The Louisiana Prisoner Reentry Initiative Framework - SUMMARY
Safer Neighborhoods, Better Citizens

The National ReEntry Policy Council developed a guide for states and other jurisdictions interested in pursuing improvements for prisoner reentry (www.reentrypolicy.org). The 2003 ReEntry Policy Council Report\(^1\) includes a series of “policy statements” and recommendations to guide the reentry planning and development process through the development of sound, evidence based policies to guide decision making.

The Report has been used extensively in some states, together with the National Institute of Corrections’ Transition from Prison to Community (TPC) Model\(^2\), to develop state-specific approaches to improve prisoner reentry. The TPC Model helps to address the complexity of the reentry process by providing a model consisting of three phases and seven decision points. The Model helps guide the improvement and expansion of existing policies for states that are intent on adopting new approaches that improve the justice system as it relates to prisoner reentry.

The Louisiana Prisoner Reentry Initiative Framework (Framework) takes this work to the next level by providing guidance for specific justice policies and practices that will be considered in Louisiana as the “Targets for Change” to improve prisoner reentry. The 26 Targets for Change identified in the Framework have been distilled from the policy statements of the ReEntry Policy Council Report as well as the work being done in several states that go beyond the Council’s policy statements. They are categorized within the three TPC Model phases and seven primary decision points that comprise the reentry process.

For each Target for Change, goals and operational expectations are provided as well as references for further reading to specific pages within the voluminous Reentry Policy Council Report and other publications that pertain specifically to the Target for Change under consideration. Finally, the Framework provides practical activities to help guide Louisiana’s journey to meet the state’s goals for policy change and operational expectations so that Louisiana can focus immediately on implementation.

Importantly, the Framework is introduced within the context of the over arching policy and practice considerations of Transition Accountability Planning, Case Management, and Evidence-Based Practices—which must be in place in order to change returning citizens’ behavior—the true test of system reform.
The **VISION** of the Louisiana Prisoner Reentry Initiative (LA-PRI) is that every offender released back to the community will have access to the tools needed to successfully reintegrate into the community.

The **MISSION** of the Louisiana Prisoner Reentry Initiative is to enhance public safety by implementing a seamless plan of services and supervision developed with each offender—delivered through state and local collaboration—from the time of their incarceration through their transition, reintegration, and after care in the community.

The fundamental **GOALS** of the Louisiana Prisoner Reentry Initiative are to:

- **Promote public safety** by reducing the victimization caused by those offenders being released back into the community.

- **Increase success rates of offenders** who transition from incarceration by fostering effective risk needs management principles, treatment, accountability, and participation by family, community, and victims.

- **Advocate for the reinvestment** of a significant portion of any savings realized from the implementation of the Louisiana Prisoner Reentry Framework into programming, services, and other resources.
The TPC Three Phase, Seven Decision Point Model

**PHASE 1: GETTING READY**

The *institutional phase* describes the details of events and responsibilities occurring during the returning citizen’s imprisonment from admission until the point of eligibility for parole or release. **This phase involves the first two major decision points:**

1. **ASSESSMENT AND CLASSIFICATION:**
   Measuring the returning citizen’s risks, needs, and strengths.

2. **PRISON PROGRAMMING:**
   Giving assignments to reduce risk, address need, and build on strengths.

**PHASE 2: GOING HOME**

The *transitional phase* begins before the returning citizen’s target release date. In this phase, highly specific re-entry plans are created. **This phase involves the next two major decision points:**

3. **RELEASE PREPARATION:**
   Developing strong, public safety-conscious parole plans.

4. **RELEASE DECISION MAKING:**
   Improving parole release guidelines.

**PHASE 3: STAYING HOME**

The *community phase* begins the moment the returning citizen is released from prison and continues until he/she is discharged from community supervision. **This phase involves the final three major decision points of the transition process:**

5. **SUPERVISION & SERVICES:**
   Providing flexible and firm supervision and services.

6. **REVOCATION DECISION MAKING:**
   Using graduated sanctions to respond to behavior.

7. **DISCHARGE & AFTER CARE:**
   Determining community responsibility to “take over” the case.

*ReEntry Accountability Plans (REAP): The fundamental process to record and track case management progress on returning citizen transition*
OVER ARCHING PARADIGMS ESSENTIAL FOR PRISONER REENTRY SYSTEM IMPROVEMENTS

PARADIGM #1: THE REENTRY ACCOUNTABILITY PLAN & CASE MANAGEMENT PROCESS

REAPs are concise guides for the returning citizens and staff and integrate returning citizens’ transition from prisons to communities by spanning phases in the transition process and agency boundaries. REAPs reduce uncertainty in terms of release dates and actions- and the timing of actions- that need to be taken by returning citizens, prison staff, the releasing authority, community supervision staff, and partner in agencies. Increased certainty will motivate returning citizens to participate in the release planning process and to become engaged in fulfilling their responsibilities and will ensure that all parties are held accountable for timely performance of their respective responsibilities.

TARGET FOR CHANGE: Policies and Operations for Returning Citizen Transition Planning and Engagement

GOAL: To establish the comprehensive and standardized use of ReEntry Accountability Plans (REAPs) at four critical points in the returning citizen transition process that succinctly describe for the returning citizen, the staff, and the community exactly what is expected for returning citizen success.

POLICY EXPECTATIONS

☐ The REAPs consist of the returning citizen’s Case Management Plan updated at critical junctures in the transition process and are prepared at prison intake, at the point of the parole decision, at the point of return to the community, and at the point of discharge from parole supervision.

☐ The REAPs are a collaborative product involving prison staff, the returning citizen, the releasing authority, community supervision officers, human services providers (public and/or private), victims, and neighborhood and community organizations.

☐ The REAP policy clearly states that the objective of the TAP is to increase both overall community protection by lowering risk to persons and property and by increasing individual returning citizen’s prospects for successful return to and self-sufficiency in the community.

OPERATIONAL/PERFORMANCE EXPECTATIONS

☐ The REAP, the Prison Programming Plan, details the expectations for the prison term that will help returning citizens prepare for release.

☐ The REAP, the Parole and Reentry Plan, details the terms/conditions/expectations about the returning citizen’s release to the community.

☐ The REAP, the Treatment and Supervision Plan, details the supervision and services returning citizens will experience in the community.

☐ The REAP, the Discharge and Aftercare Plan, include the expectations for service delivery and case management after parole discharge.

NOTE: The various operational expectations for the REAP and Case Management Process are embedded in the appropriate Targets for Change. Activities to implement these Targets are therefore included throughout the assessment framework.

1Policies refer to formal written rules or agreements about how what agencies expect to occur as standard practice.

2 The membership of the Transition Management Team and their respective roles and responsibilities will change over time. During the institutional phase prison staff may lead the team. During the reentry and community supervision phase parole officers may lead the team. During the reintegration phase human services agencies or community services providers may lead the team. After returning citizens have successfully completed community supervision, their TAP may continue and be managed by staff of human services agencies, if the returning citizen chooses to continue to seek and receive services or support. At each stage in the process Team members will use a case management model to monitor progress in implementing the plan.

3Operational expectations refer to activities that respond to policies that can be quantified. Each is critical to performance and should be counted.
PARADIGM #2: EVIDENCE BASED PRACTICES

Evidence Based Practices (EBP) are scientifically supported techniques used to reduce returning citizen risk and recidivism. When correctly, appropriately and consistently implemented, EBP’s will help lower returning citizen risk levels and therefore decrease the likelihood of reoffending. In order to maximize the effectiveness of any interventions implemented within this framework for prisoner reentry, all interactions with returning citizens must occur in a fashion that is consistent with the principles of EBP. It is imperative that EBP’s are not confused as a program or curricula that can be implemented within a correctional setting in order to reduce recidivism. Instead, it must be clear in policy and in operational procedure that the effective implementation of EBP requires a fundamental shift in how a criminal justice agency, its personnel, and other reentry related professionals interact with returning citizens on a daily basis. Thus, EBPs should be consistently applied at all phases and decision points within the reentry process.

TARGET FOR CHANGE: Policies & Procedures Reflect Evidence Based Practices that will Change Returning Citizens’ Attitudes & Behaviors

GOAL: To ensure that all persons who interact with returning citizens, (at all phases and decision points within the reentry transition), are appropriately trained in the use of EBP and that they appropriately implement the evidence based principles of effective intervention.

POLICY EXPECTATIONS

☐ The agency has policies and procedures to stipulate the use of EBPs in the delivery of all interventions.
☐ The requirement for the use of EBP is explicitly stated and defined in all 3rd party contracts for services.
☐ Scope of work and job description documents, clearly identify the role and responsibility of employees in supporting and implementing EBP.
☐ The agency has established mechanisms to monitor employees that successfully implement EBPs; for example, through annual personnel evaluations, that result in commendation for excellence and responsive action for inadequate adherence to EBP principles.

OPERATIONAL/PERFORMANCE EXPECTATIONS

☐ All staff and reentry related professionals are trained in the use of EBPs.
☐ All staff and reentry related professionals are supervised and accountable for the adequate implementation of EBPs.
☐ Returning citizen risk levels are monitored for risk reduction.
☐ The frequency and quality of EBP implementation is monitored.
PHASE 1: GETTING READY (THE INSTITUTIONAL PHASE)

DECISION POINT #1: ASSESSMENT AND CLASSIFICATION

TARGET FOR CHANGE 1.1: Development of Intake Procedures

GOAL: To establish a comprehensive, standardized, objective, and validated intake procedure that, upon the admission of the returning citizen to the corrections facility, can be used to assess the individual’s strengths, risks, and needs (Reference: Report of the ReEntry Policy Council, pgs. 110-140).

DECISION POINT #2: RETURNING CITIZEN BEHAVIOR AND PROGRAMMING

TARGET FOR CHANGE 2.1: Development of Programming Plan (ReEntry Accountability Plan)

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

POLICY EXPECTATIONS

- Information obtained through assessments is used to develop a programming plan that provides for the coordinated delivery of targeted services for each person admitted.
- Policies for prisoner compliance with programming plans incorporate strategies and methods that reinforce positive behavior, as well as punish negative behavior.
- The programming plan includes provisions for periodic reassessments to be conducted during the prisoner’s incarceration and for changes to be made in the plan accordingly (i.e. REAPS 2, 3 and 4).
- A centralized record-keeping system is in place along with a system for regular communication among program planners and other prison-based staff and service providers.

OPERATIONAL/INTERMEDIATE PERFORMANCE EXPECTATIONS AND MEASUREMENTS

- Program planners and other prison staff and service providers are trained, retrained and supervised to ensure high-quality program plans.
- Program plans clearly define the primary needs, talents, strengths and background of each individual.
- Programming plans are responsive to each individual’s assessed level of risk and criminogenic needs.
- Community-based providers, crime victims, advocates, family, community members and prisoners inform the programming plan.
- Program planning incorporates the principles of cultural and gender competency.

TARGET FOR CHANGE 2.2: Physical Health Care

GOAL: To facilitate community-based health care providers’ access to prisons and promote delivery of services consistent with community standards and the need to maintain public health (Reference: Report of the ReEntry Policy Council, pgs. 156-166).
TARGET FOR CHANGE 2.3: Mental Health Care

GOAL: To facilitate community-based mental health care providers’ access to prisons and promote delivery of services consistent with community standards and the need to maintain public mental health (Reference: Report of the ReEntry Policy Council, pgs. 167-178).

TARGET FOR CHANGE 2.4: Substance Abuse Treatment

GOAL: To provide effective substance abuse treatment to anyone in prison who is chemically dependent (Reference: Report of the ReEntry Policy Council, pgs. 178-179).

TARGET FOR CHANGE 2.5: Children and Family Support


TARGET FOR CHANGE 2.6: Behaviors and Attitudes

GOAL: To provide cognitive behavioral therapy, peer support, mentoring, and basic living skills programs that improve returning citizens’ behaviors, attitudes, motivation, and ability to live independently and succeed in the community. (Reference: Report of the ReEntry Policy Council, pgs. 201-210).

TARGET FOR CHANGE 2.7: Education


POLICY EXPECTATIONS

- Individual learning plans are developed based on assessments of inmates’ individual goals, skill level and needs with consideration of the inmates’ projected release date and other program participation to facilitate the best chances of completion.
- In each classroom, the staff-to-student ratio is appropriate for the subject matter and skill level of class participants.
- Prisoners with different skill levels are not mixed in the same work group within the classroom.
- Education programming is delivered in environments that support learning and in which participants feel safe and comfortable.
- Programs incorporate materials and activities that have been demonstrated to be effective with adult learners and are relevant and Meaningful to inmates’ life contexts.
- Use of computers and other contemporary technology is incorporated into the education curriculum.
- Programs are designed using multiple forms of learning experiences and modes of delivery, including workplace learning to help inmates connect learning to employment success.
Education is integrated with other facility programming, including substance abuse treatment, cognitive behavioral programming, vocational training, and other activities.

When appropriate, prisoners are provided with opportunities to gain occupational competence through post secondary education and or vocational training.

Program staff meets standard qualifications and have access to professional development opportunities.

**OPERATIONAL/PERFORMANCE EXPECTATIONS**

- Individual learning plans clearly identify inmates’ individual goals, skill level and needs and assign programming accordingly.
- Programs prepare inmates to be functionally literate and capable of receiving highschool or post secondary credentials.
- Community-based adult education providers are engaged in curriculum design and delivery.
- Inmates are encouraged to participate in educational programs.
- Ensure all test security procedures are followed and training is completed by appropriate personnel.

**TARGET FOR CHANGE 2.8: Technical Training**

**GOAL:** To teach returning citizens functional technical competencies based on employment market demand and public safety requirements *(Reference: Report of the ReEntry Policy Council, pgs. 211-220).*

**TARGET FOR CHANGE 2.9: Work Experience**

**GOAL:** To provide returning citizens with opportunities to participate in work assignments and skill-building programs that give them needed experience for successful careers in the community *(Reference: Report of the ReEntry Policy Council, pgs. 221-226).*
PHASE 2: GOING HOME (THE REENTRY PLANNING PHASE)

TARGET FOR CHANGE 3.1: Development of Parole and Reentry Plan

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

POLICY EXPECTATIONS

- Information obtained through assessments is used to develop the next REAP, or the parole plan- that provides for the coordinated delivery of targeted services for each person released.
- The REAP or parole plan includes provisions for periodic reassessments to be conducted during the inmate's final period of incarceration and after release for changes to be made in the plan accordingly.
- A centralized record-keeping system is in place along with a system for regular communication among program planners and other prison and parole-based staff and service providers.

OPERATIONAL/INTERMEDIATE PERFORMANCE EXPECTATIONS AND MEASUREMENTS

- Staff completing the REAP and other prison-based staff and service providers are trained, retrained and supervised to ensure high-quality reentry plans.
- Reentry plans (REAP) clearly define the primary needs, strengths and background of the individual.
- Reentry plans are responsive to each individual’s assessed level of risk and criminogenic needs.
- Community-based providers, crime victims and advocates, encourage family and community members are engaged in the development of a parole plan (REAP).
- The reentry planning process includes enrollment with appropriate community based human service agencies and the plan includes a schedule of times for the parolee’s initial meetings at the agencies immediately upon release.
- All parole planning incorporates the principles of cultural and gender competency.

TARGET FOR CHANGE 3.2: Housing

GOAL: To facilitate access to stable housing upon re-entry into the community (Reference: Report of the ReEntry Policy Council, pgs.256-281).

POLICY EXPECTATIONS

- Facility staff, parole staff and community-based transition planners work with prisoners to assess individual housing needs and identify the appropriate housing option for each incarcerated individual well in advance of release.
- The housing planning process includes an assessment of the feasibility, safety, and appropriateness of an individual living with family members after his or her release from prison.
- A full range of housing options (i.e. supportive housing, transitional housing, affordable private rental housing) is available with adequate capacity to accommodate the number of individuals returning to the community.
- Individuals leaving prison who have histories of homelessness are included among the homeless priority population, in order to facilitate their
access to supportive housing made available under the McKinney-Vento Act.

Prisoners receive information and training on strategies for finding/maintaining housing and their legal rights as tenants.

Individuals who are entering the private rental market—and who demonstrate that they are without adequate resources to pay rent—are provided small stipends and/or housing assistance for the period immediately after release.

OPERATIONAL/PERFORMANCE EXPECTATIONS

- Individuals leaving prison immediately enter an appropriate housing option in the community.
- Transition planners, working with community-based organizations, are familiar with the full range of housing options available in each community and maintain lists or inventories of available housing.
- Family violence risks are recognized/addressed in the housing plan when risk to the family or partner is an issue.

TARGET FOR CHANGE 3.3: Continuity of Care Planning

GOAL: To prepare community-based health/treatment providers, prior to the release of an individual, to receive returning citizens and to ensure that service delivery is uninterrupted and support successful return to the community (Reference: Report of the ReEntry Policy Council, pgs. 282-292).

POLICY EXPECTATIONS

- A summary health record containing information about important medical problems, prior diagnostic studies, allergies, and medications is prepared for each person released from prison prior to his or her release.
- Prior to discharge, people in prison receive their summary health record, other important medical records, and education about continuity of care.
- Prisoners receiving medications at the time of discharge are provided with an interim supply of essential medications upon exit from the facility.

OPERATIONAL/PERFORMANCE EXPECTATIONS

- Individuals leaving prisons are connected to community healthcare providers prior to their release to prevent gaps in treatment and services.

TARGET FOR CHANGE 3.4: Working with Potential Employers

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

POLICY EXPECTATIONS

- Departments of Correction collaborate with workforce development agencies, trade groups, employers and others to regularly assess restrictions on the hiring of ex-offenders and work to eliminate restrictions that are not necessary to protect workplace and public safety.
- Potential employers are educated about the benefits of individualized decisions about hiring, instead of blanket bans.
- People with convictions are provided a documented means to demonstrate rehabilitation.
- Parole officers and community-based providers assist employers with the management of former prisoners.
- Potential employers and individuals exiting prisons are provided information about financial employment incentives, such as the Federal Bonding Program, Work Opportunity Tax Credit, Welfare-to-Work programs, and first-source agreements.
OPERATIONAL/PERFORMANCE EXPECTATIONS

- Work opportunities and job placements for returning prisoners are developed among industries and employers identified as willing to hire former prisoners.
- Community service opportunities and internships are available in the community for people released from prison who cannot find work so that they can acquire real work experience and on-the-job training.

TARGET FOR CHANGE 3.5: Employment Upon Release

GOAL: To connect returning citizens to employment, including supportive employment and employment services, before their release the community (Reference: Report of the ReEntry Policy Council, pgs. 306-316).

POLICY EXPECTATIONS

- Work-release programs are available as a transition between work inside a correctional facility and work after release into the community.
- Community members and community-based services act as intermediaries between employers and job-seeking individuals, who are incarcerated.
- Returning prisoners receive written information about prospective employers in their community and/or community employment service providers well in advance of the anticipated release date.
- Prior to discharge, prisoners receive official documentation of their skills and experience, including widely accepted credentials and/or letters of recommendation.

OPERATIONAL/PERFORMANCE EXPECTATIONS

- Employers visit the correctional facility to meet with prospective employees before release.
- Facility, parole staff and community-based workforce development resources assist people in prison initiate job searches prior to release.
- Community networks are in place to support prisoners who participate in work release programs.

TARGET FOR CHANGE 3.6: Identification and Benefits

GOAL: To ensure that individuals exit prison with appropriate forms of identification and that those eligible for public benefits receive those benefits immediately upon their release from prison (Reference: Report of the ReEntry Policy Council, pgs. 331-342).

TARGET FOR CHANGE 3.7: Release Preparation for Families

**TARGET FOR CHANGE 3.8: Release Preparation for Victims**

**GOAL:** To prepare victims for the released individual’s return to the community, and provide them with protection, counseling, services and support, as needed and appropriate (References: Report of the ReEntry Policy Council, pgs. 317-330; and The Victim’s Role in Offender Reentry, Office for Victims of Crime, OJP and the American Probation and Parole Association, 2010. http://www.appa-net.org/eweb/DPSCs/appa/pubs/VROR.pdf).

**DECISION POINT #4: RELEASE DECISION MAKING**

**TARGET FOR CHANGE 4.1: Advising the Releasing Authority**

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

**TARGET FOR CHANGE 4.2: Release Decision**

**GOAL:** To ensure that people exiting prison with a pre-determined threat to public safety are released to some form of community supervision. Use the Results generated by a validated risk-assessment instrument, in addition to other information, to inform the level and duration of supervision, and, for those states that have maintained some discretion in the release process, to determine when release would be most appropriate (Reference: Report of the ReEntry Policy Council, pgs. 243-253).
**PHASE 3: STAYING HOME (THE COMMUNITY SUPERVISION & DISCHARGE PHASE)**

**DECISION POINT #5: SUPERVISION & SERVICES**

**TARGET FOR CHANGE 5.1: Design of Supervision and Treatment Strategy**

**GOAL:** To review and prioritize what the releasing authority has established as terms and conditions of release, and to develop a community supervision and treatment strategy (an updated Transition Accountability Plan) that corresponds to the resources available to the supervising agency, reflects the likelihood of recidivism, and employs incentives to encourage compliance with the conditions of release (Ref: ReEntry Policy Council, pgs. 343-355).

**POLICY EXPECTATIONS**

- A transition team, including representatives from community corrections, law enforcement, community-based organizations and corrections staff is charged with the development of a comprehensive supervision strategy.
- As the release date approaches (and as appropriate and feasible) state prison inmates are transferred to correctional facilities reentry centers nearest to the community to which the individual will return.
- A supervision officer is assigned to each individual well before the date of his or her release and participates on the transition planning team. A written copy of the terms and conditions of release and transition plan are provided to each individual and explained clearly.

**OPERATIONAL/INTERMEDIATE PERFORMANCE EXPECTATIONS AND MEASUREMENTS**

- Supervision strategies are based on the information from risk-and needs-assessment instruments.
- The offender and supportive members of the family, broadly defined, are engaged in reentry and release planning.
- Law enforcement in the jurisdiction to which an individual will return is engaged through information sharing and cooperation before the individual’s release.

**TARGET FOR CHANGE 5.2: Implementation of Supervision and Treatment Strategy (REAP3)**

**GOAL:** To concentrate community supervision/community treatment resources on the period immediately following the person’s release from prison, and to adjust these strategies to the needs of the person released, the victim, the community, and the family (Ref: ReEntry Policy Council, pgs. 358-369).

**POLICY EXPECTATIONS**

- Contact between the supervision officer and probationer/parolee corresponds to level of risk presented. Probationers or parolees are supervised in the community where they live.
- The fidelity of each former prisoner’s transition plan is assessed periodically and modified accordingly.

**OPERATIONAL/INTERMEDIATE PERFORMANCE EXPECTATIONS AND MEASUREMENTS**

- Supervision and treatment resources are focused on the period directly following release.
- Pertinent issues are addressed during the former prisoner’s adjustment to the community in order to facilitate compliance. The activities of local law enforcement, parole and community-based treatment and service agencies are coordinated.
- Community-based networks assist with the implementation of the supervision strategy, and family and community members are regularly consulted to determine their assessment of the person’s adjustment to the home and/or neighborhood.
TARGET FOR CHANGE 5.3: Maintaining Continuity of Care and Housing

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

POLICY EXPECTATIONS

- Parole officers receive training and supervision on how to monitor former prisoners with substance abuse issues and how to successfully engage them in treatment.
- Parole officers receive training and supervision on how to recognize and respond effectively to the special needs of individuals with mental illness on parole.

OPERATIONAL/PERFORMANCE EXPECTATIONS

- Individuals released to the community achieve housing stability so that they do not end up homeless.
- Physical health services are coordinated for individuals with special health needs.

TARGET FOR CHANGE 5.4: Job Development and Supportive Employment

GOAL: To recognize and address the obstacles which make it difficult for a returning citizen to obtain and retain viable employment while under Community supervision (Reference: Report of the ReEntry Policy Council, pgs. 383-389).

POLICY EXPECTATIONS

- All agencies engaged with prisoner reentry support and promote supportive transitional employment programs.
- Agencies charged with supervision of offenders post-release require their staff to work towards sustainable employment for former prisoners.

OPERATIONAL/PERFORMANCE EXPECTATIONS

- Prisoners receive assistance with surmounting legal and logistical obstacles to employment.

DECISION POINT #6: REVOCATION DECISION MAKING

TARGET FOR CHANGE 6.1: Graduated Responses

GOAL: To ensure that community corrections officers have a range of options available to them to reinforce positive behavior and to address, swiftly and certainly, failures to comply with conditions of release (Reference: Report of the ReEntry Policy Council, Pgs.390-405).
TARGET FOR CHANGE 7.1: Development of Discharge and Aftercare Plan

GOAL: To ensure that when the term of community supervision is concluded—particularly through an early discharge—that community human service agencies are prepared to continue to manage the returning citizen’s case without the benefit of parole supervision, as appropriate based on risk.