those who completed an in-prison mental health treatment program provides insight into whether those who complete treatment remain compliant post-release. Finally, measuring the percentage of individuals who consistently follow their medication regime over time will capture data that speaks to a long-term goal of mental health treatment: managing mental health conditions to prevent future criminal activity.

What does “diligently take psychiatric medication” mean?

In order to define a measure, interpreting “diligently taking mental health medication” is crucial. Individuals may not be deemed “diligent” if they miss taking their medication four or more times in the past 30 days. Some may define diligent as never failing to take medication on schedule; however, monitoring compliance to such a precise degree can be difficult. As long as the definition is clear and consistent, the indicator can be compared across departments and agencies.

Reentry Domain			
	Output	Outcome	
Mental Health		Short-term (30 and 90 days)	Long-term (6 months, 1, 2 years)
	Percentage of inmates who enroll in in-prison mental health treatment programs out of those assessed with mental health problems	Percentage who set up their first mental health treatment appointment out of those who completed an in-prison mental health treatment program and were referred to a community provider upon release	Percentage who diligently take their psychiatric medication out of those who completed an in-prison mental health treatment program and were referred to a community provider upon release
	Percentage of inmates who complete in-prison mental health treatment programs out of those enrolled and assessed with mental health problems	Percentage who keep their first mental health treatment appointment out of those who completed an in-prison mental health treatment program and were referred to a community provider upon release	
	Percentage of inmates who are released with a 30-day supply of psychiatric medications out of those who were assessed with mental health problems and provided in-prison treatment	Percentage who diligently take their psychiatric medication at 30 and 90 days out of those who completed an in-prison mental health treatment program and were referred to a community provider upon release	

Long-term Metric #2: percentage of individuals who diligently take their psychiatric medication at 30 days, 90 days, 6 months, 1 and 2 years post-release

of individuals **who diligently take their psychiatric medication** since release measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed an in-prison mental health treatment program and were referred to a community provider upon release

Methods to measure diligence

- Program records
- Self-reported data
- Doctor’s notes or medical test data
- Personal observations

Much of the programmatic output data (i.e. enrollment and completion ratios) is already collected and should be shared with DPSCS or county corrections agencies. Similar to the previous metric, the data collection trade-offs are limited accuracy and easily collectable data. Individuals could choose not to share accurate information when discussing their medication regimens even though the information is easy to collect. Conversely, it could be difficult to secure a doctor’s note stating that individuals have followed their prescription at the appropriate time intervals even though it would be the most accurate. Furthermore, it may be cost-prohibitive or unfeasible to conduct a biometric test to determine if an individual has been taking his or her medication on schedule. A parole or probation officer’s personal observations are easy to administer, but these observations may be inaccurate as DPP agents are most likely are not medical professionals. However, a parole or probation officer can monitor consistent check-ins and abnormal or anti-social behaviors that may result from ceasing a medication regime.

Prescription Medication Diligence Data	Advantages	Disadvantages
Program records	Accurate	Post-release follow-up can be challenging
Self-reported data	Easily collectible	Limited accuracy
Doctor’s notes or medical tests	More accurate than self-report	Difficult to collect Possibly expensive
Personal observations	Easily collectible	Parole and probation agents are not medical professionals Limited accuracy

Housing

As mentioned above, the housing barriers ex-offenders face are vast. Housing support programs in prisons and jails can provide referrals to shelters and other housing options. Once an individual is in DPP supervision, parole and probation officers can connect him or her to more housing programs; however, using specific indicators to determine which Maryland housing services provide the most effective housing supports will enable us to better serve this population.

Measuring outputs and short- and long-term outcomes will enable prisons, jails, other government agencies, and community organizations to better understand how, as a system, they manage the outflow of individuals in need of a safe place to stay. Tracking the percentage of inmates who are released from state prison or county jail with a housing plan or referral to a housing program out of those assessed with housing as a risk factor will ensure that individuals are receiving support upon release. Using the assumption that most of those assessed with housing as a risk factor are released with a housing plan or referral to a housing program, parole or probation officers or program staff can monitor short-term outcomes. In other words, the output percentage below should be close to 100 percent. If we find that many individuals who are assessed with housing risks are not being referred, then prisons and jails should adjust their operations to ensure that individuals being released have knowledge and access to shelters and housing options.

Short-term outcomes include the percentage of individuals who enroll in a particular housing support program after being released as well as the percentage who obtain housing stability after enrolling in a program. Additionally, determining who obtains housing stability at 30 and 90 days post-release out of those referred to housing programs will provide insight into whether individuals who were provided with some service had success finding housing (whether they used the referral or not). Long-term outcomes include the percentage of individuals who maintain housing stability or independence for six months, one, and two years out of those referred.

Housing Stability

The Second Chance Act legislation defines “housing stability” as living in only one place during a reference period or two places if the move was to secure one’s own place or a nicer place. For example, a stable housing situation would be if an individual relocates from a residential treatment facility to permanent rental housing.

Housing Independence

Housing Independence refers to individuals who own their own homes, live in private or public/subsidized rental housing, contribute to the cost of housing, or whose names are on the lease or mortgage. By definition if someone is deemed to have “housing independence” then they have “housing stability.”

It is important to distinguish between the two indicators because each one represents a different level of housing security. An individual could have “housing stability” if he or she lives in a residential treatment program even though it is short-term and temporary. When the individual leaves treatment, we want to capture whether they maintain that housing stability or achieve housing independence.

Reentry Domain			
	Output	Outcome	
Housing		Short-term (30 and 90 days)	Long-term (6 months, 1, 2 years)
	Percentage of inmates who are released with a housing plan or referral to a housing support program out of those assessed with housing as a risk factor	Percentage who enroll in a housing support program out of those assessed with housing as a risk factor and referred to a housing support program	Percentage who obtain housing stability out of those assessed with housing as a risk factor and referred to a housing support program
		Percentage who obtain housing stability at 30 and 90 days out of those who enrolled in a housing support program	Percentage who obtain housing stability out of those who enrolled in a housing support program
	Percentage who obtain housing stability at 30 and 90 days out of those assessed with housing as a risk factor and referred to a housing support program	Percentage who obtain housing independence out of those assessed with housing as a risk factor and referred to a housing support program	Percentage who obtain housing independence out of those who enrolled in a housing support program

Long-term Metric #3: percentage of individuals who obtain housing stability at 30 days, 90 days, 6 months, 1 and 2 years post-release

of individuals who **obtain housing stability** since release measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 assessed with housing as a risk factor and referred to a housing program

Sub-indicator: *Housing Independence*

of individuals who **obtain housing independence** since release measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 assessed with housing as a risk factor and referred to a housing program

Methods to measure housing stability and independence

- Corrections records
- Self-report
- Physical house visits
- Identifying documents

Corrections data and records should enable us to determine whether individuals assessed with housing as a risk factor receives the appropriate referral. Measuring housing outcomes is more challenging particularly when relying on self-reported data. An individual could easily report that he or she lives at one address when he or she only spends one or two nights a week residing there. Despite the potential inaccuracies, self-reported data is easy to collect and is already consistently recorded in Maryland’s Case Notes system. Periodic physical house visits (scheduled and random) may be a more accurate gauge of housing outcomes than self-report, but those may be costly to implement. Additionally, scheduled house visits, like self-reported data, can be misleading if the parolee or probationer is only at the house when he or she needs to be for check-ins. Finally, identifying documents including a lease or mortgage would provide an accurate picture of an individual’s housing situation. However, these documents, particularly a mortgage, may not be relevant for a large portion of the population as the lease may be in another person’s name.

DPP agents do not need to be the only agents who make physical house visits and record this information. Potential programs that may be visiting the home include housing programs, community non-profits that provide mental health or substance abuse services, and Social Services. Regardless of who visits the home, if all house visits could be recorded (through an interagency memorandum of understanding perhaps), there would be a more consistent picture of released individual’s true housing status.

Housing Stability/ Independence Data	Advantages	Disadvantages
Corrections records	Accurate	Post-release follow-up can be challenging
Self-reported data	Easily collectible	Limited accuracy
Parole Officer Visits	More accurate than self-report	Difficult to implement Possibly expensive
Identifying documents (lease, mortgage, etc.)	Accurate	May not be relevant for a large portion of the population

Employment^j

Over the past five years, Maryland has dedicated substantial effort and resources to provide the prison and jail populations with access to job-readiness training and employment opportunities. Correctional Education was recently transferred to the Department of Labor, Licensing and Regulation (DLLR), solidifying the partnership between the state’s workforce training and development programs and corrections. With Maryland’s 29 full service one-stop career centers and expanding partnerships with local businesses and employers, there is now the need to monitor an individual’s employment experience over time. One step that Maryland has already taken to monitor employment outcomes is their forthcoming collaboration with the Jacob France Institute (JFI). Through this partnership, JFI will use quarterly unemployment insurance records to track employment of exiting correctional education students.

The following measures capture employment and wage information about individuals who have participated in Maryland’s in-prison job-readiness and employment services. Tracking participants’

^j “Methods to Measure Employment” are combined with the Education section due to the similarity of data collected

employment experiences at concrete intervals is important for two main reasons: the first being that individuals who secure jobs soon after release are associated with a lower risk to recidivate than those who remain unemployed. Therefore, providing heavy employment support early in an individual's reentry trajectory may steer him or her down a productive path.

Second, monitoring over time will provide greater insight into other reentry barriers individuals' are likely to face or additional services they may need. In an Urban Institute study examining the employment status of newly released prisoners, researchers find distinct differences in the number of individuals employed at two months and eight months post-release.⁴⁹ At two months, only 31 percent of survey respondents are currently employed and 43 percent state that they had been employed at some point since release. At eight months, those numbers jump to 45 percent currently employed with 65 percent being employed at some point since release. Capturing changes in employment status over time intervals provides a comprehensive picture of the characteristics of the individuals who are attaining and maintaining employment. On the individual level, observing fluctuations in employment should prompt parole agents and case managers to examine and address the potential reasons for unemployment including weak education and employment histories, mental or physical health issues, and substance abuse problems.

Another area where corrections officials should pay particular attention is job retention. Maintaining employment stability—in this case, staying with the same employer over time—signals a number of positive social characteristics that may provide the opportunity for higher wages and economic mobility as well as reduce the likelihood of recidivism in the future. Keeping a job requires discipline, motivation, and commitment to an employer, characteristics that make an individual attractive to other potential employers and opportunities.

One of the most critical factors for a newly released individual's future success is to gain and maintain employment for a significant amount of time.⁵⁰ This shows that he or she can sustain the lifestyle needed to support employment. Job retention positively affects the employee, the employer (the employer does not need to deal with the hassle of employee turn-over), and any intermediary agency (the agency can maximize resources rather than spend more on one person).⁵¹ Tracking this outcome will not only provide information regarding a parolee's economic stability, but it will also present data regarding a parolee's professional attributes that will help him or her in the future.

The following output indicators strive to capture the supply and demand of in-prison employment programs. Several studies find that the majority of prisoners cite employment as one of their greatest needs post-release.⁵² While only one in five prisoners reports that they have secured a job post-release, participation rates in prison employment readiness or job-training programs are less than one-third in state prisons nationwide.⁵³ These indicators capture the percentage of individuals who enroll and complete employment, vocational, or job-readiness programs out of those who demonstrate a need for those services.

Short-term indicators include the percentage of released individuals who visit a career center at least one time post-release and who enroll or complete a community job-training program out of those who completed an in-prison employment, vocational, or job-readiness program. Short and long-term indicators include the percentage of individuals who are currently employed at the time of check-in and earn an hourly wage of seven dollars or more out of those who completed some type of employment program in prison. Additionally, measuring those who have been employed for any length of time and who have earned an hourly wage of seven dollars or more will provide insight into the percentage of

those who are being assisted by these programs. As parole officers and case managers collect this information, an individual's employment and wage narrative will unfold revealing insights into his or her capabilities and further needs.

Reentry Domain			
Employment	Output	Outcome	
		Short-term (30 and 90 days)	Long-term (6 months, 1, 2 years)
	<p>Percentage of inmates who enroll in in-prison employment, vocational or job-readiness programs out of those assessed with employment as a risk factor and are referred to employment, vocational or job-readiness programs or ask for services</p> <p>Percentage of inmates who complete in-prison employment, vocational or job-readiness programs out of those assessed with employment as a risk factor and referred to employment, vocational or job-readiness programs or ask for services</p> <p>Percentage of inmates who are released with an employment plan or referral to a career center out of those assessed with employment as a risk factor</p>	<p>Percentage who visit a career center at least one time out of those who completed in-prison employment, vocational or job-readiness programs</p> <p>Percentage who enroll in a job-training program in the community out of those who completed in-prison employment, vocational or job-readiness programs</p> <p>Percentage who complete a job-training program in the community out of those who completed in-prison employment, vocational or job-readiness programs</p> <p>Percentage who are currently employed (full-time + part-time) and earn an hourly wage of \$7 or more out of those who completed in-prison employment, vocational or job-readiness programs</p> <p>Percentage who have been employed (full-time + part-time) for any length of time out of those who completed in-prison employment, vocational or job-readiness programs</p> <p>Percentage who have been employed (full-time + part-time) for any length of time and earned an hourly wage of \$7 or more out of those who completed in-prison employment, vocational or job-readiness programs</p>	<p>Percentage who are currently employed (full-time + part-time) and earn an hourly wage of \$7 or more out of those who completed an in-prison employment, vocational or job-readiness programs</p> <p>Percentage who have been employed (full-time + part-time) for any length of time out of those who completed an in-prison employment, vocational or job-readiness programs</p> <p>Percentage who have been employed (full-time + part-time) for any length of time and earned an hourly wage of \$7 or more out of those who completed an in-prison employment, vocational or job-readiness programs</p>

Employed: working full-time or part-time in legal employment where parolees can provide pay stubs and/or case agents can verify through employer phone calls or visits

Full-time: works 35 or more hours per week

Part-time: works 20 to 35 hours per week

While full-time employment with benefits is ideal for a newly-released prisoner, the reality is that it may take time for a parolee or newly released individual to find the right fit. Recording employment status provides insight into how a parolee or probationer is spending his or her time. In many cases, individuals participate in seasonal or temporary (“under-the-table”) work that is not always tied with the economy. Requiring employment verification ensures that individuals are participating in pro-social work and not criminal enterprises.

The U.S. government does not define full-time and part-time work, but 35 to 40-hour work weeks appear to be a benchmark range in current reports and studies. Full-time work can be defined as working 40 or more hours per week while part-time can be defined as working between 20 and 40 hours per week.

Seven dollar per hour threshold

Research has shown that earning a wage shortly after being released from prison is associated with a reduction in the likelihood of an individual going back to prison. Furthermore, earning a higher wage reduces the probability of reincarceration. In a 2008 Urban Institute study, individuals earning more than \$10 per hour had an 8 percent probability of being re-incarcerated, compared with those earning between seven and ten dollars an hour who had a 12 percent probability. Individuals earning less than seven dollars an hour had a 16 percent chance of re-incarceration and unemployed parolees had a 23 percent probability (Visher et al., 2008).

Long-term Metric #4: percentage of individuals currently employed (full- and part-time) who earn an hourly wage of \$7 or higher at 30, 90 days, 6 months, and 1 and 2 years post-release

of individuals currently **employed (full- and part- time) who earn an hourly wage of \$7 or higher**
measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed in-prison employment, vocational or job-readiness programs

Additional Long-term Employment Metrics

Hours Worked:

of individuals **currently working 0-9/10-20/21-40/41-60/61+^k hours per week** measured at 30, 90
days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed in-prison employment, vocational or job-readiness programs

^k The “/” symbol denotes the separate categories of a metric.

Employment Length indicators:

of individuals who have been **employed (full- and part- time) for any length of time** measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed in-prison employment, vocational or job-readiness programs

of individuals who have been **employed (full- and part-time) for any length of time in positions where they earned \$7 or more** measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed in-prison employment, vocational or job-readiness programs

Job Retention Indicators:

of individuals **who have held 1-3/4-6/7+ jobs** measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed in-prison employment, vocational or job-readiness programs

Education

As mentioned above, providing avenues for educational attainment both in prison and upon release can lead to greater employment opportunities and higher wages. Maryland Correctional Education has been recently transferred to DLLR, signifying a renewed emphasis on connecting education programs—including Adult Basic and Secondary Education, Vocational Education, Special Education, and community college courses—with workforce development and employment. Organizations and agencies that run programs in state prisons, county jails or with the ex-offender population can use the following indicators to measure whether the supply for educational programming meets the demand. Additionally, the short-term outcome indicators can track whether individuals who complete programs in prison continue to seek educational opportunities post-release at 30 and 90 days.

Long-term outcomes include the percentage of individuals who obtain their GED or high school diploma or complete two or more community college courses. Additional long-term outcomes include the percentage of individuals who acquire employment out of those who completed an in-prison or jail educational program. These indicators capture an individual's journey through correctional education starting with in-prison programming, continuing with post-release programming, and culminating in post-release employment and advanced educational achievement.

Reentry Domain			
	Output	Outcome	
Education		Short-term (30 and 90 days)	Long-term (6 months, 1, 2 years)
	Percentage of inmates who enroll in in-prison educational programs out of those referred to educational programs	Percentage who enroll in an out-of-prison educational program in the community out of those who completed in-prison educational programs	Percentage who complete an out-of-prison educational program out of those who completed an in-prison educational program
	Percentage of inmates who complete in-prison educational programs out of those referred to educational programs	Percentage who complete an out-of-prison educational program in the community out of those who completed in-prison educational programs	Percentage who obtain their GED out of those who completed an in-prison educational program
	Percentage of inmates who are released with a referral for on-going education in the community out of those assessed with educational capabilities		Percentage who obtain their high school diploma out of those who completed an in-prison educational program
			Percentage who complete 2 community college courses (for a grade) out of those who completed an in-prison educational program
			Percentage who have been employed (full-time +part-time) for any length of time and earned an hourly wage of \$7 or more out of those who completed an in-prison educational program

Long-term Metric # 5: percentage of individuals who complete their GED or obtain their high school diploma at 30 days, 90 days, 6 months, 1 and 2 years post-release

of individuals who **complete their GEDs or obtain their high school diplomas** measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed in-prison educational programs

Methods to measure employment and education

- Program records
- Self-report

- Employer verification¹
- State-level administrative data (i.e. unemployment insurance records, Social Security, etc.)

Program records can provide output data regarding individual and aggregate employment and education program attendance, enrollment, and completion. Collecting outcome data post-release is more difficult. When an individual reports his or her employment status to a parole or probation agent the information is only as accurate as he or she claims. However, self-reported data is easy to collect and most DPP agents already collect and record information regarding employment status. Additionally, in some cases, DPP agents already engage in employer verification through phone calls or site visits with an employer as well as asking parolees and probationers to bring pay stubs into the DPP office. Collecting data through employer verification is more time-consuming than self-reported data, but it is more accurate.

Sources such as state-level administrative data expand and supplement self-reported employment status. Quarterly data on employment and earnings from unemployment insurance (UI) records can be merged with corrections data on the prison population. Using UI data, employment rates can be considerably lower than using self-reported data—in two studies from Florida and Washington, researchers find employment rates to be roughly 30 to 35 percent when using UI data compared with the self-reported 50 percent.⁵⁴ Using both self-reported and UI data are useful as self-reported data capture more information about informal or part-time work that are not reported to the state and not covered by UI or income taxes.

Case managers in programs such as CEO and Texas’s Project RIO use a combination of self-reported data and state- and federal-level administrative data. Additionally, both programs contain case managers who follow-up with employers at the specified time intervals either through site visits or phone calls. (Project RIO follows up with employer phone calls at 30, 60, and 90-day intervals.)⁵⁵

Employment and Education Data	Advantages	Disadvantages
Program records	Accurate	Post-release follow-up can be challenging
Self-reported data	Easily collectible	Partial accuracy
Employer Verification	More accurate than self-report	Difficult to implement in some cases Time-consuming
State-level administrative data	Accurate	Requires collaboration and MOUs among agencies

Family, Relationships, and Pro-Social Responsibility

Maintaining close relationships with family in prison is associated with individuals’ successful reintegration into the community. Additionally, Maryland’s state prisons and county jails provide a number of classes on parenting and Life Skills aimed to assist individuals with their parenting and family responsibilities. Collecting output information regarding the percentage of those who enroll and

¹ Employment verification includes: Parole officer visits to employment site, phone calls to employer or parolee bringing in pay stubs, tax forms or other documentation of employment.

complete classes captures how many individuals assessed with family issues as a risk factor are provided with the appropriate services.

Outcome measures gauging progress in relationship-building and social responsibility include tracking the post-release experience of inmates who have a history of documented domestic violence.⁵⁶ In order to understand the effectiveness of reentry programs focused on anger management, parenting and/or Life Skills, one can compare the post-release experiences between inmates (with a history of domestic violence) who completed in-prison programs with those who did not. Additionally, initiating and maintaining contact with at least one community organization (defined below) may provide networks of positive support for individuals leaving prison or jail. Proactively seeking this support signals an individual's attempt to improve his or her life and community.⁵⁷

Reentry Domain	Output	Outcome	
		Short-term (30 and 90 days)	Long-term (6 months, 1, 2 years)
Family, Relationships, and Pro-Social Responsibility	<p>Percentage of inmates who enroll in parenting and Life Skills programs out of those assessed with family and relationship issues</p> <p>Percentage of inmates who complete parenting and Life Skills programs out of those assessed with family and relationship issues</p>	<p>Percentage who engage in domestic violence post-release out of those with a documented history of domestic violence who completed in-prison anger management, parenting, and/or Life Skills programs</p> <p>Percentage who initiate contact with at least one community organization out of those who completed at least one in-prison reentry program</p> <p>Percentage who maintain contact with at least one community organization out of those who completed at least one in-prison reentry program</p>	<p>Percentage who engage in domestic violence post-release out of those with a documented history of domestic violence who completed in-prison anger management, parenting, and/or Life Skills programs</p> <p>Percentage who initiate contact with at least one community organization out of those who completed at least one in-prison reentry program</p> <p>Percentage who maintain contact with at least one community organization out of those who completed at least one in-prison reentry program</p>

What is a community organization?

Community organizations may include churches, synagogues, mosques or any religiously affiliated institution. They may include participating in a Big Brother/Big Sister program or other community-related center or program. Similar to previous definitions, as long as the definition is clear and consistent, the indicator can be compared across divisions, agencies, and organizations.

Long-term Metric #6: percentage of individuals who initiate/maintain contact with at least one community organization at 30 days, 90 days, 6 months, 1 and 2 years post-release

of individuals who **initiate/maintain contact with at least one community organization** measured at 30, 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 who completed at least one reentry program

Methods to measure family, relationships, and pro-social responsibility

- Program records
- Self-report
- Family-report
- Court and administrative data

Program staff can provide data regarding program enrollment, completion rates, and whether an individual is maintaining contact to one particular program. Similar to other outcome measures, self-reported data has limited accuracy; however, it may be easy to collect. Depending on an individual's family situation, family-reported data regarding domestic violence may be more reliable than self-report but there is variability in the accuracy of that data. Finally, court and administrative data can provide an accurate account of individuals' criminal histories in addition to any new domestic violence issues that arise post-release.

Family, relationships, and pro-social responsibility data	Advantages	Disadvantages
Program data	Accurate	Post-release follow-up can be challenging
Self-reported data	Easily collectible	Limited accuracy
Family-reported data	Potentially <i>more</i> reliable than self-report	Potentially <i>less</i> reliable than self-report Difficult to collect
Court and administrative data	Accurate Easily collectible	Requires inter-agency collaboration or an MOU

Financial Responsibility

The majority of individuals leaving jail or prison face financial obligations that are nearly impossible to pay upon release. Potential reentry outputs include the percentage of inmates who enroll and complete financial literacy courses. These output measurements will gauge how many individuals assessed with financial obligations received proper training to pay those debt obligations upon release.

Short-term outcome measures include the percentage of individuals who pay their financial obligations at 90 days out of those with debt obligations.⁵⁸ Additionally, looking at the percentage of individuals who complete a financial literacy course and paid their financial obligations will capture whether those who took the class had a higher propensity to pay. (This higher likelihood of paying financial obligations

could be the result of taking the class or the fact that individuals who chose to take the class constituted a distinct subset of the general prison population who are more conscientious of their financial situations.)

Long-term outcomes include those who pay their obligations at six months, one year and two years out of a general population of those released with debt obligations as well as those with debt obligations and who completed a financial literacy course. In addition, capturing the percentage of those who collect entitlements out of those who are eligible for entitlement programs such as food stamps, Medicaid, and disability, will provide a general idea whether individuals are using the post-release services that they need. Capturing entitlement data is more efficient as a long-term outcome as it may take a couple of months after release for individuals to start collecting benefits. Additionally, a measure such as paying child support on time is an economic indicator that may provide a sense of social responsibility in the short- and long-term. Moreover, since paying child support is based on individuals' means, capturing all who engage in child support payments—including those who may not be able to pay all 100 percent of the court-ordered amount—will provide a sense of how many individuals are attempting to pay the required amount.

Reentry Domain			
	Output	Outcome	
		Short-term (90 days)	Long-term (6 months, 1, 2 years)
Financial Responsibility	Percentage of inmates who enroll in financial literacy courses out of those assessed with financial obligations and/or debt issues	Percentage who pay at least 50 percent of their child support on time out of those with child support obligations who completed parenting and Life Skills programs	Percentage who provide payment of court fees and fines, restitution, and any other offense-related debt out of those released with debt obligations
	Percentage of inmates who complete financial literacy courses out of those assessed with financial obligations and/or debt issues	Percentage who pay child support on time out of those with child support obligations who completed parenting and Life Skills programs	Percentage who provide payment of court fees and fines, restitution, and any other offense-related debt out of those with debt obligations who completed an in-prison financial literacy course
		Percentage who provide payment of court fees and fines, restitution, and any other offense-related debt out of those released with debt obligations	Percentage who receive any collection of entitlements out of those eligible for entitlement programs
		Percentage who provide payment of court fees and fines, restitution, and any other offense-related debt out of those with debt obligations who completed a financial literacy course	Percentage who pay child support on time out of those with child support obligations who completed parenting and Life Skills programs

Entitlements

Entitlements can be defined as any documented and self-reported instances of the collection of entitlements including disability, Social Security, Medicaid, Medicare, Food Stamps, Earned Income Tax Credit, and any other pertinent programs that Maryland deems appropriate (as long as they remain consistent in the data collection). Currently, DPP agents collect some entitlement data in their state data system. Recording whether individuals are eligible and using entitlements at different time intervals will provide a better understanding of individuals' financial outcomes and motivation post-release.

Long-term Metric #7: *Financial Obligations*: percentage of individuals who provide payment of court fees and fines, restitution, and any other offense-related debt at 90 days, 6 months, 1 and 2 years post-release

of individuals who pay court fees and fines/restitution/other offense-related debt payments on time measured at 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 with debt obligations who completed an in-prison financial literacy course

Long-term Metric #8: *Entitlements*: percentage of individuals who receive any collection of entitlements out of those eligible for entitlement programs at 90 days, 6 months, 1 and 2 years post-release

of individuals who receive any collection of entitlements measured at 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 eligible for entitlements

Long-term Metric #9: *Child Support*: percentage of individuals who pay their child support on time at 90 days, 6 months, 1 and 2 years post-release

of individuals who pay child support on time measured at 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 with child support obligations who completed parenting and Life Skills programs

Sub-indicators:

of people who pay at least 50 percent of their child support on time measured at 90 days, 6 months, and 1 and 2 years

of individuals released July 1, 2010 through June 30, 2011 with child support obligations who completed parenting and Life Skills programs

Methods to measure financial responsibility

- Program records
- Self-report
- Court and administrative data

In order to measure the preceding financial outputs and outcomes, DPSCS and county correctional agencies would have to rely on program and self-reported data as well as administrative data. Program staff and front-line workers can collect enrollment and completion data as individuals' progress through financial literacy programs. Using administrative data to learn about individuals' payment compliance is the most reliable way to collect short- and long-term debt-payment information. Additionally, using state data is the most reliable way to determine who is taking advantage of entitlement programs out of those who are eligible. Similar to the previous metrics, DPP agents can easily collect self-reported data, but there is a risk regarding the accuracy of these data.

Financial data	Advantages	Disadvantages
Program Data	Accurate	Post-release follow-up can be challenging
Self-reported data	Easily collectible	Limited accuracy
Administrative data	Accurate Easily collectible	Requires inter-agency collaboration or an MOU

Chapter 4. Data Collection in Maryland

Output-focused Data Collection

Currently, neither DPSCS nor county detention centers systematically conduct formal assessments on short- or long-term outcomes based on the seven domains of treatment. Interviewees mentioned that some contracted programs attempt to conduct process evaluations or recidivism studies (Community Mediation Maryland, for example); however, none of the interviewees knew of any contracted service providers that have conducted outcome evaluations.

Most county corrections departments collect basic output information about their reentry services—specifically, the number of sessions taught, enrollment and attendance, completions and non-completions, and graduation rates. Reentry programs, particularly those involving educational attainment and vocational skills, assess success based on the number of individuals who graduate. One county's department of corrections provided me with their facility's data capture for reentry programs:

- The number of sessions and cycles they have in a year (e.g. GED or life skills)
- Number of inmates that participate
- Number of completions
- Number that complete phase 1 (substance abuse treatment)
- Number that complete phase 2 (substance abuse treatment)
- Number of GEDs awarded
- Pre- and post-testing in GED classes
- Number of graduates from Life Skills program
- Evaluations from students in Life Skills program

Non-Profits Assessing Outcomes

Power Inside, a Baltimore-based non-profit, is in the process of creating an evaluative tool to assess “incremental outcomes,” many of which align with the seven domains of treatment. While this tool will be specific to harm reduction and public health model, Power Inside diligently collects process and output data and is working with organizations including Social Solutions to find the most appropriate ways to measure outcomes. Power Inside staff record comprehensive output data in their “encounter notes” which includes every service they provide to every client. Additionally, they collect the number of referrals, placements, and retention of women in treatment, education, healthcare, and employment activities. Currently, PI is required to report output and some outcome data to its funders including how many people enrolled in drug treatment and healthcare, whether they attended, how long they stayed, and how many people found housing.

Maryland Correctional Education collects data on the number of programs per year, the number of completions, and the number of non-completions. There is a correctional database that collects data on occupational programs including how many seats are available, how many people drop out, and reasons for leaving the programs. Correctional Education has one IT staff member who collects the data and other staff member who evaluates programmatic information such as participation rates and class capacity each month.

Most individuals interviewed mentioned that they rely on these outside organizations to provide statistics concerning enrollment, attendance, and graduation rates. Whether service providers follow-up with previously incarcerated individuals post-release depends on the particular service provider and their funding capacities. As one corrections official put it: “The biggest challenge is following people into the community because it is really, really expensive.”

In-Prison Behavioral Changes as Outcomes

Within prisons and jails, officials mentioned that individuals who participate in programs generally have better behavior because they want to earn good time and document that they are participating in a program. Their motivation is to obtain knowledge and show the courts and their families that they are doing well. In one county, a corrections official attempted to measure the impact of programs in the past, but found that the service providers were not always willing to cooperate. Service providers claimed to measure success in different ways. According to this official, “we don’t have all of the data readily available and tracking true success (and defining success) is rather vague in this facility. Within the facility, success is behavior-based and whether the program is deemed successful is up to the provider.”

One Program, One Paper File

In terms of individual and aggregate data collection, most reentry programming staff in counties and state facilities in Maryland keep a paper case file for each person in a program. An individual’s progress is followed in that file only for that specific program. (If an individual is enrolled in three programs, he or she will have three case files.) Vocational programs, court-ordered drug treatment programs such as the “High Intensity Drug Trafficking Area” (HIDTA) program, and jail-based groups keep case files. Mental health progress is shared only in medical files. There are also certain programs, including Life Skills and parenting programs, which do not keep participant files. In one larger Maryland county, there is one case file per inmate for each program and there is no coordination between programs; therefore, files with regards to reentry information are not complete.

In Howard County, similar to the other county correctional facilities and detention centers interviewed, service providers collect and use some reentry data. For example, the GED program in Howard County Detention Center provides enrollment data to Howard County Community College to determine how many students are served in GED programs. The Howard County Detention Center receives updates on the GED programs and analyzes utilization trends to ensure that they are reaching as many people as possible. While the Detention Center uses the information provided by the community college to see if there are ways to better serve the population, they do not collect any additional data. The detention center reports the GED statistics in the agency's Annual Report, acknowledging the partnership.

Currently there are no formal assessments of Baltimore City Detention Center's (BCDC) rehabilitative or reentry programs, but Baltimore Healthcare Access, Inc. will be able to give provide information regarding inmates' compliance in keeping their medical appointments and following their treatment plans. Officials at BCDC are hoping that Baltimore Healthcare Access, Inc. will provide enrollment data highlighting the specific populations that they have served—for example, those with chronic health care conditions or those who use food stamps and other public entitlements.

Lack of Centralized Reentry Databases in Correctional Institutions

A general trend appears to be the lack of centralized databases where program staff can input basic information including in which programs a particular inmate has been involved or how many times he or she has been enrolled in various programs. This lack of record-keeping occasionally leads to duplicative services. In one county these files keep an inmate's history and there is an internal inmate database that is tied into local police agencies. Within the database, there is a section to provide a narrative, but there is no specific field designated for reentry programs. If an individual re-enters the detention center and they have already completed a program, that information will not be in his or her record.

In some cases, program staff may know that certain individuals have been prior clients, but they do not collect this information in a systematic or centralized way. Corrections staff has never had to supply that data. According to one corrections official, "when a person returns back to the detention center, we know whatever the police know. If he or she has been here previously, I will have a history based on security issues and behavioral issues. We would only know if he or she was involved in institutional work programs (i.e. laundry, kitchen). The individual can tell us about the programs they've already been in, but that is up to them."

Within the service-provider community, there are programs that maintain participant case files and input data in information management systems. Power Inside (see text-box above) receives funding from Baltimore Homeless Services and is required to record output-related data into the Homeless Management Information System (HMIS). Additionally, some Maryland jurisdictions use the SMART system to record alcohol and drug treatment information. One official mentioned that his facility has its own corrections information management system which enables the county to know who is in what program at what point during an incarceration term. Additionally, this system allows for referrals and more detailed personal information.

As one Corrections official describes below, the lack of a centralized data system creates barriers to data and information sharing.

Currently, there is no ability to interface jail management and programs' systems. Everything is done through paper. [Our facility] is not good with sharing this information and initial efforts have been made

to clarify this information between local correctional agencies and service providers. The first model of sharing information has been the Correctional Transfer Alert Form—the universally accepted form to share critical information, specifically medical, health, and gang behavior, when an inmate is transferred to another institution. But we can do far better if we can have programmatic and public housing information as well.

Minimal Data-sharing: Data Released to Funders or Used Internally

Much of the data collected is used internally for the agencies and organizations providing the services. These data enable organizations to make budgetary decisions as well as send funders and the State information. The GED programs perform pre- and post-tests for evaluative purposes and send information to the community colleges and partner agencies. Correctional Education statistics are all reported to StateStat. While Correctional Education representatives provide statistical data when giving presentations throughout Maryland, their data regarding evaluations is used for internal management purposes.

While county corrections departments do not explicitly share reentry data with other agencies, outside service providers may be sharing information with their community partners or performing their own evaluation. County jails and local health departments may be sharing information. One county corrections official mentioned that they record statistical data for American Correctional Association purposes. They maintain attendance sheets and copies of weekly reports that show the individuals that participate weekly. There is also a treatment assessment board that meets weekly and each program coordinator submits a report with general information about how many sessions were taught, how many people completed the program, etc.

One partnership with the potential to make an impact on reentry data collection and sharing is Maryland Correctional Education's forthcoming memorandum of understanding with the Jacob France Institute to track the corrections population through Maryland's One-Stop Career Center system. This collaboration will allow staff to input graduate information from GED, basic skills, and occupational and vocational programs into a centralized database and analyze income tax reports for participants in the program. The system will have the capacity to input information regarding more specific trade, automotive, office technology, and building programs as well. They will be able to track employment at 90 days, one year, two years, etc. While this is a step in the right direction, the data capture may not be as comprehensive as we would like as there will likely be a percentage of individuals in jobs where wages will not be reported because they are paid under the table. Currently, attorneys are determining what information can and cannot be shared.

DPSCS Data Systems

OBSCIS I, II, and PARIS systems

The Department of Public Safety and Correctional Services created the OBSCIS I, II, and PARIS data systems for the purpose of tracking an individual's physical journey through Maryland's criminal justice system—from inside prison to community supervision.⁵⁹ OBSCIS I is DPSCS's current prison offender management system for incarcerated individuals.⁶⁰ It is a classification system that collects basic information about an inmate such as discharge dates, sentence calculations, and next of kin information as well as more specific information including in which bed and cell he or she is located. There is a specific section that provides criminal as well as behavioral alerts. Over the past decade there has been a more comprehensive scheduling component in OBSCIS I; however the system only allows data

collection for one program at a time making it difficult to capture reentry data as individuals may be enrolled in more than one program.

The Department of Parole and Probation (DPP) uses OBSCIS II to capture data about a parolee's or probationer's address and residence, office and assigned agent, restitution payments, and any other major fees. The PARIS system is another data system that allows DPP to collect more comprehensive information about parolees. PARIS collects data including the date of an individual's parole hearing, date of parole eligibility, future scheduling, and the results of hearings. PARIS has the capacity to pull information from both OBSCIS systems, but OBSCIS I and II cannot pull information from PARIS.⁶¹

There is no reentry data in the OBSCIS I, II, and PARIS systems, but these systems are interfaced with other DPSCS data systems to provide classification information for data systems that contain reentry components.

Case Notes

DPP agents use the Case Notes system to monitor Probationers' and Parolees' entrance and progression through Maryland's post-release supervision system.⁶² The notes are recorded in narrative form with certain items regarding housing and employment consistently reported. There are also special tabs with Case Notes—many of which are used infrequently—that allow POs to note court-orders for any treatment, testing (drug and DNA), shock trauma^m, self-help groupsⁿ, the Violence Prevention Unit (VPI)^o, gun registration^p, and interlock^q. There is also a tab noting any special conditions (i.e. VPI, chronic recidivism, etc.) as well as a transfer checklist on the occasion of a DPP agent transfer.

While the Case Notes system has a lot of potential to capture reentry outcome data, my analysis of the 18 case files revealed substantial data collection inconsistencies. Information that was consistently reported included whether a supervised individual showed up to their mandatory office visits and KIOSK check-ins,^r urinalysis results, current address and phone number, self-reported arrests, hit notices, and self-reported employment status. In general, DPP agents collected information broadly aligned with the seven domains of treatment. Eighteen case files included some housing information, 17 included employment or job-training information, 15 recorded substance abuse and/or mental and physical health issues, and 11 contained information about relationships and family issues. However, when looking for information that aligns with specific outcomes, I found less comprehensive information.

Parole and probation officers verified employment for eight out of the 18 case files and noted job-training or educational program enrollment and completion in seven files. They mentioned urinalysis results in 12 case files, referrals for medical evaluations or appointments in 10 case files, and confirmed attendance for evaluations or appointments in nine files. In terms of housing, every case file had a

^m Shock trauma refers to a person who is ordered to enter the trauma ward of the University of Maryland Hospital

ⁿ Self-help groups include any court-ordered self-help program including Alcoholics Anonymous.

^o The Violence Prevention Unit (VPU) is traditionally geared towards inmates 29 and under who have violent histories, gun charges, gang history or if they were victims or perpetrators of a shooting. If a person is eligible for VPI they are subject to the highest level of supervision possible.

^p Anybody convicted of a gun offense after January 2008 has to register with the Baltimore city police every six months for two years. This is only used in Baltimore City.

^q Individuals convicted of drinking and driving have to breath into a machine to start their car. Interlock is used mainly for drinking and driving monitoring.

^r All of Maryland's parole offices except 7 contain at least one computer kiosks where low-risk releasees on supervision can check in without having to meet with a DPP agent.

home address recorded and nine individuals experienced physical house visits by a DPP agent while three case files mentioned housing stability. Eleven files included details about family or pro-social activities, including regular attendance at church or being active in a community organization. Nine of those 11 files included details about personal issues while three of the 11 discussed collaboration with the Department of Social Services. Finally, out of the 12 files that mentioned financial responsibility, eight discussed restitution payments, two touched upon receiving entitlements while the last two centered on receiving disability payments.⁵

There exists one large caveat in this descriptive case analysis. It is plausible that a DPP agent does not need to collect data about an individual regarding a particular domain of treatment because that individual does not have any assessed risk in that area. However, the narrative format of the Case Notes system does not make that clear. For example, an agent may not have recorded any information regarding a parolee's substance abuse problem, but that does not mean that the individual does not have a substance abuse problem. Therefore, while there are nine cases files in which a DPP agent describes relationship and family situations, there could be exactly nine or potentially more than nine with family issues.

Case Plan

The Division of Corrections uses the Individual Case Plan (ICP, also known as the "Case Plan" system) to monitor and track the reentry programming and outcomes of its inmates. On average, Maryland DOC inmates have longer sentences than other inmates in the state; therefore, they have more access and time to participate in reentry services than those on parole, in pre-trial and detention facilities, and in county jails. The Case Plan system was developed to provide "an automated and consistent process for all case management and supervising personnel with the Department of Public Safety and Correctional Services (DPSCS) to utilize in creation and support of a Reentry strategy for preparing 'offenders' for release."⁶³ The Case Plan system is also linked to Criminal Justice Information System (CJIS) Central Repository and the OBSCIS I and II, and PARIS systems allowing case managers to quickly search all those data bases. This data system alignment enables case managers to better understand the particular challenges and needs of an individual.

The Case Plan system, which takes a strong reentry-focus, is composed of three components: the individual case plan, risk assessments, and supporting notes. First, the case manager conducts a risk assessment and identifies an individual's dynamic criminal risk factors. Then, based on those factors, the case manager records the appropriate strategy to address those issues. For each risk factor, case managers input a goal, strategy, target date, and completion date.

Similar to the Case Notes system, Case Plan contains inconsistencies in data collection with less than half of the cases containing complete information about each risk factor. (Lack of information could simply mean that the risk factor has "minimal or no criminogenic impact" on why the person committed the crime that got him or her in prison, but that is unclear.) Additionally, seven of the case files were incomplete as they were still being developed in the system. Within the ICP there is room for supporting notes, but it is dependent on whether the particular case manager chooses to write comprehensive notes for each individual. I did not have access to the notes for the 50 cases so I can not speculate whether there are inconsistencies in case managers' note-taking.

⁵ The raw data and key can be found in the appendix

SMART

Currently, any publicly funded substance abuse treatment program must input basic demographic, admission, level of care, and discharge data into the State of Maryland Automated Record Tracking system (SMART) which is run through the Alcohol and Drug Abuse Administration (ADAA), an agency within Maryland's Department of Health and Mental Hygiene (DHMH).[†] Through SMART, state-certified service providers have the capacity to input data regarding employment status, standardized assessments, treatment plans, dosage, progress notes, and encounter notes which can help track client outcomes. For instance, when an individual leaves a certain level of treatment and is referred to another level of treatment, the system has the ability to track where the referral is coming from and whether the individual enrolls in that new level of treatment and attends sessions.

SMART combines self-reported measures with counselor and provider-determined information such as level of care category, number of counseling sessions, and referrals. Other than court or Parole Commission ordered matters, the State does not mandate service providers to verify items such as employment; therefore, the information is only as accurate as the individual reports and the counselor records it. Within DPSCS, DPP uses the SMART system the most frequently because SMART monitors and records urinalysis results in some Maryland jurisdictions. Department of Parole and Probation case managers access urinalysis results through SMART and record findings in Case Notes. Additionally, if an individual is court-ordered to attend a substance-abuse program in the community, he or she goes to a state assessment center which places him or her with a community provider who records all intake information into SMART.

With the large number and diversity of service providers within the SMART system, maintaining consistent definitions of SMART categories is a challenge. Organizations may have different interpretations of SMART categories (e.g. reasons for discharge, disenrollment, admission, etc.) compromising the accuracy of the data captured. The ADAA data team is currently working to refine the definitions to make sure they are as clear as possible.

Within the criminal justice system, there are also inconsistencies among SMART users. In correctional facilities and detention centers, only state-certified and publicly-funded substance abuse treatment programs are required to input data into SMART. Therefore, non-state certified programs that operate in state and county correctional facilities are not required to enter data into SMART. Additionally, mental health programs that provide substance abuse treatment do not enter data into the SMART system.

Finally, while the SMART system contains data on individuals enrolled in prison or jail treatment programs, it does not consistently disaggregate the incarcerated population from the general population. There is no way to determine whether an individual leaves treatment because he or she is released from prison or transferred to another institution.

Offender Case Management System

The Offender Case Management System (OCMS aka "Mi-Case") is a new data collection and tracking system that is being gradually phased into DPSCS. The Offender Case Management System will streamline information from the Division of Corrections (DOC), the Division of Pre-trial and Detention Services (DPDS) and DPP. The Department of Public Safety and Correctional Services is hoping to have the whole system as currently envisioned running in one to two years.

[†] See Appendix for complete list of data stored in SMART

Chapter 5. Conclusion: Implementation Recommendations

This PAE aims to provide a practical approach to prisoner reentry and reentry program assessment in Maryland. I recommend the adoption of an assessment framework that links the goals and activities of reentry programs with outputs and short- and long-term outcomes along several treatment dimensions. I put forth specific indicators to better understand an individual's journey from prison into the community. These indicators will shed light on where reentry programs could adjust to better serve the incarcerated population. I close with four implementation recommendations based on the previous analyses. These recommendations emphasize data collection, data tracking, information sharing, and the mission of Maryland state and local corrections agencies.

Data Collection: Overcoming Practical Challenges with Technology

While there will undoubtedly be challenges in collecting these data given DPSCS's and county corrections agencies' current technological capacities, DPSCS and local agencies are on the forefront of substantial information technology changes. Specifically, the new Offender Case Management System (OCMS) and DPP's KIOSK check-in system will enable rapid and efficient data-gathering and information sharing over the next two years. These technological advancements open the door for targeted outcome assessments and a better understanding of how reentry services are functioning and newly-released individuals are faring.

Offender Case Management System (OCMS)

Currently, the DOC, DPP, and DPDS have separate data systems that are minimally interfaced with each other leaving case agents with the responsibility of gathering information from different departments as an individual moves throughout the system. Under OCMS, the information will be collected under one system saving both case managers and parolees/probationers time.

KIOSK system

Collecting more comprehensive data during parole and probation office visits creates operational challenges for case agents as they must spend more time collecting information from each individual. In December 2010, the average criminal supervision caseload for a Maryland parole or probation agent was 97 cases.⁶⁴ However, when looking at agents' caseloads in totality, the average number of cases per agent in regions like Baltimore City is higher (101) than in Allegheny County (96). Increasing an agent's time spent per case may not be possible; however, DPSCS has phased in automated KIOSK systems in parole and probation offices throughout the State that can dramatically change the way data is gathered. Low-risk parolees and probationers report to the office, enter their DPP identification number on the KIOSK computer screen, answer personalized questions, provide biometric data if necessary, and receive a receipt at the end of their transaction. Currently, every field office in Maryland except seven has KIOSKS, enabling case agents to spend more time with higher risk offenders. DPSCS is hoping to synch this automated check-in system with OCMS and incorporate customized questions for offenders with special conditions. The KIOSK system's potential for useful data collection is great.

Data Tracking: Potential of Maryland's Data Systems

Developing and reconfiguring data systems to track and monitor reentry over time is another step that DPSCS must take in order to accurately measure outcomes.

Case Notes, Case Plan, and the Offender Case Management System (OCMS)

The Division of Parole and Probation (DPP) and DOC should use current databases including DPP's Case Notes and DOC's Case Plan to track outcome measures. Currently, the Case Notes and the Case Plan systems have the capacity to monitor outputs. However, the information recorded in Case Notes varies widely depending on the case agent, with some agents consistently recording outcome measurements including steady employment, stable housing, and drug test results over the parole and probation period. The Case Plan system focuses on an individual's criminogenic risk factors and the appropriate goals and strategies to address them, providing little, if any, outcome data. Including a common mechanism in both systems to follow short- and long-term outcomes over time will institutionalize outcome measurement and analysis.

DPSCS should ensure that upcoming OCMS modules encompass reentry components that extend throughout an individual's time under DPSCS supervision. Creating a universal framework for data systems will make it easier to track an individual's progress as they move through DOC, DPP, and into the community. While the characteristics and behaviors of individuals being tracked by DPP tend to be different than those in DOC's custody, developing similar frameworks will standardize efforts across all DPSCS offices to track reentry outcomes.

DPSCS should look to network OCMS with county correctional agencies' data systems. If reentry information can be shared among state and county agencies, there will be more efficient deployment of resources and a better understanding of the Maryland incarcerated population's needs. Additionally, DPSCS, DHMH, and ADAA should link the forthcoming Offender Case Management System (OCMS) with the SMART system. If these two systems were networked, we would be able to monitor specific outcomes that encompass all of the criminogenic risk factors and emphasize substance abuse problems. We would be able to follow whether a person who received treatment in prison and was released kept their appointments and continued with the appropriate substance abuse treatment post-release.

SMART System

The Alcohol and Drug Abuse Administration (ADAA) should modify the SMART system to consistently track individual and aggregate reentry outputs and outcomes. According to William Rusinko, ADAA's Director of Research and Chad Basham, ADAA's Acting Director of IT, with a few technical adjustments, the SMART system would have the capacity to track an individual through substance abuse programs starting from inside a jail or prison and extending into the community. Developing a standard mechanism within SMART to track whether individuals who receive treatment in prison continue with treatment in the community is essential in measuring outcomes.

The ADAA in close collaboration with DPSCS and the DHMH should develop consistent definitions to ensure accurate data input within SMART. While the ADAA is working to establish universal definitions across all SMART categories, paying special attention to corrections categories will enable service providers who work in jails or prisons and with the incarcerated population in the community to provide more accurate data.

The ADAA in collaboration with DPSCS and DHMH should ensure consistency among SMART users. In February 2011, ADAA informed the Subcommittee that they are working with non-certified programs in becoming state certified. Registering all prison and jail substance abuse treatment programs in SMART will expand the data base and ensure that the data collected accurately reflects the prison substance abuse population. An additional focus should be incorporating mental health programs that provide substance abuse treatment into SMART. Working to capture data from all sources will allow us to take a

more comprehensive and accurate look at substance abuse and reentry outcomes among the incarcerated population.

Expanding and Developing New Data Sharing Partnerships within the Community

DPSCS and collaborating partners, including local and state government agencies, non-profits, and research organizations, should look for ways to use and share information. While comprehensive outcome data collection may take time, simply getting useful information into the hands of the right people and organizations today can assist in tracking outcomes. During the course of my research, I came across one case where DPSCS had developed an information sharing arrangement with a non-profit organization that allowed the organization to better serve female offenders. Jacqui Robarge, Executive Director of Power Inside, receives a weekly list of women who have been charged with prostitution crimes from the DPDS Central Records Office. This list has proved invaluable to Power Inside's work because they have the ability to follow up with women from the street to BCDC and back onto the street. According to Jacqui, "the only reason we got that [list] was because there was someone in the Records Department who saw the value in the data that they had. And it's been so useful."

This example shows the potential of how information sharing can significantly lead to more effective and efficient deployment of reentry resources. Moreover, it highlights the importance of developing modern information systems that can facilitate this management of data on a wider scale with multiple agencies and organizations. Both state and county correctional databases should be part of a larger information system to help ensure that reentry information and programs are coordinated efforts regardless of where an individual interfaces with corrections.

Mission of Maryland Corrections: Refocus on Reentry

As reentry and reentry programming come to the forefront of national discourse, Maryland state and county corrections departments need to take a serious look at their missions and visions for corrections. Currently, the DPSCS mission and vision statements do not include reentry as a priority and this is true of most of the county agencies as well.^u In 2008, the Division of Corrections retooled their reentry initiatives and developed a reentry Managing for Results (MFR) goal and objective first included in the Fiscal Year 2010 Maryland Budget Book.⁶⁵ These metrics focus on formalizing and centralizing the delivery of pre-release services to inmates and set specific goals to ensure that inmates are released with comprehensive release plans and personal identification documents.⁶⁶ Formulating goals and objectives similar these are necessary first steps, but institutionalizing a DPSCS-wide focus on individuals' reentry outcomes in the community will set a precedent for divisions within DPSCS, local corrections departments, and service-providing organizations in correctional facilities and the community.

Changing the culture of Maryland Corrections to take a closer look at current practices in reentry in Maryland requires strong leadership from the top. If the State considers reentry a core value of corrections, the mission and vision statements must align with this value. Maryland needs to take strategic steps to translate this vision into institutionalized practices.

These practices start with investing in comprehensive data collection and management of reentry programs. In Maryland, there needs to be a regular regime of data collection and analysis. More

^u See Appendix for current mission and vision statements.

specifically, DPSCS and county correctional agencies should adjust training programs, auditing processes, and corrections policies to make reentry data collection common practice. In some cases, output and outcome data is already available from service providers. Corrections systems in Maryland should actively collect that data and hold personnel accountable for amassing reentry information from service providers and contracted organizations. In cases where output and outcome data is not available, state and local corrections agencies should work with service providers and non-profits to find ways to collect and use data.

According to the state and county corrections officials interviewed, collecting output and outcome data would be mutually beneficial for both the programs and corrections departments. Officials mentioned that having a better grasp of individual and aggregate outcomes relating to employment and wages, education, family issues, mental health, and substance abuse would help them provide better services. Moreover, individuals interviewed from the non-profit community are eager to engage in partnerships with DPSCS to streamline and improve data collection and services.

Restructuring the mission of Maryland Corrections is no doubt a challenging task. Nonetheless, it is a pre-requisite in determining what really works to assist individuals leaving Maryland's state prisons and county jails. Institutionalizing common reentry data management and sharing among state and local correctional agencies and non-profits is critical for providing the continuum of care necessary to serve those returning to their communities. Using output and outcome data to understand Marylanders' reentry trajectories will better prepare state and local corrections organization in their efforts to reduce barriers and achieve desired impacts which include reduced recidivism rates.

Appendix

- Exhibit 1. Task Force background and Charge
- Exhibit 2. Subcommittee on Research and Performance Outcomes: official charge and purpose
- Exhibit 3. List of Subcommittee on Research and Performance Outcome members
- Exhibit 4. Survey and interview questions
- Exhibit 5. Methodology and list of Interviews
- Exhibit 6. Brief history of recent reentry program outcome evaluation
- Exhibit 7. Maryland state agencies responsible for prisoner reentry programs and partnerships
- Exhibit 8. Descriptive case analysis summary
- Exhibit 9. Year of admittance of 50 randomly selected individuals
- Exhibit 10. Age distribution of 50 randomly selected individuals
- Exhibit 11. Race of 50 randomly selected individuals
- Exhibit 12. Offense type of 50 randomly selected individuals
- Exhibit 13. Case Notes findings
- Exhibit 14. Case Notes code name key
- Exhibit 15. Case Plan data collected
- Exhibit 16. List of information collected in the SMART system.
- Exhibit 17. Maryland DPSCS mission and vision statements

Exhibit 1. Task Force background and Charge

The Task Force is comprised of members from the Maryland House of Delegates, Maryland Senate, public who contain relevant expertise, and local reentry task forces. Additionally, the Secretaries of Public Safety and Correctional Services; Juvenile services; Human Resources; Health and Mental Hygiene; and Labor, Licensing, and Regulation as well as the State Superintendent of Education, the Commissioner of Corrections, the Administrator of the Motor Vehicle Administration, and one member from the Governor's Workforce Investment Board will serve ex officio. Gary Maynard, the Secretary of Public Safety and Correctional Services, serves as Chairman.

The Task Force was charged:

- To examine ways to pool resources and funding streams to promote lower recidivism rates for offenders returning to their communities and minimize the harmful effects of an offenders time in prison, jail or a juvenile facility on families and communities by collecting data and best practices in offender reentry
- To analyze existing hurdles to reintegration of adult and juvenile offenders into the community
- To investigate guidelines and criteria for tracking outcomes of inmate reentry participation
- To research data tracking of the pre- and post-release impact of reentry programs.
- To examine the number of idle inmates in each State correctional facility
- To develop a comprehensive reentry plan as specified by the federal Second Chance Act of 2007.

The first Task Force meeting took place on July 23, 2010. In that first meeting, the Task Force broke up into four subcommittees: Research and Performance Outcomes, Resources and Funding Streams, Identification of Legal Barriers and Practice Hurdles, and Idleness and Programming.

Task Force on Prisoner Reentry Bill, Chapter 625.

Available at: http://mlis.state.md.us/2009rs/chapters_noln/Ch_625_sb0908T.pdf

Exhibit 2. Subcommittee on Research and Performance Outcomes: Official Charge and Purpose

The Subcommittee on Research and Performance Outcomes, chaired by Stefan LoBuglio, chief of the Montgomery County Pre-Release Center, is tasked with addressing the legislative mandate to:

- "Investigate guidelines and criteria to track outcomes of inmate reentry program participation, including program approvals, day-to-day program participation, and program graduation and other types of program completion and non-completion
- Research longitudinal data tracking of the pre- and post- release impact of reentry programs."

The Subcommittee, composed of Gubernatorial-appointed members on the Taskforce joined by individuals with expertise in this area, met on September 8, 2010. At this meeting, Subcommittee members discussed the Task Force's charge, proposed directions for the subcommittee, and adopted a three-part methodology which is the basis of this report. The Subcommittee met a second time on November 3, 2010 to discuss national best practices in reentry outcome measurement as well as current Maryland performance measurement capabilities. (Maryland Code Correctional Services 2-501 Taskforce on Prisoner Reentry.)

Exhibit 3. List of Subcommittee on Research and Performance Outcome members

Tamara Breen, Special Assistant to Secretary Maynard, DPSCS
Kenny Coleman, Community Correction Administrator , Div. of P&P
Bonnie Cosgrove, Director of Reentry and Integrated Program Services, DPSCS
Ernest Eley, Deputy Director for Special Programs, Div. of P&P
Kendall Gifford, Director of Case Management, DPSCS
Heidi Fieselmann, Master's Student, JFK School of Govt., Harvard University
Rebecca Gowen, Acting Executive Director, Office of Planning, Policy, Regulations & Statistics, DPSCS
Stefan LoBuglio, Chief, Pre-Release and Reentry Services (PRRS), Montgomery County
Martha Kumer, Deputy Director Program Services, Div. of P&P
Gerron Levi, Delegate, Maryland House
George Hardinger, Maryland Correctional Administrators Association President and Warden, Carroll County
Verna Jones-Rodwell, State Senator, Maryland Senate
Darren McGregor, Director, Jail-Based MH and Trauma Programs, DHMH
Marcy Plimack, Data Manager, Div. of P&P
William Rusinko, Director of Research, ADAA
Susan Steinberg, Director, Office of Forensic Services, DHMH
Kelis Stewart, AFL-CIO
Karen Yoke, Chief, Justice Services, ADAA

Exhibit 4. Survey and interview questionnaire for state and county correctional agencies and non-profits

1. Do you have reentry programs at your facility?
 - a. If Yes, then what type?
2. How do you assess if the rehabilitative and reentry programs are working?
 - a. Are you assessing the impact of the program on inmate behavior while in prison?
 - b. If yes, how?
 - c. Do you assess the impact of the program on inmate behavior post-release?
 - d. If yes, how?
3. Do you conduct formal evaluations of reentry programs?
 - a. Empirical assessment?
 - b. Literature review? – Are your programs based on published evidence? If not, do they have similar structure and content as programs that are based on published evidence?
4. What information/data do you collect about reentry programs?
 - a. The number of programs in a particular facility?
 - b. Attendance?
 - c. Do you measure completion of programs?
 - d. Do you measure performance? How?
 - e. Do you measure recidivism?
 - f. Have you ever measured recidivism?
 - g. Why or why not?
 - h. How do you define recidivism?
 - i. If yes, how do you measure recidivism/collect the data on who reoffends based on your definition?
 - j. Would it be helpful to measure recidivism?
5. What is the form of the data you collect?
 - a. Paper files? (case)
 - b. Stand-alone spread sheets?
 - c. Management information systems?
 - i. Is it state wide, does it include county and city data?
6. How does your organization use the reentry data that you collect?
 - a. Is it used for evaluations (personnel or programmatic)?
 - b. Is it used for reports to funders and the budget department (To whom do you send it? Where is the data kept? Does it stand alone or do you combine it with other data sources)
7. Does your organization share that reentry data with other agencies? Is there inter-agency collaboration regarding data gathering and sharing?
 - a. Do you share individual-level data?
 - b. Do you share programmatic data?
8. Do you have access to other agency's data? If yes, what data do you have access to? How do you use it? What additional data would be useful?

Exhibit 4. Con't.

9. In the best of all worlds, what information would you like to have about individuals who are served in programs so you would be better informed? (e.g. what have they participated in the past before they were incarcerated, or in previous incarcerations?)
10. In an ideal world—if you had all the information you needed—what outcomes would you most want to measure?
11. Over the past five years, Maryland has emphasized performance measurement with the StateStat system. If you were an advisor to the Governor, what 3-5 outcomes do you think the prison system should be accountable for? (e.g. recidivism, cost-benefit of programs, job retention, alcohol non-relapse, etc.)

Exhibit 5. Methodology and interviews

At the September 8 meeting, the Subcommittee adopted a three-fold methodology to develop concrete reentry outcome measures:

1. Review the literature on reentry outcomes from academic, practitioner, government, and policy organizational sources
2. Survey and interview state and local Corrections officials and non-profit agencies to (1) determine how reentry programs in Maryland currently collect and use data to evaluate their reentry programs and (2) gain a better understanding of the data systems available to measure outcomes. Interviewees include:
 - Chad Basham, Acting Director of IT, Alcohol and Drug Abuse Administration (ADAA), Department of Health and Mental Hygiene (DHMH)
 - Jeff Beeson, Assistant Deputy Secretary, Department of Labor, Licensing and Regulation
 - Eric Brenner, Director of the Governor's Grants Office, Member of Montgomery County's Citizen's Advisory Board
 - Renard E. Brooks, Assistant Commissioner, Division of Pretrial Detention and Services at the Baltimore City Detention Center
 - Lorig Charkoudian, Executive Director, Community Mediation Maryland
 - Bonita Cosgrove, Director of Reentry and Integrated Program Services, Office of Programs & Services – Department of Public Safety and Corrections Services
 - Andree Duvall, Department of Corrections, Department of Workforce Development and Adult Learning, Department of Labor, Licensing and Regulation
 - Shawn M. Flower, Principal Researcher, Choice Research Associates
 - George Hardinger, President of Maryland Correctional Administrators Association and Warden for Carroll County Detention Center

Exhibit 5. Con't.

- Jack Kavanagh, Director and Patricia Schupple, Deputy Director, Howard County Department of Corrections
 - Lieutenant Dan Lasher, Allegheny County Detention Center
 - Constance Parker OWDS-I, GCDF-I; Administrator, Maryland Re-entry Initiative, Division of Workforce Development & Adult Learning, Department of Labor, Licensing and Regulation
 - Jacqueline Robarge, Founder and Executive Director, Power Inside, Baltimore City
 - William Rusinko, Director of Research, ADAA, Department of Health and Mental Hygiene
 - Sharon Tyler, Program Manager, Baltimore County Department of Corrections
 - Amanda Welch, OWDS-I, Prince George's County Department of Corrections, A/Section Chief, Community Corrections
3. Conduct a descriptive case file analysis on the files of a small number of 50 randomly selected individuals who were incarcerated to determine what administrative records currently exist on reentry outcomes across agencies and organizations. The administrative records reviewed include:
- Maryland's Department of Public Safety and Correctional Service's OBSCIS system
 - Maryland's Division of Correction's Case Plan system
 - Maryland's Division of Parole and Probation's Case Notes system

Exhibit 6. Brief history of recent reentry program outcome evaluation

Recent evaluations of reentry efforts provide useful, if not cautionary, lessons in developing realistic and measurable reentry outcomes. The March 2009 evaluation of the federally funded Serious and Violent Offender Initiative (SVORI)—a \$100 million effort that funded 69 agencies across the country— was one of the first studies that looked at post-release outcome measures (referred to as “intermediate outcome measures”) other than recidivism. In surveys administered at 3, 9, and 15 months after release, participants in SVORI programs provided information with respect to housing, employment, mental and physical health, substance use, and self-reported criminal behavior. The results are explained as follows:

SVORI program participation resulted in modest improvements in intermediate outcomes for adults at levels consistent with findings from meta-analyses of single-program efforts (e.g. 10% to 20%). If the underlying model that links services to improved intermediate outcomes that in turn improve recidivism is correct, the level of improvement in these intermediate outcomes may have been insufficient to result in observable reductions in recidivism.

The SVORI model linked the intermediate outcomes of program’s services with overall recidivism rates. The evaluation found that while reentry programs increased services provided and were associated with “moderately better” adult outcomes including housing, employment, substance abuse, and self-reported criminal behavior, it did not reduce recidivism rates. The evaluation pointed out that since many of SVORI’s reentry programs were new, there were a number of implementation issues that needed to be addressed, making it challenging for programs to monitor and document large-scale outcomes such as recidivism.

In July 2010, the U.S. Department of Justice’s Inspector General published a report titled “Audit of Offender Management Initiatives” reviewed both SVORI initiative and evaluation and an evaluation of another federal program called the Prisoner Reentry Initiative (PRI) which funded community and faith-based organizations to assist in developing reentry systems. The Inspector General Report’s main critique of these current reentry programs was the lack of specific and measurable outcome measurements. Even when grantees submitted performance measures in their semi-annual progress reports, the measures were not reviewed or used to determine whether programs were meeting specific objectives. Recommendations were put forth requiring grantees to develop a process for assessing and analyzing performance measurement data. Moreover, the report suggested that the Office of Justice Programs institutionalize a process to manage and review this data on a regular basis.

The SVORI evaluation and the Inspector General’s report proved helpful in the development and design of the next large federal reentry initiative, the Second Chance Act of 2007 (SCA). Unlike previous grant programs, SCA was based on prescriptive legislation outlining outcomes including increased employment, education, and housing opportunities, reduction in alcohol and drug abuse, and increased participation in substance abuse and mental health treatment programs. The SCA legislation states that priority will be given to grant applications that include an independent evaluation. Furthermore, the legislation calls for a strategic reentry plan that contains measurable annual and 5-year performance outcomes.

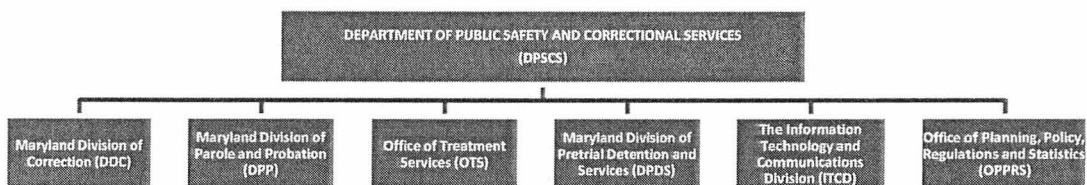
Exhibit 6. Con't.

Office of Justice Programs' Management of its Offender Reentry Initiatives. U.S. Department of Justice Office of the Inspector General Audit Division Audit Report 10-34 July 2010. Available at: <http://www.justice.gov/oig/reports/OJP/a1034.pdf>

The Multi-site Evaluation of SVORI: Summary and Synthesis, (ES.11) Available at: http://svori.rti.org/%5Cdocuments%5Creports%5CSVORI_Summary_Synthesis_FINAL.pdf

Exhibit 7. Maryland state agencies responsible for prisoner reentry programs and partnerships

The Maryland Department of Public Safety and Correctional Services (DPSCS) is comprised of over a dozen agencies. Six of these agencies—The Information Technology and Communications Division (ITCD); Division of Correction (DOC); Division of Parole and Probation (DPP); Office of Treatment Services (OTS); Division of Pretrial and Detention Services (DPDS); and Office of Planning, Policy, Regulations, and Statistics (OPPRS)—play a direct or indirect role in Reentry and Rehabilitative Programming at the State level. Information in this section came from the DPSCS website (<http://www.dpscs.state.md.us/aboutdpscs/ata glance.shtml#dpd>) and interviews with Bonita Cosgrove, Kendall Gifford, and Jacqueline Robarge.



1. Maryland Division of Correction (DOC)

The Maryland Division of Correction (DOC), the largest criminal justice agency in Maryland, operates the State prison system. Comprised of 24 prisons and pre-release centers, the DOC's mission is to protect the public by incarcerating sentenced criminals. The DOC's main priorities include institutional security and a commitment to returning offenders to society with the tools necessary to keep them from recidivating. In Fiscal Year 2010, 13,489 individuals were released from DOC facilities and returned to the community. This figure includes all paroles, mandatories, expirations, and court-ordered releases. The DOC has 240 case managers and a number of programs to ensure that individuals are obtaining job skill opportunities, educational services, mental health and medical services, and drug treatment. The DOC works closely with Maryland Correctional Enterprises (MCE), an organization run through the Maryland Department Labor, Licensing and Regulation (DLLR), which provides employment opportunities that emulate private sector employment settings.

Five years ago, the DOC started to develop cognitive-behavioral programs that emphasize ways to combat anti-social behavior and decision-making. Programs such as "Thinking for a Change" and VOICE assist inmates to become better decision-makers and combat the maladaptive thinking that brings them

Exhibit 7. Con't.

back to prison consistently. The DOC's case management database system, "Case Plan", is structured around identifying key criminogenic factors in each individual and the strategies for remediation.

2. Maryland Division of Parole and Probation (DPP)

The Maryland Division of Parole and Probation (DPP) is charged with working with offenders to uphold and meet the requirements put forth by the courts and the Maryland Parole Commission. The nature of the DPP's contact with inmates is very different from the DOC with more than 700 DPP staff overseeing approximately 95,000 supervisees annually. The DPP conducts pre-sentence investigations, supervises individuals who have been court-ordered into the Drinking Driver Monitor Program, coordinates the Community Supervision Enforcement Program that monitors offenders on home detention, and runs the Warrant Apprehension Unit to bring in offenders who have violated the terms of their supervision. The DPP also works closely with local authorities to share intelligence and crime information through the Violence Prevention Initiative, which provides enhanced supervision on known violent offenders. While the DOC is just starting to focus on using evidence-based practices (EVPs) for reentry efforts, the DPP has been using EVPs for over twenty-years with each individual assigned a case manager who monitors court or parole compliance. The DPP case agents electronically input reentry notes into the DPP case management database, "Case Notes."

3. Maryland Division of Pretrial Detention and Services (DPDS)

The Maryland Division of Pretrial and Services (DPDS) is comprised of the Baltimore Central Booking and Intake Center, the Baltimore City Detention Center (BCDC), and the Pretrial Release Services Program. In FY 2010, Baltimore Central Booking has an annual intake of 70,638 arrestees. The Baltimore City Detention Center prepares roughly 40,000 inmates for release by providing a range of mental health, educational, and rehabilitative programs. The Pretrial Release Services Program serves roughly 1,250 clients and provides investigative, case management, case diversion, and detention services to the DPDS inmate population. Unlike DOC, but similar to DPP, the pretrial population is constantly in flux, making consistent reentry programming difficult. Community non-profits, including Power Inside, a Baltimore-based non-profit providing women with counseling and access to gender-specific and trauma services, works directly with women in BCDC and attempts to provide continuing care in the community. According to Ms. Cosgrove, providing reentry services to the Pretrial population is the place where the most work needs to be done and will be a primary focus over the next year. The current data systems used at DPDS is OBSCIUS I, a prison offender management system geared toward the classification process and tracking where an offender is located within a facility on any given day or at any time. There is very little data available for an individual inmate concerning reentry.

4. Office of Treatment Services (OTS)

The Office of Treatment Services (OTS) is charged with the provision of treatment of offenders under the custody of DPSCS. OTS delivers treatment in a comprehensive and integrated fashion to ensure that upon release, individuals will have access to necessary care. The treatment services offered include: medical and mental health services, substance abuse treatment programs, and release planning assistance. The Office of Treatment Services contains the following distinct treatment units: the Office of Inmate Health Services (OIHS), Mental Health, Social Work Services, and Substance Abuse Treatment Services. All of these units are geared to provide appropriate services to facilitate an inmate's return to

Exhibit 7. Con't.

their community whether it is through continued medical, mental health, and substance abuse treatment out in the community. The primary mission of the social workers in the Social Work Services unit is to assist any offender with a serious medical or mental health condition, long-term incarceration, or extreme antisocial behavior to develop a continued treatment plan upon release.

When an inmate is released, they are provided with 30-day supply of any medication and any appropriate referrals to community providers. Any state-certified substance abuse treatment providers in correctional facilities and in the community that receive public funding are required to record an individual's substance abuse record into the SMART database. Medical records are kept with the specific service provider (either electronically or on paper) unless the individual inmate has consented that the information can be shared with another service provider or service providers.

5. Office of Planning, Policy, Regulations and Statistics (OPPRS)

The Office of Planning, Policy, Regulations and Statistics (OPPRS)'s primary responsibilities include strategic planning and performance management, data analysis, and policy development. The Planning and Statistics unit coordinates data collection and analysis and produces statistical reports and summaries for DPSCS. It also develops budgeting and planning projections. The Policy and Regulation unit provides necessary oversight of the Department's policy development system and works with agency heads to develop and maintain Department Directives. The OPPRS is "an adjunct office [for reentry services] and while they're not involved in the day-to-day, we need them" (Cosgrove). The OPPRS compiled and prepared the statistical data for the DOC's 2010 Annual Report.

Statistical data included in the report:

- By Jurisdiction, Persons committed to the Division of Correction with Life/Death Sentences
- Places of Birth of Committed Persons, FY 2010
- Race and Sex of Committed Persons, FY 2010
- Major Offenses of Committed Persons, FY 2010
- Jurisdiction from which committed persons were received, FY 2010
- Age Groups of Committed Persons, FY 2010
- Lengths of Sentence of Committed Persons, FY 2010
- Intake/Type of Intake (processed commitments, return from parole, escape, mental hospitals, etc.)
- Release/Type of Release

6. The Information Technology and Communications Division (ITCD)

The Information Technology and Communications Division (ITCD) provides electronic criminal justice information services for criminal justice and non-criminal justice purposes to DPSCS, other federal, state, and local criminal justice agencies, and other authorized users. The ITCD maintains the Criminal Justice Information System (CJIS) Central Repository, which houses Maryland's fingerprint-supported criminal identification records and criminal history record information (the Maryland "RAP" sheet). The Public Safety Data Center within the ITCD provides systems operations support for Maryland's departmental information systems, as well as networking interfaces for many national, state, and local criminal justice

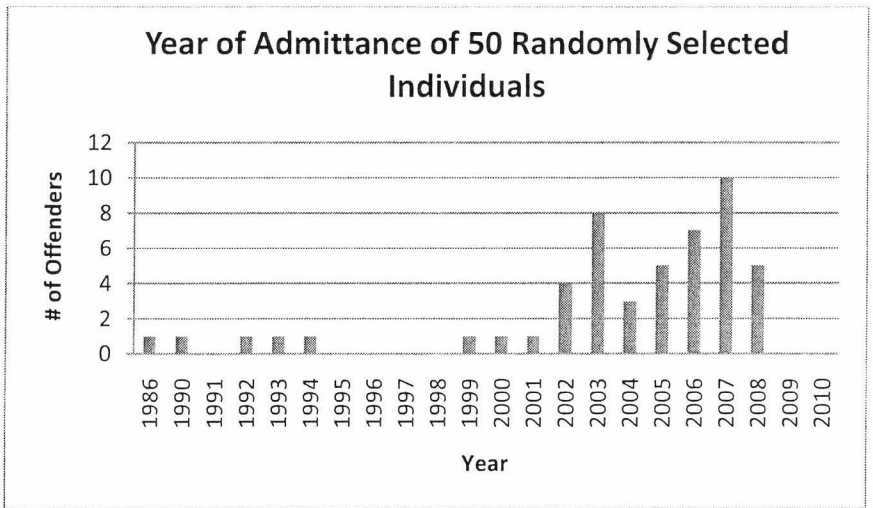
Exhibit 7. Con't.

agencies. The ITCD is currently of great importance to all agencies involved in reentry programming because they are implementing the new Offender Case Management System (OCMS) enabling all these agencies to collect and combine data in new ways.

Exhibit 8. Descriptive case analysis summary

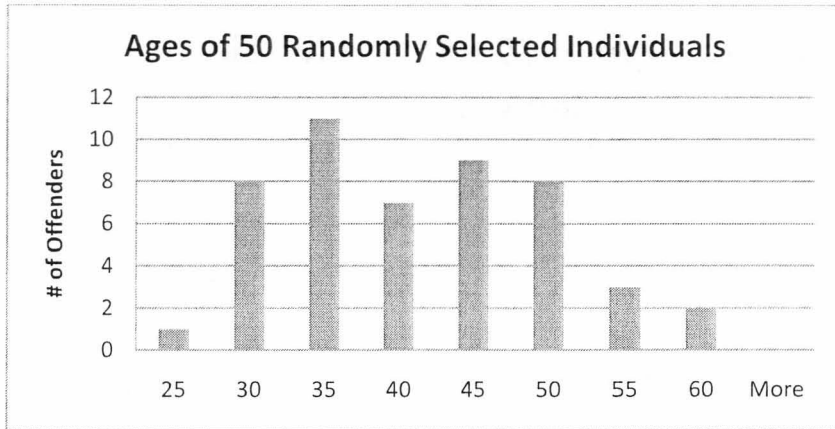
In January of 2011, I conducted a descriptive case analysis exploring what administrative reentry information is exists in DPSCS's OBSCIS, DPP's Case Notes, DOC's Case Plan, and ADAA's SMART data systems. The Department of Public Safety and Correctional Services provided me with 50 case files of randomly selected individuals admitted to Maryland correctional institutions between 1986 and 2008. I received a data extract for the 50 files from DPSCS's OBSCIS system allowing me to review sample information in the 50 files. I also reviewed the 50 files in the DOC's Case Plan data system and reviewed 18 of the 50 files in the DPP's Case Notes system. The sample included 40 men and 10 women who ranged in age from 25 to 60 with a median age of 39.

Exhibit 9. Year of admittance of 50 randomly selected individuals



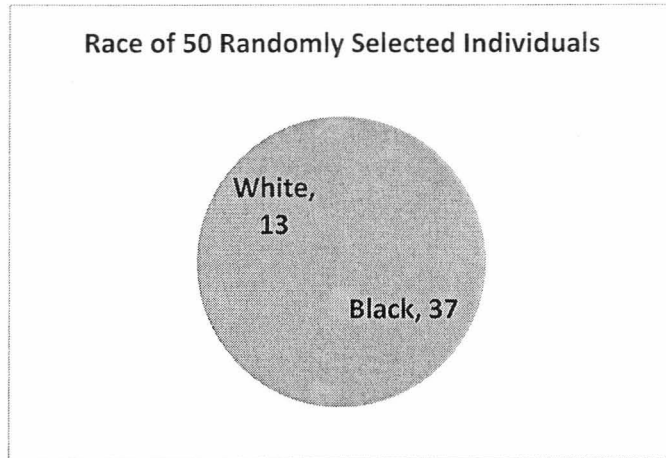
Source: OBSCIS I data

Exhibit 10. Age distribution of 50 randomly selected individuals



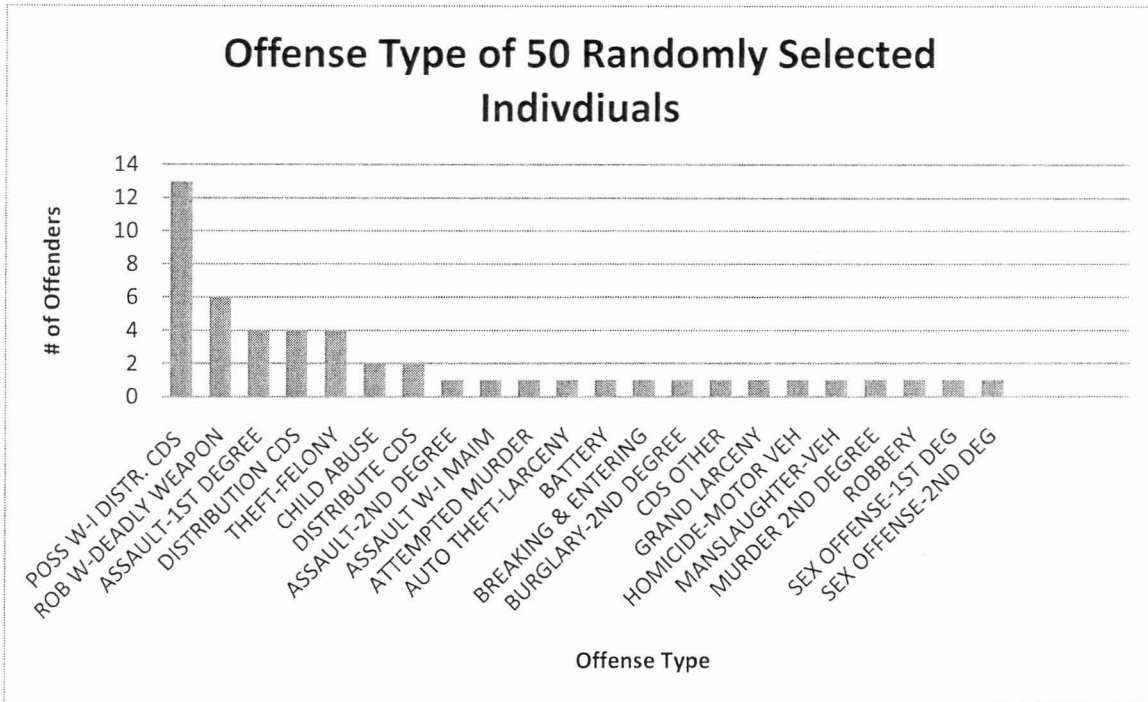
Age: mean 39.5 Median 39 Max 60 Min 25; Source: OBSCIUS I data

Exhibit 11. Race of 50 randomly selected individuals



Source: OBSCIUS I data

Exhibit 12. Offense type of 50 randomly selected individuals



Source: OBSCIUS I data

Exhibit 13. Case Notes findings

DOMAIN OF TREATMENT/CATEGORY	CODE NAME	NUMBER OF CASE FILES
Employment or Education (any mention)		17
Self-reported employment or Unemployment	SREMPLOY	16
PO Verified Employment	VEREMPLOY	8
Filling out Job Applications	JOBAPP	4
Enrolled in Job Training Program	JTENROLL	2
Completed Job Training Program	JTCOMPLETE	1
Enrolled in an Education Program	EDENROLL	4
Medical/Mental Health/ Substance Abuse (any mention)		15
Urinalysis	URINE	12
PO notes any medical information or Treatment	MEDINFO	6
Hospitalizations or ER visits	HOSPITAL	3
PO notes registration in SMART system	SMART	3
Referrals for a risk assessment, mental Health evaluation and/or treatment	REFFERAL	10
PO verifies attendance at first risk assessment, evaluation, and/or appointment	VERAPPOINT	9
Housing (any mention)		18
Current address	ADDRESS	18
Current phone number	PHNENMBR	17
PO mentions term housing stability	HOUSE	3
Physical home visit	HOMEVISIT	9
Family, Relationships, and Pro-Social Activities (any mention)		11
PO describes relationship issues or family Situations	FAMILY	9
Parolee requests to leave state for vacation	PERSONAL	4
Collaboration with Department of Social Services	SOCSERV	3
Financial Responsibility (any mention)		12
Parolee receives disability payments	DISABILITY	2
Making restitution payments	RESTITUTE	8
Receives food stamps	FOODSTMP	2

Source: Case Notes

Exhibit 14. Case Notes code name key

NAME	DEFINITION
COMPLIANCE	Parole Officer (PO) notes compliance or noncompliance with scheduled office or check-in kiosk visits
URINE	PO notes drug test results
ADDRESS	PO notes current address
PHNENMBR	PO notes current phone number
MEDINFO	PO notes medical information or any type of current treatment
HOSPITAL	PO notes any self-reported hospitalizations or ER visits
HOUSE	PO notes presence of housing stability
HOMEVISIT	PO notes a physical house visit
FOODSTMP	PO notes whether individual receives Food Stamps
FAMILY	PO describes relationship issues or notes family situations
SRARREST	PO notes any self-reported arrests
HITNOTCE	PO notes an automated hit notice which records any parolee's arrest
WARRANT	PO notes warrant notice
PERSONAL	PO notes a parolee's request to leave the state
EDENROLL	PO notes if an individual is enrolled in an education program
JTENROLL	PO notes if an individual is enrolled in a job training program
JTCOMPLETE	PO notes if an individual completed a job training program
SREMPLOY	PO notes self-reported employment
VEREMPLOY	PO notes verification of employment (paystubs, site visits or phone call with employer)
JOBAPP	PO notes whether a parolee reports filling out job applications
SMART	PO notes whether a parolee is entered in the SMART system
REQTESTS	PO notes whether a parolee gets court-mandated tests
DISABILITY	PO notes parolee receiving disability payments
REFFERAL	PO notes whether an individual is referred for a risk assessment, mental health evaluation and/or treatment program
VERAPPOINT	PO verifies attendance at first appointment, evaluation, etc.
SOCSERV	PO notes collaboration with social services
RESTITUTE	PO notes restitution payment status
SEXOFFEND	PO notes sex offender monitoring

Exhibit 15. Data collected in Case Plan

CRIMINOGENIC RISK FACTORS	POSSIBLE GOALS	POSSIBLE STRATEGIES
Antisocial Associates	Minimal or no criminogenic impact Reduce association with criminal friends Develop associations with pro-social individuals	Pro-social relationship development Social skills development Thinking for a change Thinking /Deciding/ Changing Anger management Group/Counseling Problem solving skill development
Antisocial Thinking	Recognize high risk thinking and find alternatives Improve problem solving skills	Problem solving skill development Thinking /Deciding/ Changing Pro-social relationship development Thinking for a change Anger management Group/Counseling
Substance Abuse	Minimal or no criminogenic impact Reduce use of substances Find alternatives to substance abuse Reduce personal/interpersonal supports for abuse	Random urinalysis Monitored urinalysis schedule Addiction Treatment Protocol Substance abuse screening and recommended treatment
Educational/Occupational Skills	Increase literacy Obtain high school equivalency degree Learn or enhance a job skill	Occupational training; GED Mandatory Ed Re-Entry Center (REC) referral Employment readiness program referral Department of Rehabilitative Services referral; College
Employment	Obtain a job Keep a job Pursue promotional opportunities Enhance job skills	Work Release Re-Entry Center (REC) referral Employment readiness program referral Good Will Industries
Family/Marital Support	Minimal or no criminogenic impact Reduce conflict with family members Improve social skills and relationship Improve communication skills	Pro-social relationship development Social skills development
Medical Condition	Minimal or no criminogenic impact Seek medical treatment from health practitioner Comply with treatment recommendations	See health personnel when necessary Take medication as prescribed Medical assistance referral
Mental Health	Minimal or no criminogenic impact Seek treatment from mental health practitioner Comply with treatment recommendations	See mental health personnel when necessary Regular, active participation in counseling Take medication as prescribed Psychological evaluation and participation in recommended treatment
Sexual Offending	Minimal or no criminogenic impact Develop understanding of offense cycle Minimize contact with potential victims	Substance abuse restrictions treatment Mental Health treatment Sexual Offender specific assessment and treatment

Source: Case Plan Manual

Exhibit 16. List of categories and variables collected in the SMART system.

Variable Information	
Variable	Label
ClientIntakeID	Client Intake ID
CLINICID	Clinic ID
NPI	National Provider ID
DOA	Date of Admission
FYADM	Fiscal Year of Admission
FundAdm	Funded at Admission
UniqueClientID	Unique Client Identifier
DOB	Date of Birth
SSN	Social Security Number
ZIPCODE	Zip Code
TYPECLNT	Type of Client
ADTYP	Transaction Type
NOPRAD	Number of Prior Admissions
SRCREF	Source of Referral
SEX	Sex
RACE	Race
ETHNIC	Ethnicity
RES	Residence
MARSTAT	Marital Status
SCHA	Highest School Grade Completed
EMPA	Employment Status at Admission
FAMINC	Family Income
PRIMINC	Primary Source of Income/Support
LIVSITADM	Living Arrangement at Admission

CHILDREN	Number of Dependent Children
TYPINS	Health Coverage
PREGADM	Currently Pregnant at Admission
PSYCHADM	Current Mental Health Problem(s)
TOBACCO	Tobacco Use Past 30 Days
DAYSWAIT	Days Waiting to Enter Treatment
ASICNTRL	Controlled Environment Past 30 Days
ASUB1	Primary Substance at Admission
ASEV1	Primary Severity at Admission
AFRQ1	Primary Frequency at Admission
ARTE1	Primary Route at Admission
AGE1	Primary Age of First Use
ASUB2	Secondary Substance at Admission
ASEV2	Secondary Severity at Admission
AFRQ2	Secondary Frequency at Admission
ARTE2	Secondary Route at Admission
AGE2	Secondary Age of First Use
ASUB3	Tertiary Substance at Admission
ASEV3	Tertiary Severity at Admission
AFRQ3	Tertiary Frequency at Admission
ARTE3	Tertiary Route at Admission
AGE3	Tertiary Age of First Use
TXSett	Treatment Setting
K12ADM	Attending Grades K-12 at Admission
GEDA	GED Program at Admission
VOCA	Vocational Training at Admission
COLA	Higher Education at Admission
NARA30	Number of Arrests Last 30 Days

DaysSupp	Number of Days in Support Group in Last 30 Days
DaysAA	Number of Days Attended AA/NA in Last 30 Days
GSMen	Gender Specific - Men
GSWomen	Gender Specific - Women
CoOcc	Co-Occuring
Bup	Buprenorphine
AGE	Age at Admission
CountyID	County of Program
DOE	Date of Enrollment
DODE	Date of Dis-Enrollment
ASAM	Level of Care
RDisEnr	Reason For Dis-Enrollment
FYEnr	Fiscal Year of Enrollment
FYDisEnr	Fiscal Year of Dis-Enrollment
FundEnr	Funded Enrollment
FunddisEnr	Funded Dis-Enrollment
LOSEnr	Length of Stay for Enrollment
DOD	Date of Discharge
EMPD	Employment Status at Discharge
RDIS	Reason For Discharge
TXRef	Treatment Referral Type
PrimPay	Primary Source of Payment
OtherPay1	Other Source of Payment1
OtherPay2	Other Source of Payment2
LIVSITDIS	Living Arrangement at Discharge
PSYCHDIS	Treated for Mental Helath Problem(s) During Treatment Episode
PREGDIS	Currently Pregnant at Discharge
INDIVCOUNS	Number of Individual Counseling Sessions

GROUPCOUNS	Number of Group Counseling Sessions
FAMILCOUNS	Number of Family Counseling Sessions
URINALYSIS	Urinalysis Tests During Treatment
POSITIVE	Positive Urinalysis Test During Treatment
DSUB1	Primary Substance at Discharge
DSEV1	Primary Severity at Discharge
DFRQ1	Primary Frequency at Discharge
DSUB2	Secondary Substance at Discharge
DSEV2	Secondary Severity at Discharge
DFRQ2	Secondary Frequency at Discharge
DSUB3	Tertiary Substance at Discharge
DSEV3	Tertiary Severity at Discharge
DFRQ3	Tertiary Frequency at Discharge
NARD30	Number of Arrests During Last 30 Days of Treatment
K12DIS	Attending Grades K-12 at Discharge
GEDD	GED Program at Discharge
VOCD	Vocational Training at Discharge
COLD	Higher Education at Discharge
AncRef	Ancillary Referral Type
FYDIS	Fiscal Year of Discharge
FundDis	Funded Discharge
AdmCreateDate	Create Date of Admission in SMART
DOI	Date of Intake in SMART
IntakeCreateDate	Date the Intake was Created in SMART
EnrollmentCreateDate	Date The Enrollment was Created in SMART
DisCreateDate	Date the Discharge was Created in SMART
facilityID	Facility ID
veteran	Veteran Status

Exhibit 17. Maryland DPSCS mission and vision statements

Mission Statement

The Department of Public Safety and Correctional Services protects the public, its employees, and detainees and offenders under its supervision.

Vision

The Maryland Department of Public Safety and Correctional Services will be nationally recognized as a department that believes its own employees are its greatest strength, and values the development of their talents, skills, and leadership.

We will be known for dealing with tough issues like gang violence, by capitalizing on the strength of interagency collaboration.

We will be nationally known as the department that takes responsibility for the greatest of problems, and moves quickly and quietly to bring about successful change.

The Department of Public Safety and Correctional Services will be known as one of the national leaders in the development and use of technology through system interoperability.

Others will look to this department for its effective leadership and evidence-based practices.

We will be known for our belief in the value of the human being, and the way we protect those individuals, whether they are members of the public, our own employees, those we are obligated to keep safe and in custody, or victims of crime.

The Maryland Department of Public Safety and Correctional Services will be known as an organization that focuses on its mission and takes care of its people.

Source: DPSCS website

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⁵⁷ This indicator stemmed from a Subcommittee discussion around Dr. Felton Earls research on 7/21/2011.

Summary of research can be found at: <http://crab.rutgers.edu/~goertzel/CollectiveEfficacyEarls.html>

⁵⁸ At the 7/21/2011 meeting, the Subcommittee decided that waiting until the 90-day post-release mark would provide a more accurate measure of financial responsibility because it would provide time for individuals to secure employment and a steady income source.

⁵⁹ Conversation with Bonnie Cosgrove, 1/7/2011

⁶⁰ Ibid., 1/7/2011

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⁶² Conversation with Arnissa Roberts, Department of Parole and Probation, 1/10/2011

⁶³ Department of Public Safety and Correctional Services Individual Case Plan (ICP) User Manual, State of Maryland DPSCS/ITCD, p. 1

⁶⁴ Caseload statistics come from the DPSCS: Division of Parole and Probation: DPP Summary for Statestat. Reporting Period: December 2010.

⁶⁵ E-mail correspondence with Rebecca Gowen 7/20/2011. The 2012 MFR goals and objectives can be found at: <http://dbm.maryland.gov/agencies/operbudget/Documents/2012/Proposed/pubsafcor.pdf>

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Appendix B

Summary of Vocational Services and Job Readiness Opportunities Available

Summary of Vocational Services and Job Readiness Opportunities Available

The following pages provide detailed information on programming opportunities available to juveniles related to vocational and job readiness skills. The program names are provided, in alphabetical order, along with descriptions, program criteria, and program locations. Additionally, information is provided regarding the length of time the program has existed and whether outcomes are tracked for each program. The list is divided to designate programs that offer professional/vocational certifications from those that do not. It is important to note, however, that some programs may not offer professional/vocational certification but they offer assistance with high school diplomas or GEDs. These are included in the list of programs without certifications since they are not related to a specific vocation/profession.

For the programs included on the following pages:

- There are 30 programs that offer professional/vocational certification
- There are 40 programs do not offer professional/vocational certification
 - Of the non-certification programs, four offer HS or GED assistance and another offers community service experience that can be used for completion of high school graduation requirements.

Programs that Offer Vocational Services and Job Readiness Opportunities with Professional/Vocational Certification

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
<u>Calvert County Public Schools: Vo-Tech</u>	Students spend a two-period block of their school day (roughly 90 minutes) at the CTA	Eligible CCPS students	Calvert HS Campus	Yes	CCPS may, DJS does not
<u>Canyon State Academy: Automotive Technology Program, Computer Technology, Culinary Arts Program, Equine Science, Multi Media (including Print Press Operation (PPO), Graphic Design for Silkscreen, Creation of Newsletters, Production of Videos for Validation and Sports Banquets, and Basic Fundamentals of Drawing), Barbering College, Animal Husbandry, Life Guard Training, and Pool Maintenance.</u>	Training begins with the completion of the World of Work. Once completed, students may be eligible for certification and various job opportunities both on and off campus.	Basic knowledge that can be applied to future employment. Youth's development of job skills and experience can be put on their resume.	On-site and/or at the facility in Arizona	Certification is offered in Automotive Technology, Microsoft Office Specialist, CPR and First Aide, Lifeguard, Culinary Arts/Serve, and Pool Operator	We track successful and unsuccessful discharges but not specifically how many youth leave the program having completed a "job training" program or with a specific

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
				(18 years or older).	trade certificate.
<p><u>The Chesapeake Alternative School</u> (although Chesapeake Center for Youth Development, Inc. (CCYD) is the organization's legal entity.) The school includes the following components: Academic Assessments, Remedial Education, Writing resumes, applications, etc, Tutorial Services, GED Preparation, Assistance in obtaining credentials for daily living (MD State I.D. Soc. Security Card, Driving Permit, etc.), Industry specialized job training, Community Service Learning, Interview Skills, 30, 90, 180 days of transitional follow-up, Multi-cultural Education, and Personal and Social Skills.</p>	<p>All DJS youth who are referred may enroll with the exception of those who meet the Exclusionary Criteria as follows: Require hospitalization because of medical or psychiatric condition, Require Special Education Services other than those prescribed in accordance with a Code 9 classification which is a specific learning disability.</p>	<p>They benefit from improved school attendance, punctuality, academic achievement and grades, improved competence, employability and social responsibility. They also benefit from access to clinical and social work services for youth and family. Avoidance of further contact with or deeper penetration into the juvenile justice system or adult corrections are other benefits.</p>	<p>Baltimore City - 301 E. Patapsco Avenue, Baltimore, MD 21225</p>	<p>May receive GED Diplomas (certification) and a variety of vocational credentials including ServSafe, Lift Truck Operator Certification. Vocational Training is also provided in a number of construction and building trade areas and youth are placed at supportive employment worksites for paid internship.</p>	
<p><u>Clarinda Academy:</u> Clarinda offers long-term residential treatment, a 90-day impact program, shelter care, and transitional living services. Students are offered a broad continuum of vocational courses including landscaping/ gardening, turf management, welding, screen-printing and graphic design, and</p>	<p>Males and females ages 12-18. I.Q. above 70. Youth needing behavioral modification and substance abuse treatment.</p>	<p>Every youth has the opportunity to leave Clarinda with employment and life skills in addition to a GED and/or High School Diploma. Clarinda offers</p>	<p>Clarinda, IA - On-site as well as the local community businesses and community colleges</p>	<p>Basic and/or advanced certificates in welding, call center class, turf management, nursing assistance,</p>	<p>Yes, we receive weekly, quarterly and annual outcomes reports from the agency – the program</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
Maintenance, as well as a Certified Nursing Assistant program offered through the local community college.		life skills in cooking, sewing, maintenance and babysitting.		barbering and auto mechanics are awarded based on completion of course work.	tracks successful and unsuccessful discharges
<u>Conservations Corps</u> : MCC provides members with opportunities for skill development and personal growth through a supportive, team-based environment. It provides environmental education programming for roughly 10,000 Maryland students; Plants thousands of trees; Maintains hundreds of miles of trails; Works with schools to plant bay grasses; Restores wildlife habitat; Conducts interpretive programs in state parks; Supports the improvement of the Chesapeake and Coastal Bays; Improve park nature centers; and helps preserve Maryland's rich historical heritage.	Should be at least 16 years of age.	Any youth interested in working with the park service.	Different sites throughout Maryland	Yes	No
<u>CORPS Pre-Apprenticeship Program</u> : The US Department of Labor awarded funding to the Department of Juvenile Services for the <i>Continuum of Opportunity Reentry Program & Services</i> (CORPS) initiative in partnership with Baltimore City agencies and other partners. The CORPS Initiative will serve 400 Baltimore City male and female youth, 14 years and	CORPS Initiative priority eligibility : for the 320 Baltimore City youth identified as returning from residential placement. The second priority is for 80 youth on	Each enrolled CORPS youth will receive \$1000 in EES funds to be used for employment and educational pursuits, including: application fees; credit recovery;	Randallstown, MD	Certificates after completing required tests: certificate of completion that will be accepted for both AFL-CIO and ABC apprentice-	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
<p>older: 80% returning from placements, and 20% on probation. CORPS will offer employment, education, mentoring, community service and community engagement opportunities for youth. This will include six (6) Pre-Apprenticeship programs for 12 to 20 youth each, and will be free for eligible youth: a more than \$500 value.</p>	<p>probation. Eligibility for Pre-Apprenticeship Program: will be more restricted than overall eligibility in the CORPS Initiative, because individuals are only eligible for construction trade apprenticeships if they are 18 years of age and older, and have a high school diploma or General Education Diploma (GED). Youth must be <u>at least 17 years</u> who have received their <u>High School Diplomas or GED</u>, <u>or</u> are working towards this goal. Youth must RSVP to attend one of two orientation sessions at the Randallstown site.</p>	<p>tuition for GED and college courses; driver's licenses; tools or books; and subsidized employment. Youth will also be enrolled as CCBC students. Youth can opt to continue with an advance Pre-Apprenticeship program at CCBC using Employment and Education Support (EES)</p>		<p>ships, OSHA certification, First Aid, CPR and AED certification</p>	
<p>CTE – Construction Core: 75-hour program covering 9 modules of building trades competencies; class</p>	<p>Application, Interview, pretest in reading and</p>	<p>Provides interested youth with the</p>	<p>Victor Cullen Center School-</p>	<p>NCCER nationally recognized</p>	<p>Individual modules tracked/</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
entrance is ongoing based upon student interest	math; 2-weeks no disciplinary referrals to be accepted and not more than one referral in a day thereafter, at least 16 years old	opportunity to gain skills in various apprenticeships.	ongoing classes held in apprenticeship building and at off-site projects	certificate (wallet card) of completion;	recorded and application for national card submitted; track daily grades, module class work, and lab assignments
<u>CTE – Electrical I & II</u> : 260-hour program covering 2 of 4 levels; class entrance is ongoing based upon student completion of Core program	Must have completed Core program and maintain behavior expectations throughout program	All youth who are interested;	Victor Cullen Center School-classes held in apprenticeship building and at off-site projects	NCCER nationally recognized certificate (wallet card) of completion;	Individual modules tracked/ recorded and application for national card submitted; track daily grades and module class work and lab assignments
<u>C-Tech Copper Cabling: Introduction to Network Cabling—Copper-Based Systems (C-Tech Copper)</u> . The course focuses on: Proper tool use and construction techniques, characteristics of various industry standards, troubleshooting and repair. Students construct, test, and troubleshoot copper-based cabling systems that are the basis of today’s networking, cable television and satellite communications systems. The industry standards include both commercial and	Must be 16 years old and have good grades in science and math.	Benefits any youth and provides students with the knowledge and skills needed to become certified entry-level technicians in the Network Cabling industry	Carter or LESCC detention facilities	Certification is received by graduates of the program. They need to complete 40 hours and pass the test and this will give them national certification	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
<p>residential structures. Troubleshooting includes a chapter on testing copper-based systems and one on networks wired and wireless. The latest information is included, on Cat 6 and quad-shield coax, VoIP, smart homes, and more. C-Tech Copper, is taught by certified instructors who are members of the DJS or MSDE staff at the facilities</p>					
<p>Department of Juvenile Services Youth Centers: Specific vocational program offerings include: <u>Green Ridge Youth Center</u> offers: Carpentry and Archaeology Technician Certificate <u>Savage Mountain Youth Center</u> offers an Automotive 60 Hour Program <u>Meadow Mountain Youth Center</u> offers: Aquaculture Technician Program, Frostburg State University Cultural Events Series, and Jazz for Adjudicated Youth <u>Backbone Mountain Youth Center</u> offers: Carpentry Program, College Program = each semester, 12 students are selected to participate in the Backbone Mountain Academy's College Program in partnership with Garrett College. At the conclusion of each semester, each student will have in his possession: a high school diploma; an admission letter from</p>	<p>Maryland DJS Youth Centers have a residential program for adjudicated boys, 14 – 19 years of age. The average commitment is between 6 – 9 months. However, in order to be eligible for the college program at Backbone Mountain Academy, students must apply and interview while soliciting letters of recommendation from his community case manager. Please find the guidelines</p>	<p>All youth benefit by receiving a tangible certificate that demonstrates their competency in the field and/or content area. Students can use their certificates as part of their employment portfolio. AmeriCorps (450 hours of service) and Maryland Conservation Corps (300 hours of service) volunteers receive an education stipend to be used when they enroll in a community</p>	<p>The vocational programs take place in each of their respective shops – which the students built. However, the additional certificate programs occur anywhere from the traditional classroom to the alternative educational sites (e.g., carpentry projects off grounds</p>	<p>AmeriCorps students complete 450 hours of service and in exchange receive a \$1,200 education stipend to be used at an institution of higher learning.; Maryland Conservation Corps students complete 300 hours of service and in exchange receive a \$1,000 education</p>	<p>The Office of Pupil Personnel for the Department of Juvenile Services tracks our students upon release. However, our Guidance Counselor tracks our students released from the College Program at Backbone Mountain Youth Center.</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
the college; a college transcript reflecting 6 – 15 transferable college credits; and an education stipend for \$1,200.	attached to this report.	college upon release. CJC members will receive \$7.25 per hour for the 180 hours of the capstone program.	working at a true job site).	stipend to be used at an institution of higher learning.	
<u>Department of Labor, Licensing and Registration Southern Maryland Workforce Services - Youth Services:</u> Core Services include: Eligibility Determination, Outreach/Intake Assessment; Career Training Information; Job Search/Placement (Career Counseling); Labor Market Information; provide support; motivation and assistance in designing a goal plan	16-21 years old, low income, facing barriers to obtaining employment for financial security that have a lack of support system. Individual assessment if criteria not met.	Basic job skill readiness, consultation with employment, job referrals, labor law regulation information, free internet computer and computer access	Southern Maryland Workforce Services 175 Post Office Road, Waldorf, Maryland	Yes	No
<u>DLLR: Workforce Investment Program</u>		DLLR clients (may be DJS youth)	Prince Frederick DLLR office	Depends on program	DLLR does, DJS does not
<u>The Dr. Henry F. and Florence Hill Graff Shelter and Short-Term Group Home for girls:</u> The Graff Shelter is a 90 day placement for adolescent girls ages 12 – 18 with a capacity for 12 residents. The shelter provides a safe, temporary home for girls while they await a pending court hearing or a more permanent placement. Although an unlocked facility, supervision is provided on a twenty-four hour, seven-day per week basis.	Referrals to the Graff Shelter are accepted from the local departments of juvenile services, social services and mental health agencies. <u><i>The Graff Shelter will not serve:</i></u> Boys of any age:	All residents in placement benefit from the services offered.	Western Maryland - 8504 Mapleville Road, Boonsboro, Maryland 21713	-1 st Aid/CPR -Technology Certificates through “Custom Guides” on-line curriculum -GED and/or “hours” towards high school credits through a	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
	Girls with a primary diagnosis of alcoholism, drug addiction or severe brain damage: Girls who have cognitive deficits which severely limit their ability to benefit from the treatment modalities provided: Girls who have assaultive, antisocial behaviors, and currently present a risk to the safety of self or others and Girls who are actively psychotic.			licensed Type III education program. -Certificate in "Social Skills for Employment" -Certificate in "Financial Literacy" though "money talks" curriculum.	
DORS: Workforce Training Program	Pre-screened, qualified individuals with a disability.	Individuals with qualifying Disabilities (may be DJS youth/family members)	Prince Frederick DORS office	Depends on program	DORS may, DJS does not
Free State Challenge Academy 5 month military oriented residential program at APG which aids adjustment to work force and higher education	16-18; dropped out of school or disenrolled; no DJS involvement	GED, driver's license, job readiness/vocational skills/career planning	Aberdeen Proving Ground, Harford County	Yes	No outcomes are tracked
Glen Mills: The Glen Mills Schools	Males ages 14-18,	Youth that	Concordville,	Basic and	Yes, we

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
<p>is the oldest residential school for court referred young men in the country. The student learns the basic reading and math skills needed for success in his respective shop as well as hands-on training skills. Training begins with assessment using Career Scope and is followed by completion of classes in Career & Technical Learning Center which includes OSHA training, CPR and First Aid before a student enters hands on training.</p>	<p>I.Q. varies and accepted to out-of-state, staff secured placement. Youth needing behavioral modification and substance abuse treatment.</p>	<p>successfully complete the program. Every youth has the opportunity to leave Glen Mills with a “trade” or skill in addition to a GED and/or High School Diploma which in turn affords them a chance to be independent and develop into a productive citizen.</p>	<p>PA</p>	<p>advanced certificates are awarded based on individual competency.</p>	<p>receive weekly, quarterly and annual outcomes reports from the agency. The program tracks successful and unsuccessful discharges but not specifically how many youth leave the program having completed a “job training” program or with a specific trade certificate.</p>
<p><u>Green School:</u> Educate, train and prep individuals who would like to work within the Green Workforce, Classes on solar, biomass research, renewable energy, weatherization, geothermal and others.</p>	<p>16 sessions or one year commitment</p>	<p>Learn skills to implement measures to tighten the building envelope, reduce energy loss, reduce pollutants</p>	<p>Summer in St. Mary's County</p>	<p>Yes- with certification to join weatherization workforce as certified technician.</p>	<p>This is a new program</p>
<p><u>Howard County Office of Workforce Development:</u> Youth Program: High School Diploma and Occupational Skills Training</p>	<p>Out of school youth ages of 14-21-economically disadvantaged,</p>	<p>Diploma and Skills Training</p>	<p>7161 Columbia Gateway Drive,</p>	<p>Depends on what services youth receives</p>	<p>No outcomes are tracked</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
	youth with disabilities, basic skills deficient, pregnant or parent, offender, school dropout, homeless runaway or foster child		Columbia, MD 21046		
<u>MidAtlantic Youth Services:</u> MidAtlantic offers vocational opportunities for their students at both locations. Individual Program Descriptions and/or Areas of Study At MidAtlantic Luzerne are: Exploring Electricity Module, Residential Electrical Wiring, Cable Installation and Cable Termination, OSHA 10, Microsoft Office Specialist Training, and First Aid / CPR. Individual Program Descriptions and/or Areas of Study At MidAtlantic Western PA are OSHA-10, Culinary Arts/Serve Safe, and Upholstery.	Training begins with the completion of the World of Work. Once completed, students may be eligible for certification and various job opportunities both on and off campus.	Every youth that completes the certification programs gains basic knowledge that can be applied to future employment opportunities. Every youth has the opportunity to leave MidAtlantic programs with a "hand-on" experience or skill in addition to a GED and/or High School Diploma.	Luzerne and Western PA - On-site and/or at the facility.	Certification is offered in Cable Installation and Cable Termination, Microsoft Office Specialist, OSH 10, CPR and First Aide, Upholstery, Culinary Arts/Serve Safe.	We track successful and unsuccessful discharges but not specifically how many youth leave the program having completed a "job training" program or with a specific trade certificate.
<u>OSHA 10 Certificate:</u> 10-hour certificate covering 11 modules created to help put workplace safety standards in place to prevent worker injury; course is offered quarterly (July 2011)	Application, interest in construction trades; at least 16 years old,	Learn important workplace skills.	Victor Cullen Center School-classes held quarterly in classroom	OSHA wallet card issued after passing	Final test; track assignments (grades) and culminating final exam
<u>Our House:</u> provide certification in carpentry for youth. Youth work on	High risk males ages 16-21.	An older youth who may be	Brookeville, Maryland	Yes, Carpentry certificate	HQ

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
a job site, and is given employment opportunities after graduation.		looking for independent living and would benefit from job skills training.			
<u>Plumbers and Gasfitters Apprenticeship:</u> Apprenticeship	At least 18 years in Washington, DC, Maryland and Virginia	Learn the skills needed to become a plumber or gasfitter.	Landover, MD	First year apprentice is \$17.70 an hour, with increases each year until completion of program.	No
<u>Project CRAFT/Home Builder's Institute:</u> Home Builders Institute (HBI) is the 501(c)3 affiliate of the National Association of Home Builders (NAHB) that provides training, mentoring, curriculum development and job placement services in support of the housing industry. As the workforce development arm of NAHB, HBI has prepared youth and adults for residential construction careers for more than 40 years. Youths receive hands-on and classroom training in the construction trade industry. They will undergo a series of employability classes and be provided job placement assistance.	DJS referred youth enrolled in the MST and an educational curriculum/GED program and successfully engaged. Males and females ages 15.9-17.5.	Youth who successfully complete the program	Baltimore, MD	Certification is awarded	Yes, we receive weekly, quarterly and annual outcomes reports from the agency.
<u>ServSafe Food Handler Program:</u> The ServSafe Food Handler Program delivers consistent food safety training to employees. The	For youth detained at facilities offering program	Benefits all youth whether they plan to work in food services or not.	Carter or LESCC detention facilities as	Graduates receive a ServSafe Certificate	Waxter tracks through the office of pupil services.

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
<p>program covers five key areas: Basic Food Safety, Personal Hygiene, Cross-contamination & Allergens, Time & Temperature, Cleaning & Sanitation.</p>		<p>Teaches basic food handling skills along with safety and sanitation rules.</p>	<p>well as Waxters' C-Unit. Victor Cullen Center School has classes held quarterly within school classroom and VCC kitchen</p>	<p>which is valid at all food service outlets.</p>	<p>Victor Cullen Center School tracks assignments (grades) and culminating final exam</p>
<p><u>Silver Oak:</u> The Silver Oak Academy (SOA) is a privately owned staff secure residential program owned and operated by Rite of Passage, Inc. Vocational training services includes: Food Service & Hospitality Management, Carpentry/Electrical Construction/Masonry, Cosmetology/Barbering, and Electronics</p>	<p>Males ages 14-18. Youth needing behavioral modification and substance abuse and mental health treatment.</p>	<p>Youth that successfully complete the program</p>	<p>Keymar, MD</p>	<p>Yes – the Food Service & Hospitality Management Program offers a ServSafe certificate; the Carpentry/Electrical Construction/Masonry program offers an OSHA certificate; the Cosmetology/Barbering program offers transferrable hours to complete the required hours for Board Certification; the Electronics program offers</p>	<p>Yes, we receive weekly, quarterly and annual outcomes reports from the agency.</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
				an Industry Standard Certificate	
<p><u>STRIVE Baltimore (Community Program):</u> The STRIVE Baltimore program model includes: Job Readiness Training - An intensive 3-week course which focuses on attitudinal training, workplace etiquette, proper attire and behavior, and developing and maintaining positive workplace behaviors and habits. Job Development and Placement - Employment assessment by STRIVE Job Development staff and employment opportunities with STRIVE's employer partners. Career Case Management- Personal coaching, referrals to key social-service and community-based partners, and opportunities to secure needed educational credentials and hard-skills training. Job Retention and Advancement Strategies- for attaining higher wages through STRIVE's Alumni Services and Career Path components.</p>	<p>17 years and older with or without high school diploma or GED</p>	<p>Youth that successfully complete the program gain tools they need to achieve higher wages and create self-sufficient families and communities.</p>	<p>Baltimore, MD</p>	<p>Yes</p>	<p>Yes, outcomes are tracked through DJS case managers verifying youth progress</p>
<p><u>The Summit Academy:</u> The Summit Academy is a private, residential school for delinquent young men ages 14-18 and serving grades 9-12. The Academy Schools stresses self-achievement and has developed a creative industrial trades program to</p>	<p>I.Q. of 70+, males ages 14-18, and accepted to out-of-state, staff secured placement. Youth needing behavioral modification and</p>	<p>Youth that successfully complete the program</p>	<p>Herman, PA</p>	<p>Certification is awarded</p>	<p>Yes, we receive weekly, quarterly and annual outcomes reports from</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
foster this personal growth in students. This school offers a wide range of trade courses including carpentry, cosmetology, custodial maintenance, electrical wiring, food service, optical lab training, screen-printing, structural repair (painting, dry-walling, flooring, etc.) and woodworking.	substance abuse treatment.				the agency.
<p><u>Take Charge:</u> The Take Charge Program specializes in family strengthening, juvenile prevention, intervention and behavior modification programming. It includes a Youth Diversion Program that was created to modify negative behavior, enhance academic performance and to strengthen families. It also includes a Vehicle Theft Prevention Program which is a structured group counseling program serving youth who have been arrested for vehicle theft provides intensive counseling and fulfillment of sanctions imposed by court. It also includes a gang prevention program called the Stop Gang Violence Program. This is a community-based, family-centered effort designed to help youth who have been adjudicated for juvenile offenses, including gang activity.</p>	Youth who have been adjudicated for juvenile offenses.	Any youth in need of their services residing in the community.	7610 Pennsylvania Avenue Suite 300 Forestville, Maryland	Yes	The Department of Juvenile Services receives the names of all youth who successfully graduate from the programs and the youth who do not successfully complete the program.
<p><u>The Way Home Group Home:</u> The Way Home is a licensed group home for adolescent females who</p>	The Way Home group home welcomes high	A fluid movement for all girls who need special	Baltimore City the Way Home Group	Youth that are enrolled in local GED	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
<p>require a therapeutic milieu that provides a home-like setting, individualized care where they can receive the behavioral health care and family services essential to their successful functioning upon discharge back to their home communities.</p>	<p>severity, treatment refractory teens who need closely monitored care and who present with multiple psychosocial impairments including histories of substance abuse, high risk behaviors, psychiatric disorders, family chaos, low self-esteem, legal issues, and school and learning problems.</p>	<p>services throughout various levels of treatment. In addition, the girls learn healthy ways to reduce high risk behaviors. Therefore, after-school and weekend curriculum elements include cultural enrichment, social skills development, anger management, cognitive reasoning, and activities centered on the enhancement of each girl's coping skills and self-esteem. The program is strengths based which focusing on helping each youth identify and focus on individual skills</p>	<p>Home is located on the campus of the Mountain Manor Treatment Center at 3800 Frederick Avenue Baltimore, MD 21229. 410-576-6597</p>	<p>programs receive certifications. Such certification includes but not limited to fork lifting and food management.</p>	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
		and assets. Thus, the ultimate goals of The Way Home are to improve the overall emotional and physical health of our girls and to help them in pursuing their educational and vocational objectives while			
		decreasing the risk factors associated with school truancy, traumatic life experiences, substance abuse, and emotional socialization problems.			
<u>Youth Opportunity (YO!) Baltimore (Community Program):</u> Helps city youth receive the education, career skills and training needed to become successful adults. YO serves any out-of-school youth 16 to 22 years of age who's a resident of Baltimore City. Services include: GED and Pre-GED classes, career screening tools, job readiness classes, classes to earn a diploma, career training, computer lab,	16-22 years old without high school diploma or GED	Youth that successfully complete the program	Baltimore, MD	Yes	Yes, outcomes are tracked through DJS case managers verifying youth progress

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Outcomes Tracked
<p>recording studio (westside only), and fitness center (westside only). After School Matters (ASM) is a program designed to support at-risk students during their most vulnerable hours, after school. The main objectives of ASM are to:</p> <p>ASM helps students stay in school and utilize their after-school hours to build life and job readiness skills. There are three basic phases to the program: Phase One –150 participants and their parents attend an orientation session. Following this session, participants enrolled and began after-school life skills and job readiness training sessions.</p> <p><u>Phase Two</u> - Waged career exploration, where participants take career tours and hear directly from industry experts and prospective employers about what's required to obtain an entry-level position in industries such as childcare, peer-to-peer counseling, sports management and hospitality.</p> <p><u>Phase Three</u> – Participants engage in a waged internship experience. ASM internships are designed to give students an opportunity to gain work experience, learn specific workplace skills and earn while learning. Upon completion participants often move into a summer job.</p>					

Programs that Offer Vocational Services and Job Readiness Opportunities without Professional/Vocational Certification

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p><u>Allegany County Girls Group Home</u>: The Allegany County Girls Group Home is a small community based group home located in Cumberland, MD, Western Maryland Region. The group home serves adolescent females, ages 13-18, whom are court committed. Typical length of stay is approximately 7 months. The residents are encouraged through role-modeling and education to deal with past issues and behaviors to focus on a brighter future. The group home focuses on strengthening life skills to ensure a successful transition into the community.</p>	<p>The program accepts youth who: are court ordered into the care of the State of Maryland, in need of a group home placement, do not require a higher level of care, have not been diagnosed with mental retardation, are mentally stable and able to be placed in a least restrictive environment, have no history of the following: sexual assault, fire setting, severe aggression and cruelty to animals, do not have a severe allergy to animals, want to be placed at the group home, females between the ages 13-18, not a current danger to self or others, and youth who have not been accepted by the</p>	<p>Females between the ages of 13 – 18 benefit from: Specialized educational services, College enrollment and support, Job training and job placement, Individual therapy, Substance Abuse treatment, Daily Treatment groups to address: Anger Management, Art Therapy, Social Skills, Life Skills, Team Building, Personal Wellness and Self Esteem, Extensive volunteer activities</p>	<p>Allegany County, Cumberland, MD</p>	<p>No</p>	<p>Since 1975-36 years</p>	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
	administrative team as appropriate for the current milieu.					
<u>AMEN</u> : Male support group offering life skills groups, guest speakers, job-readiness program training and opportunities to earn student service learning hours.	Males 15-18 years on probation		Montgomery County	No (youth graduate with a completion certificate)	Since 2009	Not currently
<u>Annapolis Opportunities Industrial Center (OIC)</u> : OIC assists Annapolitans who have dropped out of school to improve their education and level of confidence, to get jobs, which will relieve them of poverty and enhance higher standard of living. Through dedicated professional management, quality service is offered to trainees. ABS, ESL, Introduction to Computers classes offered in both day and evening hours. OIC is a partner with the City of Annapolis, Anne Arundel Community College and Anne Arundel Workforce Development Corporation to develop the "Annapolis Construction Training Project." The training program will provide a pilot vocational program in construction basics for 6-8 out-of-school youth 16 and over.	Youth ages 16 and over, not enrolled in school.	Youth receive experience and training in the construction field.	1908 Forest Dr. Suite H Annapolis	N/A	Not provided	DJS does not currently collect or receive outcome data from this program.
<u>Anne Arundel Workforce Development Program</u> : Youth Programs - includes a drop-out prevention program at North County	Youth programs are for Anne Arundel County residence. Some	Benefits to the youth include a drop-out prevention	Programs occur at local Anne Arundel High school	No	Not sure	DJS does not currently collect or receive

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>High School, and Step Up to Success, a GED, customer service, and job readiness program for older youth. In addition, AAWDC administers a summer pre-apprenticeship program for youth at transportation-related businesses in and around BWI Thurgood Marshall Airport, and partners with Anne Arundel County Public Schools to organize summer job fairs in each public high school in the spring; youth programs are funded primarily through the Workforce Investment Act.</p>	<p>programs are specifically for youth enrolled in Anne Arundel county Public Schools.</p>	<p>program at North County High School. a GED, customer service, and job readiness program for older youth. In addition, AAWDC administers a summer pre-apprenticeship program for youth at transportation-related businesses in and around BWI Thurgood Marshall Airport, and partners with Anne Arundel County Public Schools to organize summer job fairs in each public high school in the spring; youth programs are funded primarily through the Workforce Investment Act.</p>	<p>locations, business location near and around BWI airport and other location in Anne Arundel County.</p>			<p>outcome data from this program.</p>
<p>Aunt CC's Harbor House: An</p>	<p>The program</p>	<p>Male youth 11 –</p>	<p>Baltimore City</p>	<p>No</p>	<p>Since May</p>	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
emergency placement for male youths from 11 to 17 years of age/ providing residential and day programming, specifically tailored to adolescents in need of short-term residential care and stabilization. Youth can be admitted 24 hours a day/7 days a week/365 days a year.	accepts youth who are exposed to destabilizing family crisis; removed from foster care placement; experiencing abuse, neglect, or criminal behavior in the home; participating in delinquent behavior; lacking parental guidance or needing a home.	17 years of age, non-adjudicated and adjudicated in crisis and in need of stabilization in short term residential care. The program is available to the Department of Juvenile Services (DJS) and/or Baltimore City Department of Social Services as a resource.	- 1031 E. Monument Street, Baltimore, Maryland 410-576-6968		2005	
<u>Baltimore Trades Guild Inc.:</u> Provides young adults with training in the field of construction.			302 E. Federal St. Baltimore/203 E. North Ave. Baltimore, MD 21202 443-388-9641			
<u>Career Exploration Class:</u> Ongoing coverage of MD Career Development Standards and Transition skills, financial literacy, budget/banking, independent living skills; all students attend 1.5 hours per day for entire stay	Students must participate in course requirements earning at least 80% on all activities before they progress to Community Safety focus area (level)		Victor Cullen Center School- all students participate 90-minutes per day in classroom within school	No certificate is issued	July 2008	Grades are issued bi-weekly and at end of each term; track assignments (grades), portfolio tasks, class participation
<u>Career Puppy:</u> on-line voc. testing & mentoring program, which provides		Boys & Girls Clubs of S MD	Bayside BGC, North Beach;	No	2-3 years	Career Puppy may

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
a powerful career development opportunity		[may be DJS youth or family members]; Waxter committed unit	Waxter Children's Center, Laurel			
<u>Catapult Learning/Career Starters:</u> Catapult Learning helps youth gain skills they need for success in the workplace. Programs include: Career Counseling, Work Maturity Skills, Aptitude and Interest Inventories, Resume Building, Interview Techniques, Job Search, Job Placement, and GED Preparation	Low-income Baltimore County resident youth, ages 16-18	Small group individualized instruction. Each program is self-paced	1548 N. Fremont Ave. Baltimore, MD 21217 410-462-7026			
<u>Chesapeake College, Workforce Investment Program:</u> Offers job readiness skills to youth/ adults. It is a self-referral to that program and DJS - CMS do provide the contact information if appropriate for some youth and or their parents.	Interest and willingness to participate	Youth who are interested in exploring vocational and career options.	Talbot, Queen Anne's, Caroline and Dorchester Counties		Since 1985	DJS tracks individual youth's success but receives no systematic outcome reports.
<u>The Choice Program:</u> The Choice Jobs Program assists over 200 youth in obtaining after-school and summer jobs through mock interviews, assistance with applications, and jobs skills coaching. Other services include early intervention and intensive support for youth and their families.	The Choice Program intervention focuses on a community-based, family-centered case management approach to delinquency prevention and youth development	The Choice Program strives to deter further delinquency by linking youth & families to community resources and involving youth in positive activities	971 Seagull Avenue Baltimore	N/A	1987	Yes
<u>Copley Kids Odd Jobs Program</u>	Students age 14-17	Provides real	Harford	N/A	Unknown	No outcomes

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
Youth receive minimum wage to perform odd jobs for members of the community.		world experience and positive social interactions	County			are tracked
<u>Fresh Start/Living Classrooms Foundation</u> : Fresh Start is a 40-week job skills training program that serves out-of-school youth, ages 16-19, most of whom are referred by the Maryland Department of Juvenile Services. The program uses carpentry as a medium to teach reading, writing, math, history, and science. Students work in the Foundation's Maritime Institute workshop and the Douglass-Myers Maritime Park boatbuilding workshop, building toolboxes, furniture, and boats. They also receive classroom instruction and one-on-one tutoring. The curriculum is designed to increase self-reliance, teach problem solving and academic skills, and demonstrate how academic skills and knowledge are used in a practical work environment.	Males and females ages 16-19, referred by DJS	Youth that successfully complete the program	802 S. Caroline Street Baltimore, MD 21231 410-685-0295	Unknown	Since 1985	Yes, we receive weekly, quarterly and annual outcomes reports from the agency.
<u>GED Preparation</u>	Students, age 16 and older, must pass Official Practice Test (OPT) with scores of at least 450 on each subtest	Students participate in GED-specific coursework until they pass the OPT and are registered to take GED	Victor Cullen Center School-after registered and before test date they are tutored daily within school classroom	GED awarded to testers	July 2008	
<u>Identity</u> : Identity provides programs	Latino youth in	Benefits Latino	Gaithersburg,	No, GED	Since 1998	No

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>for Latino youth in Montgomery County, to reduce social and cultural barriers that hamper Latino youths' ability to participate fully in society's benefits and responsibilities. After-School Programs for Latino Students include: Leadership and Advocacy Training, HIV Prevention and Peer Education, Hike On Environmental Stewardship Program, Crossroads Youth Opportunity Center Anti-Gang Initiative, Upcounty Youth Opportunity Center, Northwood High School Wellness Center, Re-entry and Support Program for Young detainees, Case Management for youth and parent program participants, Group and individual Mental Health counseling for program participants, Parent Sessions and a Fatherhood Program.</p>	<p>Montgomery County, Maryland</p>	<p>youth and their families.</p>	<p>Langley Park</p>			
<p><u>IFCS (PRP):</u> Program description: Job readiness, social skill building, employment</p>	<p>IFCS staff comes into the home to assist you in making the changes that they need. Each family and situation is different so the plan to assist you is unique and designed to meet your needs.</p>		<p>243 Powdersby Rd Joppa, MD 21085 (443) 801-0127 Cell</p>	<p>None</p>	<p>Since 1988</p>	<p>No</p>
<p><u>Job Corp:</u> career technical training</p>	<p>Students ages 16</p>	<p>Career technical</p>	<p>There are 123</p>	<p>Diploma or</p>	<p>Since 1964</p>	<p>Job Corp</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
and educational program; Job Corps is a free education and training program that helps young people learn a career, earn a high school diploma or GED, and find and keep a good job. For eligible young people at least 16 years of age that qualify as low income, Job Corps provides the all-around skills needed to succeed in a career and in life.	to 24, US citizen, serious about starting a career and students who want to get their high school diploma or GED	training in the your chosen field, hands-on-experience with real employers, opportunity to get high school diploma or GED, mentoring programs that pair the youth with center staff, career counselors and community leaders and finding a job or pursuing a higher education.	centers nationwide	GED		tracks the youth 21 months after graduating from Job Corp
<u>Jump Start</u> : a community based, transitional living program for 8 males that provides a structured, supervised setting with an emphasis on personal responsibility. Each youth participates in a variety of assessments to include bio- psychosocial, psychiatric, career and life skills assessments. From these assessments, an individualized treatment plan is developed. A case manager supports and guides the youth with goal attainment. Life skills instruction is based on the Casey Life Skills Curriculum. Youth may attend high school or obtain their GED. The program will	High risk males 17-20	Youth best served are those clients who are motivated to enhance their independent living skills and can be maintained in a community based setting without harm to self or others	Hyattsville, Maryland	No	3 years	HQ

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
provide emphasis on job readiness, job seeking, and job maintenance skills. A part time social worker provides individual and group therapy. Family therapy is offered as necessary and parent support groups are offered on a monthly basis.						
<u>Just For Girls</u> : Helping young girls become young women through workshops, outings, and discussions in reference to pressing issues in their lives.	Young Females on probation	Young girls	At the Largo office in Largo, MD	No	Unsure	No
Karma at Randallstown: Karma at Randallstown provides intensive therapeutic counseling for adolescent boys, aged 14-18, who exhibit serious behavior problems including drug use, drug sales, car theft and non-predatory sexual offenses. The program model is a blend of Positive Peer Culture (PPC) and its enhancement, EQUIP, plus the promising evidenced based practice called Aggression Replacement Training (ART). These therapeutic approaches include group counseling on specific topics (according to the PPC/EQUIP/ART requirements) six days a week, plus selected weekly group counseling sessions on topics such as anger management, substance abuse and sexual offenders for those boys needing such services. Licensed therapists (on staff) conduct	Karma at Randallstown accepts males between the ages of 14-18, not actively suicidal, not actively psychotic, not a recent fire setter, youth with sexual acting out behaviors, but not predatory in nature.	Youth with a sexual offense history that is opportunistic, rather than predatory (including, as a general rule, offending siblings, neighbor youth or offending youth when opportunity exists).	Baltimore County - 4202 Holbrook Road, Randallstown, MD	No	Karma at Randallstown opened in January, 2004. KHI Services, Inc. has been providing residential services since 1972.	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>individual, family and multifamily group counseling sessions. Counselors conduct life skills training and issues and feelings groups. Program Administrator and Family Therapists have been trained and certified through The Policy Institute to provide Sexual Offense therapy, Adolescents and their families participate in weekly multifamily group sessions, and educational seminars to develop cohesiveness and support for the boys in the program.</p>						
<p><u>Kent Youth Boys' Group Home:</u> Kent Youth, Inc. offers residential treatment through a group home serving fourteen to seventeen year old males, the group home is an alternative between supervised probation and institutional placement. It lives up to the label "community based facility" by utilizing services available in the community such as public schools, individual and family counseling, drug and alcohol education/ treatment, mental health, and medical facilities and programs. Services provided within the group home include individual and family counseling, education support, social and life skills education, crisis intervention, and recreational activities. The primary purpose of</p>	<p>1. Youth are referred by Department of Juvenile Services Resource Specialist. 2. Male youth between the ages of 14 to 17 years old. 3. Youth shall be adjudicated delinquent or youth in need of supervision: the youth may be on probation or existing from another program. 4. Youth may come from all socio-economic</p>	<p>To encourage responsible behavior as opposed to mere compliance the goals of the youth are: 1. Assume increasing levels of responsibility. 2. Function at a developmentally appropriate level of autonomy. 3. Become an evaluator of their own behavior. 4. Incorporate appropriate social norms of conduct. 5. Increase their self-efficacy. 6.</p>	<p>Chestertown, MD</p>	<p>When a youth graduates from the Kent Youth Program, they receive a certificate of completion.</p>	<p>Kent Youth program started in 1971.</p>	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>these and all other Kent Youth efforts is to reduce the incidence of delinquent behavior among the youth served in its programs. This is accomplished by helping those youth function more successfully in their environment. Kent Youth view each youth individually and attempt to develop treatment interventions designed to address his specific needs. Kent Youth believes an individualized approach is necessary due to the variety of factors which may produce problem behavior in youth. This is accomplished by giving focus not only to the youth but also to systemic factors include parents, sibling and other family members, the acquisition of new skills, and the home and school environments. Only when youth are provided an opportunity to learn effective skills for coping with their environment will they realize their full potential for growth and development.</p>	<p>levels and may represent all races and creeds. 5. Youth may exhibit poor judgment, socially inappropriate value systems, lack of self-discipline, may be impulsive and have a need for immediate gratification: youth may have a history of socially inappropriate verbal and /or physical confrontation, emotional disturbance, abuse/neglect, learning disabilities, serious delinquency, running away and/or substance abuse.</p>	<p>Demonstrate behavioral self-control. 7. Identify, problem solve and correct mistakes. 8. Participate in household chores. 9. Maintain personal space within assigned bedroom in an orderly manner. 10. On-grounds recreation. 11. Phone calls to parents/guardian, Case worker, and Public Defender/Lawyer. 12. On/Off ground visitation with parent/guardian. 13. Participation in approved after-school activities/sports. 14. Participate with Community Services/Receive Service Learning hours for school. 15. Part-time employment in</p>				

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
		community. Youth also receive individual/group/ family therapy, life skills, education support, drug/ alcohol therapy/ awareness, Anger Management, and Social Skills.				
<u>Lead 4 Life:</u> 10 week program offering a support group for females with guest speakers, job readiness, and interview role playing.	Females 15- 18 years on probation		Montgomery County	No, certificate of completion of the course.	Since 2009	No
<u>The Learning Bank of COIL, Inc.</u> GED classes in reading and writing; pre-GED classes also available. ABE, individual tutoring, computer assisted instruction, job readiness, and job placement also available. Hours: M-F 8:30AM-4:30PM	At least 16 years old, drug- and alcohol-free for at least 3 months, and able to adhere to attendance policies.	GED preparation. We offer courses in reading, writing, math, science, computers and social studies.	1200 West Baltimore St. Baltimore, MD 21223 410-659-5452			
<u>Liberty House:</u> As a shelter care program, it is expected that youth placed by the Department of Juvenile Services will be in the program for a maximum of thirty days. However, youth will be able to stay for longer periods of time at the discretion of the Department and the courts. While in the care of Youth Enterprise Services, a variety of clinical services will be offered including case management;	Liberty House serves male youth who have behavioral issues that can be addressed through behavior modification and psychotherapeutic interventions. Liberty House provides a highly	Liberty House provides services for clients with the following: Adjudicated Property Offenses, Aggressive/ Assaultive Toward Parents/Siblings, Defiant/Oppositio	Baltimore City - 5005 Liberty Heights Avenue, Baltimore, MD 21207	No	Liberty House has existed since February 2000. Liberty House was formerly a residential group home; however, most recently	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>diagnostic evaluations; substance abuse screening and referral; supervised administration of medications including psychotropic medications; weekly individual psychotherapy; therapeutic recreation and behavior management. Treatment services are based on a social-based treatment model. Off-site services include, but are not limited to, psychiatric and psychological services, substance abuse counseling, sex abuse offender treatment, physician, dental, vision and nursing services.</p>	<p>supervised arena for youth who are chronic truants, criminal charges, and multiple school suspensions. Liberty House serves the following diagnosis: Affective Disorder, Attention Deficit Disorder, Conduct Disorder, Learning Disabilities, Personality Disorder, Substance Abuse, Anxiety Disorder, Bi-Polar Disorder, Dually Diagnosed Mental Health/Substances Abuse, Oppositional Defiant Disorder, Psychosis, and Episodic Suicidal Ideation.</p>	<p>nal Behavior, Frequent/Repeat Property Destruction, Status Offense: Runaway, Stealing/ Shoplifting, Aggressive/ Assaultive Toward Other Adults, Aggressive/ Assaultive Toward Peers, Fire Setting, Isolated Incident(s), Sex Offender, and Adjudicated Status Offence: Truancy. Liberty House accepts/serves: Asthmatics (acute, moderate, and mild), Acute Enuresis, Type I Diabetes, and Seizure Disorder. Liberty House also accepts clients with the following special needs: physically</p>			<p>it has become a shelter care program.</p>	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
		abused, sexually abused, students in special education, placement with siblings, and speech impaired.				
<u>Maryland One-Stop Career Centers:</u> Provides job information and services to job seekers and employers. They have resource areas equipped with internet access, a variety job search resource materials, and resume writing software. They also provide on-line computer access, audio-visual libraries, free faxing, copying and telephone services for job search, and a variety of workshops to assist people in finding employment.	All youth of working age		-Baltimore Works One-Stop Career Center 1100 North Eutaw Street Baltimore -Eastside 3001 East Madison Street Baltimore, -Northwest 2401 Liberty Heights Avenue Mondawmin Mall – Suite 302 Baltimore			
<u>Mayor's Office of Employment Development:</u> Coordinates and directs workforce development initiatives responsive to the needs of Baltimore City employers and job seekers in order to enhance and promote the local economy. Offers programs to both adults and youth.	All youth of working age	Career-focused classes and academic support in schools, to internships and workplace mentors,	417 East Fayette Street Suite 468 Baltimore, MD 21202 410-396-3009			
<u>Montgomery County Federation of</u>	Montgomery		Silver Spring,	No		No

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p><u>Families for Children's Mental Health</u>: Dynamic Life Skills training, One on One Peer Support, Password protected website/forum</p>	<p>County youth and families</p>		<p>MD</p>			
<p><u>One Love</u>: One Love Group Home offers a comprehensive residential program that provides independent life skills, structured groups and individual counseling, academic tutoring, recreational activities, job readiness and job placement and support services for male adolescents in a structured group home environment. We require that residents participate in educational and vocational programs as well as community service and healthy recreational activities. With an emphasis on creative and holistic program components, we seek to nurture and empower so that our residents are able to fully participate in and give back to their communities. Family involvement in service plan development and discharge planning is a critical component of the One Love experience.</p>	<p>Males between 14-17; May have mental health, behavior, social, or legal problems; IQ above 70; Substance abusers in treatment</p>	<p>Youth will experience two levels of benefits. Initially the staff works to reduce any presenting clinical symptoms such as self-concept, behavior problems or needs through structured programming and family involvement at the onset. Our social worker and case manager work with families to improve communications between youth and family for return to the home setting. Through an individualized service plan, each youth works to</p>	<p>Baltimore City - 5301 St Georges Ave. Baltimore, MD 21212 410-323-5057</p>	<p>During their stay at One Love, youth are eligible to receive certification in two areas: community service experiences which can be used for completing high school graduation requirements and once youth complete our 8 module life skills program; One Love issues a certificate of completion to the youth. This can be used for job searches.</p>	<p>Since January 2011</p>	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
		build social skills, receive help with academics and engage in job readiness activities. The long term goal for youth is successfully transition to adulthood, including completion of high school, GED, career planning and job placement.				
<p><u>Open Doors Career Center</u> Non-Profit agency that addresses employment needs of at risk teens by offering job skills training, career counseling, support groups, and job placement assistance</p>	At risk teen	Job placement	5 North Main Street Suite 210 Bel Air MD 21014	Not known	11 + years	No outcomes are tracked
<p><u>Prince George's County Circuit Court Juvenile Drug Court:</u> Prince George's County Juvenile Drug Court is a twelve month program in which participants are required to attend substance abuse counseling, submit to random drug screens, attend school or obtain a general equivalency diploma (GED), obtain employment (dependent on age), and comply with court ordered curfew, as well as other orders</p>	The Juvenile Drug Court accept youths who have been adjudicated delinquent between the ages of 14 -17 that resides in Prince George's County who have non-violent offense or offense with	Prince George's County Juvenile Drug Court is to reduce substance abuse and delinquent behavior, strengthen family and community ties, improve educational opportunities and	Prince George's County Juvenile Court located at 14735 Main Street, Upper Marlboro, Maryland and the Circuit Court Annex Building	A graduation ceremony is held at which a juvenile receives a proclamation and, of course, accolades from the court. At graduation,	The Juvenile Drug Court was inaugurated in May 2004 as a post plea/post adjudication program. It has been in existent for seven years.	Outcomes for the program are tracked by providing statistical data and through Federal Guidelines for Compliance.

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
issued by the court. Services are individualized; substance abuse treatment is a key component, along with any other form of therapeutic intervention deemed necessary for a participant's well-being including mental health, family, grief, anger management, and/or behavioral services.	alcohol or drug usage.	enhance the quality of life of juvenile offenders and their family. This will be accomplished by providing a system of strength-based community services that will result in increased public safety and the acquisition of additional life skills that are instrumental to the juveniles' personal growth.	located at 14701 Governor Oden Bowie Drive, Room 229 A, Upper Marlboro, Maryland.	the delinquency charges are dismissed, the plea is vacated and the petition(s) are closed.		
<u>Ready by 21</u> : Non-profit; available to public and DJS referred youth.	DJS and non-DJS youth in 10th grade up to 21 years old.	Learn how to complete a college application; take a job interview; take the SAT/ACT, write a resume, set goals, plan for financial future.	Tri-County Youth Services Bureau 75 Industrial Park Dr. Waldorf, MD	Certificate of Completion	Approx. 2 years	No
<u>Reconnecting Youth</u> Tutor-mentoring program for youth who have dropped out of school.	Dropped out of school, low income	Provides assistance with GED, job readiness, driving	410 Girard St. Havre de Grace, MD 21078	No	11+yrs.	No outcomes are tracked
<u>Shore Up/ Job Start</u> : <i>Job Start</i> is Fresh Start model and is funded by	15-19 years of age not currently in the	Youth who have withdrawn or	Salisbury, Maryland	No. Although some youth	Since before 2006	Program tracks outcomes.

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>the Department of Juvenile Services on a per diem basis. The program offers troubled youth, ages 14-21, who have been referred by the Dept. of Juvenile Services a chance to get off the streets and back on the right track by giving them the tools to succeed and permanently place them with gainful employment. This is accomplished through a variety of methods including GED training, classroom sessions, career counseling, and on-site job training at a variety of vocational outlets. Throughout the program participants must complete: 5 hours community service per week, 7 house of GED a week, homework once a week, tutoring, mentoring, project newsletter, and weekly self-evaluations.</p>	<p>school system. Males and females accepted.</p>	<p>have been expelled from school and youth desiring hands on vocational training.</p>		<p>receive their GEDs</p>		<p>“Outcomes are primarily individualized, based on individual circumstances. Though many services and activities are provided, main measurable outcomes include but are not limited to educational achievement, attainment of work maturity skills, GED attainment and job placement.”</p>
<p><u>Southern Maryland Job Source Youth programs:</u> Works with youth on work readiness preparation, academic achievement, training activities, career planning, supportive resources motivation and support, rewards.</p>	<p>Age 16-21, low income, barrier to education or employment, offender, pregnant, homeless, drop out, foster care</p>	<p>Assist age 16-21 who face significant employment challenges</p>	<p>Southern Maryland</p>	<p>Unknown</p>		<p>No</p>
<p><u>St. Luke’s House, INC:</u> Case management, education support, job support, and job readiness</p>	<p>Youth ages 16-22 youth in Montgomery County with mental health concerns, before</p>		<p>Montgomery County. They work with DORS</p>		<p>Since 2008</p>	<p>No, they have their own tracking.</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
	they graduate from high school					
<u>Tri-County Youth Services Bureau:</u> Vocational testing/counseling		TCYSB Clients	DJS PF office	No	2 years	TCYSB may, DJS does not
<u>Victim Awareness Education Program:</u> After youth sign-in, ground rules and group expectations are explained and discussed. A pre-test is then handed out to youth to gauge their knowledge before the class has started. After completing the pre-test, each question is read aloud, an answer is given and the question is discussed. After completing the pre-test, youth learn about who are victims of crimes, the differences between restorative and retributive justice, what is property crime, Maryland laws and different offenses, the four major impact areas and victims' rights are discussed. Homework is given out and to be completed before the next session. On Day 2, Homework is discussed and a review is completed of the ground rules and then each student presents his/her homework. A worksheet is handed out called tough choices and the youth complete and discuss their answers. A Thinking Errors worksheet is given out and discussed with the class. Then, previous topics learned from the last class are discussed and	This program is for youth who have committed an offense against another person.	Youth benefit from this program by learning how their offense affected other people.	The Largo Office Conference Room in Largo, Maryland	After completing the Victim Awareness Education Program Post Test and receiving a grade of 70% or above, the youth receives a certificate stating the youth's completion of the class.	10 years	In Prince George's County, information is placed into the ASSIST program for tracking if needed.

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>reviewed. A movie is then presented and discussed and a review for the test is completed. Day 3, Facilitator gives an overview on all of the materials that have been discussed in Day 1 and Day 2. A handout on property crime is completed individually and then discussed in a group. Class discussion exercises are completed and the final test is given. Each youth must score a 70% or above to pass the class.</p>						
<p><u>VisionQuest Morning Star Youth Academy:</u> VisionQuest Morning Star Youth Academy is a 40 bed, long-term residential (6-9 month) program that provides education and treatment services. The program is designed to address both the current presenting problems of the youth along with the underlying issues that have led to maladaptive behaviors. The goal is to establish the youth on a more positive, pro-social path that will lead to maturation into successful adulthood. The academy's Seven Challenges Substance Abuse treatment approach involves a multi-phase therapeutic process that works first on establishing a foundation of trust, self-knowledge and positive values, and then works specifically on drug and alcohol issues. The programming combines VisionQuest's innovative adolescent</p>	<p>At-risk young men ages 14-18 with behavioral and psycho-social concerns, including substance abuse</p>	<p>All youth attend Aggression Replacement Training, Cognitive Behavioral Therapy, Seven Challenges Groups - All Evidence-based Models. Equine Assisted Therapy, Sporting Activities such as Running, Biking, Swimming, Off Property Half Marathons, Quests, Extraordinary Experiences, Community Service, Small</p>	<p>Eastern Shore 1441 Taylors Island Road, Woolford, MD</p>	<p>No</p>	<p>VisionQuest took over Morning Star Youth Academy in September 2005</p>	

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p>treatment philosophy with current best practices within the substance abuse treatment field. VisionQuest's treatment philosophy blends widely-accepted evidence-based clinical practices with adventure-based experiential learning and ethical/spiritual healing ceremonies based on American Indian traditions. This blending of modalities creates a powerful, whole-person approach that reaches young people at the level of mind, body, & spirit to create deep & lasting change.</p>		Class Setting				
<p>Woodland Job Corp: the nation's largest career technical training and education program for young people at least 16 years of age that qualify as low income. A voluntary program administered by the U.S. Department of Labor, Job Corps provides eligible young men and women with an opportunity to gain the experience they need to begin a career or advance to higher education. Job Corp provides youth with academic training, and or GED, and career technical training in several vocational trades. Trades available at the Woodland Job Corp are Carpentry, Culinary Arts, Electrical, Facilities Maintenance, Hotel & Lodging, Office Administration, and Network Cable Installation.</p>	<p>Youth must not be court involved and substance abuse free, at least 16 years of age and qualify as low income.</p>	<p>Youth can receive the following benefits from participation in the Job Corp program; academic training, GED, pay allowance, housing, meals, wellness center, transition allowance, job placement, career counseling and relocation counseling services.</p>	<p>3300 Fort Mead Road, Laurel, MD</p>	<p>N/A</p>	<p>1998</p>	<p>DJS does not currently collect or receive outcome data from this program.</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<p><u>Woodward Academy:</u> Woodward Academy offers a growing list of vocational opportunities for their students. All students will be expected to take the World of Work class that addresses a variety of career topics. These topics range from applying and interviewing for a job, budgeting an income, filing for financial aid, completing government forms and seeking business licenses. Training begins with the completion of the World of Work. Once completed, students may be eligible for certification and various job opportunities both on and off campus. Individual programs include: Knights on the Move (KOTM), Graphic Design, Digital Photography, Video Production, Publication Printing, Lawn Care Maintenance, Journalism, Apprentice Work-Study Program, Co-op Agricultural Studies/ Vocations, and Food Preparation and Dietary</p>	<p>Males ages 12-18, I.Q. of 70+ and accepted to out-of-state, staff secured placement. Youth needing behavioral modification, substance abuse and sex offender treatments.</p>	<p>Every youth who completes the Woodward Academy's World of Work gains basic knowledge that can be applied to future employment. Every youth has the opportunity to leave Woodward with a "hand-on" experience or skill in addition to a GED and/or High School Diploma which in turn affords them a chance to be independent and develop into a productive citizen.</p>	<p>Woodward, IA - On-site and in the local community businesses</p>	<p>While youth do not get certification in a particular vocation, the program focuses on the "World of Work"; specifically, a youth's development of job skills, community connections, interpersonal skills, a paycheck, and experience to put on their resume</p>	<p>Woodward Academy opened its doors on July 10, 1995. Since opening their doors, Woodward has continued to expand their vocational and employment opportunities for youth in their program. Their newest program was started in 2009. It was then that the Academy started the first student involved business, a moving company, named Knights On The Move.</p>	<p>Yes, we receive weekly, quarterly and annual outcomes reports from the agency – the program tracks successful and unsuccessful discharges</p>
<p><u>Frederick County Workforce</u></p>	<p>Not limited</p>	<p>Service youth</p>	<p>5340 A</p>	<p>Unknown</p>	<p>Over 5 years</p>	<p>No</p>

Program Name/Description	Program Criteria	Benefit for Youth	Location	Certification	Existence	Outcomes Tracked
<u>Services:</u> Youth Services: summer jobs program, year-round career planning workshops and paid internship program.		with “barriers” to employment, (ie. Special ed., probation)	Spectrum Drive, Frederick, MD 21703			
<u>Family Partnership of Frederick County:</u> GED program with parent education, child development (day care), community services coordination, health services, parenting roles and education services related to employment/readiness and retention support.	16 years or older	16 years or older seeking GED and barriers to employment/education	8420 Gas House Pike, Suite EE, Frederick, MD 21701	GED	Over 5 years	No
<u>Good Guides Youth Mentoring Program (Goodwill Industries of Monacacy Valley):</u> Volunteer mentors to build career plans and skills, prepare youth for school completion, and prepare youth for post secondary opportunities, including further education, training, and productive work and careers.	Youths ages 12 to 14 participate in career exploration activities; youth ages 15 to 17 participate in job training opportunities. Youth involved in this program receive a minimum of four hours a month with their assigned mentor.	Males and females, ages 12 to 17, who are at-risk for juvenile delinquency.	Goodwill Industries; various job sites, depending on activity	No	January 1, 2010	No (Program staff maintain data, outcomes)

Appendix C

Juvenile Re-Entry Subcommittee Report

JUVENILE RE-ENTRY SUBCOMMITTEE REPORT

The successful re-entry and transition of juveniles from a commitment placement back to the community is among the most important responsibilities of Department of Juvenile Services (DJS). In Maryland, 56% of those released from a juvenile residential facility in fiscal year 2009 were re-arrested for a new crime within 12 months following release. However, of those only 19% were re-adjudicated or convicted and only 14% were re-committed or incarcerated. It is essential for these youth to return to their communities with the appropriate tools to become productive and healthy adults.

To increase the likelihood of successful juvenile re-entry, the subcommittee recommends the following:

- 1) Re-entry should be as soon as the youth enters the juvenile justice system;
- 2) Re-entry initiatives should engage the youths' families;
- 3) Education and Employment should be the priority of the youths' re-entry plan; and
- 4) The Baltimore City Continuum of Opportunity Reentry Program and Service (CORPS) Initiative should be continued and expanded statewide.

Re-entry Planning at Entry

In FY11 the Department of Juvenile Services completed the implementation of the Maryland Comprehensive Assessment and Service Planning (MCASP) tool which is a new automated risk and needs assessment tool. The Maryland Comprehensive Assessment and Service Planning (MCASP) initiative is an integrated case management process aimed at assessing youth's risks and needs during their ongoing involvement with DJS. This will allow case management staff to develop appropriate interventions and ultimately help accomplish the Department's goal of every child becoming a self-sufficient productive adult. MCASP has three key components: Risk Assessment performed at intake; Needs Assessment performed post-adjudication, and the Treatment Service Plan (TSP). The TSP is the treatment and re-entry planning that occurs immediately after it is determined that a youth is being placed in an out of home commitment.

Family Engagement

The majority of Maryland youth who are placed in residential treatment centers return back to their communities. Accordingly, community support and family engagement is extremely important to them being successful upon their return. Research has shown that youth benefit from having active and involved parents in their lives. This is often challenging because a large number of youth who enter placement do not have strong connections to their families which has been a factor in the poor decisions that led them to delinquency. This makes it difficult for the Department to engage family members and navigate the relationships while the youth are in care, however it remains a priority and requirement of case management. To improve these connections, the Department engages family members, community members and extended family when the youth first enters the juvenile justice center. The Department also provides transportation for families to encourage and foster visitation this includes airfare for youth who are being served in an out-of-state placement. Many locations are now also offering video

conferencing as a convenience for families. Research has shown that family contact during incarceration can result in not just improved behavior while in placement but also in post-release outcomes.

Lastly, the Department has implemented two Evidence Based Practices in Maryland to assist entire family, Functional Family Therapy (FFT) and Multisystemic Therapy (MST). FFT is a well-documented and highly successful family intervention for at-risk and juvenile justice involved youth. The major goal of FFT is to improve family communication and supportiveness while helping families adopt positive behavior change and parenting strategies. Data has shown that when applied as intended, FFT can reduce recidivism between 25-60%.

MST is an intensive family- and community-based treatment that addresses the multiple determinants of serious antisocial behavior in youth at imminent risk of out-of-home placement. The multi-systemic approach promotes behavior change in the youth's natural environment, using the strengths of each system (e.g., family, peers, school, neighborhood, indigenous support network) to facilitate change. Evaluations of MST have demonstrated reductions of 25-70% in long term rates of re-arrest for serious juvenile offenders, as well as 47-64% reductions in out-of-home placements.

While the majority of the evidenced based service slots are used to keep youth in the community and out of residential placements the Department has also used these slots to step youth down from residential placements and provide the proper supports and services for the entire family.

Prioritize Education and Employment as Essential Elements of Re-entry Planning

A youth's connection to education and employment is vital to their success with re-entry and becoming productive adult and therefore must be a priority in their re-entry planning.

There are a number of factors complicate the education of youth in care. Many of youth entering placements have had poor academic performance prior and often functioning below their appropriate grade level. There can also at times be delays in getting education records transferred, causing interruptions in the development of their education plans.

To overcome these barriers, the Department has been working the Maryland State Department of Education (MSDE) and the local school systems to improve communication and streamline the transition process for youth. DJS has also asked the Interim Superintendent of Schools to issue a request to the local schools to provide transition teams for all youth transitioning back into the community and develop standardize forms statewide.

For youth who choose not to reenroll in school they should be encouraged to obtain their GED and receive training in a particular trade. Engaging community members such as workforce development agencies and business owners in reentry initiatives can help reentry staff develop effective job training and placement support for youth. In researching options for youth the subcommittee found through the Maryland Workforce Exchange a valuable tool at:

<https://mwejobs.maryland.gov/>

This website allows individuals to research various jobs, certifications, vocations and more to determine what training is required, where they can receive the training as well as the number of years for completion. This is an excellent tool for career exploration in addition to a very tangible resource. Often youth express interest in a particular career or vocational skill but having difficulty obtaining the information to follow-up and apply for these programs. This is also a great tool for case managers and youth advocates to guide students prior to their release to start engaging them in particular career paths and assisting them with applications. To access this information once you are at the site look under "Job Seekers" click on "Education and Training" and then click on "Training and Education Programs". There is a tab labeled "Program Listing" on the right side at the top that provides an alphabetized listing of all programs in Maryland. Please see the screen print outs of the site in the appendix attached.

While in placement youth are required to receive six hours of education five days a week. In many of the programs the career exploration as well as exposure to vocations is offered. Attached please find a list of these programs in the appendix attached.

The Baltimore City Continuum of Opportunity Reentry Program and Services (CORPS) Initiative

The U.S. Department of Labor (DOL) awarded funding to DJS to implement the Continuum of Opportunity Reentry Program and Services (CORPS) Initiative in July, 2009, and as a result of the program's success the Department was awarded another \$3 million to continue CORPS.

The CORPS Initiative offers a comprehensive approach to community reintegration or reentry. It is characterized by intensive case management, educational and employment opportunity, career training, mentoring and community service opportunities. The CORPS philosophy embraces youth who may otherwise be at risk for further delinquency and seeks to maximize the probability of successful reentry by providing youth with the tools and skills necessary to become productive members of their community.

The CORPS Initiative provides essential employment and educational-related services to Baltimore City youth upon their return to the community following court-ordered residential placement or long-term detention. These employment and educational opportunities are provided from within an umbrella of intensive case management provided primarily by a *Youth Advocate, Transition Specialist, DJS Case Management Specialist (CMS)*. Community involvement is incorporated as well through community mentoring programs and meaningful community service / restorative justice projects.

The CORPS approach begins prior to release with a referral to CORPS made by the *DJS CMS*. During the pre-release phase of CORPS, each youth is assigned a *Youth Advocate* and a *Transition Specialist*. The *Youth Advocate* and a *Transition Specialist* visit the youth in placement and begin the relationship-building process. They encourage youth and parent/guardians to participate in CORPS via a family conference. Importantly, the assessment

process is initiated at this time. The assessment process culminates in the completion of a *Personalized Education and Employment Plan* (or PEEP).

During the post-release phase of CORPS, the *Youth Advocate* and *Transition Specialist* seek to actualize the PEEP by helping youth to pursue educational and employment opportunities and access funding for such pursuits through *Education and Employment Support* funds (up to \$1,000 per participant). Intensive case management and supervision continues in the community phase of CORPS and is a critical component of the program. The *Transition Specialist* and *Youth Advocate* work together with the *DJS Case Manager* to support, encourage, and retain participants in the program. Community-based opportunities for mentoring and community service are also provided. An overview of the essential components and logic of the CORPS model is shown in Figure 1.

Figure 1.

