

Status Report on Offender Transitional and Re-entry Services

*Office of the Secretary of Public Safety
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Executive Summary

The Status Report on Offender Transitional and Re-entry Services has been prepared in compliance with Item 370, Paragraph B of the 2010 Appropriation Act (Chapter 874, 2010 Acts of Assembly), which requires the Secretary of Public Safety to provide a status report on actions taken to improve offender transitional and re-entry services, as provided in §2.2-221.1 of the *Code of Virginia*.

While Virginia has one of the lowest adult recidivism rates in the United States, even slight reductions in recidivism can result in substantial reduction in victimization and savings in prison costs. With 12,380 state responsible offenders in Virginia released from prison in FY2011 alone, reducing recidivism remains one of the Commonwealth's strategies for promoting public safety. Governor Robert F. McDonnell has charged all state agencies to work collaboratively to improve public safety by fostering a successful transition of these offenders into their communities.

In May 2010, the Governor issued Executive Order 11, which established the Virginia Prisoner and Juvenile Offender Re-entry Council. Since the issuance of the Executive Order 11, barriers to re-entry have been identified; collaboration and coordination among re-entry stakeholders has improved; there has been better collaboration with non-profit organizations locally, and faith-based programs in the community; and improved business and community college partnerships to provide more educational and employment opportunities for released offenders in Virginia. Under the direction of the Secretary of Public Safety, correctional and human services agencies continue to work with a variety of stakeholders in order to prepare offenders for release into the community. Effective re-entry planning and preparation; the coordinated delivery of treatment and services based on assessed risk and needs; and assistance with finding stable housing and employment continue to be vital components of a successful re-entry program.

A large number of state agencies offer re-entry programs and services; participate in re-entry workgroups and committees; engage in collaborative partnerships; and have adopted policies and organizational changes that support successful offender re-entry. Some of the agencies mentioned in the following report include the Department of Corrections, Department of Correctional Education, Department of Criminal Justice Services, Department of Juvenile Justice, Department of Social Services, Department of Behavioral Health and Developmental Services, Department of Health, Department of Motor Vehicles, Department of Rehabilitative Services, Department of Professional and Occupational Regulation, the Virginia Indigent Defense Commission, the Office of the Executive Secretary, Virginia Supreme Court , and the Virginia Department of State Police.

This report outlines re-entry initiatives and accomplishments of agencies across the Commonwealth from November 2010 to November 2011. Despite the current economic climate, agencies have worked extensively to develop and enhance partnerships with non-profit organizations, volunteers, private treatment providers, and numerous other community stakeholders. These partnerships have made tremendous progress in adopting effective re-entry programs and strategies while addressing existing barriers and obstacles. Some of the most impressive and innovative initiatives have arisen out of the extensive collaborations and partnerships among agencies and community stakeholders. These collaborative efforts have provided a means to improve the preparation and provision of employment, treatment, housing, and family services for those being released from incarceration.

Introduction: Re-entry in Virginia 2011

Prisoner and juvenile re-entry is a vital component of any public safety plan. Law enforcement efforts are directed at arresting, prosecuting, and incarcerating criminals, which addresses immediate risks to public safety. Once convicted and sentenced, prisoners and juvenile offenders must be held accountable and be required to fully repay their debt to society. Prisoner and juvenile re-entry addresses public safety strategically by adopting policies, implementing programs, and targeting interventions that support the successful transition of offenders released from incarceration back into the community. These re-entry efforts identify the unique risks, criminogenic needs, and strengths of offenders. Through this individualized approach, offenders are matched with treatment, programming, and services that aim to utilize their strengths, address their needs, and consequently, reduce their risk of recidivism. The overall mission of correctional agencies and stakeholders remains the same: enhance public safety and reduce recidivism. The difference is in the strategies used to achieve these goals. Governor McDonnell's Re-entry initiative takes a "smart on crime" approach by underscoring the importance of implementing researched-based practices, policies, and programs to promote strong re-entry plans prior to the offender's release.

The re-entry plan utilized in Virginia is based on a growing body of research that identifies approaches for increasing offenders' chances of successful reintegration into the community. Research and experience have demonstrated that the majority of inmates have difficulty transitioning from incarceration into the community. Upon release from incarceration, offenders are at a high risk for reoffending and face substantial barriers to desisting from criminal activity. Some of these barriers include family relationships and prosocial networks that have been disrupted by criminal behavior and incarceration. Former inmates often have difficulty finding stable housing, employment, relationships, and transportation. Many offenders also lose their drivers' licenses, voting rights, public assistance benefits, education loans, parental rights, and ultimately lose their families. As a result of these issues, criminal justice and human services' professionals and communities

face a variety of challenges when trying to reduce former inmates' risk and increase their likelihood of success in the community. Without an effective approach to re-entry, supported by research-based policies, services, and programs, the criminal justice system as well as communities, victims, and offender families will incur extensive costs.

The research literature has provided extensive insight into why former inmates fail in the community. Among incarcerated populations, there is a much higher rate of substance abuse, mental health issues, co-occurring disorders, and vocational and educational deficits¹. Offenders are successful in the community when their substance abuse or mental health issues are appropriately managed. Other indicators of success for former inmates include obtaining and maintaining gainful employment; developing prosocial support networks; and contributing to society in other productive ways (e.g., paying taxes, supporting families and dependents, and engaging in prosocial behavior and activities). A major objective of re-entry is to promote these successful outcomes².

The Need for Re-entry

In Virginia, 12,380 state responsible offenders were released from prison and 579 were released from juvenile correctional centers in FY2011. Average total length of stay for DOC-incarcerated offenders was 45.5 months in FY2011. For DJJ-committed offenders, the average length of stay was 17.4 months in FY2011. ³ A meta-analysis demonstrated that length of prison sentence is correlated with recidivism⁴. Consequently, implementing a re-entry program comprised of cognitive-based treatment and coordinated re-entry services is vital to public safety.

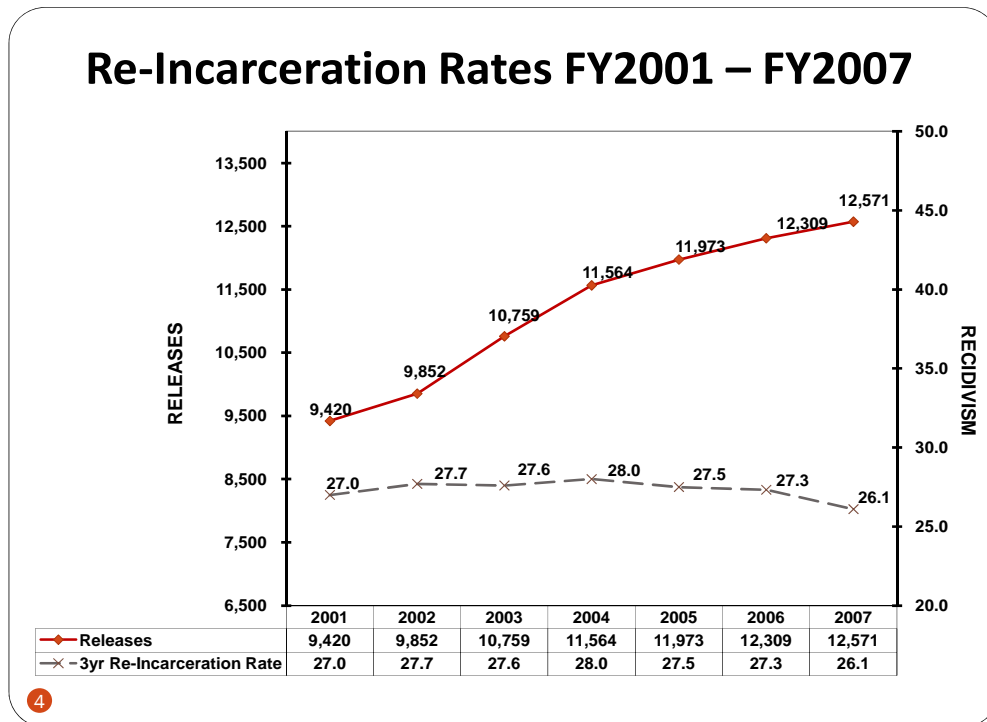
¹ Bumby, K., Carter, M., Gibel, S., Giguere, R., Gilligan, L., and Stroker, R. (2007). *Increasing Public Safety Through Successful Offender Re-entry: Evidence-Based and Emerging Practices in Corrections*. Center for Effective Public Policy. http://www.ojp.usdoj.gov/BJA/pdf/SVORI_CEPP.pdf.

² Ibid.

³ In FY2011, the average lengths of stay for juveniles in juvenile correctional centers was 12.9 months for indeterminate commitments, 28.5 months for determinate commitments, and 33.0 months for blended sentence commitments. If all commitment lengths of stay are considered together, the average length of stay is 17.4 months.

⁴ Gendreau, P., Goggin, C., & Cullen, F. (1999). *The effects of prison sentences on recidivism*. A report to the Corrections Research and Development and Aboriginal Policy Branch, Solicitor General of Canada. Ottawa, Ontario: Public Works & Government Services Canada.

Virginia has consistently had one of the lowest recidivism rates in the country⁵. According to a report released by the Pew Center on the States, Virginia has the fifth lowest three-year recommitment rate of adult offenders in the country based on offenders released in 2004. The national average recommitment rate for the 2004 release cohort is 43.3%⁶, while Virginia’s recommitment rate was 28.0%. The DJJ state-responsible (SR)⁷ re-incarceration rate for 2004 release cohort is 37.6%.



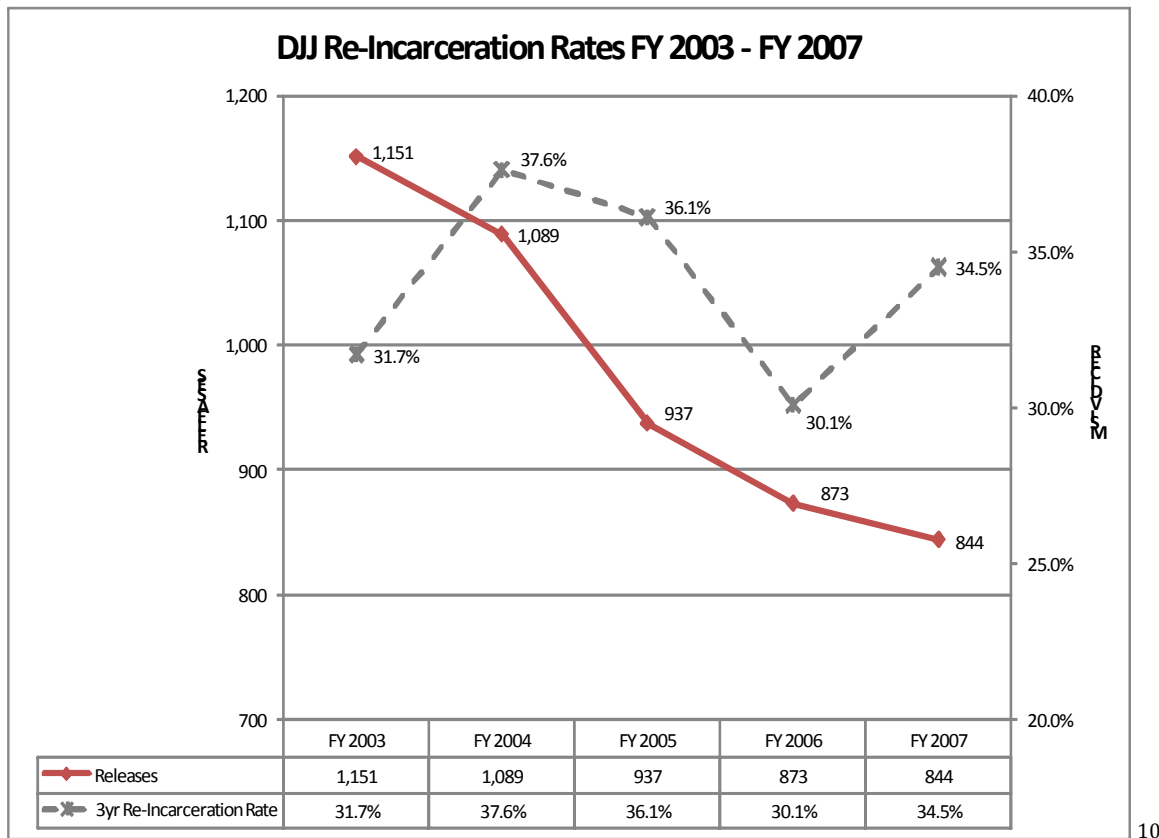
In the last year, DOC’s recidivism rate, for the FY2007 Virginia release cohort, decreased from 27.3% to 26.1%⁸. The DJJ SR re-incarceration rate increased 4.4% from FY2006 to FY2007⁹. Hopefully, based on current efforts, Virginia’s recidivism rate can further reduced through research-supported policies and programs, such as those

⁵ Pew Research Center (2011, April). State of recidivism: The revolving door of America’s prisons. Retrieved on April 29, 2011 from www.pewtrusts.org/uploadedFiles/wwwpewtrustsorg/Reports/sentencing_and_corrections/State_Recidivism_Revolving_Door_America_Prisons%20.pdf

⁶ Ibid.

⁷ The “state-responsible” recommitment rate captures all juveniles released from a JCC who, within 36 months of the release, are recommitted to DJJ or incarcerated in a DOC facility. The total DJJ re-incarceration rate, including all juveniles sentenced to jails for a misdemeanor offense, is 63.9%.

implemented as part of the Virginia Adult Re-Entry Initiative (VARI) and the Virginia Department of Juvenile Justice Re-Entry Initiative (VDJJRI).



Research has shown that even a small decrease in recidivism may equate to large cost savings. If DOC's current recidivism rate of 26.1% is maintained, approximately 3,231 offenders of the 12,380 offenders released in FY2011 will be recommitted within three

⁸ Figures provided by the Virginia Department of Corrections, Research and Forecasting Unit, on September 27, 2011.

⁹ DJJ's re-incarceration rate represents any person released from a juvenile correctional center (JCC) that is recommitted to a JCC, incarcerated in a state adult correctional facility (excluding those with blended sentences), or incarcerated in a jail for any new misdemeanor or felony offense.

¹⁰ This chart shows DJJ's 36-month year SR re-incarceration rate for any person released from a juvenile correctional center who is recommitted to a juvenile correctional center, for any new misdemeanor or felony offense, or sentenced to a state adult correctional facility (excluding those with blended sentences), for a felony offense. The SR re-incarceration rate is presented in this format so as to be more comparable with the rate published by DOC. This chart does not capture those DJJ releases who are incarcerated in a jail for any new misdemeanor. The DJJ re-incarceration rates, including sentences to jail, are: 63.0% in FY2007, 60.1% in FY2006, 62.5% in FY2005, 63.9% in FY2004, and 56.8% in FY2003.

years of release. *Per capita* costs to incarcerate an offender for a year are approximately \$24,024, according to the FY2010 DOC average. Therefore, further reductions in Virginia's recidivism rate could result in substantial savings. For example, a 1% decrease in the recidivism rate for the FY2010 cohort could potentially involve a cost savings of \$2,974,171 in a single year. If DJJ's current SR re-incarceration rate of 34.5% is maintained, approximately 200 juveniles of the 579 released in FY2011 will be recommitted to DJJ or incarcerated with DOC within three years of release. *Per capita* costs to incarcerate an offender for a year are approximately \$94,869 for FY2011, when calculated in the same manner as DOC's FY2010 average.¹¹ A 1% decrease in the recidivism rate for the FY2011 cohort could potentially involve a cost savings of approximately \$189,738 in a single year. Reductions in recidivism have an obvious and substantial impact on public safety, correctional costs and victimization. The tremendous implications of this performance measure underscore the importance of Virginia's prisoner and juvenile re-entry initiative as a primary strategy for further reducing recidivism rates and enhancing public safety.

Research has shown that the greatest reductions in recidivism occur when evidence-based programs and policies are implemented. Virginia has begun a major push to implement these research-based programs and practices. Agencies and stakeholders are implementing and enhancing evidence-based programming and practices and eliminating those strategies that do not promote public safety or reduce recidivism.

¹¹ The DJJ *per capita* cost for FY2011 provided in this paragraph is based upon the total expenditures for juvenile correctional centers divided by the average daily population of all juvenile correctional centers. Therefore, the annual cost of commitment for one juvenile is greatly affected by changes in the average daily population, with annual costs decreasing if average daily population increases and vice versa. For example, the current annual cost of commitment under that formula is \$94,869 for FY 2011 because the appropriation for FY 2011 was \$77.5 million and the average daily population was 817. If you take the actual bed capacity of 912 for FY 2011, then the annual cost for commitment would be reduced to \$84,524. This cost also takes into account building maintenance, capital outlay projects and expenditures, and administrative costs. If only core or mandated services necessary for the supervision of a committed juvenile (food services, medical services, and staffing costs for classification and juvenile supervision) were captured, then the annual cost of commitment based upon actual bed capacity of 912 would be \$50,202.

State Re-entry Initiatives: Virginia's Efforts to Improve Prisoner Re-entry in 2011

In May 2010, Governor Robert F. McDonnell signed Executive Order No. 11, which established the Virginia Prisoner and Juvenile Offender Re-entry Council. Under the direction of Secretary of Public Safety, Marla Graff Decker, the primary duties of the Re-entry Council are to make recommendations to strengthen Virginia's Re-entry Initiative. Other responsibilities of the Council are to identify and address barriers to re-entry by improving collaboration and coordination among re-entry stakeholders such as state agencies, non-profit and faith-based organizations, community colleges, and local businesses. The Re-entry Council is comprised of stakeholders from several Secretariats, as well as representatives of multiple agencies under each Secretary. Members of faith-based communities, non-profit organizations, ex-offenders, and victims' associations also participated.

Three focus area committees were established to deal with populations of offenders with special needs. The focus area committees include the Juvenile Re-entry Committee, the Women Re-entry Committee, and the Veterans Re-entry Committee. The Council also designated seven Re-entry Issue workgroups in the following areas: Employment/Education/Workforce, Housing, Mental Health/Substance Abuse, Financial Obligations, Health/Family Reintegration, Offender Re-entry Preparation, and Local/Regional Jails.

In 2011, the Virginia Prisoner and Juvenile Offender Re-entry Council and its workgroup and committees focused on reviewing and refining the recommendations offered in 2010. The Council provided input regarding the implementation of the 2010 Council recommendations and the implementation of the four-year strategic plans developed by the Department of Corrections' (DOC) Virginia Adult Re-entry Initiative (VARI) and the Department of Juvenile Justice (DJJ). Input from the Council is intended to provide assistance and enhance the successful implementation of recommendations contained in the DOC and DJJ strategic plans. Re-entry Council workgroups and committees submitted new recommendations and revisions to previous recommendations to the Prisoner and Juvenile Offender Re-entry Council in November 2011 for approval.

The Council reviewed these new recommendations to ensure that they are not duplicative of recommendations contained in the DOC and DJJ strategic plans.

In 2010, the Prisoner and Juvenile Re-entry Council initiated a process to capture the level of re-entry-related services within each agency. This effort consisted of sending a *Prisoner and Juvenile Re-entry Inventory* to all state agencies. The agencies were asked to describe their initiatives and efforts that promote interagency collaboration and enhance successful offender re-entry. The inventory also captured barriers to re-entry, as described by each agency, and gaps in the process of transitioning offenders back into the community. Results from this 2010 inventory were summarized in the *Status Report on Offender Transitional and Re-entry Services* published by the Office of the Secretary of Public Safety in 2010.

The *Prisoner and Juvenile Re-entry Inventory* has been updated for 2011 to capture the progress that agencies made towards implementing new re-entry-related efforts, improving interagency collaboration, and addressing previous barriers to and gaps in re-entry that were described in the previous year. This updated inventory was sent to all agencies that provided information on the inventory distributed in 2010. The following agencies completed the 2011 Re-entry Inventory: Commonwealth's Attorney's Services Council (CASC), Department for the Blind and Vision Impaired (DBVI), Department of Agriculture and Consumer Services (VDACS), Department of Alcoholic Beverage Control (ABC), Department of Behavioral Health and Developmental Services (DBHDS), Department of Correctional Education (DCE), Department of Corrections (DOC), Department of Education (DOE), Department of Forestry (DOF), Department of Health (VDH), Department of Juvenile Justice (DJJ), Department of Motor Vehicles (DMV), Department of Professional and Occupational Regulation (DPOR), Department of Rail and Public Transportation (DRPT), Department of Rehabilitative Services (DRS), Department of Social Services (DSS), Virginia Employment Commission (VEC), Virginia Indigent Defense Commission (IDC), Virginia Parole Board, and the Virginia State Police (VSP). In order to avoid redundancy with last year's *Status Report on Offender Transitional and Re-entry*

Services, the following sections will primarily address any changes in the assets, barriers, and gaps identified on the 2010 Re-entry Inventory.

Capturing Agency Collaboration

One of the primary purposes of the Prisoner and Juvenile Re-entry Council is to improve collaborative re-entry efforts within the Commonwealth. As a result, many of the barriers and gaps acknowledged by state agencies in the *Prisoner and Juvenile Re-entry Inventory* are currently being addressed by the Council or one of its many workgroups or committees. In addition to the work being done by the Prisoner and Juvenile Re-entry Council, agencies identified several assets, barriers to effective collaboration, and gaps in the collaborative process.

One of the primary dimensions captured by the *Prisoner and Juvenile Re-entry Inventory* was interagency collaboration. Agencies were asked to identify any new collaborative relationships and programs that were initiated in the last year. One of the goals of the inventory was also to determine the impact of pre-existing collaborations, as reported by each agency, on the successful re-entry efforts of offenders returning into their the community.

Local Re-entry Councils

Last year, many agencies indicated that their collaborative assets included strong partnerships with other agencies, organizations, and community stakeholders. These partnerships are vital to the work of Virginia Community Re-entry Initiative (VCRI) Councils. The VCRI has had a significant impact on re-entry service delivery in the Commonwealth. This community-based re-entry approach integrates human services and public safety with pre-release planning, interagency coordination, integrated service delivery, and system of family and community support. These components are vital to reducing recidivism and to promoting positive re-entry outcomes. The DSS has provided the staffing and support for expansion of VCRI in the Commonwealth. The VCRI is being voluntarily implemented by a number of Virginia localities.

Goals of the VCRI are to increase public safety, maximize opportunities for former offenders returning to the community, and support family and community reintegration for persons previously incarcerated. The VCRI does not impose any requirements on institutions or local government agencies and their community partners. Rather, it is a collaborative re-entry approach that maximizes the effective use of existing resources.

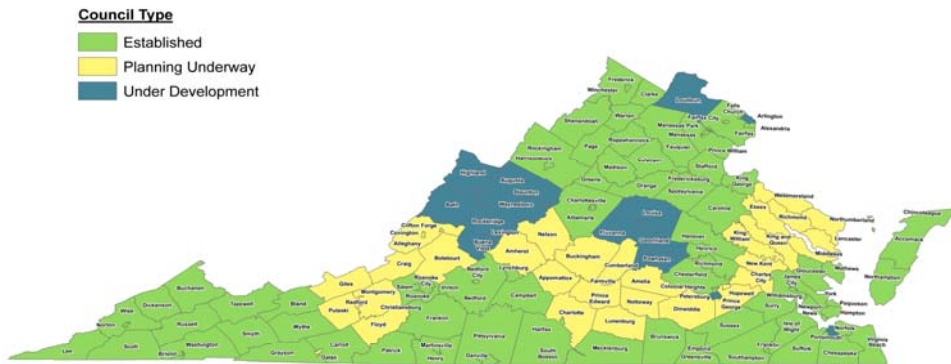
Communities voluntarily adopt VCRI's re-entry approach. Participating localities establish a local re-entry council. Directors of local social services departments, community organizations, and/or public safety offices volunteer to serve as conveners. Local councils are comprised of representatives of public and private agencies, law enforcement, correctional agencies, the courts, local businesses, community-based service providers, victims of crime, former offenders, families of offenders, and faith-based organizations. Council membership is strictly voluntary.

The purpose of local re-entry councils is to gain locality buy-in, identify community assets and service gaps, identify re-entry resources, and coordinate service delivery to reduce recidivism. The local re-entry councils can serve as resource coordination councils and/or as resource and service collaboration councils. Members of resources coordination councils agree to serve as referral points for local, state, and/or federal correctional facilities. Resource and service collaboration councils agree to coordinate with jails and/or correctional centers on pre-release services and collaborate in the community on post-release service delivery.

The VCRI service collaboration approach is developed around four primary principles: pre-release planning, interagency coordination, integrated service delivery, and a system of family and community support, including positive links to the community. Communities using the VCRI resource and service collaboration approach work with persons previously incarcerated and their families for up to 12 months in the three phases of VCRI: pre-release, re-entry, and reintegration. Additionally, there is emphasis on use of evidence-based programming by mentors and community service providers to support development of responsible decision-making, formation of healthy relationships, use of positive parenting practices, and development of positive work habits.

The VCRI approach includes re-entry mentoring. Volunteer mentors will “walk with” the previously incarcerated person and their family for 12 months. Mentors serve as concerned adults who help bridge positive connections with the community. Mentors recruited from the community are available to begin meeting with the incarcerated person three months prior to release and to continue that formal mentoring relationship for nine months following release and return to the community. The DSS in collaboration with the Office of the Secretary of Public Safety has conducted outreach to communities across the Commonwealth to provide information on the VCRI collaborative community-based approach to re-entry. Since January 2011, the number of councils in Virginia has expanded from 6 to 29 councils that are established or in development. An additional eight councils are in the planning stage. Localities elect to form either single jurisdiction or multi-jurisdictional councils. The following map shows the distribution of local re-entry councils across the state.

**Virginia Community Reentry Initiative
Councils Established, Under Development, or In Planning Stage**



Prepared by: Virginia Department of Social Services, Office of Research and Planning, Mike Theis
Map data as of October 1, 2011

Academic and Vocational Services for Incarcerated Offenders

A variety of partnerships exist throughout the Commonwealth to provide academic services to individuals incarcerated in adult and juvenile facilities. In cooperation with the DOC and DJJ, DCE provides an array of educational programs and related services to offenders including High School/General Educational Development (GED) programs, special education, SAT/college preparation courses, and Adult Basic Education (ABE). The DCE partners with DOC and the Virginia Community College System to offer post-secondary instruction at a number of juvenile and adult facilities. At Greenville Correctional Center and Lunenburg Correctional Center, DCE has expanded post-secondary instruction with the “Campus within Walls” partnership. DCE is also seeking opportunities for community colleges to provide job certifications to offenders in prison. Currently, grant funding from the Second Chance Act allows the DCE to provide this service at Lunenburg Correctional Center.

In addition to academic services, DCE provides the DOC and DJJ with a variety of vocational/job training programs. Some of these programs include apprenticeship programs, job/employability skills training, Junior Reserve Officer Training Corps, and career/technical education. The programming provided by DCE prepares offenders for return to their respective communities. Credentials, either academic or vocational, help offenders to obtain employment upon release. Programs provided by DCE give juvenile offenders the opportunity to earn a high school diploma or GED, or complete a career and technical educational program that will enable them to enroll in postsecondary programs or obtain employment. For those juvenile offenders released prior to earning a credential and who do not exceed the compulsory age attendance, they are able to re-enroll in high school. If not, the juvenile offender is encouraged to enroll in an adult program to continue the pursuit of a GED.

Goodwill Industries partners with DOC and DCE to provide a “One Stop Behind Bars” at Dillwyn Correctional Center. Participants in this program receive job skills evaluations and are enrolled in programs that address interpersonal workplace skills and academic needs. Goodwill works with the offenders prior to release and up to 18 months following release in order to help them attain/sustain employment. Offenders may work for Goodwill

for up to 90 days or until they find outside employment. The project involved more than a year of planning and officially opened in September 2010. Since 2010, the project has been fully implemented at Dillwyn Correctional Center.

Recently, the partnership between DCE and DOC has been extended in order to establish new vocational programs. The agency has worked closely with DOC to establish a culinary arts program at the Central Virginia Correctional Unit 13. Additionally, the DOC headquarters staff cafeteria has been converted from a vendor operation to an offender staffed restaurant. Offenders participate in the culinary arts program and obtain the ServSafe Certificate while learning restaurant operations. Women in this program serve as cooks, bakers, cashiers, and waitresses.

The DCE has also been working jointly with DOC and Johnson Controls to implement a new commercial heating, ventilation, and air conditioning (HVAC) program at Indian Creek Correctional Center. This program will focus on maintaining, servicing, and adjusting commercial HVAC equipment to maximize efficiency. This program complements the residential HVAC programs that DCE currently offers.

The academic and vocational programs and services provided by DCE demonstrate a vital collaboration among agencies that promotes successful offender re-entry. In order to address the needs of offenders incarcerated in DOC or DJJ facilities, DCE is continuously assessing course offerings to determine if the vocational needs of offenders and communities are being met, if new businesses are coming on-line (i.e., green industries), and if the need for specific trades or occupations is changing. Starting in the fall of 2011, DCE began meeting with wardens at higher security level facilities to determine if current vocational training programs meet the needs of offenders. Suggested programs, thus far, have included a custodial program and a computer literacy program.

Recently DCE has changed its policy to prioritize vocational training for offenders who are within the last five years of their sentence so that training will be relevant to skills practiced in the community. DCE has also changed its waiting list policy to allow quicker movement into classes for those offenders closer to release. This policy will directly tie into

re-entry efforts outlined in the VARI strategic plan. DCE is currently implementing a transition process with principals. Collaboration between DCE and the DOC will be vital to a successful change in this service model to prioritize offenders within the last five years of incarceration.

The DCE is exploring ways to improve the rate of course completion, either through shorter programs, revised programs, or new programs. In order to increase the number of offenders attending school, DCE has expanded classroom size. They have also engaged in an extensive effort to expand teaching capacity. The DCE has reached out to other agencies in order to solicit qualified volunteers to offer academic and vocational programming. There has been a specific effort to find instructors willing to facilitate evening classes, so that offenders can work or attend programming during the day. The DCE has also been collaborating with Virginia Correctional Enterprises' shops to identify strategies to increase the number of completers in career and technical education programs. Despite the extensive partnerships and efforts to address program deficits and needs, limited instructors, space available in programs, and funding continue to be obstacles to effective re-entry preparation. The DCE continues to work closely with both DOC and DJJ to address these scheduling and space concerns.

Re-enrollment Regulations for Juveniles. The impact of the collaborative relationships that have been established among the DOE, DCE, DJJ, and superintendents of detention facilities, as a result of implementation of the Virginia Board of Education's re-enrollment regulations, continues to be productive and beneficial for juveniles in corrections and long-term detention. Collaborative problem-solving and planning for the re-enrollment of incarcerated and detained juveniles into public schools is discussed on a regular basis. Coordinated procedures and collaborative relationships promote timely re-enrollment and appropriate academic placement and support for students. With some exceptions, regular communications among the parties involved and ongoing training of staff have helped maintain a multi-agency and systemic approach to achieving timely educational planning and placement for released youth.

In 2010, DCE and DOE offered training sessions on re-enrollment to educational personnel in schools and correctional facilities. The goal of these sessions was to ensure that the policies and practices for transitioning juveniles back into the schools are understood by all stakeholders. In response to a request by the Commission on Youth, VDOE, DJJ, and DCE have partnered to distribute surveys to personnel involved in re-enrollment implementation. The purpose of these surveys is to collect information about the re-enrollment process in order to identify commonly encountered barriers to reenrollment and topics for training.

Licensures. Several of the regulatory boards housed at the DPOR have a productive relationship with the DCE and the Department of Labor and Industry (DOLI). Through their relationships with DOLI the boards are able to approve educational and training programs compliant with statutes and regulations, with regard to meeting eligibility criteria for licensure. The approval of these programs and their implementation in correctional facilities provides vocational training opportunities for inmates that could result in licensure prior to or soon after release. Preliminary statistical information, reported by DCE, reflects that approximately 24 incarcerated individuals were granted licenses by regulatory boards housed at DPOR.

Additionally, the willingness of DCE instructors to provide testimony at license application proceedings, required of some individuals with past criminal histories, has resulted in an increase in the number of applications approved for licensure. During FY 2011, the Board for Contractors reviewed 111 applications for licensure from individuals with a criminal history; 102 were approved for licensure (92.7%). Several of these applicants were incarcerated at the time of their application and the cooperation of DCE instructors was instrumental in the approval of many of these licenses.

The DCE and the Board for Contractors have worked hard to ensure that incarcerated individuals, who hold licenses that require continuing education as a prerequisite for renewal, are afforded ample opportunities to take these required classes. The DCE has become an approved education provider and, as such, is able to offer

continuing education courses within the facilities, which is not only convenient for inmates, but also for staff members who may also be licensed.

In the late 1990s, the Board for Contractors developed its own policy document, which is used by staff to identify those applicants with criminal histories who may be approved administratively and those who must go through a review conducted in accordance with the Administrative Process Act. This document is reviewed annually and, since its inception, has resulted in several hundred individuals being issued licenses during the initial review period (usually within 10 days of receipt) rather than having to go through the lengthy process of a board review. This matrix has been so successful that several of the regulatory boards housed at DPOR have adopted their own versions. The regulatory boards housed at DPOR are consistent in their search for relationships with other agencies and partners that benefit their populations. Expanded work with DOLI, DCE, the Department of Education, the Department of Housing and Community Development, and other similar partners is anticipated in the coming year.

State Operated Programs. The DOE is directly responsible for the education of juvenile offenders within state detention centers. Through the State Operated Programs (SOP), the department provides an educational program meeting the Board of Education's *Standards of Learning*, staffed by school division personnel on contract. GED instruction is also provided.

Many juvenile detention centers have Post-Dispositional (Post-D) programs, which are structured programs comprised of treatment and services. Juveniles are sentenced to Post-D programs by a judge. Programs are typically designed for up to six months and are intended to maintain and build community ties. To be eligible for post-dispositional detention, a juvenile must be 14 years of age or older and found to have committed a nonviolent juvenile felony or a Class 1 or 2 misdemeanor offense that is punishable by confinement in a state or local secure facility. These programs offer job preparation, career components, and life skills. With juvenile detention superintendent approval, community work experiences are available. Juveniles can work in the community while in Post-D.

In the 2009-2010 school year, the following outcomes occurred: 5,065 juveniles students earned one or more high school credits; 583 enrolled in a GED program, with 307 earning a GED; 7,523 enrolled in a school division after leaving detention; 15 earned a high school diploma while in detention (awarded by local school division); 482 were enrolled in an elective job training program while in detention and achieved positive vocational outcomes; of the 1,223 students who tested below grade level in reading on entry, 940 improved by at least .5 of a grade, with 702 improving by one or more grades; and of the 1,209 students who tested below grade level in math on entry, 940 improved by at least .5 of a grade, with 864 improving by one or more grades. The DOE has added five new literacy coaches to the SOP program during 2010, with five additional ones to be hired, for a total of 24 over the three years.

Commercial Drivers License Program. The DMV has worked with the DOC to establish a Commercial Drivers License (CDL) program. This program allows low security offenders who are license eligible to receive training to become CDL operators. Once licensed, offenders are able to deliver goods produced in the DOC agribusiness program, while under the supervision of a DOC employee. Since offenders are paid much lower wages than a private CDL operator, this collaborative program helps reduce DOC costs. To date, four inmates have received CDLs. This program enhances these offenders' ability to seek employment in this field upon release.

Transition Services and Re-entry Preparation for Incarcerated Offenders

In order to improve offenders' chances of successful transition into the community, the DOC and DJJ partner with several other agencies, volunteers, and non-profit organizations to expand the network of resources available to adequately prepare offenders for release. DCE provides adult transitional services and life skills training to incarcerated offenders. DCJS provides funding to a variety of pre and post-release services, including Pre and Post Incarceration Services Programs (PAPIS) and the Re-entry to Education and Employment Program (REEP), that help prepare juveniles in correctional facilities to join the workforce upon re-entry to the community. DJJ is helping offenders secure birth certificates and photo identification cards prior to release and has plans to

implement a process to assist juveniles in filing for Social Security benefits as well but it is not in place at this time. DJJ plans to use DOC's model for this process, which was one of the Re-entry Council's recommendations for this year.

The VEC collaborates with local jails, prisons, and non-profit organizations throughout the Commonwealth to provide pre-release information sessions about the job market, how to prepare for interviews, where to obtain training, referrals to pre-employment support services, and workshops. Local social services departments have partnered with correctional centers and local and regional jails to conduct pre-release informational meetings on benefits eligibility and the process for filing benefit applications. In addition to DRS, DCE and DMV, the DOC partners with the Department of Health, Social Security Administration, Department of Veterans Affairs, Veterans Administration, Department of Medical Assistance Services, VEC and DSS to help offenders obtain proof of identify (e.g., birth certificates and Social Security cards), and apply for and receive benefits and disability upon release. The Commissioner of DSS and Director of the DOC have formed an interagency team to address placement of special needs inmates and collaboration of services and benefits for those being released from correctional centers. Emphasis will be placed on collaboration at the local level between local departments of social services and local re-entry councils. Also, there is exploration of use of local Adult Foster Care homes for re-entry placements. Further, DSS is arranging for DOC staff to meet with assisted living provider associations and provider representatives in December 2011 and to address regional meetings of local DSS directors to seek their support for re-entry initiative.

Pre and Post Incarceration Services. Grant-funded Pre and Post Incarceration Services programs (PAPIS), administered by DCJS and operated by a coalition of non-profit organizations across the state, provide services and guidance to offenders before and after incarceration. The nine active PAPIS programs provide services to adult men and women who are or were incarcerated in Virginia state prisons, local jails, and work release centers. Staff at DCJS continue to give technical assistance to the Coalition of nine re-entry program grantees (PAPIS Virginia Re-entry Coalition) who assist offenders releasing from prisons

and jails. In the last year, the Coalition has established themselves as a 501© (3) corporation. They hope to market themselves as a statewide presence and subject matter expert.

The purpose of PAPIS is to increase adult offenders' likelihood of successful reintegration into local society upon release from incarceration. The DOC partners with PAPIS providers for services in some prisons and probation and parole districts. Pre-release services may include employment skills training, counseling, mentoring, tutoring, and developing parole plans for those in prison. Post-release services are tailored to the individual offender's needs and may include assistance with obtaining employment, food, clothing, shelter, service referrals, and counseling. Many PAPIS programs also run parenting groups and provide mentors for their clients or other community volunteers.

The DSS in collaboration with DCJS has entered into an agreement to use General Funds allocated for PAPIS to expand the Supplemental Nutrition Assistance Program Employment Training (SNAPET) program in the Commonwealth. The DCJS receives federal funds funneled through the DSS for SNAPET clients. After receiving these funds, DCJS distributes them to the re-entry program grantees. As a result, participating local DSS departments and community non-profits, that are members of the Virginia PAPIS Coalition, can receive SNAPET funds for job training of eligible former offenders.

In FY2010, the PAPIS programs were able to assist over 21,000 offenders releasing from Virginia jails and prisons. These programs provided 17,726 clients with educational or vocational services. Clients also received other employment assistance, such as supportive services that assist individual clients in job search (e.g., providing career counseling, drafting resumes, and holding mock interviews) and help obtaining required work materials (tools, boots, uniforms, bus tickets, etc). PAPIS programs assisted with obtaining individuals emergency housing for 3,074 participants.

Department of Motor Vehicles' Projects. The DMV is pursuing a number of collaborative re-entry projects. One of its newest projects is the DMV2Go Mobile Unit. The DMV2Go Mobile Unit is a new mobile customer service center that provides all DMV

services. In April 2011, DVM staff in the DMV2GO Mobile Unit provided juvenile-specific services, such as advice on how to obtain a Virginia identification card or driver's license and information on road tests and driving laws, to offenders at the James River Juvenile Detention Center. The DMV is currently exploring the possibility of bringing the Mobile Unit to low-security adult corrections facilities.

In addition to the Mobile Unit project, DMV will have travel teams in place by the end of the calendar year to provide a portable setup in prisons. The DOC, DMV, and the DOE will work together to develop a program to bring Driver Improvement and DMV Knowledge Exam preparatory courses to correctional facilities. The DMV is working with DCE to determine training needs to prepare prisoners for the knowledge test that must be passed before an individual can secure a learner's permit prior to release. Additionally, DMV and DCE are exploring the possibility of DCE instructors facilitating the administration of the knowledge test at DOC facilities.

Over the past year, the DMV and DOC have made progress in implementing a new process for helping offenders obtain state identification cards before release. This process is a collaborative effort in which Corrections' staff will issue the Virginia Criminal Justice Agency Offender Information Form, which serves as an applicant's secondary proof of identity, and obtain the offender's birth certificate. Images of these documents will be forwarded to DMV headquarters for review. Once the application for the identification card is approved, the DMV's mobile customer service center or DMV employees equipped with remote technology will visit the facility where the individual is housed to accept the application and proof documents, take the offender's photograph, and issue the identification card. The goal of this new process is to make it less cumbersome and time-consuming for an offender to obtain a state identification card prior to his release date. The pilot of the new process will begin in mid-2011 and will involve DMV staff operating "DMV Branch Offices" behind prison walls.

Disability Determination Services. The DRS Disability Determination Services is participating in the Supplemental Security Income (SSI)/Social Security Disability Insurance (SSDI) Outreach, Access and Recovery (SOAR) Program in all regions of the

Commonwealth. This program is designed to assist homeless individuals with severe mental impairments to gain access to mainstream benefits such as Social Security and Medicaid.

The Disability Determination Services has entered into a cooperative agreement with the DOC to identify and formalize procedures which will facilitate timely entitlement to SSI for disabled and aged inmates in the DOC system. These pre-release application procedures, which will be implemented through the Commonwealth, will allow inmates to file for SSI benefits prior to their release.

Faith-based Re-entry Programming. Special efforts over the last year have been made by the DOC to increase collaborations with faith-based groups and mentoring programs. The DOC has invited a range of faith based groups to regular dialogue forums to strategize ways to increase the mentoring capacity for reentering offenders, as well as other ways faith based groups can participate in re-entry. Included at the table are representatives from KAIROS, Prison Fellowship, the Center for Restorative Justice, Hope Aglow Prison Ministry, Catholic Diocese, Muslim Chaplain Services, Chaplain Services and other individual churches. The challenging economy is limiting the ability of faith-based group to provide additional resources to prisons, however discussions and planning continue with faith-based organizations continue.

Cedar Street Baptist Church has expressed an interest in mentoring female offenders reentering from Fluvanna Correctional Center for Women and has 12 citizens ready to be trained by the Virginia Mentoring Partnership. At this time the mentoring training curriculum is being completed and training dates are being arranged.

Prison Fellowship has partnered with the DOC in order to provide residential faith-based re-entry preparation programming followed by mentorship in the community after participants are released. Prison Fellowship provides programming in the greater Richmond area at two prisons, James River Correctional Center and Central Virginia Correctional Center for Women. The program uses a Christian-based life skills and a cognitive thinking curriculum to promote pro-social habits in offenders. A unique aspect of

the program is the mentoring component. Participating offenders are paired with community volunteer mentors prior to release. After release, the mentors continue to guide and support the offender's adjustment to the community. Prison Fellowship has discontinued funding for the program due to organizational budget issues. The organization will attempt to continue the program with volunteers.

Recently, DOC has approved the DISCIPLE religious program curriculum for use in all facilities statewide. This new program will be facilitated by approved volunteers from DISCIPLE Bible Outreach Ministries (DBOM) of Virginia, Inc., working in coordination with facility chaplains. The program also partners with faith communities where DISCIPLE groups are offered in local churches. The DBOM of Virginia will be conducting training sessions for facility chaplains and interested volunteers throughout the remainder of 2011. The DISCIPLE program will be implemented at certain facilities beginning later this fall.

Through the use of grant funds provided by the Governor's Office of Substance Abuse Prevention (GOSAP), DJJ partners with the faith-based community and the Virginia Commonwealth University's Virginia Mentoring Partnership (VMP) to develop the Faith-Based Mentoring Project. The Project is designed to provide incarcerated youth within 90 days of release, with a "caring adult" from the youth's community, who will assist him/her overcome identified risk factors. Mentors are recruited primarily from the faith-based community in the Richmond-metro area. Volunteer mentors make a 12-month commitment to the program. The mentor-mentee relationship begins while the youth is in direct care, but within a minimum of 60 days prior to release, and continues in the community for an additional 10 months. The program's goal is to increase juveniles' competencies in the areas of consequential thinking, impulse control, problem solving, decision making, interpersonal relationships, and goal setting.

Family Services

Video Visitation. The DOC partners with several faith-based and non-profit organizations to offer a video visitation option to the families of individuals who are incarcerated. Video visitation allows family members to meet with the offender via video conferencing at a cost lower than what the visitor typically spends traveling to a remote prison. Visitor Centers are located in Richmond, Norfolk and Alexandria and operate on Saturdays and Sundays. Video visitation will be used for some offenders as a part of the DOC's re-entry-oriented objective of reunifying offenders and their families.

The video visitation project is currently being piloted. The DOC is not funded for resources to facilitate extensive family reunification efforts and therefore is dependent on faith-based and other volunteer groups to assist with this effort. The DOC is holding regular meetings with stakeholders to determine how the program can be marketed more extensively. A limitation of the program is that it is only available in metropolitan areas in Virginia. However, in many cases it may still be more convenient for the families of incarcerated individuals to drive to a video visitation site rather than the longer distance to a prison for visitation.

Electronic video may also be used to allow inmates to provide testimony in foster care cases and hearings related to child welfare. In these cases, if a parent is incarcerated the court may allow their testimony to be acquired using electronic video and audio communication systems or telephonic communication systems in lieu of a personal appearance (§§ 16.1-276.3 and 16.1-93.1).

In September 2010, DJJ began a pilot video visitation initiative (Family Link) at Culpeper Juvenile Correctional Center. New Jubilee Incorporated located in Richmond coordinates with Culpeper JCC on this initiative. A visitor center with a computer for use by families is operational at Saint James United Methodist Church located in Hampton. Culpeper JCC currently has two computers with VIACK technology that are located in

individual interview rooms adjacent to their visitation area. Video visitation is offered every Sunday from 9:00 am to 4:00 pm. Families may schedule a one hour video visit at a cost of \$15. This initiative is conducted using VIACK video technology between Culpeper and the visitor center. This program provides residents and their families with increased opportunities for visitation and is a viable alternative for families who have difficulty finding transportation to visit with their loved ones. In addition, video visitation is another method for residents and their families to stay connected during incarceration and prepare for transition/re-entry prior to release.

Child Support Enforcement Program. Child support is one of the largest financial obligations offenders face upon re-entry. For several years, the DSS Division of Child Support Enforcement (DCSE) has partnered with local and regional correctional facilities. Staff from the DCSE conducts meetings with inmates who are within six months of release into the community. Many of these inmates have child support cases. Traditionally, DCSE staff has offered information to incarcerated individuals as well as those who work in the prison system to ensure that the rights and responsibilities of inmates with regard to child support are understood. Staff from all 21 DCSE district offices routinely assist DOC facilities with teaching “Life Skill” classes. They present sessions on child support issues to prisoners who are within 6 to 12 months of release. These sessions usually consist of an overview of DCSE policy and procedures and then allow time for the prisoners to ask questions pertinent to their own cases. Other meetings between incarcerated parents and DCSE staff include discussions focusing on inmates’ concerns on paternity, why child support and interest continues to charge during incarceration, and how to begin payments once released. Offenders who are not comfortable asking questions openly are provided an opportunity to meet with the DCSE representative after the meeting. A system for emailing additional questions was also established. In an overall effort to support family reunification and reintegration into the community for reentering inmates, some DCSE district offices work closely with newly released prisoners with child support cases.

Over the past year, DCSE expanded efforts to reach incarcerated non-custodial parents who are about to be released and help them prepare for re-entry. A DCSE

Outreach Coordinator position has been established. This position is responsible for amplifying prisoner outreach efforts as well as implementing a plan to reach youthful offenders. As a part of DCSE's increasing effort to extend its outreach programs, staff has been meeting with representatives from each of the DJJ facilities. These meetings provide DJJ representatives with an overview of the Child Support Enforcement Program. Planning is underway to schedule sessions with youth offenders in each DJJ facility statewide. It is believed that the more information provided to these youthful offenders, the better their chances are of successfully navigating the child support system.

Child Support Enforcement works with the Virginia Supreme Court through the federal Access and Visitation Program, which establishes mediation sites throughout Virginia. These sites provide many services including mediation, parent education, and supervised visitation. These programs, which assist over 12,000 custodial and noncustodial parents per year, help increase the amount of time that previously incarcerated mothers and fathers can spend with their children.

Health Services

The Bridge Program. The Bridge Program, which is a partnership between Virginia Commonwealth University (VCU) and DOC, provides neuropsychological and mental health assessments for released inmates with HIV and identifies individuals with mental health conditions. Within the last year, the number of individuals served by this program increased by approximately one third. This program is limited to offenders who return to the VCU Infectious Disease Clinic for primary HIV care.

Legislation. *Code of Virginia* § 53.1-33.1 was amended relating to HIV testing for inmates prior to re-entry. Previously the DOC tested inmates for HIV when a physician determined symptoms were present and an inmate requested to be tested. The amended Code requires DOC to offer HIV testing to all inmates 60 days prior to their release (unless the inmate opts out). Based upon current testing procedures, only 2% of DOC inmates are HIV positive. Increased testing will allow inmates to know their HIV status, which should reduce the transmission of HIV to others and increase the likelihood that affected inmates

will receive HIV care services upon release. Incarcerated persons with HIV are less likely to return to the criminal justice system if they are linked to health care services in the community.

The implementation of the new testing requirement has resulted in DOC working with the Virginia Department of Health (VDH). The DOC has requested technical assistance from the VDH to ensure that offenders with HIV are linked to community resources and medical care. Contractors working for the Comprehensive HIV and AIDS Resources and Linkages for Inmates (CHARI) program provide case management services. Offenders are connected with a medical provider and assisted with accessing medications through other resources. Additional state resources for HIV medications have been awarded and more cost-effective payment programs are being explored. With these changes, VDH is hopeful that ADAP will be opened to additional clients in the current year. The VDH will continue to assist offenders with accessing medications as requested.

With the amended Code, the CHARLI program now concentrates its pre-release testing in county and regional jails. This program continues to provide offenders with HIV transportation to medical and social service providers. CHARLI contractors also work with DOC to obtain consent from the offender prior to release to ensure that all confidentiality requirements are followed.

Community Treatment and Programming

The Department of Behavioral Health and Developmental Services provides mental health, developmental services, substance abuse treatment, and assessment services to reentering offenders through local Community Service Boards (CSB). The DOC has an agreement with the DBHDS and the Association of Community Services Boards to address re-entry appointments for incarcerated offenders who are in need of continuing mental health services after release. Mental health professionals at prisons provide assessment services to the local CSBs and make appointments for care prior to the offender's release. Many local probation and parole districts have local agreements with CSBs for offender treatment services. The DOC is also discussing with DBHDS the feasibility of using

Piedmont Geriatric Hospital for re-entry transition and nursing home services for geriatric offenders needing medical care.

Employment

Department of Rehabilitative Services. With the support of Governor McDonnell, during the 2011 Session of the Virginia General Assembly, DRS was able to amend Section 19.2-389 of the *Code of Virginia* to authorize DRS to obtain complete criminal history records from the Virginia State Police in an electronic fashion. This will allow DRS counselors to obtain information quickly to expedite the training and job placement for vocational rehabilitation consumers with criminal history backgrounds.

Alcoholic Beverage Control. The Alcoholic Beverage Control (ABC) has approved all requests to hire individuals with previous convictions. The ABC reviews candidates and their past criminal offenses, including the nature of the offense, how long ago they were convicted, and if they can demonstrate that they have rehabilitated, to determine their suitability for a position at the agency. Agents have received in-service training on the regulation governing employment of convicted felons by ABC licensees. A comprehensive review of ABC regulations has begun, which will consider potential changes to the regulations governing employment in the alcoholic beverage industry of persons with certain convictions.

Department of Agriculture and Consumer Services. The VDACS has partnered with hiring managers to ensure that applicants with convictions are not disqualified by the hiring manager due to the conviction. Hiring managers have been trained to inquire about the circumstances regarding the conviction and take those factors into consideration. Factors considered include length of time since conviction and job relevance.

Department of Forestry. The DOF relies on their inmate work program, which complements the agency's ability to meet the services expected of them. In addition to the Body Work and the Paint program at the DOF, the agency works with inmates on intensive

manual labor jobs on a seasonal or occasional basis (planting and harvesting tree seedling crops and fire fighting).

Victim Services

Victim services staff coordinate with correctional agencies to promote victim notification, safety, and participation in decision-making. Victim advocates may work with community corrections and probation officials regarding restitution and supervision conditions. Programs like the Victim Services Unit within DOC, the Victim Input Program at the Parole Board, and the Victim Notification Program within the Office of the Attorney General provide victims with information and opportunities for input. Through ongoing coordination, crime victims and their advocates play an important role in helping correctional agencies develop policies, procedures, and programs that benefit victims and promote successful offender re-entry.

Department of Corrections. The DOC Victim Services Unit (VSU) provided assistance to over 778 new victims in FY2011. The VSU continues to provide safety planning, community referrals, and explanation of community supervision. Over the last year, DOC VSU Staff served on the Sex Offender Re-entry Committee and the DOC Re-entry Advisory Committee. A Victim Advisory Subcommittee was developed for the DOC Re-entry Advisory Committee. The DOC also established a committee to discuss victim notification for Interstate Compact and community corrections releases.

Domestic violence online training and interactive computer-based instructional programs were sent to all DOC probation and parole chiefs. The online training, which was developed by the American Probation and Parole Association, provided information on the 41 guidelines for the community supervision of domestic violence offenders. Additionally, victim impact programming has been incorporated in the Brunswick Women's Pre-Release curriculum.

Department of Social Services. The DSS Office of Family Violence funds 49 local domestic violence programs, including 41 shelters. Shelters play a crucial role in victim

safety when an offender is released. Shelter options are included in most safety plans developed with victims. Every local domestic violence (DV) program provides some level of legal advocacy for victims of domestic violence, which may range from information provided by phone, to an office in the J&DR court. Many of the DV programs work closely with law enforcement, commonwealth's attorneys, victim/witness programs, court services, and judges to remove risk factors for the victims in court.

Department of Criminal Justice Services. Victim services funding provided by DCJS is focused on the delivery of direct services to victims and does not directly support services for offenders. For example, in accordance with federal Victims of Crime Act (VOCA) Guidelines, VOCA funds cannot support perpetrator rehabilitation and counseling, offer rehabilitative services (and counseling) to offenders, or support services to incarcerated individuals, even when the service pertains to the victimization of that individual.

Data and Information

VirginiaCORIS. The DOC continues to use VirginiaCORIS, the comprehensive offender management system utilized by the DOC, as a platform for enhancing collaboration and the continuity of data/information between agencies. This collaboration helps ensure that the justice system is less fragmented and that corrections and law enforcement staff have relevant and updated information about offenders. This information can help improve supervision, treatment referrals, and other public safety decisions, ultimately promoting public safety and ensuring a continuity of care for offenders returning from prison to the community.

One of major updates that impacts information sharing between agencies is the collaboration between the DOC and DCE. The outcome of this partnership will be that staff from both agencies will be able to input and share information about offenders and programming. Users from a variety of other agencies, including the VSP, DSS, and regional jail staff, have also been granted access to VirginiaCORIS in order to promote information sharing. The DOC is also in the planning stages of incorporating information about offender housed in jails (LIDS; Local Inmate Data System) into VirginiaCORIS. The DOC has

collaborated with many agencies including DCE, VCSC, DJJ, VSP, DBHDS, Crime Commission, and VCSC to combine data resources and/or provide analyses. These collaborations have resulted in needed outcome measures for DCE grants, DJJ recidivism information including incarceration with the DOC, data for the re-validation of the non-violent risk assessment instrument and for legislative bed space impacts (VCSC), recidivism information for juveniles sentenced as adults (Crime Commission), forecast of sexually violent predators (for DBHDS and JLARC), the identification, and study of technical violators and DOC recidivism trends. In addition, data and information has been provided to external partners such as Justice Mapping and Justice Reinvestment.

Virginia State Police. Additional court dispositions have been researched and added to the Criminal History Record Information (CHRI) system; thereby, making more dispositions available nationwide. Virginia criminal history information is forwarded to the FBI, Interstate Identification Index, and the National Instant Check System (NICS). The NICS is a national system that checks available records on individuals who may be prohibited from purchasing or receiving firearms due to their criminal backgrounds. In the past year, additional live scan installations were installed. Live scan machines capture fingerprints and transmit arrest and demographic information electronically. Additional biometric data elements have also been added to the live scan system. All of these efforts continue to strengthen public safety efforts in Virginia.

Grant Funding

In 2010, many agencies expressed that they were working collaboratively with other state agencies, non-profit organizations, and stakeholders in the community to apply for grant funding. The purpose of these types of collaborations was to enhance available resources, diminished in recent years due to the economic climate, necessary to bolster re-entry efforts and services. A large number of local and state agencies have collaboratively applied for grants, specifically related to re-entry, over the past year. The majority of these partnerships applied for and received Second Chance Act funding. The primary purpose of the Second Chance Act is to increase the likelihood of success for individuals returning to the community from prisons or jails. This legislation authorizes the federal government to

provide grant funding to government agencies and non-profit organizations in order to enhance re-entry-related services that can reduce recidivism. These services include job assistance, treatment and programming (e.g., substance abuse, family, mentoring), housing assistance, and victim services.

Office of the Executive Secretary. The Office of the Executive Secretary received a Second Chance Act Re-entry Court one-year grant from the Bureau of Justice Assistance in October of 2010 to develop Virginia's first re-entry docket at the Norfolk Circuit Court. This collaborative project provides a seamless re-entry process for offenders returning from jail to the City of Norfolk. The local re-entry team (Norfolk City Jail, Norfolk Probation, Norfolk Commonwealth Attorney's Office, Norfolk Circuit Court, and the Norfolk Community Services Board) works together to provide coordinated and comprehensive re-entry planning, supervision, substance abuse treatment, case management, and judicial oversight with the goals of reducing recidivism, increasing public safety, and increasing participation in targeted services to meet offender needs.

Program planning and development. After intensive project planning at the local level, the re-entry docket was established and heard its first case in March of 2011. A four-phase re-entry process was developed and refined. Policies and procedures were put in place and documented; program forms were developed; a participant handbook was completed; and program brochures were designed. A database was developed to capture program data; performance measures were finalized; and an evaluation component was incorporated. The Norfolk Circuit Court Re-entry Docket (NCCRD) project is also undergoing two separate program evaluations by the National Institute of Justice as well as the National Center for State Courts. The Council of State Governments also provides on-site technical assistance related to the project.

Program statistics and outcomes. To date, the NCCRD has screened over 150 participants for eligibility. As of October of 2011, there were 17 active participants in Phases I and II. In addition to these participants, six new participants have been recently accepted into the program. There are also a total of 13 participants in the re-entry control group. Six of the active Phase I participants have full-time jobs, and three are job searching

and enrolled in Life-Skills Training through Second Chances. One participant is enrolled in adult education, and three participants have been evaluated for substance abuse treatment and began the Relapse Prevention Program on October 26, 2011.

All Pre-Phase participants attend parenting class weekly while incarcerated through a program offered by Norfolk Human Services. All Phase I participants attend AA/NA meetings and peer support group meetings on a weekly basis. Participants also see their probation officer twice a week and go before the re-entry docket judge once a week.

Stakeholder and leadership support. This project has wide support from state and local leadership with 13 collaborating partners. Supporting entities at the state level include the following: The Office of the Secretary of Public Safety; the Virginia Department of Corrections; the Virginia Department of Criminal Justice Services; the Virginia Department of Behavioral Health; the Virginia Office of the Attorney General, and; and the Office of the Executive Secretary of the Supreme Court of Virginia. Supporting entities at the local level include the Norfolk Sheriff's Office, Norfolk Criminal Justice Services, the Norfolk Community Services Board, the Norfolk Commonwealth Attorney's Office, the Norfolk Department of Human Services, the Norfolk Circuit Court, Second Chances, Step Up, and the Choice Group.

Project continuation. The grantee, The Office of the Executive Secretary of the Supreme Court of Virginia received notice from the Bureau of Justice Assistance in September 2011 that their application for continuation funding for one additional year was awarded.

Department of Social Services. In October 2010, DSS was awarded a \$750,000 Second Chance Act Prisoner Re-entry grant from the U.S. Department of Justice. Funding from the award went to the original six areas of the state that have established local re-entry councils to coordinate services for those leaving prison or jail. These include Albemarle/Charlottesville, Culpeper, King George and Planning District 16, Norfolk, Richmond City and surrounding counties of Henrico, Chesterfield and Hanover and fifteen localities of far Southwest Virginia. The federal grant award along with a \$750,000 in-kind

match of services from Virginia localities and state agencies resulted in a \$1.5 M re-entry project for the Commonwealth. Funding is being used to assist individuals as they transition into the community through services such as job training, temporary housing, literacy classes, mental health and substance abuse programs, education programs, and family reintegration services.

Department of Correctional Education. Second Chance Act funding in the amount of \$750,000 was allocated to DCE. The purpose of this funding is to provide computer repair technology and college courses to offenders, and assist with job placement and continued education upon release. The DCE's partners in this grant include Southside Virginia Community College and the Goodwill Network. The DCE continues to receive Workplace and Community Transition Training for Incarcerated Individuals. However, the funding provided by the Second Change Act will cease after this federal fiscal year due to federal budget cuts. The approved funding amount is \$415,000. These funds are designated for post-secondary education certificates, associates degrees, and bachelor degrees.

Department of Juvenile Justice. The DJJ in partnership with the Tidewater Youth Service Commission (TYSC) has received a Second Chance Grant award for a Juvenile Offender Re-entry Demonstration Project in the amount of \$650,000. This grant was continued and the total grant award was \$1,350,000.00. The project will serve high and moderate risk parolees up to the age of 21 from multiple localities to include the Cities of Chesapeake, Virginia Beach, Portsmouth, Norfolk, Suffolk, Newport News and Hampton, and the Counties of Southampton, and Isle of Wight. The TYSC will develop, provide, and coordinate comprehensive re-entry services, in collaboration with DJJ and other local key stakeholders, to address challenges posed by re-entry. The program is grounded in research-based principles and implements evidence-based modalities targeting criminogenic needs. The TYCS will provide sustained case planning and management during commitment and upon release into the community using risk and needs assessment that identify pre- and post-release services. The grant funding supports a comprehensive range of services and provides for graduated re-entry options. This project demonstrates a

regional approach in which local and state agencies can cooperate and reach efficiencies of scale in the delivery of services

Department of Criminal Justice Services. The DCJS received a two-year grant with a six month extension in the amount of \$425,000, for the Prisoner Re-entry Initiative for Richmond City. This grant, provided by the Bureau of Justice Assistance, will conclude at the end of 2011. DCJS has also distributed approximately \$6,200 in federal funds to the PAPIS programs via their MOA with DSS. The agency received continuation funds in the amount of \$2,100,782 for the nine grantees in the Virginia Prisoner Re-entry Program. This was continuation and level funding from state general funds for transition programs once known as “PAPIS” programs. DCJS began receiving funds in the mid 1980s for this purpose.

In partnership with the Office of the Secretary of Public Safety, in 2011 it DCJS issued a solicitation for the Public Safety Anti-gang and Re-entry Initiative (AGRI) through which four localities will be awarded up to \$250,000 each for a two-year period to conduct a comprehensive gang and re-entry initiative, part of which includes a significant suppression requirement. Funds for the AGRI grants come from money allocated to Virginia by the U.S. Department of Justice, Bureau of Justice Assistance (BJA) through the Edward Byrne Memorial Justice Assistance Grant (JAG) Program

Department of Corrections. In late 2010, the DOC was successful in obtaining a Federal Second Chance Act grant for \$300,000.00 to provide re-entry services to substance abusing female offenders with minor children who are returning to the southwestern Virginia counties of Russell, Tazewell and Buchanan. Southwestern Virginia was chosen as a target site due to high levels of illicit prescription drug abuse. This area of Virginia has the highest unemployment rates and lowest per capita income compared with other regions. In particular, services for incarcerated women and their children are desperately needed. The project is a model in its collaborative approach. Department of Corrections’ facilities provide intensive substance abuse treatment to incarcerated female offenders. A University of Virginia professor provides parenting training and assistance with family reunification visits between the offenders, children, and caregivers via videoconferencing.

Client Advocates from the Cumberland Mountain CSB connect with the offenders while they are incarcerated, help develop a re-entry services plan, and assist the offender in accessing services once they are released. Probation supervision is provided by DOC Probation and Parole District 43. Additionally, Verizon Wireless became a corporate sponsor by providing grant funding to address treatment needs of the participants who have histories of domestic violence and sexual abuse. The grant targets 30 offenders and will end September 20, 2012.

In October 2011, the DOC was awarded a federal Residential Substance Abuse Treatment grant to provide MATRIX, an evidence-based substance abuse program, in Intensive Re-entry Programs at security level 2 and 3 facilities. This grant will provide the MATRIX program in the Intensive Re-entry Programs is for a total of \$625,000 (500,000 Federal and 125,000 DOC match), The MATRIX model is appropriate for offenders with moderate substance abuse issues-. The grant provides 12 positions that will become a part of the Intensive Re-entry Program Cognitive Community team.

Department of Behavioral Health and Developmental Services. DBHDS received a two year, \$250,000 Justice and Mental Health Collaboration Program grant, in partnership with DCJS, to complete the statewide Cross Systems Mapping initiative. Funds have been utilized to provide communities with workshops, train workshop facilitators, and hire a full time coordinator for the project. The workshops focus, in part, is on how localities can improve local jail and prisoner re-entry for persons with mental illness or co-occurring substance use disorders.

The DBHDS received a total of \$248,000 from the National Association of State Mental Health Program Directors to produce a two day statewide Crisis Intervention Team (CIT) conference in conjunction with the CIT International conference in Virginia Beach, September 11 – 14. Over 300 Virginia CIT stakeholders participated in the conference. Two hundred participants received full or partial scholarships to attend one or both conferences. Participation of national speakers and related conference costs were fully supported utilizing these funds.

Other Agency Programs and Initiatives

Department of Education

The inclusion of juveniles in the Governor's Re-entry Initiative has added representation of the DOE on the Re-entry Council and its corresponding workgroups. The meetings have provided the opportunity for further collaboration among agencies, especially with DCE and DJJ, to discuss improvements and address barriers in the pre-release preparation of youth for success in the schools after reenrollment. The commitment of leadership and staff from participating state agencies promotes collaboration for successful re-enrollment and re-entry into the public schools. That commitment and willingness to interact and intervene with respective constituents (e.g., parole officers, school personnel, court service units, and public school re-enrollment coordinators) is stronger than ever because of continued communication and the priorities of the Governor.

Virginia Indigent Defense Commission

The Indigent Defense Commission is composed of 25 Public Defenders' Offices throughout the Commonwealth. The degree and kind of re-entry-related efforts that each of these offices is involved in varies across localities. Many Offices of the Public Defender have formed and strengthened partnerships with probation and parole districts, the Department of Human Services Behavioral Healthcare Division, Offender Aid and Restoration (OAR), local shelters, sheriff's offices, local schools, and CSBs. The purpose of these partnerships has been to identify deficits in the re-entry process and to attempt to address those identified barriers and gaps. As a result, public defenders' offices have created or become members of local re-entry councils and workgroups. These collaborative workgroups have been tasked with identifying and utilizing sentencing alternatives to incarceration, networking with treatment service providers, identifying key community resources in order to expand the network of resources available, and improving re-entry planning, and provide offenders with a continuity of care from jail to the community. These partnerships help clients who have severe mental illnesses,

substance abuse problems, and/or those with other social issues that impede a successful transition back into the community (e.g., difficulty finding stable housing, obtaining/maintaining employment, etc).

The Office of the Public Defender in Arlington along with the Sheriff's Office, and Department of Human Services, developed a re-entry committee in the detention facility in 2009. The committee meets twice a month and reviews cases where clients are scheduled to leave the detention facility within 90 days. Members of the committee put plans in place to link clients to housing, medical, mental health, and substance abuse services, as well as benefits, clothing, and transportation. Since 2010, the re-entry committee has served slightly more than 100 inmates. Those inmates have been successfully linked to services in the community. Overall, their involvement with the committee has allowed them to have more open communication with service providers in the community, so that they can better prepare their clients for release. The committee is beginning a pilot program for clients with severe mental illness. This project will have probation and parole and the Department of Human Services meet with identified clients prior to their release in order to coordinate a re-entry plan. Planning will focus on helping offenders receive continuity of care from jail to the community.

Other Offices of the Public Defender have similar partnerships with other agencies, non-profit organizations, local treatment providers, and regional jails. The purpose of these partnerships is to improve collaboration and communication across agencies in order to help expand the network of resources available to clients, improve release planning, and remove barriers to successful re-entry. In addition to these efforts, many offices have formed mental health and substance abuse workgroups to assist clients with specialized needs transition into the community. The focus of these workgroups is not only re-entry but also promoting diversion initiatives, such as alternative sentencing for mentally ill offenders and those with severe substance abuse issues. Some councils have also set up mentoring, public awareness, employment, integrated service delivery, and victims' issues work groups.

Several Public Defenders' Offices reported that the most impactful efforts made within the last year to promote re-entry involved enhancing collaboration and problem-solving among agencies. These efforts have helped identify barriers to and gaps in the re-entry process while the inmate is still in custody. Another major accomplishment has been the increased communication and coordination between agencies in devising, implementing, and monitoring post-release services. While strengthening existing partnerships and developing new relationships with other agencies and organizations has helped enhance re-entry and provide more coordinated release planning, Public Defenders' Offices have still indicated that they experience difficulty linking services (e.g., substance abuse programs, housing services, mainstream benefits), assisting clients with getting government-issued identification cards before they are released from jail, and identifying community partners who will hire ex-offenders.

Department of Criminal Justice Services

In its role as a planning agency, DCJS initiated its *Blueprints for Change*¹² series in 2006 to bring executive-level participants together for a facilitated exploration of leading criminal justice issues. Participants for these sessions were from variety of disciplines and organizations. They were chosen for their knowledge of the issue at hand and their ability to advance the discussion of public policy. The purpose of the *Blueprint* series was to stimulate further discussion among state and local decision-makers and provide useful guidance for substantive statutory changes where necessary, as well as for decisions on funding, policies, and program development. In July, 2010, three sessions were convened as part of the *Blueprints* series: Ensuring Public Safety through Successful Prisoner Re-entry Policies, Ensuring Public Safety through Successful Re-entry Policies for Youth, and Gangs in Virginia: Status and Solutions.

Department of Correctional Education

The DCE provides vocational and academic programming at all juvenile and adult correctional facilities. The DCE has long held strong relationships with the DOC and DJJ.

¹² <http://www.dcjs.virginia.gov/blueprints/>

They continue to improve those relationships and work collaboratively to develop, implement, and enhance programming for juvenile and adult offenders. New programs are added as the need arises. The DCE continues to provide all services listed in the 2010 *Prisoner and Juvenile Re-entry Inventory* except Productive Citizenship and other activities related to the Offender Workforce Development Specialists (OWDS), as those positions have been transferred to DOC.

Department of Behavioral Health and Developmental Services

In 2009, DBHDS awarded individual contracts to 10 of Virginia's 40 CSBs, each of which submitted successful competitive proposals for this line item funding targeted at jail diversion and jail treatment. Unlike the majority of funds that pass through DBHDS to the CSBs, these funds remain under the control of the Central Office and each site is required to meet specific goals with regard to serving justice-involved populations. Of particular significance is a data collection and analysis requirement that will be the subject of a report to be completed in the fall of 2011. This report will demonstrate the impact of programs on criminal justice related outcomes such as arrests and charges. Several programs are already demonstrating up to 80% reductions in the rate of arrests. Additionally, many sites use these funds to support their Crisis Intervention Team (CIT) programs, jail treatment (enhancing discharge readiness), discharge planning, and the CORE program in Alexandria, which is a partnership between state probation and parole and the CSB. This model was recognized by the Re-entry Council and recommended for replication. Budget language was added in 2011 requiring DCJS to make funds available, as they were able, to support replication of this initiative as well as provide for additional jail discharge planners for individuals with mental illness reentering from DOC and/or local jails.

With the exception of the Commonwealth Consortium for Mental Health and Criminal Justice Transformation, established by an Executive Order that has now expired, DBHDS remains involved with a variety of initiatives, such as Cross Systems Mapping, the Virginia Wounded Warrior Program, and CIT programs. These initiatives have continued to serve as mechanisms to increase collaboration, identify new ways to blend and braid

resources, support direct services, and improve systems' response for people with mental illness and/or substance abuse disorders.

Cross Systems Mapping Workshops were provided across the Commonwealth to develop local capacity to address Criminal Justice and Behavioral Health challenges and enhance system response to people with mental illness and substance abuse disorders. The Virginia Wounded Warrior program continues its expansion and outreach via a collaborative partnership with DBHDS and the 40 local CSBs. The Department of Veterans Services, DBHDS, DOC and other stakeholders participated in the Re-entry Council's Veterans workgroup and collaboratively developed a number of recommendations to enhance identification, treatment, and services for Veteran's reentering the community from DOC. Additionally, the workgroup made implementation recommendations to partner with Virginia's CIT programs to provide veteran-specific advanced training in order to reduce incarceration rates of veterans. To date, there are 23 Virginia CIT initiatives (9 operational, 7 developing, 7 planning). Five programs provide at least partial Therapeutic Assessment Site Capability, which offers detoxification services and linkage to community or inpatient services. A statewide CIT Training and Technical Assistance Conference was held in conjunction with CIT International Conference in Virginia Beach from September 11th to 14th, 2011. Topic tracks included veteran-related issues, trauma informed care (i.e., care that integrates awareness and understanding of trauma and supports the delivery of services that are designed to decrease the symptoms of trauma and facilitate recovery¹³), and all aspects of CIT program development.

Department of Corrections

Within the last year, the DOC has made major strides in implementing the goals of the Virginia Adult Re-entry Initiative (VARI). The DOC developed the VARI under the leadership of the Secretary of Public Safety and a committee of representatives from multiple disciplines within DOC, as well as representation from DCE. The VARI is a

¹³ Hopper, E., Bassuk, E. and Olivet, J. (2010). Shelter from the Storm: Trauma-Informed Care in Homelessness Services Settings. *The Open Health Services and Policy Journal*, 3, 80-100.

comprehensive strategic plan that presents a vision, goals, and objectives to enhance public safety by preparing offenders to successfully return and reintegrate into local communities.

Shifting Agency Culture. The agency reorganized its infrastructure to strongly support the DOC's re-entry mission along with its key responsibility of ensuring public safety. This reorganization unified prison and community corrections' operations and administrative functions. The goals of the reorganization include the following: ensuring safety and security in all institutions; effectively implement the Governor's Re-entry Initiative; implement evidence-based practices within community corrections and institutions at a more efficient pace; produce a unified business model that offers re-entry services from the first date of incarceration to the last day of community supervision and beyond; foster an agency-wide culture change that is safe, secure, and supports offender and staff personal accountability and growth; and create savings. The Department's new organizational structure unifies the former Divisions of Operations and Community Corrections and promotes the total spectrum of departmental service delivery. Under the reorganization, oversight and policy for community corrections, prison re-entry services and programs, and evidence-based practices (EBP) were placed under the Re-entry and Programs Unit at headquarters. The Director of the Re-entry and Programs Unit provides a central point of contact for internal units, external stakeholders, as well as the Secretary of Public Safety and the Legislature.

To improve communication regarding re-entry and to better serve stakeholders, each probation and parole district, detention and diversion center, and prison facility have designated one individual as a central point of contact for re-entry. A workgroup comprised of staff from the Academy for Staff Development, facilities, and community correction's units will also meet to identify and address internal gaps in and barriers to communication and collaboration.

The DOC has reissued its written agency mission and vision statement to include re-entry in all aspects of the agency's business model. To further emphasize the expanded mission, the Employee Work Profile (EWP) of each executive and senior staff has been re-written to include performance measures for re-entry and EBP. The EWPs of probation

and parole officers have also been revised to attract candidates that better embody the principles of EBP.

The DOC has established a Re-entry Advisory Council to continually review, monitor, and make recommendations to the Director of Corrections for ongoing improvements to the VARI plan. The Council is comprised of representatives from a diagonal slice of the organization including health services, prison and community corrections units, policy staff, health services, correctional officers, evaluation, victim services, correctional industries, and others. The Chief Deputy Superintendent of the Department of Correctional Education also serves as a member of this Council.

Integrated Re-entry-Focused, Automated Case Management System. Over the past year, DOC has fully rolled out its new automated offender management system, VirginiaCORIS, to both community corrections and prisons. The implementation of VirginiaCORIS has enabled staff in all operating units to readily share automated, real time files on offenders, which supports re-entry preparation efforts and effective supervision. Features implemented over the past year include the following:

- A common offender case file used by staff in community corrections and prisons, including progress case notes regarding offender contacts, communications, and recommendations;
- An integration of the COMPAS risk and needs assessment for offenders (a software suite containing research-based validated instruments that are used to provide predictions of risk for violence and recidivism along with identifying criminogenic needs that have been shown to be associated with criminal activity);
- An automated re-entry case plan format based upon evidence-based practices and principles to ensure continuity of services for the offender at all points during DOC supervision;

- A two-way interface between the COMPAS risk and needs assessment instrument and the re-entry case plan to facilitate offender programming based on identified treatment needs;
- A social history screen that is completed at the offenders' first contact with DOC, which collects basic information about the offenders' history including family relationships, education, employment, and mental health for use by staff in conducting risk and needs assessment, developing re-entry case plans, and making program referrals;
- An automated case management system that prompts staff contacts with offenders based on the assessed risk and needs of the offender and events that occur during their incarceration;
- A re-entry screen that provides one central location for staff to access links to pertinent information related to re-entry;
- A program enrollment system to waitlist, enroll, and remove offenders from programs and maintain a historic record of participation; and
- A data warehouse where extensive data on offenders is stored and available for reporting.

Improved Re-entry Home Plan Development and Community Resources. The DOC has reviewed its process for developing re-entry home plans for difficult to place offenders in an effort to reduce the number of offenders released without viable and appropriate home plans. To improve the process, resources within DOC have been reallocated by dedicating three headquarters and five regional positions to work specific areas of the Commonwealth as Community Re-entry Specialists. This structure allows each of the eight staff to learn and develop resources in their specific geographic area. Their knowledge and expertise will help them develop home plans for offenders returning to those areas. In addition, DOC is dedicating two positions at DOC headquarters to specialize in release placements for offenders who have significant medical or mental health issues.

These cases require expertise in benefit applications (Social Security disability, Medicaid) and a working knowledge of community health care resources.

The DOC has added to its public website a listing of resources utilized by each probation and parole district. The resource list is intended to help staff, released offenders, family members, and other re-entry stakeholders identify needed services.

Implementing Research-Based Practices and Programs. Over the past year the DOC has made major strides implementing evidence-based programs that reduce the criminal thinking and behaviors of offenders.

Assessment. The DOC has fully implemented the COMPAS risk and needs assessment in both community corrections and institutions. The risk and needs assessment is conducted when the offender is first received either on supervision in a probation and parole district or the prison system. The assessment is updated regularly thereafter based on specific guidelines and when there is a significant change in the offender's behavior that warrants an updated review. The COMPAS risk and needs assessment is a web-based application and gives the DOC aggregate information on all offender risk and needs across the system. The first results will be available in December 2011, after a full year of implementation, and can be used by DOC in budget requests and in determining resource allocation.

Re-entry case planning. The risk and needs assessment is used as the basis for establishing re-entry case plans. These plans document the programs and services that will help an offender overcome assessed deficiencies and reduce his risk of recidivating. In conjunction with the re-entry case plan, the DOC has implemented use of a program timeline. The timeline maps out all services an offender should receive during incarceration and establishes a time when the service should be delivered to ensure effective re-entry preparation. Comprehensive training of all staff on the automated re-entry case plan and timeline was completed in September 2011.

Cognitive-behavioral programming. The DOC has selected a foundational cognitive-behavioral program for use at all points throughout the system to help offenders eliminate criminal thinking errors and establish new pro-social thought and belief patterns. The program, *Thinking for a Change*, is evidence-based and has been demonstrated to lower recidivism rates. This program is available through the National Institute of Corrections at no charge. Since January 2011, over 400 staff has been trained to deliver the *Thinking for a Change* program. The Department's goal is to have all medium to high risk offenders, who have been identified as having a criminogenic need related to criminal thinking, complete the *Thinking for a Change* program when they are first incarcerated. These inmates will also receive a booster session before release and continue the program in focused support groups after release.

Intensive Re-entry Programs. To provide a uniform re-entry preparation process, the DOC is establishing Intensive Re-entry Programs, lasting 12 months, in 10 security level 2/3 prisons. The programs are located in prisons geographically distributed across the state so that most offenders will be housed within a 50 mile radius of the homes identified on their release plans. The Department's goal is to have all security level 2 and 3 offenders transition through these programs before release. The Parole Board, in cooperation with the DOC, is able to grant parole conditioned upon the successful completion of the Intensive Re-entry Program for eligible offenders. The DOC places the offender in the program as soon as space is available rather than waiting for a time closer to his mandatory release date.

The Intensive Re-entry Programs will include the following:

- Thinking for a Change program and/or booster;
- Evidence-based Cognitive Community structure to encompass an environment to support change;
- Substance abuse treatment using the evidence based Matrix curriculum;
- Productive Citizenship life skills classes;

- Workforce development preparation including classes, portfolio development, job fairs, and drivers education;
- A process to ensure that identity documents are obtained before release;
- Involvement of Local Re-entry Councils in developing re-entry plans for post release services and mentoring where available
- Involvement of a re-entry probation officer as a bridge to community supervision and provision of classes on successful adjustment to the community; and
- Family seminars in re-entry issues.

Thus far, the DOC has made extensive progress in establishing Intensive Re-entry programs at the following prisons: Bland Correctional Center, Coffeewood Correctional Center, Deep Meadow Correctional Center, Dillwyn Correctional Center, Fluvanna Correctional Center for Women, Greenville Correctional Center, Indian Creek Correctional Center (for intensive substance abuse treatment needs), Lunenburg Correctional Center, St. Brides Correctional Center, and Virginia Correctional Center for Women. By the end of 2011, DOC will be also implementing Intensive Re-entry Programs at Deerfield Correctional Center and Haynesville Correctional Center. Given the fast rate of implementation and the extensive staff training needed, the DOC program implementation team will be dedicated in 2012 to visiting programs and improving program fidelity. Implementation science has shown that it takes about two years to stabilize new programs before fidelity is established and outcomes can be measured meaningfully.

The DOC has issued procedures requiring all prison counselors to identify offenders for transfer to Intensive Re-entry Programs 18 months before release. This will allow time for the DOC Offender Management Unit to review the cases, approve transfers and transport offenders to the appropriate site closest to home. Some higher security offenders, who have been carefully screened, may be placed in these programs. Other offenders, given the violence of their crime and/or assaultive prison records, will not be approved to transfer to an Intensive Re-entry Program at a security level 2/ 3 prisons. These offenders are referred to re-entry programming at higher security prisons. During these programs, the offenders generally receive similar services, including *Thinking for a*

Change and Productive Citizenship programs, but they do not receive the intensive peer-based Cognitive Community environment that exists at the lower security level Intensive Re-entry Programs. Thus far, high security re-entry pods have been implemented at the following prisons: Nottoway Correctional Center, Sussex I State Prison, and Sussex II State Prison. Implementation is pending at Keen Mountain Correctional Center.

Offenders who are in the least restrictive DOC security level will not have their security level increased to participate in Intensive Re-entry Programs. These offenders are lower risk and according to the principles of EBP, their criminality could be increased by interrupting the work programming available at security level 1 work centers and field units. To address the re-entry needs of these offenders, they will attend a re-entry program three days per month for a period of three months. During this time the offenders will receive the *Thinking for a Change* program, life skills curriculum, and workforce development support.

Re-entry Work Programs. The VARI plan proposes utilizing existing DOC work foremen to teach job skills while performing work crew supervisory duties. Several innovations have begun in this area:

Food services. Offenders working in prison food services jobs are provided the ServSafe training program. ServSafe is a nationally recognized food services certification. Since the program began within DOC in early 2011, over 450 offenders have been certified. The certification allows DOC to raise the quality of its food service operations with highly trained workers. The ServSafe training program also provides offenders with a credential for employment upon release.

Agribusiness. In early 2011, the DOC partnered with DMV to certify non-violent, offenders, who have been carefully screened, to obtain a Commercial Driver's License (CDL). Upon receiving a CDL, offenders are able to deliver produce grown in the DOC agribusiness operations. Agribusiness is also providing certificates to offenders working in other areas of farming where credentials are available, such as greenhouse operations or animal care services.

Buildings and Grounds, Environmental Services, Correctional Enterprises. Certificates have been developed for foremen in Buildings and Grounds, Environmental Services, and Correctional Enterprises to document job skills. The certificates will become part of the offender's portfolio to attest to prison work experience.

Budget Action, 2011 General Assembly Session. With the assistance of the Secretary of Public Safety, the DOC obtained re-entry funding from the 2011 General Assembly in the amount of \$3.2 million and 45 positions in FY 12 for the Commonwealth's re-entry initiative. The funding supports the 10 intensive re-entry sites at security level 2 and 3 institutions, seven re-entry programs at security level 4 and 5 institutions, and two re-entry programs at female facilities as well as required re-entry administrative support. The funding provided the following positions to support the Intensive Re-entry Programs and the offender transition to the community: re-entry probation officers (five positions), clinical social workers (14 positions), casework counselors (22 positions), and administrative (four positions). In addition, through internal realignment the DOC converted 13 transition specialist positions to re-entry probation officers positions. When combined with the positions received from the General Assembly, there are a total of 18 re-entry probation officers that will work with the Intensive Re-entry Programs and probation and parole district offices.

The 2011 budget bill transferred 25 offender workforce development positions to DOC from DCE. These positions are assigned to work at the Intensive Re-entry Program sites providing employability training, arranging for job fairs, and helping offenders develop portfolios. Additionally, the 2011 General Assembly directed DOC to serve as the Federal Bonding Coordinator. The DOC must work with the Virginia Community College System and its workforce development programs and services to provide fidelity bonds to those who are required to provide fidelity bonds as a condition of employment upon release. The DOC was authorized to use funds from the Contract Prisoners Special Revenues fund to pay costs of this activity. Implementation of this initiative is fully underway, organized under the Offender Workforce Development Manager in the Re-entry and Programs Unit. Initial bonds have been purchased. A Federal Fidelity Bonding

Stakeholders group has been formed to assist DOC in developing the program, marketing the program, and training external stakeholders. Membership in the stakeholders group includes staff from the Department of Rehabilitation Services, Federal Bureau of Prisons, Virginia Community College Systems, Workforce Investment Boards, non-profit services providers, Virginia Employment Commission, Department of Labor, and various DOC representatives.

Re-entry Legislation Passed in the 2011 General Assembly Session. With the assistance of the Office of the Secretary of Public Safety, several pieces of re-entry legislation were successfully passed.

Inmate savings plan. Code of Virginia § 53.1-131 was amended relating to inmate savings accounts. Approximately 13,000 state responsible offenders are released each year, the majority with limited financial resources. This legislation enhances public safety by enabling offenders to save funds for use immediately after release. This legislation establishes a re-entry savings plan that requires offenders to save 10% of deposits into their inmate trust account (until the cap of \$1000.00 is reached) so that they can leave prison with funds necessary for obtaining housing, food, clothing, and transportation. Additionally this legislation is intended to help offenders learn the advantages of budgeting and saving, a habit needed for long-term law abiding behavior.

Use of inmate labor at rest areas. Code of Virginia § 53.1-56 was amended to allow the use of inmate labor at rest areas along the interstate highway system. Previously, Virginia allowed persons sentenced to the DOC to work on the construction and maintenance of the primary and secondary systems of state highways, but not on the maintenance of rest areas along the Interstate Highway System. The new legislation passed enables VDOT to enter into cooperative agreements with DOC to use inmate labor for maintenance functions along the highways and at rest areas. The federal prohibition on the use of inmate labor does not prohibit the use of this labor for routine maintenance activities at rest areas along the Interstate Highway System, since such activities would not be eligible for federal funding. Inmates will work under the supervision of a DOC-certified foreman employed by VDOT and a DOC corrections officer. Inmates will only work at rest

areas that are closed and on projects that involve major repairs and maintenance functions such as landscaping.

Monitoring and evaluation. The DOC Research and Management Unit, Computer and Technology Services Unit, and the Re-entry and Programs Unit have been actively involved in developing performance measures and data reports to measure the progress and outcomes of the VARI initiative. The Department developed a Governor’s Re-entry Scorecard to provide an overview of internal efforts to implement VARI recommendations. The Scorecard will report biannually on performance measures in each of the three re-entry plan areas: System Change, Re-entry, and Public Safety.

Evidence-Based Practices. Traditional correctional practice has focused on offenders’ compliance with institutional rules and conditions of supervision. However, by embracing EBP, the department is targeting offenders who pose the greatest risk to public safety. The adoption of EBP—defined as a system-wide change involving the realignment of business practices in accordance with rigorous scientific research—represents the Department’s commitment to enhancing public safety, improving re-entry services for offenders, and utilizing resources more efficiently. The EBP model for community corrections and prisons is based on the same overarching model, though some implementation strategies are different due to the significantly different settings, daily operations, and staff. As the department continues its implementation of EBP, data-driven and interpersonal approaches have begun to replace traditional punitive and contact-driven approaches. This long-term and intricate process has been complicated by budget issues and the adoption of a new offender management system (i.e., VirginiaCORIS), and the COMPAS risk and needs assessment software.

Over the past year, significant progress has been made in regards to the implementation of EBP. Two positions have been converted to be EBP managers. These managers are responsible for coordinating site implementation teams. The Program Development and Evaluation Unit (PDEU) in the Division of Administration continues to lead EBP implementation in community corrections. Staff in the PDEU have been assigned to each of the three regions in the Commonwealth to provide training and support districts

and facilities. Due to this substantial rollout of EBP training, all prison facilities and community corrections' units will have implemented the core foundations of EBP by April 2012.

In July and August 2010, a two-day "train the trainers" session was provided to train three staff from each prison facility on facilitating a one-day EBP and effective communication course. Those staff who attended the session will train all staff in their facility by April. The Program Development and Evaluation Unit continues their training and support of the nineteen EBP community sites that were established before 2010. Since 2010, core training (introduction to EBP, department training, and COMPAS risk/needs assessment) has been rolled out to all remaining community probation and parole districts and detention and diversion centers. By early 2012, advanced EBP training, such as motivational interviewing and case plan training, will be facilitated at all community units.

Unit management is a vital part of DOC's EBP roll out. All wardens assessed their facilities and submitted a unit management plan to executive staff by July 2011. The plans included converting existing positions at the prison into unit managers. Plans have been approved and the unit manager positions are in the process of being advertised and filled. Other components of the core foundations of EBP are already in place and have been discussed more extensively elsewhere in this report including: COMPAS Risk and Needs Assessment, Case Planning, and *Thinking for a Change* program. After the core foundations of evidence-based practices are in place, the EBP managers will be working with several facilities in depth to help improve the fidelity of operations and increase staff competency by utilizing effective communication skills with offenders.

In order to engage all community corrections' localities in the EBP implementation process, a new implementation model was employed. This revised model promotes increased collaboration between community corrections' staff, regional management, the Academy for Staff Development, the Program Development and Evaluation Unit, and the Re-entry and Programs Unit. By taking a team approach to implementation, the new model empowers staff and encourages collaboration. The new model directs implementation teams from community corrections and operations to work together to coordinate

evidence-based practices' implementation, maintain consistency in the training provided, and share information. This new approach unifies the departmental EBP efforts and promotes the continuity of care between prison and the community.

In order to ensure that strong leadership was in place to guide the statewide implementation of EBP in community corrections, regional EBP Teams were established. The purpose of these teams is to provide guidance and support for the continuing implementation of EBP within the three statewide regions. An EBP team was also established for detention and diversion centers. Overarching leadership of the EBP initiative at the DOC is governed by a committee comprised of internal stakeholders from both facilities and community corrections units.

Department of Juvenile Justice

The DJJ has redefined its use of Transitional Services Funding to better focus on risk-based programming and individualized services. The goal of this effort is to promote competency development, community protection, and accountability for offenders released from juvenile correctional centers and returning to the community. This community-based non-residential funding provides short-term services to support and assist the offender's re-entry to the community. The use of these contracted services is guided by the youth's level of risk and need with resources focused on those youth at greatest risk of re-offending and those whose offense pattern represents a particular risk to community safety. Service providers must include cognitive behavioral-based modalities and address community-based interventions that build upon treatment provided during confinement at the correctional center. Services will address the criminogenic needs identified in the Comprehensive Re-entry Service Plan. Services will be based upon current best practices and reflect evidence-based strategies, which result in measurable outcomes for the purpose of program evaluation. Categories for services include the following:

- Life skills coaching services that focus on reinforcing or changing skills or behaviors and preparing an offender for eventual self sufficiency;

- Employment services to develop marketable skills and sound work habits needed to obtain and maintain employment;
- Intensive supervision services that provide highly structured, continuously monitored, and individualized services; and
- Clinical services to include substance abuse treatment, intensive in-home services, individual therapy, and gang intervention services.

Risk Needs Assessment and Case Planning. The DJJ is implementing an overarching comprehensive re-entry case plan process that will combine the service plan developed in the facilities with the parole plan developed in the community. The combining of these two plans will facilitate improved communication between the two entities. The DJJ is expanding its use of the Youth Assessment and Screening Instrument (YASI) to ensure that all youths committed to DJJ receive a full risk assessment and that the case planning module of the instrument is utilized for all cases. This overarching case plan will ensure that institutional counselors and parole officers are employing the same assessment and case planning approach, thus eliminating inconsistencies in services and improving communication between staff, offenders, and the families of offenders.

Transitional Services. The DJJ has adopted the Family Engagement Model and is collaborating with the Department of Social Services to train staff on engaging families and promoting family involvement in the decision-making process.

Excluding Badges for Baseball, the assets described in the 2010 *Prisoner and Juvenile Re-entry Inventory* are on-going and continue to provide transitional, re-entry services to DJJ's committed youth. These assets include the following programs:

- Committed individuals are assigned a parole officer at the time of commitment to DJJ. This parole officer is responsible for ongoing contact with the offender and his/her family during the period of commitment and development of a parole plan prior to release;
- Work/Education Release Program operated at the Reception and Diagnostic Center and Bon Air Juvenile Correctional Center. This is a program where youth who meet

behavioral and programmatic goals are brought to a local community college or a local job for the day and then returned to the correctional center in the evenings as a method of preparation for the daily demands when they return home;

- Pre-release programming (Phoenix Curriculum – an anti-gang and skills based curriculum) provided at all juvenile correctional centers;
- REEP (Re-entry to Education and Employment Program) – new program at Beaumont Juvenile Correctional Center to improve employment outcomes for reentering offenders;
- Mentoring program being piloted in the Richmond area to match faith-based volunteers with youth in juvenile correctional centers; and
- Badges for Baseball, a collaborative effort with the Cal Ripken, Sr. Foundation to provide law enforcement mentors to youth in juvenile correctional centers.

Also, DJJ has partnered with the Virginia Employment Commission and the Peninsula Worklink to establish the Re-entry to Education and Employment Program (REEP). This program connects released youth with employment specialists in the Worklink program in their locality. Employment specialists will assist them in their search for employment and educational opportunities during the year they are in the program. The REEP is being expanded to a second facility.

Budget Action, 2011 General Assembly Session. Youth Industries received an additional \$23,000 in appropriations for FY12 to increase work volume. This helped to address a previous barrier to re-entry identified by the DJJ. According to the DJJ, increased appropriations will allow for the Youth Industries programs to be expanded to allow more sales.

Faith-Based Initiatives. The faith-based mentoring project is now operational and serving youth in the Richmond-metro area and surrounding counties. The Badges for Baseball program was implemented at Hanover JCC and served 20 youth. The post-program evaluation showed improvement in resident behavior after program completion.

Mentoring. The mentoring program has been expanded to service other geographical areas of the state in addition to Richmond. Matching of mentors and youth continues to be challenging because of the travel distance between the mentors' homes and the facility. Alternate meeting arrangements (i.e., videoconferencing) are being researched.

Video Visitation. DJJ would like to expand the Family Link Program to its other five Juvenile Correctional Centers (Beaumont, Bon Air, Culpeper, Hanover, and Oak Ridge) as well as encourage other faith-based partners to collaborate with New Jubilee Inc. on expanding to additional visitation sites. In order to facilitate expansion of the program, VIACK technology is currently being installed in the remaining facilities.

Department of Social Services

Strengthening Families Initiative. Agency-wide, the DSS Strengthening Families Initiative focuses on reducing non-marital births; connecting and reconnecting fathers with their children; and encouraging the formation and maintenance of safe, stable, intact, two-parent families. All these efforts support previously incarcerated individuals in successfully reintegrating with their families and community. In the summer of 2011, four community forums were held to share information and garner support related to the DSS Strengthening Families Initiative with community stakeholders across the Commonwealth.

In September 2011, DSS co-sponsored the 2011 Northeast Family Strengthening Conference with the Administration for Children and Families, and U.S. Department of Health and Human Services. The conference focused on asset-building strategies and solutions with workshops focusing on incarcerated individuals, re-entry programs, domestic violence survivors, and veterans.

Fatherhood Initiative. Through the DSS Fatherhood Initiative, many community partners work with DSS to increase fatherhood presence in the lives of the children they serve. Last year, the Promoting Safe and Stable Families (PSSF) program awarded a total of \$245,000. The goal of this award is to strengthen the non-custodial father's everyday role in the family and in the lives of his children. Some programs involve re-entry clients and

include fatherhood support groups. In FY2012, \$750,000 is available for Family Strengthening priorities including encouraging father involvement and responsibility in raising healthy children. Working with incarcerated fathers through parent education and activities such as Parenting Behind Bars is central to the DSS Fatherhood Initiative.

Family Engagement Process. The DSS Family Engagement Process is part of the agency's Children's Services System Transformation (CSST) Practice Model. Family engagement is a relationship-focused decision-making approach that involves and empowers both the family and the community in the decision-making process related to family stabilization and permanency for children. Re-entry-related family engagement activities include the following:

- The Family Engagement Unit is developing a survey to address specific fatherhood issues to include re-entry;
- The Family Engagement Facilitator Project includes programs which train Fatherhood Engagement. These presentations include working with the re-entry population. The last presentation was conducted in Warrenton, Virginia on September 15, 2011;
- Family Partnership Meetings actively involve families in key decision points to ensure a network of support for the child and the adults who care for them. Families with members who have been involved with the criminal justice system are encouraged to participate.
- Family Search conducts trainings on how to locate family members to include individuals who have been or are currently incarcerated;
- Virginia Putative Father Registry has provided services to assist individuals who have experienced incarceration or are currently incarcerated to register with the Virginia Putative Father Registry;
- Child Protective Services has grantees that work with individuals who have experienced incarceration to reduce child abuse and neglect and prevent child abuse;

- The DSS provides guidance on how to work with family members, which includes individuals who have been incarcerated. Although some family members may not be suitable for a placement they may be able to provide family support;
- Family Strengthening includes resiliency training and discusses how trauma affects the family. Trauma can result from the criminal activity and incarceration of a family member; and
- DSS Family Services also provides training regarding re-entry and services targeted at integrating family member who have experience incarceration.

Other Programs. Batterer Intervention Programs (BIPs) are offered in many communities. Some BIPs are co-located with domestic violence programs; others are run independently by other providers. BIPs provide education and resources to help abusive individuals make better, non-violent choices. The programs have a certification process that requires collaboration with local domestic violence programs. Community corrections is also a frequent partner, as BIPs are often court-ordered.

The DSS Division of Child Support Enforcement (DCSE) is implementing the Intensive Case Monitoring Program (ICMP), which helps parents obtain education, job skills, and employment services so they can better support their families. In an effort to maximize child support collections and decrease incarceration due to non-payment, parents learn to overcome lifelong barriers and gain pride in contributing to their family. Since it began in 2008, ICMP has assisted more than 700 parents, collected over 2 million dollars, and helped parents avoid further consequences of non-payment and non-support.

Summary and Recommendations

In 2011, the Commonwealth of Virginia made tremendous strides towards improving re-entry and transitional services for offenders. In support of Governor McDonnell's Re-entry initiative and under the leadership of the Office of the Secretary of Public Safety, agencies have dedicated an extraordinary amount of time to developing partnerships with other state and local agencies, non-profit organizations, and community stakeholders. These partnerships have shown tremendous promise for enhancing re-entry

services. Within the last year, collaborative relationships among stakeholders have helped to establish a network of resources in the community, identify and address obstacles to re-entry, garner grant funding, and promote a continuity of care for offenders as they transition from incarceration into the community. State-level Re-entry Councils have helped address policy gaps and establish specialized workgroups for focusing on the unique transitional needs of specific correctional populations, such as juveniles, veterans, and female offenders. Local committees often work directly with offenders, helping them connect with prosocial peers and organizations, treatment, and services (e.g., housing, vocational or academic services, mental health services, and substance abuse treatment).

The partnerships established or enhanced within the last year have played a vital role in promoting prisoner and juvenile re-entry by making more efficient use of limited resources and providing for a smoother transition for offenders releasing from incarceration. In addition to these collaborations, Virginia agencies have established or improved a variety of internal re-entry programs. In combination, these programs help to prepare offenders for re-entry at the beginning of their interaction with the criminal justice system and at several key points during this interaction, including after they are released into community supervision. The impact of these programs is sustainable through continued collaboration. Agencies have accepted the challenge to help offenders address their individual deficits and needs, so that they are better able to desist from criminal behavior even after they are no longer under the direct supervision of the criminal justice system.

Although agencies and stakeholders in Virginia have shown tremendous promise for promoting positive offender outcomes, a variety of policy and service-level barriers and gaps still exist that impede the re-entry process. Some of the most commonly cited obstacles on the *Prisoner and Juvenile Re-entry Inventory* included the following:

- **Funding.** Given the current economic climate, budgets have been cut and additional funding is often unavailable to agencies. Agencies continue to invest significant time in establishing partnerships that expand the network of resources available and may result in grant funding. However, many agencies on

the *Prisoner and Juvenile Re-entry Inventory* indicated that additional funding is needed to hire more personnel and acquire resources needed for successful re-entry. Many re-entry programs in the Commonwealth are pilots, only established at a limited number of sites. While these programs show promise, their impact will be minimal until they are expanded and available at more locations across the Commonwealth. Full expansion may not be possible without additional funding.

- **Limited services.** Another characteristic of the current economy is diminished resources and services for offenders. In Virginia, 12,380 state responsible offenders were released from prison in FY2011. These former inmates require extensive resources and services to promote their desistance from criminal behavior. Unfortunately, the services available often do not meet the demand or impose requirements that are too restrictive, and consequently exclude a number of former inmates. This shortage of resources is especially prominent for temporary housing and employment vacancies, where former inmates are often competing with individuals who do not have criminal histories.

A number of agencies indicated that linking inmates with treatment and services immediately or soon after release is often difficult or unlikely. Limited spots available in programs contribute to long waiting lists. Because funding does not follow the offender in many circumstances, service providers are able to establish their own priorities. Consequently, offenders are often unable to make appointments until after they are released, which results in recently released offenders not receiving services in a timely manner. Because the first 90 days of an offenders' release strongly influences his likelihood of reoffending, untimely services impose a great risk to public safety.

Much work has been done by leveraging resources, and focusing on evidence based programming. Agencies have become more efficient and effective with limited resources in delivering re-entry services. In order for the Governor's Re-entry Initiative to reach its full

potential, the barriers and gaps referenced above must be addressed. Future efforts should focus on identifying those programs and strategies that are based on research, demonstrate more benefits than costs incurred, and predict positive re-entry outcomes such as reduced recidivism. Targeting these re-entry programs will help ensure that the limited funding is directed at those approaches that will have the greatest impact on public safety and other key measures of offender success such as stable employment, the absence of new crimes and technical violations, and diminished substance abuse.

Information sharing is another strategy that has diminished redundancies in services and programming and promotes a more efficient use of resources. Agencies have dedicated significant time and financial resources to developing offender management databases and enhancing these databases to promote collaboration and information sharing across federal, local, and state agencies. The DOCs growing partnership with DCE and DCJS, which will consolidate offender-related information and make this information more accessible to staff, is one example of these collaborative efforts that promote information sharing across agencies. This approach is promising and should be expanded to not only include other public safety agencies, but human services agencies as well. For example, DSS is currently unable to track services and benefits linked to those previously incarcerated. While this information is available at the case record level, it is not available or tracked by any of the benefits and services automated systems of the agency.

Addressing this and other similar barriers will further promote collaborative information between agencies that impacts case planning, policy planning, allocation of funds, applications for grant funding, and interagency coordination on re-entry.

In a very short period of time, state agencies across Secretariat have efficiently and effectively embraced re-entry as yet another significant tool to enhance public safety in the Commonwealth of Virginia. These efforts have been accomplished amid limited resources but with great leadership and vision among all the agencies listed in the report, because they recognize that effective re-entry policies can improve public safety, reduce victimization, improve outcomes for offenders returning to their communities, and favorably impact recidivism.