1. **AUTHORITY:** Secretary of the Department of Public Safety and Corrections as contained in Chapter 9 of Title 36.


3. **PURPOSE:** To promote public safety strategies focused upon the reduction of recidivism and consequently, the reduction of victimization, stabilization of the growth of prison beds and the lowering of the size and cost of the state’s justice system. This regulation establishes procedures that systematically integrate a continuum of services and programmatic interventions for incarcerated offenders and offenders under community supervision. Beginning with the initial period of probation supervision or institutional reception and extending into any subsequent period of parole supervision, the Department’s reentry initiative shall assess, identify and link offenders with services specific to their reentry needs.

4. **APPLICABILITY:** Deputy Secretary, Undersecretary, Assistant Secretary, Chief of Operations, Regional Wardens, Wardens, Director of Probation and Parole and Director of Prison Enterprises. Each Unit Head is responsible for ensuring that appropriate unit written policy and procedures are in place to comply with the provisions of this regulation.
5. **POLICY:** It is the Secretary’s policy to significantly reduce crime and enhance public safety through the Office of Reentry Services utilizing reentry programs at all state correctional facilities, regional reentry centers, local jail facilities housing state offenders, and community corrections services. These reentry programs shall provide a seamless plan of services and supervision developed and delivered through state and local collaboration with both community providers and families from the time of the offender’s probation/incarceration/parole, through their transition, community reintegration and aftercare. All offenders entering the Department, where feasible, shall undergo a series of assessments to determine their specific needs. This may occur at the probation and parole level, the Reception and Diagnostic Center level and/or the institutional level. Based on these assessments, a collaborative case plan shall be developed based on the Louisiana Prisoner Reentry model. This model encompasses three distinct phases:

1) Institutional Phase, “Getting Ready,”
2) Reentry Phase, “Going Home,” and
3) Community Phase, “Staying Home.”

6. **DEFINITIONS:**

   A. **Catalog of Rehabilitative Programs:** A directory that summarizes and defines programs available to offenders at state institutions which serves to better prepare the offender for reentry into society.

   B. **Collaborative Case Management and Supervision Model (CCMS):** An approach for improved case management that requires significant collaboration with local nonprofit and other service providers as a way to achieve the intended impacts of the LA DPS&C System Blueprint and the vision, mission and goals of the LA-PRI.

   C. **Community Resources Directory:** A directory that summarizes and defines programs available to probationers and parolees in the community which serves to assist them while under supervision by the Division of Probation and Parole.

   D. (Job) **Competency Certificate:** A certificate acknowledging an offender’s acquisition of specific job and safety skills that were obtained by six months of continuous employment at the same job.

   E. **Continuum of Services:** Coordination between Department of Public Safety and Corrections staff, other state agencies and community-based partners to ensure that once an offender is released, the reentry initiative continues without interruption.

   F. **Institutional Discharge Assessment:** A screen available via the Department’s offender management system which identifies an offender’s reentry progress while incarcerated and provides information regarding program participation, program completions, program refusal, work experience and selected disciplinary infractions.

   G. **Institutional Reentry Committee:** A team established by each Warden for the purpose of developing and reviewing an offender’s reentry plan while in secure care. The committee members may vary at the discretion of the Warden, but shall include unit
management staff and, as appropriate, staff from classification, mental health, medical, education and faith-based programs.

H. Institutional Transition Specialist: A position established by each Warden for the purpose of directing and coordinating the delivery of transitional services for offenders.

I. Local Jail Transition Specialist: A position established in the Office of Reentry Services for the purpose of directing and coordinating the delivery of transitional services for state offenders housed in targeted parish facilities.

J. Louisiana Department of Public Safety and Corrections System Blueprint: A logic model describing the factors driving the size and composition of Louisiana’s prison system, the Department’s values and evidence-based principles, the implications of those values and principles on departmental policy and operations, and the expected process and impact outcomes of improved departmental policies and operations. Evidence-based principles include:

1) Assess actuarial risk/needs;
2) Enhance intrinsic motivation;
3) Target Interventions:
   • Risk Principle: Prioritize supervision/treatment for higher risk offenders;
   • Need Principle: Target interventions to criminogenic needs;
   • Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender;
   • Dosage: Structure 40-70% of high-risk offenders’ time for 3-9 months;
   • Treatment: Integrate treatment into sentence/sanction requirements;
4) Skill train with directed practice using cognitive behavioral treatment methods;
5) Increase positive reinforcement;
6) Engage ongoing support in natural communities;
7) Measure relevant processes/practices; and
8) Provide measurement feedback.

K. Louisiana Prisoner Reentry Initiative Case Logic Model: A policy, process and documentation flow chart that illustrates the expectations of improved Reentry Accountability Plans (ReAP) driven by actuarial, validated risk and need assessments with the expectation of impacts consistent with those outlined in the LA DPS&C System Blueprint.

L. Louisiana Prisoner Reentry Initiative State and Local Organizational Structures: Descriptions and organizational charts that define the roles, responsibilities and reporting structures for the state Implementation Steering Team and local Prisoner Reentry Coalitions and their Steering Teams.

M. Offender Annual Assessment: An assessment completed annually as an administrative overview of each offender’s current status regarding their Reentry Accountability Plan.
N. **Office of Reentry Services:** Under the leadership of the Assistant Secretary, the primary objective of this office is to enhance the Department’s commitment to successful offender reentry by building a seamless system of offender transition between state institutions, local jail facilities, Probation and Parole and the community.

O. **Performance Grid:** A chart used by the Division of Probation and Parole which lists sanctions and guidelines for use in the selection of appropriate offender interventions when the conditions of probation or parole are violated.

P. **Probation and Parole Community Resource Coordinators:** Employees designated within each Probation and Parole District Office to assess the collective needs of probationers and parolees and ensure that the delivery of services is being maximized.

Q. **Probation and Parole Regional Reentry Program Managers:** Employees designated to coordinate regional Probation and Parole reentry services.

R. **Probation and Parole Supervision Plan:** A plan established for offenders under community supervision that is based on assessment of the offender’s needs and level of risk. The plan determines appropriate interventions, referrals and other options that support successful reintegration into the community.

S. **Probation and Parole Supervision Team:** Employees designated within each Probation and Parole District Office for the purpose of reviewing reentry plans for offenders assigned to community supervision. The Team members may vary depending on the offender’s needs, but may include a supervisor, supervising officer, treatment provider and/or faith-based provider as determined by the District Manager.

T. **Projected Release Date:** Estimated release date located on the third page of the CINQMAS screen in the Department’s Cajun system. Projected release date is calculated based off of the current release date and current program enrollments. The projected release date is not to be used for any matter other than an estimated date of release pending program completion, and time computation.

U. **Reentry:** The process of transitioning an offender back into the community from incarceration, probation or parole supervision.

V. **Reentry Accountability Plan (ReAP):** A mandatory unified case plan that is initiated at the assigned institution, or Probation & Parole district if the offender is placed on probation prior to incarceration, updated annually, and documented in the DPS&C electronic data management system to guide reentry planning, offender programming, and navigate treatment pathways.

W. **Regional Reentry Program:** A program operated in a designated region of the state in accordance with a cooperative endeavor agreement executed by the Department with a Sheriff to provide reentry programming for offenders housed at the local level.

X. **Reintegration:** The process of an offender adjusting from a socially isolated correctional environment back into active community involvement.
Y. **Restorative Justice:** A non-punitive justice approach that emphasizes the importance of the roles of the victim, the offender and the community in fashioning genuine and long-lasting solutions to crime.

Z. **Risk Needs Responsivity Tool (RNR):** Validated Risk/Needs assessment tool approved by the Department pursuant to Department Regulation No. IS-B-7 “Louisiana Risk Need Assessments (LARNA)”.

AA. **Support System:** The offender’s immediate family members, significant others, local organizations, etc. documented in the offender’s institutional record during the initial reception process.

BB. **Transition Assistance Brochure:** A brochure provided to offenders prior to releasing from prison which include quick reference information to resources in the community, directions on accessing additional resources, reporting obligations, out of state travel requirements, and contact information for Probation and Parole districts statewide.

CC. **Transition Document Envelope (TDE):** An envelope containing official documents such as forms of identification, Social Security card, Driver’s License or State Identification card, birth certificate, education certificates, vocational certificates, school transcripts, referrals to community agencies, and other documents to aid in an offender’s transition back into the community. See envelope for instruction of use.

7. **PRISONER REENTRY PROGRAM:**

A. The Assistant Secretary of the Office of Reentry Services shall be responsible for general oversight and implementation of the Louisiana Prisoner Reentry Program (LA-PRI) on a Department-wide level. Pursuant to the LA DPS&C System Blueprint, the LA-PRI includes strategies that affect organizational and supervision-level approaches to reduce recidivism and victimization:

1) Organizational-level strategies include:

   a. Defining success as meeting the Department’s mission in order to reduce recidivism, resulting in fewer crimes and fewer victims;
   b. Measuring implementation performance: risk/needs assessments drive case plans and effective offender/service matching;
   c. Tailoring conditions of supervision;
   d. Focusing resources on moderate and high-risk offenders;
   e. Front-loading of supervision resources; and
   f. Engaging partners to expand intervention capacities.

2) Supervision-level strategies include:

   a. Assessing criminogenic risk/need factors;
   b. Developing/implementing case plans that balance public safety/offender success;
c. Involving offenders to enhance their engagement in assessments and case planning;
d. Engaging pro-social supports to facilitate community reintegration;
e. Incorporating incentives and rewards into the supervision process;
f. Employing graduated interventions to violations swiftly and certainly;
g. Addressing cultural, ethnic, and gender diversity in supervision strategies; and
h. Specialized services and supervision for special target populations (e.g. offenders with mental health, medical issues, addictions, co-occurring disorders, disabilities or cultural needs and sex offenders).

B. The Catalog of Rehabilitative Programs shall provide a comprehensive listing of services available to the incarcerated offender. It shall be maintained and updated in July of each year. The Warden or his designee is responsible for notifying the Office of Reentry Services with information on new programs or changes to existing programs. The Office of Reentry Services shall provide a copy of, or electronic access to, the catalog to all facilities for use in the reentry planning process.

C. The Community Resources Directory is a comprehensive listing of community resources available to probationers and parolees in the community. It shall be maintained electronically, which may be housed within the DPS&C electronic data management system or provided through contract with an outside organization, and organized by parish and region pursuant to Department Regulation No. IS-B-1 “Assignment and Transfer of Offenders.” Updates shall be coordinated by the Office of Reentry Services in collaboration with the Division of Probation and Parole as staff becomes aware of new services or changes to existing services.

D. The Transition Assistance Brochure shall provide written reentry information such as resources, obligations and contact information to releasing offenders as noted in the definition. The Office of Reentry Services shall ensure that this document is reviewed and updated annually.

E. Transition Document Envelope shall be initiated at intake by the Transition Specialist, designated local jail staff, or Warden’s designee. The document envelope will be maintained throughout the offender’s incarceration, and transferred along with the offender’s master prison record.

8. RECEPTION AND DIAGNOSTIC CENTER REENTRY ASSESSMENT:

Reception evaluations, activities and assessments shall be completed and data compiled in accordance with Department Regulation No. IS-A-1 “Reception and Diagnostic Processing.” These assessments shall include a validated risk/needs assessment tool in accordance with Department Regulation No. IS-B-7 “Louisiana Risk Need Assessments (LARNA).” Additionally, the Transition Document Envelope shall be created and appropriate documents shall be stored in it.

9. INSTITUTIONAL PHASE “GETTING READY”:
A. Development of a Reentry Accountability Plan (ReAP)

1) The information collected during the reception and diagnostic process shall be utilized by the receiving facility to determine appropriate programming needs and to develop the offender’s ReAP.

2) Each Warden shall designate an Institutional Reentry Committee. The Committee shall be responsible for developing and reviewing reentry planning for offenders in their facility. The Committee members shall meet at least monthly, according to institutional need, and as determined by the Warden, to establish new and/or review and modify existing ReAPs.

3) Utilizing a variety of assessments, the offender’s individualized initial ReAP shall be developed within one month of the offender’s arrival at the assigned institution. The ReAP is the basis of the offender’s continuum of services. Offenders who are returning to the Department's custody following release shall be required to complete the Return to Incarceration Questionnaire (Form PS-C-1-b.) This information shall be captured in the Return to Incarceration Lotus Notes database and shall be utilized to provide supporting information for development of the ReAP and to enhance both offender and program improvement strategies.

4) The plan shall consider the offender’s risk level, length of sentence and, if applicable, length of time under parole supervision. The ReAP shall identify the needs of an offender based on classification data, including those items identified pursuant to Department Regulation No. IS-A-1 “Reception and Diagnostic Processing.” The plan should include further educational assessments, including the “T.A.B.E.” and “Locator Test” as needed. The ReAP shall identify evidence-based programs needed by the offender at varying levels of dosage (duration and intensity) based on risk and need of the offender pursuant to Department Regulation No. PS-C-2 “Reentry Compliance.”

5) Once developed, the plan shall be documented in the DPS&C electronic data management system to guide the institution’s reentry planning and programming for the offender, and navigate treatment pathways. A copy of the ReAP shall be maintained in the offender’s Master Record.

B. Reentry Tracks

Each Warden shall identify a Transition Specialist for the purpose of directing and coordinating the delivery of transitional services for offenders. The Transition Specialist shall coordinate compliance of the completed ReAP by tracking the offender into reentry programming based on custody status, earliest release date and risk score. An offender within 5 years of release and/or a high risk score shall receive priority for placement in reentry programming, followed by those with moderate and low risk scores. An objective of reentry programming is to make rehabilitative services available to all offenders consistent with sentence length and risk.

C. Annual Assessment, RNR Update and Evaluation of ReAP
1) Each Warden shall ensure that there is an institutional procedure for an offender annual assessment and that this assessment is a comprehensive and progressive description of the offender’s reentry progress. This information shall be updated in the DPS&C electronic data management system.

2) Any offender participating in any reentry programming shall be enrolled in the DPS&C electronic data management system. Program completion and removal shall also be updated in the DPS&C electronic data management system in three days or less from the offender’s program removal or completion.

   a. Program enrollment within the DPS&C electronic data management system will inform/modify a projected release date in the same system.
   b. Projected released date can be found on the third screen of CINQMAS in the CAJUN system.

3) The Transition Specialist shall monitor the annual reassessment of the offender using the Department’s RNR tool in accordance with Department Regulation No. IS-B-7 “Louisiana Risk Need Assessments (LARNA)”, the completion of the offender annual assessment and shall note appropriate adjustments to the offender’s ReAP. The annual assessment shall include a review of the offender’s work assignments to ensure that Job Competency Certificates have been completed in accordance with Section 10.A.2) of this regulation. The Transition Specialist shall also monitor the offender’s ReAP for continuum of services.

4) The Transition Specialist shall forward the ReAP for review by the Institutional Reentry Committee no less than once every two years, with reviews being completed annually during the last three years of incarceration.

5) The Institutional Reentry Committee shall review the ReAP to assess current programming, progression of reentry tracks, completion of goals and make modifications to the offender’s ReAP, with adjustments noted in the DPS&C electronic data management system. The Institutional Reentry Committee shall refer to the Catalog of Rehabilitative Programs (and the Community Resources Directory for those discharging within one year) in developing and modifying the offender’s ReAP.

10. INSTITUTIONAL REENTRY COMPONENTS

   A. Basic Principles of Reentry

   1) Education, Training, Employability and Job Placement

      a. As a component of the ReAP as recommended by treatment pathways offenders shall be afforded opportunities to participate in education, training and employability opportunities while incarcerated, the Transition Specialist shall make referrals and provide assistance in submitting applications to available educational, vocational, job training, job placement and
counseling centers, as needed to help offenders prepare for continuing education and/or job placement upon release. Additionally, the Transition Specialist may provide assistance in completing applications for financial aid such as Pell grants, etc.

b. Pursuant to the provisions of Act No. 185 of the 2009 Regular Session, selected offenders who have identified skills, interests and abilities may participate, where available, in a vocational program leading to certification as part of pre-release.

2) Job Competency Certificates

a. Offenders leaving a skilled craft or trade work assignment, or who are being released or transferred and who have acceptably performed the duties of a work assignment in a skilled craft or trade listed in the Job and Safety Skills Assessment (Form PS-C-1-c-1) which lasted at least six months, shall be provided with recognition of competency in the work assignment in the form of a Competency Certificate (Form PS-C-1-c). This certificate shall be in addition to any other vocational certifications or in-service awards presented to the offender.

b. The Transition Specialist shall print a Competency Certificate Report from the Lotus Notes database in accordance with Section 9.C.2) of this regulation to identify offenders who have changed work assignments and are eligible for a Competency Certificate (Form PS-C-1-c). The Transition Specialist shall also identify offenders nearing discharge or transfer to another facility and add them to the list of eligible offenders.

c. The Transition Specialist shall ensure that the appropriate Job and Safety Skills Assessment (Form PS-C-1-c-1) is completed and signed by the offender's supervisor detailing job and safety skills learned for all identified offenders.

d. The Transition Specialist shall then copy the Competency Certificate (Form PS-C-1-c) on to the back of the signed Job and Safety Skills Assessment (Form PS-C-1-c-1) and forward to the Warden for signature.

e. The original signed Competency Certificate shall be placed in the offender’s Transition Document Envelope which is provided to the offender upon discharge. A copy of the Certificate shall be filed in the offender’s Master Record.

3) Identification Documents and Selective Service

a. The Transition Specialist shall ensure that each offender has at least two valid forms of identification, as required in the Department's Standardized Pre-Release Curriculum, prior to release in accordance with Department Regulation No. IS-F-2 "Valid Identification Documents." Forms of
identification shall be a driver's license or state identification card along with the offender's Social Security card. Birth Certificates shall be acquired at the request of the offender, or if required to obtain a state identification card. If unable to obtain these documents a reason shall be documented on the monthly AM-I-4 report in the comments section. All Identification Documents shall be maintained in the Transition Document Envelope. Application and receipt of identification documents shall be entered in the DPS&C electronic data management system.

b. Prior to release, the Transition Specialist shall screen all male offenders for Selective Service Registration and shall explain that federal laws require registration with the Selective Service in order to receive financial aid, federal grants, loans and certain government benefits. The Office of Reentry Services shall provide each Unit Head with instructional information and the registration application for those offenders who must register. Offenders ages 18-25 are required to register, offenders over the age of 25 and have been continuously incarcerated since their 18th birthday are eligible to register using the waiver system.

4) Family Reconciliation and Renewal

a. Offenders are encouraged to participate in visiting programs available to them while incarcerated to maintain family connections.

b. Pursuant to a memorandum of understanding with the Department of Children and Family Services, each Warden shall establish procedures for communicating with DCFS regarding child support obligations. This should include arranging for interviews either in person or remotely, court appearances or use of video court alternatives, or other communication as needed to comply with La R.S. 9:311 and 9:315.11. (*Note* This provision shall be in effect once such MOU is finalized and signed.)

5) Faith and Character Development

a. Each Warden shall ensure that a member of the faith-based community is actively engaged in maintaining the offender’s continuum of services, when appropriate. The offender’s spiritual background and desires shall be documented and made part of the reentry plan. Faith-based programs can help an offender prepare for successful reentry into the community by establishing a spiritual foundation from which to make sound, moral decisions.

b. Eligible offenders shall be given the opportunity to volunteer to participate in Department Regulation No. PS-E-2 "Faith and Character Based Dormitory Program" To the extent that such programs are available at the institution. This program is offered to facilitate offender institutional
adjustment, increase system-wide institutional security, rehabilitation, reintegration into the community and reduce in recidivism.

c. Releasing offenders shall be provided contacts to a network of services and support from the faith-based community.

6) Restorative Justice and Crime Victim Advocacy

a. Offenders shall be encouraged by institutional staff to repay a piece of their debt to society by participating in fund drives and other service projects that benefit local communities and charitable organizations.

b. Offenders shall be encouraged to participate annually in National Crime Victims' Rights Week observances in order to enhance their awareness about the real impact of crime on crime victims.

c. Offenders shall be encouraged to participate quarterly in the Victim Accountability Letter Training Program. One program must be held during National Crime Victims’ Rights Week.

d. Offenders who agree to a victim’s request for Victim-Offender Dialogue shall be helped by dialogue facilitators to prepare fully for an eventual direct meeting with the victim or survivor. Pursuant to Department Regulation No. PS-H-2 “Victim-Offender Dialogue.”

B. Resource and Job Fair

1) Each institution shall coordinate an annual job and resource fair to include local and state providers such as medical/mental health treatment, substance abuse interventions, faith-based organizations, victim advocates, family support organizations, housing, employment, the Division of Probation and Parole, Louisiana Workforce Commission and other identified community resources. The institution shall also reach out to local employers to participate in these resource and job fairs.

2) The Transition Specialist shall identify eligible offenders, who are within two years of their release, to be given an opportunity to link with providers at the institution’s annual Resource Fair.

11. TARGETTED LOCAL JAILS “GETTING READY”

A. All transition specialists assigned to local jails and providing, directing, and coordinating reentry services to offenders housed in parish jail facilities will work in accordance with the Local Jail Transition Specialist Standard Operating Procedures (Attachment A).

B. Offenders housed in local jails without a Transition Specialist may participate in programs offered at the facility.
12. REENTRY PROGRAM AND PRE-RELEASE PREPARATION REFUSAL:

An eligible offender who refuses to participate and comply with ReAP recommended treatment pathways or pre-release shall be informed that should he/she become eligible for or submit an application for Parole or Pardon Board consideration, the appropriate Boards or Panels shall be notified of the offender’s refusal to participate. Refusal to participate may also adversely affect the offender’s classification status as it relates to internal classifications such as assignment to honor dorms, minimum custody status and transfer to a transitional work program. An eligible offender who refuses to participate in reentry planning and/or pre-release preparation shall sign the Reentry Planning and Pre-Release Preparation Refusal (Form PS-C-1-a).

Note: Eligible offenders who refuse pre-release preparation shall be subject to disciplinary action.

13. REENTRY/DISCHARGE PLANNING PHASE “GOING HOME”:

A. The Reentry Phase shall begin one (1) year before the offender’s GTPS or Projected Release Date (whichever is sooner) and encompasses the procedures for developing individualized reentry plans for each offender as release preparations begin. In instances where the offender is being considered for parole, this plan shall be developed as part of the Institutional Progress Report or local jail discharge plan and provided to the Committee on Parole for consideration.

B. Standardized Pre-Release Curriculum

1) In accordance with La. R.S. 15:827 and 827.1 and as part of the individualized ReAP, each Warden shall ensure that all eligible offenders shall receive a mandatory minimum of 100 hours pre-release programming utilizing the Department's Standardized Pre-Release Curriculum. Enrollment shall begin at least six months prior to the offender's earliest possible release date, but may begin as early as one year prior to the offender’s transitional work program eligibility date.

2) The Standardized Pre-Release Curriculum shall be used as a source guide for reentry preparation instruction which shall address each of the following mandatory topics:

- Module 1: Personal Development
- Module 2: Problem Solving/Decision Making;
- Module 3: Anger Management;
- Module 4: Values Clarification, Goal Setting, Achieving;
- Module 5: Victim Awareness/Restitution;
- Module 6: Employment Skills;
- Module 7: Job Placement Assistance;
- Module 8: Money Management;
- Module 9: Reentry Support Resources;
• Module 10: Counseling on Individual Community Reentry Concerns.

Note: The Standardized Pre-Release Curriculum shall also include provisions for obtaining two valid forms of identification for the offender in accordance with the provisions of Department Regulation No. IS-F-2 "Valid Identification Documents."

3) Standard Pre-Release Programming shall be mandatory for all medium to minimum custody level offenders in state institutions and local jail Regional Reentry Centers, unless serious medical or mental health concerns make them unsuitable for participation as determined by medical/mental health staff or a designee.

4) Offenders may receive individualized programming via instructional materials, handouts, or access to video aids when extenuating circumstances preclude standard participation (i.e., custody level, security considerations, restrictive housing, release date of less than six months, etc.) Offenders will not receive CTRP credits when any method besides standard class participation is provided to the offender.

5) If there is documentation that the offender has previously completed comparable programming during the same period of incarceration, then participation in reentry preparation may be waived by the Warden or designee.

6) In cases where there is insufficient time or program slots for an offender to complete reentry preparation prior to release or in cases in which an offender is not eligible to participate (i.e. TWP, maximum security or serious medical or mental health concerns, the offender shall be provided a Standardized Pre-Release Curriculum Handout addressing the required topics)

Note: This does not exempt the facility from obtaining two valid forms of identification as stated in Section 10.A.3) and in accordance with Department Regulation No. IS-F-2 "Valid Identification Documents."

C. Residence Planning and Resources

1) The Transition Specialist shall be responsible for obtaining information from releasing offenders and/or in conjunction with Classification staff, relative to the offender’s residence plan upon release.

2) Referrals shall be made to transitional housing programs, as needed, to ensure that offenders release with approved residence plans. The Transition Specialist shall be responsible for researching housing/shelter services utilizing the Community Resources Directory.

3) In the event an offender plans to reside out of state upon release, the Transition Specialist is responsible for initiating an Application for Interstate Compact Transfer (Form P&P-7-a). The document shall be submitted pursuant to
4) Six months to one year prior to release, identified veterans shall be connected to Veterans Services through Veterans Affairs. The Transition Specialist shall be responsible for coordinating meetings between identified Veterans and LA VA Counselors, and for ensuring that military service information has been entered into the DPS&C electronic data management system.

5) Offenders releasing from state facilities shall be given Transition Document Envelopes upon release. For offenders releasing from local facilities with supervision requirements, that have also completed Pre-Release programming, transition document envelopes shall be sent to their coordinating Probation and Parole District Office. Offenders releasing from local facilities without supervision requirements shall be given transition document envelopes upon release.

6) Offenders that are transferred to transitional work programs or another facility shall have their Transition Document Envelope provided to the receiving facility. It is the responsibility of the Transition Specialist to ensure that if an offender returns from work release or another facility that the TDE and its contents are returned as well. In the event the TDE and its contents are not returned, the Transition Specialist shall notify The Office of Reentry Services via e-mail.

D. Continuum of Care (Health, Mental Health and Substance Abuse)

Wardens shall implement written unit policy and procedures that ensure the following continuum of care services are incorporated into their reentry efforts:

1) Referrals to outside medical and/or mental healthcare facilities shall be made in accordance with Department Regulation No. IS-D-2 “Health Care;”

2) Staff shall develop a written medical and/or mental health discharge plan (with particular emphasis on offenders with significant medical/mental health issues) or referral to an appropriate healthcare provider or outside facility to ensure specialized care is uninterrupted;

3) Staff shall educate releasing offenders regarding services available through state and federal social service agencies and make referrals, as needed, to support the offender’s return to the community; and

4) Staff shall assist eligible offenders with completing applications for Medicare/Medicaid, veteran’s benefits, SSI and disability, where applicable.

E. Lack of a support system may hinder the offender’s reintegration into the community. Therefore, prior to release, the Transition Specialist or Regional Reentry Center program staff shall review the offender’s visiting records for the past year to ascertain who did not receive visits or very limited visiting. This information shall also be reviewed by staff at the Probation and Parole District the offender will reside in upon release to assist with
coordination of referrals to providers and resources.

F. The Transition Specialist shall ensure each offender’s ReAP is updated with current assessments and program completion information pursuant to department regulation. The ReAP and Discharge Assessment shall be made available for review by the Division of Probation and Parole 30 days prior to the offender’s release and shall notify the appropriate Probation and Parole Community Resource Coordinator in the District to which the offender is releasing in order to aid in the development of a seamless continuum of reentry services.

G. Probation and Parole Officers can access the ReAP based on instructions provided to them by the Office of Reentry Services and pursuant to Department Regulation to begin developing the plan for the Community Phase “Staying Home”.

H. Supervision/Community Engagement/Mentoring Resources
   1) Prior to release from custody, the Division of Probation and Parole shall meet with offenders via pre-release classes to explain, at a minimum, the following issues:
      a. The expectations of the offender's actions while under supervision;
      b. The offender’s responsibilities while under supervision;
      c. The role and responsibilities of the Division of Probation and Parole in supporting the offender’s successful reentry;
      d. All special requirements, e.g., sex offender registration and notification, etc.
   2) Special accommodations for direct contact with high risk violent offenders, maximum custody offenders and sex offenders should be made whenever possible to allow Probation and Parole Officers to meet with them prior to release.
   3) Where available, video conferencing may be utilized to link the offender with the appropriate Probation and Parole Officer or Supervisor, coordinated through the Probation and Parole Regional Reentry Coordinator.

I. All offenders shall be provided a copy of the Reentry Resources Brochure Transition Assistance Brochure, which shall include contact information for the Probation and Parole Districts so that the offender may request additional reentry related assistance.

14. TRANSITIONAL WORK PROGRAM:

A. Eligible offenders may be considered for placement in a transitional work program up to four years prior to release from incarceration. (Pursuant to the provisions of La. R.S. 15:1111, offenders convicted of certain enumerated crimes are not eligible for participation in transitional work programs except in the last six months of their sentence
and in certain cases, during the last 12 months of their sentence. (See Department Regulation No. IS-B-1 “Assignment and Transfer of Offenders” for additional information.)

B. Offenders must take part in treatment or therapeutic programs offered by transitional work programs when available in compliance with ReAP recommendations of treatment pathways. Offenders unwilling to fulfill treatment pathways recommended by their ReAP may be removed from transitional work program placement. Wardens are responsible for ensuring that eligible offenders are provided the opportunity to participate in transitional work programs.

C. Upon discharge or transfer to a transitional work program, each offender shall be provided with a Transition Document Envelope, which shall include, at a minimum, the following:

- All available forms of identification (See Department Regulation No. IS-F-2 "Valid Identification Documents" for additional information);
- Job skills resume or standard employment application which includes, at a minimum, the offender’s name, date of birth, program completion and work experience obtained while incarcerated;
- Copies of educational and/or vocational program certificates, including Competency Certificates, earned while incarcerated;
- Community resource materials; and
- Relevant community referrals.

Review of adherence to this section shall be included in each monitoring visit of a transitional work program pursuant to Department Regulation No. AM-H-2 “Headquarters Compliance Monitoring - DPS&C Facilities, Contract and Cooperative Endeavor Agreement Transitional Work Programs and Transitional Work Programs Operated in Local Jail Facilities,” to ensure that this goal is being accomplished.

Note: To ensure that offenders being placed in a transitional work program are employed as soon as possible without incurring a large negative balance before starting to work, the items listed on Appendix IV of Department Regulation No. IS-B-1 "Assignment and Transfer of Offenders" shall be provided by the facility upon transfer to a transitional work program along with valid identification documents.

15. COMMUNITY PHASE “STAYING HOME”

A. Community Phase development shall begin during incarceration, pursuant to Section 13.F and shall be finalized upon release. This phase continues until the offender is discharged from supervision at the full term date. The Community Phase shall encompass supervision, enrollment and/or referrals to services and programs within the community, and administrative incentives and sanctions to reduce and respond to technical violations. Should supervision be revoked, the offender shall be returned to custody within the DPS&C, where the Institutional Phase shall be reinstated.

B. Transition Support
In the community supervision phase, it is of critical importance that offenders receive support in their transition into the community and assistance remaining there as productive citizens. This can be accomplished by monitoring their behavior, identifying and referring them to community programs, available job and employment opportunities and developing partnerships with volunteer groups, local law enforcement, faith-based institutions and other organizations that can help maintain positive efforts.

C. Supervision Plan (ReAP)

1) Current intake procedures, as outlined in Probation and Parole policy and procedures and the Probation and Parole Officers Manual, shall guide the creation of an individual Supervision Plan (Reentry Accountability Plan) for each offender. The plan shall be developed taking into account a range of interventions, referrals and options that will support the offender’s successful transition into the community.

2) The Supervision Plan shall be geared to the individual needs of the offender as identified by RNR tool, the ReAP, the court and Parole Board conditions of supervision. The Supervision Plan shall have specific objectives for the offender, but be sufficiently flexible to allow for modification as needed.

3) Referrals shall be made as needs are identified in areas such as substance abuse interventions, medical/mental health treatment, employment, housing, identification needs, family stabilization and faith-based organizations or other identified areas which will aid in successful transition. Supervising officers shall use available and appropriate community resources as identified in the Community Resources Directory to aid in the offender’s rehabilitation.

D. Supervision Team

Each District Manager shall designate a Probation and Parole Supervision Team to review the Supervision Plan for offenders entering their District. The review shall ensure that the Supervision Plan includes specific plans for:

1) Medical/mental health
2) Housing
3) Substance use
4) Employment
5) Transportation; and
6) Other reentry needs as appropriate.

The Probation and Parole Community Resource Coordinator shall work to identify and/or develop resources whenever possible. During the internal audit process pursuant to the Division of Probation and Parole’s policies and procedures, Regional Administrators shall ensure that Probation and Parole Supervision Teams are established and being utilized in their respective regions.

E. Case Documentation
Case documentation of an offender’s Supervision Plan shall be maintained in the Probation and Parole Case Management System:

1) The supervision level shall govern personal contacts with the offender;

2) Case narratives shall be ongoing based on established policy and procedures;

3) Reassessment utilizing the RNR tool shall be conducted in accordance with the Probation and Parole Officers Manual and Department Regulation No. IS-B-7 “Louisiana Risk Need Assessments (LARNA);”

4) The Probation and Parole Supervision Team shall also assess progress based on items identified in the offender’s Supervision Plan.

F. Incentives

Incentives and rewards, including but not limited to, certificates of accomplishments, recognitions and other motivational incentives may be awarded to offenders as appropriate. During the annual review process, Probation and Parole Officers shall also identify and recommend for non-reporting/administrative status, those offenders who meet the eligibility criteria set forth in the Division of Probation and Parole’s policy for non-reporting/administrative status.

G. Performance Grid

1) Probation and Parole Officers shall use the performance grid for all violations. The performance grid provides the Officer with sanctions (i.e., electronic monitoring, day reporting center, treatment, increased reporting requirements, anger management, substance abuse treatment, parenting and job skills, drug court, community service work and other programs as needed) based on the nature, number and history of the violation(s.) With supervisory approval, Officers may deviate from the grid. A written narrative explaining the deviation shall be added to the offender’s case documentation.

2) Community sanctions can range from verbal reprimands, in or out-patient treatment, to recommendations for electronic monitoring or transitional work program participation for non-compliant offenders that commit technical violations.

3) Sanctions shall be supportive of reentry goals and there shall be Division-wide consistency in the application of progressive sanctions that protect public safety, as well as correct deficient behavior.

H. Alternatives to Incarceration

1) Probation and Parole Officers shall also utilize a range of alternatives to traditional incarceration programs for offenders that commit technical violations. Alternative
programs provide for the protection of public safety by utilizing an incarceration period, coupled with treatment in a therapeutic environment.

2) A current list and description of Alternative and Treatment Programs is available in the Catalog of Rehabilitative Programs.

3) To guide the decision for placement in an alternative or treatment program, the Probation and Parole Supervision Team shall consider the nature of the violation, including utilization of RNR tool in accordance with Department Regulation No. IS-B-7 “Louisiana Risk Need Assessments (LARNA).” The screening process shall determine who should be recommended for revocation and who should be referred to an alternative or treatment program as identified in the Catalog of Rehabilitative Programs.

4) Upon successful completion of an alternative or treatment program, the offender shall be returned to community supervision and the Supervision Plan shall be adjusted to meet transitional objectives.

16. FULL TERM DISCHARGE:

A. Upon release, full term offenders shall be provided with a Transition Document Envelope that includes a Voting Rights Certification Form pursuant to Department Regulation No. IS-F-1 “Release Procedures”. This information shall include a state mail voter registration (which includes the requirements and procedures for registering to vote and reinstatement of voter registration information) and the address and telephone number of the Registrar of Voters in each parish of Louisiana.

B. Information regarding restoration of voting rights shall also be provided to probationers and parolees as appropriate to their sentence.

C. Offenders shall be given information in order to contact their Regional Reentry Center, or nearest Probation and Parole District post release in order to request resources and assistance.

James M. LeBlanc
Secretary

Attachments:
A  Local Jail Transition Specialist Standard Operating Procedures
B  DPS&C System Blueprint
C  Louisiana Prisoner Reentry Initiative Framework – Summary
D  Louisiana Prisoner Reentry Initiative Local Organizational Structure
E  Louisiana Prisoner Reentry Initiative State Organizational Structure
F  Collaborative Care Management and Supervision Model

Forms:
This regulation supersedes Department Regulation No. B-08-013 dated 29 December 2011.

Reviewed as of: October 1, 2019
LOUISIANA DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONS SYSTEM BLUEPRINT

**Workload Factors Shaping the Size & Characteristics of the Probation, Prison and Parole Populations**

- **State/Local Factors**
  - State intentions on reducing prison commitments, especially those housed in local jail, driven by revocation and sentencing practices.
  - Complexity of system—and history—of housing state prisoners in jails.
  - Challenges related to health care and poverty that greatly affect prisoners.
  - Strength of system to identify offender needs and match them to resources prior to ready for release.
  - Partner agencies policies and priorities and Competition for resources.
  - Staff knowledge/skills/practice around EBP.

- **Economic Factors**
  - Support for hiring “Returning Citizens”.
  - Socioeconomic conditions in geographic areas where returning prisoners live.
  - High recidivism rate of state prisoners in jails.
  - Recruitment/Retention of staff is challenging due to pay and benefits.

- **Community Factors**
  - Prevailing tough on crime attitudes and lack of understanding of corrections.
  - Lack of community resources and support for offenders.
  - Sex offenders are difficult to secure housing, employment and services.
  - Criminal justice partners knowledge of EBP.
  - Understanding that services have a greater impact on crime than incarceration.
  - Victims’ rights area priority.
  - Strength of addiction treatment services.
  - Family engagement in the corrections process is lacking—but vital to outcomes.
  - Inter-generational impact of crime and incarceration.
  - Education system/high school dropout rate.

- **Demographic Factors**
  - Varying sentencing practices and partner relationships.
  - Awareness about how domestic violence, sex offenders, elderly offenders and special populations that affect the justice system.
  - Locations of reentry & day reporting services.

**Strategic Direction Values, Principles, Practices What We Believe In**

- **Values**
  - Accountability: Expectation of results and measurable goals, supports opportunities for rehabilitation, remains flexible to implement best practices, and maximizes employee potential.
  - Fairness & Integrity: Fosters a professional environment of trust through transparency, cooperation, collaboration, and respect for diversity.
  - Innovation & Technology: Use data, analytics and technical assistance to identify risk needs, responses & results to drive coordinated information sharing and enhance staff development and training.
  - Sustainable Safety: Programs and operations based on solid processes & utilizing evidence based principles that produce expected measurable performance outcomes.

- **Principles of EBP**
  - Assess actuarial risk/needs.
  - Enhance intrinsic motivation.
  - Target Interventions: Risk Principle: Prioritize supervision/treatment for higher risk offenders; Need Principle: Target interventions to criminogenic needs; Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender; Dosage: Structure 40-70% of high-risk offenders’ time for 3-9 months; Treatment: Integrate treatment into sentence/sanction requirements.
  - Skill train with directed practice (use cognitive behavioral treatment methods).
  - Increase positive reinforcement.
  - Engage ongoing support in natural communities.
  - Measure relevant processes/practices.
  - Provide measurement feedback.

**Work Processes/Procedures The Logic that Drives the Work-Application of Values & EBP:**

- **Organizational Level Strategies**
  1. Define success as meeting our mission in order to reduce recidivism, resulting in fewer crimes and fewer victims.
  3. Tailor conditions of supervision.
  4. Focus resources on moderate and high-risk offenders.
  5. Front-load supervision resources.
  6. Engage partners to expand intervention capacities.

- **Supervision Level Strategies**
  1. Assess criminogenic risk/need factors.
  2. Develop/implement case plans that balance public safety/offender success.
  3. Engage offenders to enhance their engagement in assessments and case planning.
  4. Engage pro-social supports to facilitate community reintegration.
  5. Incorporate incentives and rewards into the Supervision process.
  6. Employ graduated interventions to violations swiftly and certainly.
  7. Supervision strategies must address cultural, ethnic, and gender diversity.

- **Special Target Populations Require Specialized Services and Supervision:**
  - Offenders with mental health, medical issues, addictions, co-occurring disorders, disabilities or cultural needs and sex offenders require relevant & specialized services.

**Justice System Resources and Infrastructure**

For justice partner agencies, city/parish departments and agencies, nonprofit stakeholders, victims groups and advocates. Based on Assessment of Assets, Barriers and Gaps for Each Organization

<table>
<thead>
<tr>
<th>Technology, Equipment</th>
<th>Facilities, Management, Budgeting</th>
<th>Staffing, Staff Resources, Training</th>
<th>Communications, Coordination, Planning</th>
<th>Policy Development, Performance Monitoring &amp; QA</th>
</tr>
</thead>
</table>

**Performance Outcomes What We Expect-What We’ll Do**

- **Process Outcomes**
  - Risk/needs assessments are completed at critical points and used to drive case plans that include the use of EBP to reduce risk and address needs.
  - EBP drives supervision, treatment, programs and services.
  - Prisoner readiness for release from prison is defined by having a reentry plan.
  - Efforts in prison to address risk and need are sustained in the community; and.
  - Victims’ impact is considered.

- **Impact Outcomes**
  - Harm to individuals and communities will be reduced.
  - Increased victim restitution and responsiveness to victim needs through notification and victim/offender dialogue.
  - Felony convictions of parolees and Full Term Cases will decrease.
  - Recidivism of parolees and Full Term Cases (returns to prison within 5 years) will decrease.
  - Revocations of parolees and probationers will decrease.
  - Offenders will receive more services as a result of improved risk/need driven case planning.
  - Technical violations of probationers and parolees will decrease as a result of improved compliance with supervision conditions and services.
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.

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*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.

1 Policies 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.

3 Operational 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**

**GOAL:** To teach returning citizens educational competencies (*Reference: Report of the ReEntry Policy Council, pgs. 211-220 & From the Classroom to the Community: Exploring the Role of Education during Incarceration and Reentry, The Urban Institute and John Jay College of Criminal Justice, 2009.* (http://www.urban.org/url.cfm?ID=411963)).

**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)**

**DECISION POINT #3: RETURNING CITIZEN RELEASE PREPARATION**

**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 into 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.
The Louisiana Prisoner Reentry Initiative (LA-PRI) Framework beginning with five Community Pilot Sites in 2019 (Orleans, Jefferson, St. Tammany, East Baton Rouge and Caddo Parishes). The state will add eight more parishes in the second half of 2019 (Ouachita, Lafayette, Lafourche, Terrebonne, Calcasieu, Rapides, Livingston, and Bossier) and then expand to additional parishes until the entire state is engaged. Pilot parishes are organized under a structure that parallels the LA-PRI state level structure. Each Pilot Site has three key groups of stakeholders who will be instrumental to the wide range of activities needed for full implementation of the LA-PRI Model. The local organizational structure requires clear definition of roles and responsibilities with guidance for development by the Louisiana Department of Public Safety and Corrections (DPSC).

- **Local Reentry Coalition:** Many jurisdictions already have reentry coalitions of one kind or another and they will be invited to participate with the potential to expand. In other jurisdictions, they will be developed by the community with support from the DPSC. These coalitions are asked to adopt, inform, support and implement the LA-PRI model in their parish/region as a part of their overall mission. The coalitions should work to educate the community on how the initiative will create safer neighborhoods and better citizens.

- **Steering Team:** Develops, oversees, and monitors the local implementation process and coordinates local community involvement in the overall statewide LA-PRI development process. The Steering Team should consist of members of the larger reentry coalition and operate within and reporting to this coalition. The Steering Team is organized under three co-chairs:
  - Warden/Superintendent of a state or local correctional facility.
  - Probation & Parole Representative
  - A Community Representative drawn from the large number of local faith, human service, and planning organizations who are critical to the local effort.

Each Steering Team includes representatives or service providers associated with the LA-PRI partner government agencies representing the service modalities that must be included in successful reentry planning. These representatives are active on the Steering Team because of the expectation for multi-agency collaboration and the encouragement and support of agency leaders who empower their active participation.

The three co-chairs of the Steering Team will work with a local Community Coordinator – when funds are established to have one - who will be resourced for each site as the LA-PRI is implemented using a combination of local, state, federal and/or foundation funds. The Community Coordinator will staff the Steering Team under the guidance of the co-chairs. (See Coordinating Community Development- the Heart of the LA-PRI for more detail).

- **Transition Team:** Supports returning citizens in the transition planning process and guides the individual from the institution back into the community through a case management approach. The Transition Teams are comprised of key local service providers, drawn from the membership of the Steering Teams, whose major responsibilities include the local and essential input needed to develop and implement the Reentry Accountability Plan (ReAP) for three phases of the LA-PRI, Reentry (ReAP), Community Supervision (ReAP) and Discharge (ReAP) as part of collaborative case management (See The Collaborative Case Supervision and Management Model).
Local Organizational Structure of the LA-PRI

The Louisiana Department of Public Safety and Corrections
Administration, Management and Support

Local Reentry Coalition
Key Stakeholders

Steering Team
Co-Chairs

Phase One; Getting Ready:
- Prison or local correctional facility rep

Phase Two; Going Home:
- Probation & Parole Representative

Phase Three; Staying Home:
- A Community Representative/Presiding

Representatives of Services for:
- Employment
- Vocational Training and Education
- Housing
- Healthcare
- Mental Health
- Alcohol and Drug Addiction Services
- Family and Child Welfare Services

Representatives of:
- Legal Services
- Prosecuting Attorney
- U.S. Attorney/Federal Probation
- Law Enforcement
- Community-based organizations
- Faith-based organizations
- Victim Advocates
- Successful Returning Citizen
- Local Jail

Community Coordinator

Prisoner Reentry Transition Team
Service Providers appointed by Steering Team
Phase I: The Institutional Phase

1. ASSESS RISK
   Assess offender risk level and target offenders who pose the highest risk for re-offending

2. ASSESS NEED & RESPONSIVITY
   Administer validated need assessment battery to identify criminogenic needs and dynamic risk factors.

3. DEVELOP REAP
   Utilize risk, need, and responsivity assessment results to develop an individualized ReEntry Accountability Plan (REAP) guiding the types and levels of services to address needs

4. DELIVER PROGRAMS
   Deliver Evidence Based & Time Management Programs offering varying levels of dosage (duration and intensity) based on risk & need as well as idleness

5. MEASURE PROGRESS
   Conduct periodic case reviews to evaluate progress, measure treatment gains and setbacks, and update the REAP accordingly within the context of housing assignments

Quarterly update of Goals & Expectations. Identify Incentives Based on Improvement and Setbacks, Behavior and Attitudes

Administer Risk Tools
TIGER
Static-99
DV

Meet Override Criteria?
15%
Tolerance

Secondary Assessments
- TCU-DS
- TCU-CT
- TABE
- Motivation/Change Readiness
- Mental Health
- Developmental Disability
- Gender Specific?

Assess Reentry Needs
- Anti-social Attitudes and Thinking
- Anti-Social Associates
- Anti-Social Personality
- Family and Marital Relationships
- Education, Vocational & Financial
- Substance Abuse
- Currently used assessments

Assess PREA Risk

Risk & Need Interpretation
Develop/Modify Institutional REAP

Implement/Update Institutional REAP

Measure Progress
Respond to Behavior & Program Compliance
- Assign Supervision Level
- Revise Plan [specific tasks, activities and responsibilities]
- Establish Restrictions & Expectations

Parole Revocations Returned to Prison

LOW NEED – Programs TBD; MODERATE/HIGH NEED: Programming: GED, Vocational Training, Employment Readiness, Institutional Job Placement
Phase II: The Reentry Phase

6. REVIEW REENTRY RISK
Reassess offender risk level and target offenders who pose the highest risk for recidivism and target offenders for specific services to address needs and to help manage and reduce risk.

7. ASSESS REENTRY NEEDS & RESPONSIVITY
Administer reentry needs assessment battery to identify criminogenic needs and dynamic risk factors that will be priorities at release in order to create REAP.

8. RELEASE CONDITIONS
Parole Board reviews case, REAP, progress, and makes a release decision with or without conditions, and assigns case supervision level in order to create REAP.

9. BEGIN REENTRY CASE SUPERVISION PLAN - REAP
Review case history, progress in prison per TAP(1), parole conditions and TAP(2), & add specific services to respond to offenders’ risks and needs, parole conditions, and community & family opportunities in order to begin REAP.

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Administer Reentry Recidivism & Violence Risk TIGER

Meet Override Criteria? 15% Tolerance

Low Risk

Medium/High Risk

Assess Reentry Needs
- Criminal Involvement
- History of Violence
- Prison Misconduct
- Substance Abuse
- Financial Problems
- Vocation & Education
- Low Family Support
- Negative Social Cognition
- Low Efficacy

Secondary Assessments
- SSI
- TABE
- Motivation/Change Readiness
- Mental Health
- Developmental Disability
- Gender Specific?

1st Draft of REAP

Parole Release OR Mandatory Release

Legal and Operational Issues on Mandatory Releases to be addressed

Assign Case Supervision Level

Finalize REAP

Low Need - Programs TBD; Moderate/High Need: Programming: GED, Vocational Training, Employment Readiness, Institutional Job Placement

Programming in Jails based on Risk Level To Be Determined

1st DRAFT REAP

Link to Community Providers Use REAP Policies and Procedures to Identify what information is developed/shared, by whom and when.
Phase III: The Community Phase

10. FINALIZE AND IMPLEMENT REAP3 & MONITOR PROGRESS
Complete the development of the REAP that began prior to release from prison and adjust pursuant to: enrollment in additional services and programs, rewards and sanctions policy and procedure (TBD) using "coaching" skills to enhance motivation, such as Motivational Interviewing and goal centered dialogue.

11. DISCHARGE
Develop a discharge report and final REAP to hand off to community service providers at the conclusion of parole supervision.

12. OUTCOMES
Expectations from improved use of Evidenced Based Practices (EBP) including actuarial risk and needs assessment, case planning and the use of the REAP are consistent with performance expectations of the Louisiana System Blueprint.

Process Outcomes
- Risk/needs assessments are completed at critical points and used to drive case plans that include the use of EBP to reduce risk and address needs;
- EBP drives supervision, treatment, programs and services;
- Inmate readiness for release from prison is defined by having a reentry plan;
- Efforts in prison to address risk and need are sustained in the community; and
- Victims` impact is considered.

Impact Outcomes
- Harm to individuals and communities will be reduced;
- Increased victim restitution and responsiveness to victim needs through notification and victim/offender dialogue;
- Felony convictions of parolees and Full Term Cases will decrease;
- Recidivism of parolees and Full Term Cases (returns to prison within 5 years) will decrease;
- Revocations of parolees and probationers will decrease;
- Offenders will receive more services as a result of improved risk/need driven case planning;
- Technical violations of probationers and parolees will decrease as a result of improved compliance with supervision conditions and services.

Diagram:
- Finalize, Implement & Monitor Progress w/ Conditions (REAP)
  - Monitor Plan Progress utilizing Motivational Interviewing (MI)
  - Monitor Conduct & Conditions Compliance
  - Reward Compliance & Progress
  - Respond to Non-Compliance
  - Evaluate/Revise Plan and Conditions with offender input
  - Update Goals & Expectations & Identify Incentives with offender input
  - Reassessment of Risk and Needs, as needed

- Provide Supervision & Services
  - New Felony Arrest
  - Technical Violation
  - New Felony Conviction
  - Parole Revocation

- Discharge
  - Discharge Report for Moderate/High Risk Offenders
  - REAP

- Final REAP

- Low Risk Prisoners

- Return to Prison

- Closing Summary
Collaborative Case Management and Supervision
A Case Planning and Management Model for State and Community Reentry Stakeholders

Definition
Collaborative Case Management and Supervision (CCMSS) is the coordinated and strategic use of resources at the case level to accomplish agreed upon objectives. It is a dynamic process that starts at the time of sentencing/intake and continues seamlessly through successful reintegration and stabilization in the community. CCMSS aims to reduce crime by engaging all partners in a collaborative process that holds offenders accountable for their behavior and increases offender success.

The Critical Elements of Collaborative Case Management and Supervision
Starting from the perspective that communities are safer when individuals returning from incarceration are successfully reintegrated (i.e. do not commit additional crimes, support their families, pay taxes, etc.), CCMSS combines the following elements:

■ *The goal is behavior change*: CCMS pushes corrections practice beyond concepts of incapacitation, supervision, and monitoring by seeking to engage returning prisoners in the process of change. Rather than abandon the use of surveillance, compliance monitoring, and sanctions for non-compliance, CCMS balances these and other important external controls with effective treatment and strategies to enhance the individual’s internal motivation to change.

■ *Interventions are individualized and comprehensive*: In order to influence behavior change, CCMS is informed by validated, actuarial risk and need assessment which identifies each individual’s level of risk to reoffend, the criminogenic needs driving the offense behavior, and the internal strengths and external resources available to support positive change. The results of the assessment process are then used to plan the mix of treatment, services, and supervision most likely to lead to success by addressing the complex and multiple needs of offender.

■ *Returning offenders are partners in the process*: Long-term outcomes are enhanced when the goals and planned activities are meaningful to the offenders themselves. Instead of setting conditions and monitoring compliance, staff approaches offenders as active participants in setting and achieving goals. Consequently, offenders are more likely to acknowledge their own responsibility to seek change.

■ *Teams are responsible for case planning and management and engage additional stakeholders as needed*: In addition to the offender, multidisciplinary teams are made up of either institutional or community corrections staff and a mix of treatment providers, workforce development specialists, community resources, law enforcement, and others based on the specific needs of each offender. The team frequently reaches out and coordinates services with other stakeholders, including family, faith-based groups, and other natural supports.

■ *Transitions are seamless*: In order to ensure continuity of key treatment and services, especially those that start inside the facility and continue in the community, teams managing cases inside the facility and teams managing cases in the community communicate and coordinate activities. The primary tool for case-level communication and coordination is the ReEntry Accountability Plan (ReAP).
Collaborative Case Management Policy and Practice

The elements of CCMS can be translated into more specific policy and practice guidelines for improving Reentry outcomes. The numbered headings are the six core activities for implementation of the collaborative case management model described in Chapter 5 of the TPC Reentry Handbook. Each is followed with a brief discussion of policy and procedure recommendations that support implementation of the core activity.

1. Conduct assessments of offenders’ risks, needs, strengths, and environment.

CCMS activity should start at the point of intake to the facility with a comprehensive risk and need assessment process. The goal is to build awareness of the personal, situational, and historical/contextual factors behind each offender’s criminal justice involvement, as well as his or her strengths that can be accessed to mediate risk. The focus of the assessment process should be validated measures of risk and criminogenic need but should also include multiple screenings and further assessment, as indicated, for a full range of personal history and needs, including but not limited to health, mental health, family relationships, employment, and housing stability.

Because gathering all of the necessary information will require the use of generalized risk and need assessments, screenings, and follow-up assessments, facility policy should define a streamlined process for selecting, administering, and tracking assessments. In addition, the staff administering assessments should be properly trained and supervised and use instruments that have been validated.

Although the most extensive and intensive assessment work may take place at the point of intake, policies and procedures should be in place for reassessment throughout the entire reentry process. Reassessment allows the team to uncover new or evolving needs and to track changes in dynamic criminogenic needs following delivery of treatment, programming, and other interventions.

2. Form, participate in, and lead case management teams that work collaboratively.

Throughout all three phases of reentry, case planning and management activities will be essential to the preparation for the returning citizen. Especially important is the utilization of an interdisciplinary team called a transition team. The composition of the transition team and the respective roles of its members will change over time, as the offender completes goals, identifies new needs, and transitions through the three phases. Generally, the team should include the offender, prison staff, community supervision staff, facility and community-based service providers, and family members and/or pro-social supports. 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.

In order to facilitate effective and efficient transition team operation, policies should be in place to define team composition, member roles and responsibilities, and the content and process of information sharing between team members. It is also important to ensure that staff members responsible for case management have the knowledge, skills, and time to carry out new and likely more intensive activities. Creating adequate staff capacity may mean removing or reducing prior staff responsibilities that are no longer needed.
Whenever personal information is shared, it is critical to maintain the offenders’ rights to confidentiality. However, with appropriate consent, information sharing across agency boundaries is necessary for good assessment and case management. One way to facilitate the exchange of information between agencies and systems is to share access and even link information technology systems in use by the respective service systems (i.e. corrections, mental health, human services, etc.). Again, the technology should include safeguards to ensure that information identified with a specific individual can only be accessed by members of the team who have been authorized to view that information.

3. Develop and implement—along with offenders and other partners within both correctional and other agencies—a transition accountability plan geared directly to the level of offender risk and criminogenic needs.

The ReEntry Accountability Plan (ReAP) is a concise guide for the offender and case management team that describes the goals identified for each offender’s successful transition and the schedule of actions that need to be taken by the offender, prison staff, releasing authority, community supervision staff, partnering agencies, and others to achieve those goals. The increased certainty and clarity of goals and activities will motivate offenders to participate in the case management process and fulfill their responsibilities. Likewise, the ReAP will ensure that all parties are held accountable for timely performance of their respective responsibilities. The ReAP spans the three phases of the transition process, as well as agency barriers, to ensure continuity of care between the institution and the community. At a minimum, the ReAP should be formally updated at four critical junctures in the reentry process:

- **ReAP: The Prison Programming Plan** – Completed at intake, the ReAP 1 includes the expectations for the prison term that will help inmates prepare for release.
- **ReAP: The Parole Plan and Reentry Plan** – Completed prior to release, the ReAP 2 describes the terms, conditions, and expectation about the prisoners release to communities.
- **ReAP: The Treatment and Supervision Plan** – Completed upon return to the community, the ReAP 3 includes a detailed schedule of the supervision and services offenders will experience in the community.
- **ReAP: The Discharge and Aftercare Plan** – Completed prior to successful discharge from parole/probation, the ReAP 4 describes how the offender will maintain long-term success in the community with the support of community service agencies and informal pro-social supports.

Figure 3.1 illustrates the use of the ReAP through the points of the reentry process.
FIGURE 3.1
LA-PRI Framework ReEntry Accountability Planning (ReAP) Flowchart

PHASE 1: GETTING READY
- Assessment & Classification
- Inmate Programming

PHASE 2: GOING HOME
The Transitional Phase
- Inmate Release Preparation
- Release Decision
- Transition Team Meetings: Attended by transitional planners, probation/parole reps, service providers, offender, and his/her family

PHASE 3: STAYING HOME
- Supervision and Services
- Revocation & Decision Making
- Discharge & Aftercare

Transitional Planners: Work with offenders while they are incarcerated preparing them for release and continue to work as partners with probation and parole for as long as one year after release.
4. Provide or facilitate access to programs and interventions to address risk and needs.

In addition to the role members of the transition team will play in delivering direct services, including assessment, treatment, and motivational enhancement, at various points, the transition team will also fill a referral and brokerage role. The two complimentary roles ensure that offenders have access to treatment, programming, and interventions that will effectively address risk and needs. Interventions should be consistent with the principles of evidence-based practice.

5. Involve offenders in the case management process and engage them in the process of change, making efforts to enhance their motivation.

By engaging offenders in the assessment, planning, and case management process, CCMS is more than a means of referring to and tracking participation in various treatment programs. It is an intervention on its own, complimenting and enhancing the outcomes of other interventions. The evidence is strong that offenders are more likely to achieve and sustain desired behavior changes if the goals and process for achieving the goals are meaningful for them.

One way to build this intrinsic motivation is to involve offenders as the central member of the transition team when conducting assessment, planning, and progress monitoring. It is not enough just to ask for his or her feedback from time to time. The team should seek to build a trusting relationship with the offender through regular and consistent contact, including both formal meetings and less formal check-ins, such as a conversation during mealtime at the facility or a home visit in the community.

Another, more direct means to enhance motivation, is for members of the transition team to use communication styles and techniques designed to enhance motivation, such as Motivational Interviewing (MI), in all of their interactions with the offender. Rather than impose goals and demand solutions, these approaches employ empathy and specific communication skills to direct the offender through his or her own exploration of the need for change and identification of goals and solutions. Integrating MI and other approaches to enhance motivation into staff-offender interactions requires training and ongoing coaching for the staff, as well as policies and procedures that establish the value of these approaches.

6. Review progress and adapt plans accordingly over time, including monitoring conditions of supervision and responding appropriately to both technical and criminal violations.

Through the use of formalized assessments, as well as frequent and consistent communication with the offender, members of the transition team, treatment providers, family members, and others engaged in the transition process, it is important to assess progress toward desired changes over time. When progress is slower than expected or there are indications that the offender is sliding back toward old problematic behavior patterns, a swift response to identify the problem and adjust the plan accordingly is needed. Conversely, faster than expected progress, compliance with facility expectations
Reentry: Strategy 12: Incorporate Incentives and Rewards into the Supervision Process

Strategy 13: Employ Graduated Problem-Solving Responses to Violations of Parole Conditions in a Swift and Certain Manner

and community supervision conditions, and other achievements should be acknowledged and rewarded, as appropriate, as a means to enhance motivation further.

The transition team’s focus on monitoring and adjusting the transition plan is especially important in the period immediately following return to the community. Most people transitioning from the facility environment to the community experience some degree of anxiety and stress and need an adjustment period. The appearance of problem behaviors, especially during this adjustment, does not necessarily indicate a return to criminal behavior. It is important that community supervision officers have the skills to distinguish between the behaviors that are affiliated with a risk of future transgression and behaviors that are more likely associated with the adjustment.

Regardless of the cause of the problem behavior and the potential risk it signals, the supervision officer and transition team should be equipped with a full range of responses, including graduated levels of sanctions, that can be used to facilitate compliance and encourage success. Ensuring the community’s safety is the top priority, and returning an individual to incarceration may be necessary in some cases to protect safety. However, as a default response to all violations, re-incarceration does little to change behavior patterns and protect safety over the long term.