

# Reentry Matters:

## Strategies and Successes of Second Chance Act Grantees Across the United States

November 2013

With over 95 percent of people in the nation's state prisons expected to be released at some point,<sup>1</sup> officials at all levels of government recognize the need for initiatives to support the successful reentry of these individuals to their communities. For the estimated 60,000 youth incarcerated in juvenile detention and correctional facilities on any given day,<sup>2</sup> there is a particular urgency to help them avoid crime and improve their prospects for a successful future when released.

In 2008, Congress responded to these needs by passing the Second Chance Act, first-of-its-kind legislation that was enacted with bipartisan support and backed by a broad spectrum of leaders in law enforcement, corrections, courts, behavioral health, and other areas. The legislation authorizes federal grants that support reentry programs

for adults and juveniles, nearly 600 of which have been awarded to government agencies and nonprofit organizations in 49 states by the U.S. Department of Justice's Office of Justice Programs.

The program snapshots below illustrate the positive impact these reentry initiatives can have by focusing on areas vital to reintegration back into the community, including employment, education, mentoring, and substance abuse and mental health treatment. Also highlighted are programs that address the needs of a particular population, such as youth, women, and tribal communities. Representing a wide range of populations served, these programs also demonstrate the diversity of approaches that can address recidivism and increase public safety.

## Supporting Employment and Job Readiness

Employment is widely seen by practitioners, researchers, policymakers, and formerly incarcerated individuals alike as crucial to successful reintegration into the community and decreasing the risk of recidivism. Yet the stigma of incarceration and having been out of the workforce for a period of time often contribute to the challenges individuals face when trying to find a job after release. Individuals who have been incarcerated

have been shown to earn 40 percent less annually than they had earned prior to incarceration and are likely to have less upward economic mobility over time than those who have not been incarcerated.<sup>3</sup>

Meaningful employment can help individuals succeed in the community after release from incarceration because it refocuses their time and efforts on pro-social activities, making them less likely to engage in risky behaviors or interact with criminal associates.<sup>4</sup> Reentry programs that focus on preparing individuals in prisons and jails for employment can have a significant impact on those individuals, their families, and their communities.

### Key Terms and Definitions

**Criminogenic Risk (Risk):** The likelihood that an individual will engage in new criminal activity. In this context, risk does not refer to the seriousness of a crime that a person may commit in the future. Validated risk/needs assessments generally provide information simply on the likelihood that a person will reoffend.

**Criminogenic Needs (Needs):** The characteristics (such as antisocial attitudes, beliefs, and thinking patterns) or circumstances (such as a person's friends or family dynamics) that research has shown are associated with criminal behavior, but which can be modified.

**Responsivity:** The concept of tailoring services to individuals' distinct characteristics, service needs, motivation, and learning styles. All service components should incorporate cognitive-behavioral and social learning methodologies.

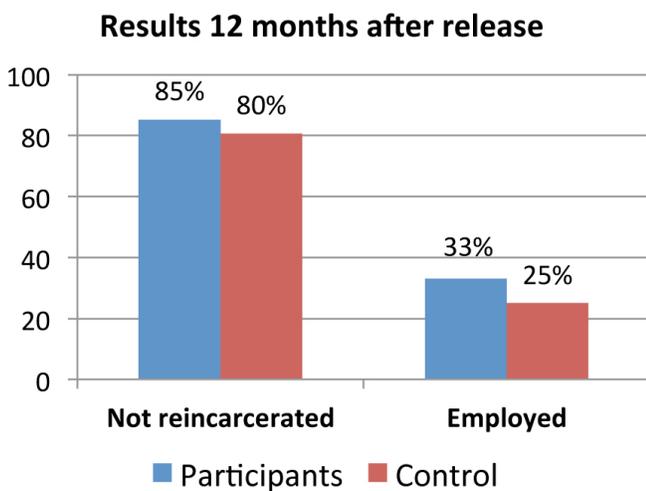
**Risk/Needs Assessment:** A comprehensive examination and evaluation of both static (historical and/or demographic) and dynamic (changeable) criminogenic factors that predict risk of recidivism. Results can be used to guide decisions about services, placements, supervision, and, in some cases, sentencing.

# New York City Office of the Criminal Justice Coordinator

## Program: Harlem Parole Reentry Court, New York, New York

In a reentry court program, judges, case managers, and community supervision officers work in a collaborative process to develop a reentry plan, assign services based on an individual's needs, and monitor compliance and success. A project of the Center for Court Innovation, the Harlem Parole Reentry Court was established in 2001 and serves adult men and women who are assessed to be at medium to high risk of reoffending and are returning to New York City's East and Central Harlem neighborhoods from correctional facilities in the state.

Key features of the Harlem Parole Reentry Court include an emphasis on job readiness and employment to promote self-sufficiency and accountability; use of a risk assessment tool to determine individuals' risk levels and needs; cognitive-behavioral therapy to help shift criminal thinking and behavior; and the use of graduated sanctions and incentives to respond promptly and proportionately to both violations of and compliance with the conditions of supervision. The program also celebrates and reinforces achievements through graduation ceremonies in which participants can demonstrate to their families and community the positive changes they have made.<sup>5</sup> A newer aspect of the program is providing support for families of young adults, ages 18 to 26, who are on parole, beginning pre-release and continuing through the first nine months after release.



*About one-third of participants were employed 12 months after release, compared to only a quarter of a group of similar individuals who were on parole but did not participate in the reentry court. Additionally, more reentry court participants were employed full-time than in the comparison group (25 percent vs. 19.8 percent).<sup>6</sup>*

*The reincarceration rate 12 months after release was 14.7 percent for program participants, compared to 19.3 percent for the comparison group.<sup>7</sup>*

## Graduated Sanctions and Incentives

The use of graduated sanctions and incentives is an evidence-based practice that allows for more options—particularly community-based options—to respond to low-level violations, with the goal of holding individuals accountable for their actions. In fact, research has shown that when penalizing a person for violating the conditions of his or her release, the immediate application of a sanction has a greater impact on preventing future criminal behavior than the severity of the sanction itself.<sup>8</sup>

Graduated sanctions and incentives also have great potential for cost savings, as many jurisdictions have found community-based treatment to be less expensive and more effective than incarceration or prison-

based treatments.<sup>9</sup> Furthermore, diverting individuals who committed lower-level crimes to community-based programs can free up beds and resources for those incarcerated for more serious crimes.

In the Harlem Parole Reentry Court, the range of possible sanctions for missed appointments with program staff, failed drug tests, and other misconduct includes curfews, an increased number of required court appearances, a period of confinement in a residential substance abuse treatment facility, and, for the most serious cases, a return to prison. Compliant behavior may be reinforced with reduced court reporting or a relaxation of travel restrictions.

## Ottawa County, Michigan

### Program: West Shoreline 2nd Chance Connections

In this program, participants receive case planning that prepares them to reintegrate into their communities, reconnect with their families, and find employment upon release from prison or jail. By serving individuals convicted of felonies who have been assessed as at medium and high risk of reoffending, the program applies resources that maximize the impact on recidivism.

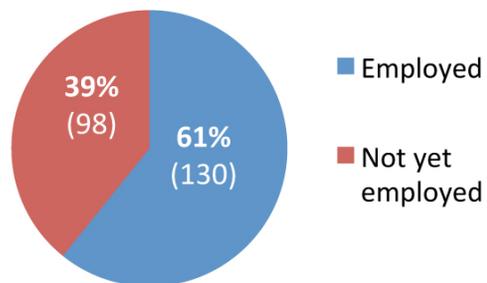
A core objective of the program is to prepare individuals on parole or probation and are parents of minor children to get jobs and provide for their families. The program provides

- a 13-week transitional employment initiative in which participants receive the classroom-based and hands-on training necessary to prepare for a career in the manufacturing industry, followed by temporary, structured, and subsidized employment; and

- training in the “soft skills” necessary for long-term employment, such as communication and problem solving.

The program is a collaborative project of Ottawa County; Muskegon Community College; the Michigan Department of Corrections; and community-based organizations, including 70x7 Life Recovery, Goodwill Industries, Mediation & Restorative Services, and Pathways, MI. Program administrators have also built strong partnerships with employers in the community to increase participants’ job opportunities.

#### West Shoreline 2nd Chance Connections Program Graduates<sup>10</sup>



“Our journey of hiring ex-offenders began over a decade ago. I had just started our business, and a guy came in looking for a job who said he had recently been released from prison. I was desperate for more help at the time and appreciated his honesty, so I hired him on the spot. David\* has been with us for over 12 years now and is one of our best employees.

About five years ago, we decided to take on a fellow named Jeff through 70x7 Life Recovery’s staffing agency. Like David, Jeff showed a real appreciation just to be working, and he had a great attitude.

At one point, a car manufacturer had problems with an accelerator pedal sticking and urgently needed us to make a large quantity of a single part in order to fix the problem. Working with me on a Sunday night, Jeff shared with me how great it was to be working and earning money, paying taxes, and, by making this automotive part, being able to possibly prevent someone from getting hurt or killed. This is when I knew we were doing the right thing.

We now have 10 employees who were formerly incarcerated and are now able to support their families, supply them with health insurance, and restore their own dignity. Every one of these guys has a key to the door of our business. I trust them with my livelihood and, in turn, they are a great bunch of dedicated, hardworking employees. Being a small part of their success makes my wife Carin and I feel very blessed.”

— Andy Ribbens, President of Premier Finishing, Inc., Walker, MI



\* Names of employees have been changed.

# Building Strong Foundations Through Education



Contributing to the challenges involved in reentry is the fact that individuals in the criminal justice system often have had limited education. A Bureau of Justice Statistics study found that the majority of individuals incarcerated in state prisons lack a high school diploma or its equivalent.<sup>11</sup> Because education is strongly tied to a person’s employment opportunities, financial stability, and quality of life, providing educational and vocational programs to adults and youth during incarceration is critical. A recent study by the RAND Corporation found that, on average, individuals who participated in correctional education programs were 43 percent less likely to recidivate upon release than those who had not participated.<sup>12</sup> In addition, connecting individuals to these programs when they return to their communities after incarceration can set them on the path to obtaining employment and having the tools they need to succeed upon their release.

## City of Oakland, California – Department of Human Services

### Program: Comprehensive Community Cross-System Reentry Support (C<sup>3</sup>RS) Project

In the C<sup>3</sup>RS Project, government and nonprofit partners work together to reduce recidivism among

youth (ages 13 to 18) who are returning to Oakland from a juvenile detention facility. A collaborative process informs each activity, including community-based case management, multidisciplinary team meetings, cross-systems training, data sharing and collection, and addressing needs of the youths’ families. These young people receive a number of assessments to identify risk levels, key criminogenic needs, and mental health needs, all of which inform their case plans. Each of the youth is assigned a community-based case manager who meets with them both pre- and post-release.

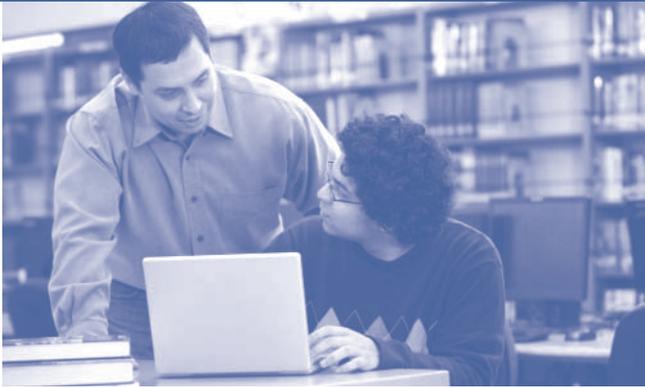
A strong element of the program is its focus on re-engaging the youth in school upon their release. Through the program, school representatives are now located directly at the Alameda County Juvenile Justice Center, which has greatly improved and expedited the school placement process for youth exiting the detention facility.

This unique partnership includes the City of Oakland Department of Human Services; Alameda County Health Care Services; Alameda County Probation; Oakland Unified School District; community-based case management agencies including East Bay Asian Youth Center, East Bay Agency for Children, The Mentoring Center, California Youth Outreach, and Youth UpRising; and Bay Area Legal Aid, a legal advocacy organization.

*In the first year of the program, of the 592 participants, 442 (74.4 percent) were reenrolled in school. Of the 161 who received job training, 102 (63.4 percent) were placed in jobs.*

*Approximately 98 percent of Oakland youth are currently placed in the Oakland Unified School District within three days of their release, compared to three years ago when the average time for school placement was at least eight days.*

## Fostering Positive Relationships and Facilitating Services through Mentoring



Youth mentoring programs have long been established across the country, as research has found that youth who have at least one meaningful, caring relationship with an adult are twice as likely as youth without a meaningful adult relationship to have healthy family and social relationships, to be financially self-sufficient, and to be engaged in their communities.<sup>13</sup> For youth involved in the juvenile justice system, the need for positive role models and pro-social activities is even greater.

The concept of mentoring as a means of support and guidance is increasingly applied with adults involved in the criminal justice system. While it is difficult to measure the impact of interpersonal relationships on behavior, it is believed that mentors can provide important support during the transition from incarceration to the community.

Mentoring services can also help a program apply responsibility principles. A mentor can address an individual's low motivation or unpreparedness for change, enhance pro-social thinking and behavior through modeling, and engage the program participant in substance abuse or mental health treatment, education, or family-based support services.

*Of the people who participated in NHRI's step-down process, 81 percent successfully completed the program, compared to just 63 percent of those who did not participate.*

## Connecticut Department of Correction

### *Program: New Haven Reentry Initiative*

Through the Connecticut Department of Correction's New Haven Reentry Initiative (NHRI), the New Haven Correctional Center serves as a "step-down" facility from the prison to the community. Beginning before release, a step-down approach provides incarcerated individuals with a continuum of care to prepare for challenges upon their return and help increase the likelihood that they will not reoffend. While at the facility, participants are escorted on program furloughs, or temporary releases, to address areas of need identified in their reentry plans. Furlough activities may include community-based treatment, meetings with potential employers, educational programs, or 12-step program meetings. As of March 2013, NHRI had enrolled 296 participants.

NHRI is involved in a number of activities that promote collaboration and information sharing across agencies to support reentry. The program's main partners are Easter Seals Goodwill Industries, a community-based service provider, and Family ReEntry, Inc., which is contracted to manage the initiative. NHRI staff also participate in two regular community events: bi-weekly meet-and-greet panels for individuals newly released to New Haven, a project of the city's Parole, Adult Probation, and Police Departments; and monthly Reentry Roundtable meetings, which are attended by representatives from government agencies and community-based organizations, elected officials, and formerly incarcerated individuals and their families. The initiative also draws on the valuable support of "community advocates," individuals who have been incarcerated and were able to sustain positive changes in their lives after their release. Teamed with case managers, the advocates serve as role models and have been an invaluable asset in the intensive case management model, particularly reconnecting individuals with the services they require after a lapse in participation.

“I have been a Community Advocate for Easter Seals Goodwill Industries for two and a half years, supporting and mentoring ex-offenders returning home through the New Haven Reentry Initiative funded by the Connecticut Department of Correction.



I went to jail at the age of 19 and served 20 years on a 30-year sentence. The turning point for me came during year 12, when I had a life-changing conversation with a person serving a life sentence who encouraged me to improve myself and utilize my leadership abilities for good. I earned my GED, enrolled in college courses, and got a job. I began facilitating groups to help others and became a positive force on the inside, so it was only natural for me to transition upon my release to my current role working with youth and adult ex-offenders.

I do presentations to potential NHRI participants inside the prisons, addressing realistic expectations and the supportive benefits to enrolling into this program. I explain to the men that what they put into the program is what they will get out of it. I encourage them to be honest with themselves regarding the serious issues—for example, domestic violence, substance abuse, anger and mental health issues—that typically lead to reincarceration. We get participants to be honest and truthful about the deep-rooted issues, which is why this program is so effective.

The Reentry Initiative has earned strong street credibility within the City of New Haven due to the sincerity of staff and the opportunities that the program creates, which are different from so many existing programs.”

—William Outlaw, Jr., Community Advocate,  
Easter Seals Goodwill Industries, New Haven, CT

## Roca, Inc.

### *Program: Springfield Community Mentoring Project, Springfield, Massachusetts*

Roca, Inc. coordinates mentoring services for young adult males, ages 18 to 24, who are involved with gangs and have substance abuse needs. The program trains three types of mentors: volunteers who provide one-to-one mentoring and group-based support, staff case managers, and workplace mentors. Mentors meet with participants in the correctional facility before their release, enabling the mentors to develop strong relationships with their mentees. By offering different types of mentor relationships and approaches, the program engages participants on a number of levels and addresses multiple needs. The program’s emphasis on employment helps young men focus on building a sustainable future away from gang and criminal activity.

Roca works in partnership with the Superior and District Courts’ Probation Office, the Hampden County Sheriff’s Department, and the Massachusetts Department of Youth Services—relationships that are critical to meeting the needs of high-risk youth in the Springfield area.

*The Social Impact Exchange recently named Roca as one of the top 100 non-profits in the country for social impact for its youth intervention model. In addition, the organization will be the lead provider in the Massachusetts Juvenile Justice Social Innovation Financing pilot project, which employs a partnership between government, philanthropic, and private investors to fund social services and maximize impact.*

# Addressing Substance Abuse and Mental Health Needs



Substance abuse and mental illness are significant issues among incarcerated individuals. The majority of people in prisons and jails meet criteria for substance dependence or abuse,<sup>14</sup> and a 2009 study of jail populations found 16.9 percent of the population to have a serious mental illness—three to six times the rate for the general population.<sup>15</sup> Moreover, these populations often overlap, with individuals who have co-occurring substance abuse and mental health disorders representing up to 11 percent of the prison population.<sup>16</sup>

Most of these individuals with substance abuse and/or mental health needs are released from incarceration without receiving the treatment they need, and a large number return to the criminal justice system. Addressing these needs before and after release from incarceration is crucial in promoting recovery and increasing the likelihood they will avoid criminal behavior and stay out of prison or jail.

## Minnesota Department of Corrections

### *Program: Co-occurring Program at Minnesota Correctional Facility-Lino Lakes*

This program provides evidence-based, integrated treatment to adults with co-occurring substance abuse

and mental health disorders returning to communities across the state. By integrating treatment, the program addresses substance abuse and mental health needs in tandem, rather than through separate systems, ensuring that services support one another and produce the best possible outcomes for the individual. The program uses risk and needs assessments to prioritize high-risk and high-need individuals.

Program administrators work closely with community-based service providers in a process wherein program participants and multidisciplinary teams—made up of mental health providers, community supervision agents, community treatment and service providers, and family members—work together to develop a release plan and ensure continuity of care during the transition period. Participants enter the program 6 to 12 months pre-release and continue 6 months after release. In addition to treatment, program components include

- educational programming;
- mental health and substance abuse treatment;
- other cognitive-behavioral treatment interventions;
- motivational interviewing;
- pro-social skills development;
- employment and job readiness services; and
- referrals to housing.

*In partnership with the Minnesota National Alliance for the Mentally Ill, the Minnesota Department of Corrections has hosted two forums on co-occurring disorders that focused on collaborative planning, resulting in new efforts in the state to improve service delivery for individuals with co-occurring disorders returning to the community after incarceration. Represented in the forums and subsequent working groups were state and local government agencies, community-based treatment providers, correctional administrators, community corrections agencies, clients, and their families.*

## Supporting Youth to Avert Future Involvement in the Criminal Justice System

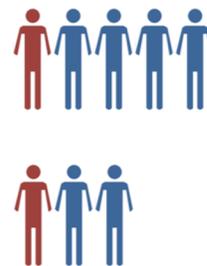
While the number of youth in juvenile detention and correctional facilities has declined significantly in recent years, there are still approximately 60,000 youth in residential facilities on any given day in the United States. Many of these young people struggle with challenges such as low levels of education, substance abuse and mental health issues, housing instability, and past trauma. Communities have a unique opportunity and responsibility to ensure that these youth are given the chance to overcome barriers to success, avoid crime, and ultimately thrive.

### Ohio Department of Youth Services

The Ohio Department of Youth Services (Ohio DYS) partners with three community-based organizations to offer mentoring and supportive services for youth who are returning from juvenile detention facilities to one of five counties in the state. Services begin six months prior to release and continue for a minimum of six months after release. Mentors maintain regular communication with their mentee's parole officer, social worker, and family to help ensure that the youth receive comprehensive, individualized services in the community.

The program employs three mentoring models to accommodate the varying security classification levels and criminogenic risk levels of the youth who are served: one-to-one mentoring, group mentoring, and peer mentoring, which incorporates young adult mentors for youth who may respond better to reinforcement from individuals closer to their age. Of program participants on parole in the first year of the program, 76 percent have maintained their mentoring relationship after returning to their communities.<sup>17</sup>

Only **one in five** GitRedy youth were rearrested within 20 weeks of release, compared to **one in three** gang-affiliated youth in the comparison group.<sup>18</sup>



### Texas Juvenile Justice Department

*Program: Gang Intervention Treatment: Reentry Development for Youth (GitRedy), Harris County, Texas*

The Texas Juvenile Justice Department's GitRedy program provides family-focused reentry services to gang-affiliated youth, ages 13 to 19, who are returning to Harris County from the department's correctional institutions. Based on assessments at intake, the agency offers comprehensive case management and a range of services based on the individual needs of each youth.

Every 30 days, case plans reviewed by a collaborative, multidisciplinary team of practitioners are updated and revised, as needed. Reinforcing the collaboration, staff members receive training in the Systems of Care model, a comprehensive, cross-agency approach to providing services to children and families. Services include evidence-based practices for youth such as Aggression Replacement Training® and Functional Family Therapy, as well as medical treatment, educational programs, and vocational training.

*Of the Ohio DYS mentees on parole, 58 percent are enrolled in school, and 35 percent obtained their GED or high school diploma before leaving the detention facility.<sup>19</sup>*

## Addressing the Distinct Needs of Women



Women involved with the criminal justice system have a distinct set of issues, including high rates of substance abuse, mental health disorders, and victimization and past trauma; low rates of employment and financial stability; and challenges in maintaining child custody. However, being a minority of the total prison population at approximately 7 percent,<sup>20</sup> women often find that correctional and reentry programs are not tailored with their needs in mind. Reentry programs that focus on these needs will better assist women returning home from incarceration, as well as their children and families.

### Girl Scouts of Eastern Oklahoma

*Program: Project Reconnect, Tulsa, Oklahoma*

The Girl Scouts of Eastern Oklahoma serves women who will be returning to the Tulsa area after incarceration and have children between the ages of 5 and 18. The program provides them with services that allow them to maintain contact with their children through bi-monthly visits in the facility. Acknowledging that the commute to prison can be challenging or prohibitive for many families, the Girl Scouts of Oklahoma transports children for biweekly visits with their mothers in prison. On alternate weeks, the women take parenting classes, and their children receive supplementary educational classes.

A key component of Project Reconnect is its mentoring program, connecting the incarcerated mothers with volunteer mentors to aid in the reentry process. Since

\* Name has been changed.

“When I signed up for this program I really did not think it would work for me. I felt that I would always struggle, and to be truthful I was afraid I would return to prison after a short while. Here it is years later and not only am I able to keep a job and take care of my family, but I am currently learning how to start my own business.”

—Lyndsey\*

*Project Reconnect participant  
Girl Scouts of Eastern Oklahoma*

the start of the grant project in October 2010, the organization has trained 200 mentors.<sup>21</sup> Additionally, the organization has forged partnerships with various organizations in the community—including faith-based groups, service organizations, and treatment providers—to support and provide reentry services.

*Of the 181 Project Reconnect participants who have been in the community for at least 12 months after release, only 4 (2.2 percent) have recidivated.<sup>22</sup>*

*Of the 125 individuals who participated in employment development, 73 percent (92 people) have obtained and maintained a job. Of the 36 participants in the vocational rehabilitation program, 72 percent (26 people) have obtained and maintained employment.<sup>23</sup>*

## Supporting the Strengths and Needs of Families

Incarceration affects not only the high number of individuals in prisons and jails in the United States but also their children and families. In 2007, an estimated 1.7 million children under 18 had a parent in prison.<sup>24</sup>

These children and other family members often face significant consequences from having a loved one in prison, such as financial difficulties, housing instability, loss of emotional support and guidance, or social stigma. Children of incarcerated parents are at increased risk of poor school performance,<sup>25</sup> substance use, and mental health problems.<sup>26</sup>

At the same time, family support can be a key factor in successful reentry. Some research has shown that people who regularly interact with their families while incarcerated are more likely to succeed when returning to their community than those who do not.<sup>27</sup> Many reentry initiatives are addressing the needs of the children and families of incarcerated individuals, while building on the strengths of these networks to help support the individuals during incarceration and through the transition of returning home.

## Multnomah County, Oregon

*Program: Family Supports for Treatment and Reentry Success: Center for Family Success*

In Multnomah County, treatment and family service providers work with incarcerated individuals with substance abuse needs and their children and families to assess their needs and provide appropriate services. Targeting medium- to high-risk individuals for the program, the providers use a continuum of treatments and foster a smooth transition to services

*This grant project enabled the county to create a unique internship opportunity for university students, both graduate and undergraduate: interns act as “family advocates” who are paired with individuals at the time they enter the criminal justice system or reenter from incarceration to facilitate the delivery of family engagement services for the individuals and their families.*

available in the community. The program operates in collaboration with the Oregon Department of Corrections and community-based service providers. Prior to release, incarcerated parents receive addiction services, as well as evidence-based parenting skills training through an educational program called Parenting Inside Out. To assist the individuals’ families, program administrators created a pamphlet that explains criminal-justice terminology and provides contact information for available services. The program also collaborates with the Center for Families for Success, an initiative of Pathfinders of Oregon, to provide a comprehensive program that has demonstrated success in family engagement, case planning, and helping to repair the relationships between incarcerated and formerly incarcerated individuals and their families.

## Serving Tribes and Reservations with Culturally-Relevant Programs

Tribal communities experience unique challenges with reentry. One reason for this is the way in which local, state, federal, and tribal systems intersect, which is different for each tribe and state. These criminal justice and human service systems work together to enforce laws and implement programs for tribal members and non-members on tribal lands.

In addition to these logistical and administrative challenges, tribal communities are often underserved and have high levels of need. Tribal communities experience high rates of crime and victimization, and unemployment and lack of adequate housing are particular problems for returning individuals. Furthermore, American Indians and Alaska Natives are disproportionately represented in the criminal justice system and are incarcerated at a higher rate than the national average,<sup>28</sup> making it especially important to focus resources on reentry in tribal communities.

# Oneida Tribe of Indians of Wisconsin

## Program: Wisconsin Tribal Community Reintegration Program

In a partnership with the Wisconsin Department of Corrections, the Oneida Tribe combines evidence-based correctional practices with cultural practices to serve American Indians who are assessed to be at medium or high risk of reoffending and are returning to one of three Indian nations in the state: Oneida, Menominee, and Stockbridge-Munsee. The program offers release planning, services, and advocacy addressing employment, substance abuse needs, financial management, housing, family support, and legal issues.

*In the past year, program administrators completed the first draft of the Dream Catcher Curriculum, a one-of-a-kind curriculum that integrates cognitive methods, cultural and spiritual education, experiential education, social interaction skills, and literacy education.*

In addition, the program addresses issues that pertain particularly to Indian populations, such as historical trauma stemming from displacement and assimilation. The program also offers cultural and spiritual practices and organizes leaders in each of the three tribal nations to participate in welcome-home ceremonies and serve as positive role models. As the responsivity principle states, interventions are more effective when they take into account the race, ethnicity, gender, culture or other characteristics of the target population. By offering culturally relevant components, the program serves a unique role for the state's justice-involved American Indian population and helps ensure that these individuals succeed in their communities when they return from incarceration.

### The Second Chance Act Grant Programs

The Second Chance Act's grant programs are funded and administered by the U.S. Department of Justice's Office of Justice Programs. Within the Office of Justice Programs, the Bureau of Justice Assistance awards Second Chance Act grants to programs serving adults returning to their communities after incarceration, and the Office of Juvenile Justice and Delinquency Prevention awards grants to programs serving youth returning from juvenile correctional facilities.

## Notes

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2. "Easy Access to the Census of Juveniles in Residential Placement: 1997-2011," Office of Juvenile Justice and Delinquency Prevention, accessed October 22, 2013, <http://www.ojjdp.gov/ojstatbb/ezacjrp/>.
3. The Pew Charitable Trusts, *Collateral Costs: Incarceration's Effect on Economic Mobility* (Washington: The Pew Charitable Trusts, 2010).
4. Joe Graffam, Alison Shinkfield, Barbara Lavelle, and Wenda McPherson, "Variables Affecting Successful Reintegration as Perceived by Offenders and Professionals," *Journal of Offender Rehabilitation* 40, no. 1/2 (2004): 147-171.
5. *New York Times* City Room blog highlighted the ceremony in a feature: Kia Gregory, "Easing the Passage from Prison," *New York Times*, February 15, 2013, <http://cityroom.blogs.nytimes.com/2013/02/15/easing-the-passage-from-prison>.
6. Outcome data are based on preliminary findings from an ongoing evaluation to be released in 2014.
7. *Ibid.*
8. Eric J. Wodahl, Brett Garland, Scott E. Culhane, and William P. McCarty, "Utilizing Behavioral Interventions to Improve Supervision Outcomes in Community-Based Corrections," *Criminal Justice and Behavior* 38, no. 4 (2011): 386-405; Angela Hawken and Mark Kleiman, *Managing Drug Involved Probationers with Swift and Certain Sanctions: Evaluating Hawaii's HOPE* (Washington: National Institute of Justice, 2009); Michael Spiegler and David Guevremont, *Contemporary Behavior Therapy* (Belmont: Wadsworth Publishing, 2009).
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10. Figures from Ottawa County on graduations and employment are as of February 2013.
11. Caroline Wolf Harlow, *Education and Correctional Populations* (Washington: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, 2003).

## Notes continued

12. Lois M. Davis, Robert Bozick, Jennifer L. Steele, Jessica Saunders, and Jeremy N. V. Miles, *Evaluating the Effectiveness of Correctional Education: A Meta-Analysis of Programs that Provide Education to Incarcerated Adults* (Washington: RAND Corporation, 2013).

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