BUILDING AN OFFENDER REENTRY PROGRAM:

A GUIDE FOR LAW ENFORCEMENT

International Association of Chiefs of Police

Department of Justice — Office of Justice Programs

BJA Bureau of Justice Assistance

Acknowledgments

TABLE OF CONTENTS

INTRODUCTION

SECTION I: OFFENDER REENTRY 101

SECTION II: BUILDING AN OFFENDER REENTRY PROGRAM

SECTION III: CURRENT STATE OF PRACTICE EXAMPLES FROM LAW ENFORCEMENT

INTRODUCTION

According to the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), on an annual basis, more than 650,000 offenders are released from incarceration and return to communities nationwide.[1] Research from OJP's Bureau of Justice Statistics (BJS) indicates that two-thirds of those released are likely to recidivate. Given this, offenders who are released pose a significant challenge to public safety.

In response to the growing number of returning offenders, DOJ launched a reentry initiative that supported the creation of programs at various levels in all 50 states, the District of Columbia, and the U.S. territories. Additionally, federal, state, local, and private agencies and organizations have partnered to study and develop best approaches to offender reentry. The consensus is that offender reintegration requires a concerted effort among criminal justice practitioners to address the impact made by returning offenders. As a result, many programs have been implemented to transition released offenders back into the community and reduce recidivism.

In the 1990s, an increasing number of returning offenders spurred innovation within local law enforcement and among other stakeholders. Intensive supervision partnerships between law enforcement and community corrections, like Boston's Operation Night Light, have been chronicled and championed. While law enforcement and corrections partnerships showed promise, the offender reentry concept was envisioned as a more comprehensive approach. This broadened concept called for support, beyond enforcement, to include provision of needed services such as education, housing, substance abuse treatment, and employment. This reentry concept embodies the figurative "carrot" (services) and "stick" (enforcement) approach. While reentry literature is robust, very little of it addresses the role that law enforcement has or should have. Moreover, reentry programs have flourished while strategic involvement of police has not.

In an effort to determine the state of law enforcement's participation in offender reentry initiatives, the International Association of Chiefs of Police (IACP) partnered with OJP's Bureau of Justice Assistance (BJA) to comprehensively examine law enforcement's role in offender reentry initiatives. IACP's goal, through this project, is to increase law enforcement's participation in offender reentry through the provision of information, sharing of leading practices, and development of products to promote public safety partnerships. The intended outcomes of this effort--through increased law enforcement participation in reentry programs--are reduced recidivism, victimization, and disorder while increasing officer safety.

Due to the limited information available on law enforcement participation in reentry efforts, IACP qualitatively and quantitatively examined the potential for intensified law enforcement involvement in three ways:

1. **Literature Review.** We conducted a review of the literature to determine the mission and critical elements of reentry as it relates to law enforcement. Next, we developed a list of questions arising from a review of research reports and policy statements on reentry and relevant programs. The questions focused on identifying policy and operational gaps within law enforcement as it relates to reentry.

2. **FocusGroups.** In an effort to identify leading practices in law enforcement's participation in offender reentry initiatives, IACP staff conducted a series of focus groups. Approximately 50 law enforcement officials from 21 states and Canada participated in five regional focus groups.

3. **SiteVisits.** IACP staff conducted site visits to more than 15 police and sheriffs' departments. The site visits were designed to document how law enforcement is engaged and to examine the operational aspects of its reentry efforts. Profiles of some of the programs exhibiting potentially replicable and leading practices are located later in this guide.

The information gathered through our efforts provided material for the IACP to develop a guide for law enforcement by law enforcement. The purpose of this guide is to:

- Provide an overview of the information available specifically on law enforcement's current and emerging role in offender reentry.

- Present key strategies, components, and results of law enforcement participation in offender reentry programs.

To illustrate, this resource guide is presented in sections:

- *Section I: Offender Reentry 101* provides an overview of the questions and responses law enforcement has and may have about its role in offender reentry; identifies the benefits and challenges that police experience with reentry programs; and provides examples of how law enforcement agencies have developed, implemented, and managed such programs.

- *Section II: Building an Offender Reentry Program* provides a blueprint for law enforcement interested in implementing an offender reentry program. This section presents real-life examples from the sites visited that exhibit leading practices in law enforcement-involved offender reentry programs.

- *Section III: Current State of Practice: Examples from Law Enforcement* highlights law enforcement agencies that are engaged in offender reentry programs and initiatives.

- The *Glossary* provides definitions of commonly used offender reentry terms.

- The *Resources and Materials* section contains a list of helpful online resources used by offender reentry project staff and profiled agencies.

Reentry programs use a variety of terms to describe offenders who are participating in offender reentry programs. For the purposes of this guide, the term "offender" is used to describe ex-offenders, ex-convicts, former inmates, felons, formerly incarcerated individuals, probationers and parolees, and program participants or candidates in the programs profiled.

SECTION I:

OFFENDER REENTRY 101

WHAT IS OFFENDER REENTRY?

Offender reentry, which is also known as reentry, prisoner reentry, or re-entry, refers to the return of offenders from incarceration back into the community. In general and for the purposes of this guide, reentry refers to persons released from state or federal prisons, individuals discharged from parole, and those under probation. As a concept, reentry involves any program, initiative, or partnership that addresses the issues necessary to ensure that offenders successfully transition and maintain a crime-free existence post-release. These issues commonly include lack of education, job training or vocational experience, housing, and/or substance abuse and mental health treatment. From a law enforcement perspective, offender reentry:

■ Is an issue of officer and community safety.

■ Provides another way for police to use preemptive prevention approaches such as community policing and problem-oriented policing to address the return of high-risk offenders.

Given that law enforcement and the public are aware that offenders are returning to communities across the country, IACP examined the role that law enforcement has and can have in offender reentry efforts.

WHAT IS LAW ENFORCEMENT'S ROLE IN OFFENDER REENTRY?

IACP's review of existing literature revealed that little information is available on what role law enforcement has in offender reentry or on the impact of offender reentry efforts in general. The literature, however, does indicate that law enforcement has long partnered with corrections officials to provide enhanced supervision or fugitive apprehension support. Information collected by the IACP revealed that:

■ The value of police participation is recognized in theory but not in practice. A large percentage of law enforcement officials indicate that they do not participate in reentry initiatives, programs, or activities.

■ Law enforcement agencies are often included in reentry efforts as an afterthought. Law enforcement officials admit that they have either not been invited to join reentry initiatives; have self-invited to participate in reentry efforts; or were invited but did not have decision-making input.

■ Along the enforcement-to-service delivery continuum, law enforcement is most thought of and used as the "stick" while service providers are considered the "carrot".

■ Reentry activities that involve law enforcement span the spectrum from pre-release to post-release participation.

■ Most law enforcement-involved reentry initiatives focus on violent adult or sex offenders.

Law enforcement currently involved in offender reentry efforts has conflicting views about whether it should lead or serve as a collaborative partner in reentry. Some law enforcement officials believe that it is their job as protectors of public safety to lead the effort, while others are of the opinion that it is permissible for police to begin an offender reentry program and later hand it over to social or community service agencies to lead. Law enforcement officials consulted for this project collectively believe that law enforcement's role in offender reentry efforts should be to:

■ Enhance public safety
■ Ensure officer safety
■ Reduce recidivism
■ Decrease crime

Whether as a lead or partner agency, law enforcement's role should also include reducing the impact that unsuccessful offender reintegration has on the community and law enforcement. This can be accomplished through partnership or as a conduit of the process. Law enforcement officials currently involved in reentry efforts advise that:

- State and local law enforcement serve as strategic collaborative *partners* and resources in offender reentry efforts. Partnerships allow law enforcement to pool its resources with a range of stakeholders to respond to the challenges that returning offenders present. For example, police collaborate with institutional or community corrections officials to enhance community supervision of offenders. This activity increases communication and reduces the chance that offenders will be involved in criminal activities unknown to police or community corrections officers.

- Law enforcement's role is also to serve as *conduits* for raising offender reentry issues with legislators and educating and informing the public. Law enforcement serves in multiple capacities. For example, law enforcement: 1) Assists in developing and enforcing legislation that affects offenders, 2) Assists in developing reentry plans for returning offenders, and 3) Informs the community about offender reentry in their jurisdiction.

WHY WOULD LAW ENFORCEMENT PARTICIPATE IN OFFENDER REENTRY?

The sheer numbers of offenders released to communities each year poses a significant challenge to law enforcement. For this reason alone, it is important for law enforcement to take a proactive approach to offender reentry. On more than one occasion, law enforcement officials that consulted on this publication remarked, "They're coming home like it or not. Can we afford not to participate?"

WHAT ARE THE BENEFITS OF LAW ENFORCEMENT PARTICIPATION IN OFFENDER REENTRY?

Having an active role in offender reentry efforts can provide tangible benefits to law enforcement and the communities it serves. One of the benefits echoed more than once by participating law enforcement officials is that offenders are not anonymous. Through partnership, law enforcement is made aware of the offenders that will be returning to their community, where the offenders will reside, and what their criminal histories are. Additional benefits realized by the community and police agencies include:

- A decrease in criminal activity.

- An increase in perceived improvement in the quality of crime prevention.

- New or stronger partnerships.

- A reduction in recidivism.

- An interruption or break in the cycle of generational crime.

- An increase in stable families.

- Increased trust between the community and police.

- Increased access to information, resources, and shared responsibility for ensuring public safety.

Reentry initiatives also strengthen law enforcement partnerships that already exist and build or increase trust among new partners. Moreover, sharing information with other law enforcement agencies is helpful in that the intelligence can be used to develop leads to solve crimes. Finally, law enforcement's involvement in reentry changes the community's view of law enforcement. Instead of viewing police as an "occupying force," the community

sees police as a partner in fighting crime. As a result, law enforcement receives the added benefit of increased credibility as an agency and trust from the community.

WHAT ARE THE CHALLENGES TO LAW ENFORCEMENT PARTICIPATION IN OFFENDER REENTRY?

Law enforcement officials involved in reentry initiatives encountered challenges they categorize into the "Three P's: Politics, Personalities, and Priorities." Politically, offender reentry is a controversial topic that can contribute to a variety of challenges as experienced by existing law enforcement participants. Additionally, a common misunderstanding about law enforcement participation in reentry programs is that law enforcement will be doing social work instead of focusing on crime prevention and public safety. Here are some additional challenges:

- **Changing political priorities.** Responding to "hot-button" issues creates an unstable foundation for law enforcement. Police have not been invited to the table to discuss and make decisions about returning offenders. Therefore, they are reactive rather than proactive to legislation or correctional agency protocols governing returning offenders.

- **Lack of political buy-in.** The local political climate may be resistant to having a program in their community. Critics of such programs verbalize that if a program is created, more offenders will relocate to the community to obtain program services. The local political establishment may not want to absorb additional offenders or make their communities a haven for offenders.

- **Flexible administrations.** Shifting administrations and the resulting public policies and laws have the capacity to negatively impact police authority. For instance, a change in the state political structure can unravel statewide

efforts if there are no specific and formalized policies in place. One important example of this impact is the use of warrantless searches by police whether or not a parole or probation officer is present. Where one state may support warrantless searches another may not. Changing existing strategies and activities may require additional resources and procedures to conduct the same activities.

- **Lack of political or government support.** If the governing body of the jurisdiction is not on board with law enforcement's approach, then it may be difficult to participate. Two reasons that such involvement would not receive support are: 1) image and 2) potentially negative press. For the political representatives or decision-making body, it may send the wrong message to become involved in offender reentry or may be in contrast to their politically recognized image.

- **Lack of resources.** Resources for the initiative generally refer to funding and people. Both are necessary to ensure success and may be impacted by:

  1) Temporary or inadequate funding. While some reentry programs are implemented by in-kind services, grants, or are absorbed into existing budgets, limited or conditional funding can impact program implementation, resource allocation, and sustainability. It is difficult to begin an initiative only to have the funds removed mid-stream. Lack of consistent funding also creates barriers to committing personnel to offender reentry efforts.

  2) Lack of interest and buy-in from law enforcement. Law enforcement-involved offender reentry programs experience a lack of internal buy-in both from the top-down and bottom-up. One reason is resistance to the paradigm shift necessary to participate. Some law enforcement officials may feel that shifting from an intervention and suppression focus to partner with social service agencies makes them look soft on crime or more like social workers. Law enforcement officials involved in such programs

advise that buy-in involve a switch from an "us versus them" to a "help them prevent harm to us" perspective.

3) Lack of community support. Communities across the country have vocalized their opinions against programs that encourage a return of offenders back to "our" community. "Not in my backyard" and other such philosophies can be difficult, but not impossible to overcome.

WHAT SHOULD LAW ENFORCEMENT KNOW BEFORE PARTICIPATING IN OFFENDER REENTRY?

Law enforcement officials involved in offender reentry initiatives were eager to discuss lessons learned, program success stories, and provide advice to agencies that are interested in becoming involved in offender reentry initiatives. Their insights cover law enforcement's perspective; attitudes about offenders; perceptions of other justice disciplines; partnering; community and media engagement; and program results. Here is a sample of the important points to remember before participating in reentry efforts:

- **Law enforcement needs to change the way it does business.** Focusing on what the community *needs* versus what the offender gets in an offender reentry program helps to affect a paradigm shift among law enforcement.

- **Incarceration/punishment alone does not reduce risk or recidivism.** Incarcerating offenders is costly, time-limited, and does little to reduce the risk of re-offending. It is important to focus on holding high-risk offenders accountable and addressing transitional needs.

- **Post-release reentry programs must include transitional services that are responsive to offender needs and require accountability.** Reentry partners consulted for this project reason that the "system" has taught offenders to be victims. As a result, offenders have not properly prepared to transition to their communities.

In their opinion, it is important to replace incarceration-based attitudes with meaningful program-based solutions. Reentry programs teach offenders to be accountable and help to interrupt the cycle of violence.

- **It is important to start small.** Regardless of how many partners are involved or the resources available, it is essential that the effort be manageable. Starting small and building incrementally leads to the best results.

- **It is important to build relationships with potential partner agencies *before* taking on a new initiative.** Having collaborated and leveraged resources on other efforts is helpful when it comes time to introduce a new endeavor.

- **Forming a strong coalition of partners is vital.** A strong coalition includes partner agencies or individuals with the social capital in community programming or power brokers (e.g., mayor, city council) who can determine legislative or local policies. For example, community corrections know which offenders are being released and when and what crimes they have committed. They can help design appropriate community and social controls to assist in maintaining public safety.

- **Adopting the 4-Cs to partnership: collaboration, communication, cooperation, and commitment is key.** Partners must have honest communication. If public safety is a program goal, then cooperation and a commitment to working collaboratively is necessary.

- **Developing a foundation before partnering is essential.** The foundation must include clarification of partner roles, responsibilities, and program protocols. Next, developing a common theme or comprehensive message that every partner agency can buy into further clarifies the program goals. For example, if the goals of the program are to reduce recidivism or enhance public safety, be sure that the agencies invited to partner can contribute to achieving these goals.

- **It is important to measure and evaluate what the efforts are accomplishing.** Program results and success often lead to additional funding and other positive goals.

- **Program transparency is significant.** It is important to be open about the program goals and planned accomplishments. This approach includes informing the community of law enforcement's role in addressing the return of offenders, educating them about the challenges inherent in offender reintegration, and obtaining the community's help in ensuring offender accountability. The result of this strategy is solidarity among the community, the justice system, and service providers against potential re-victimization at the hands of returning offenders.

- **Patience is truly a virtue.** It may take a month or two years to fully realize all program goals.

Benefits of Law Enforcement Participation in Offender Reentry Initiatives

- Increased officer safety.
- Decreased offender anonymity.
- Reduced recidivism.
- Decreased criminal activity.
- Increased quality of crime prevention.
- New or stronger partnerships.
- Increased trust between the community and police.
- Increased access to information, resources, and shared responsibility for ensuring public safety.

SECTION II:

**BUILDING AN OFFENDER
REENTRY PROGRAM**

Section II is designed for law enforcement executives who have determined that their jurisdiction has been impacted by returning offenders. The following material provides a blueprint for developing a reentry program.

NEEDS ASSESSMENT

The first step in establishing an offender reentry program is to assess the needs of the agency. The following is a five-step process many law enforcement agencies have used.

1. Identify/Develop Goals

The majority of law enforcement-involved offender reentry programs featured in this guide were developed for the purposes of:

- Enhancing public and officer safety.

- Reducing crime.

- Reducing recidivism.

The reasons for building or participating in offender reentry programs should be guided by the types of crimes affecting your community and how reentry efforts will achieve program goals. Law enforcement should first evaluate the size, scope, and nature of the problem before implementing reentry activities. This exercise will help develop the goals of the program.

2. Assess Resources

Use program goals to identify program primary and secondary needs.

- Examine whether or not additional or existing personnel or funds will be required to implement a reentry program.

- Consult with the agency's legal staff or human resource department to determine if existing agency protocols will be affected by the implementation of the program.

- Devise a strategy for supporting participation in existing reentry efforts or for implementing a program in-house.

- Ensure that participation does not inundate agency resources and support.

3. Develop Key Program Elements

Criminal justice research has shown that the barriers to successful reintegration of returning offenders are:

- Lack of housing

- Lack of education

- Lack of job training and/or employment

- Lack of substance abuse treatment

- Lack of family support

Program goals should feature key elements designed to meet each of these barriers.

4. Determine Partners

A common misunderstanding about law enforcement participation in reentry programs is that law enforcement will be doing social work. Determining appropriate partners will ensure that law enforcement focuses on crime prevention and public safety. Here are tips for determining potential partner individuals and agencies.

- Identify what agencies to contact based on the program strategy; develop a comprehensive list of partners; and build the partnership around offender needs (i.e., employment, housing, education, treatment) that ensure the goals of the program are met.

- Use existing partnerships to solicit new partners.

- Articulate the goals of the program clearly so that all partners understand what their role will be and what is expected of them.

5. Develop a Strategy

The program strategy or objectives should be guided by program goals and resources. In order to be able to measure program success, the program must have benchmarks against which achievement can be measured. Law enforcement offender reentry strategies could include encouraging offender compliance and accountability, targeting enforcement efforts, exchanging intelligence

and information sharing, engaging the community, and brokering social services.

COMPONENTS AND ACTIVITIES

The following section provides an overview of possible program components and activities to implement. We have previously indicated that the following are common reentry goals:

- Enhancing public and officer safety

- Reducing crime

- Reducing recidivism

Program components and activities are developed to meet not only the goals of the program, but other issues unique to the community. For example, officials in New Haven (CT) placed an emphasis on employability. The New Haven Police Chief remarked, "I realized that I don't arrest too many people that have jobs." Similarly, the Reentry Partnership Initiative (RPI) in Lowell (MA) focuses on health, mental health, and substance abuse treatment. Lack of ongoing health and mental health care is one of the reasons for high rates of recidivism among offenders. Many offenders are released without plans for obtaining formerly state-provided medication, with inadequate amounts to sustain them, or with an inability to obtain medication or medical care. For this reason, RPI works with the Massachusetts Department of Medical Assistance or MassHealth to provide returning offenders with health cards at the time of discharge. This provides a continuity of care and treatment to include those with substance abuse and mental health issues. Both of these examples illustrate that while enhanced services are geared toward the offender, they are developed to protect the community at large.

Offender reentry programs that involve law enforcement have components that start while offenders are still incarcerated and/or continue upon the offender's release. In Topeka (KS), offenders meet with a pre-release Accountability Panel to devise graduated sanctions and incentives based on their Individual Release Plan (IRP). Monitoring by the panel continues post-release. Offenders are also moved to correctional institutions closer to Topeka to facilitate release planning and ensure that law enforcement and service providers can participate.

Some programs require mandatory participation, while other programs are voluntary. For instance, North Carolina's sentencing structure has resulted in approximately 10-15 percent of offenders "maxing out" or being released without conditions of supervision. This means that with the exception of sex offenders, offenders are not required to report to any law enforcement, corrections, or court officials post-release. Therefore, participation in program activities for these offenders is voluntary in most cases.

Overall program components encompass a comprehensive traditional approach that incorporates a continuity of care that starts with risk and need assessment and continues with service delivery and closes with offender accountability and compliance. The following describes the program components and activities most often found in law enforcement-involved offender reentry programs:

- **EnhancedSupervision.** This is also referred to as offender monitoring/tracking or increased surveillance. Law enforcement works with community corrections officials to ensure that offenders maintain the conditions of release and supervision. Their involvement includes conducting joint home visits, curfew checks or patrols. Depending on the authority of the community corrections officials, home visits can involve simple notification that law enforcement will be monitoring their activities along with corrections. Home visits can be unscheduled visits and designed to verify that offenders are maintaining the conditions of their release. Visits to the home can include a search of the residence for illegal or unauthorized drugs, guns, and other contraband. Unscheduled visits to their places of employment are conducted to verify that the offender does work there and is reporting as scheduled. Community corrections officials participate in ride-a-longs or joint patrols of known "hot spots" to ensure that their supervisees are not returning to their old patterns. Program officials in Park City (UT) include bar checks as part of their supervision conditions. Park City has a larger than average number of bars for a city of its size and encounters primarily alcohol- and substance abuse-related crimes. Therefore, probation officials visit bars to ensure that offenders who are prohibited from being in bars are following their conditions of supervision.

- **InformationSharing.** Information sharing is critical. Law enforcement meet with partner agencies regularly to obtain data that will help them prepare for the challenges that returning offenders present. From corrections officials, they receive data on who is returning, where they will live, what their levels of risk and needs are, and what partner agencies will be providing services to address the needs. Likewise, police share information with corrections if they have collateral contacts with the offender whether or not it results in arrest or conviction. Police share information on known associates and "hang-out" areas so that corrections officials can monitor offender behavior.

- **IntelligenceExchange.** While similar to information sharing, intelligence exchange is more akin to law enforcement strategies and information. Law enforcement officials work together on committees, task forces or meet regularly to exchange investigative intelligence that may be beneficial to all law enforcement agencies involved. For example, the Minneapolis Anti-Violence Initiative (MAVI) Team includes federal, state, and local law enforcement in Minneapolis that target adult and juvenile offenders with histories of violence, firearms offenses, and gang involvement. Whenever any of the agencies receives information on the targeted offender, investigative approaches are shared to prevent duplication and potential interagency overlap and conflict.

- **ComputerizedOffender Tracking.** Many of the programs in which law enforcement participates use information management systems to track offender activities and compliance. These methods range from simple spreadsheets and databases to web-based intelligence sharing systems, peer-to-peer networks and mobile alert systems. All are intended to enhance law enforcement's ability to track offender activities and monitor their behaviors. Specific information on these databases can be found in the section on Practical Tools and Instruments.

- **NotificationsSessions.** These sessions are also known as Call-in Meetings, Lever-pulling Meetings, Accountability Panels, and Offender Review Boards. Law enforcement, service providers, and the community gather in a show of solidarity against crime and violence in their neighborhoods. In general, law enforcement informs offenders that they will be working with corrections to monitor offender compliance and will not hesitate to arrest them or impose discipline on offenders who fail to follow through as required. Service providers offer necessary transitional services. The community has an opportunity to identify the individuals responsible for violence in their communities. The sessions impose an element of accountability. In some sessions, law enforcement and service providers interact with offenders in the same room. In other sessions, the offender meets with each faction separately.

- **CommunityEngagement.** Informing the community of or engaging them in supporting reentry efforts is essential. In High Point (NC), police hold a series of community meetings to gather information, share their reentry strategy, and reveal the offenders they will be focusing on. They communicate the results of these strategies in flyers, newsletters, and through community representatives. Police also engage community members to walk joint patrols. This approach builds trust, shows that the effort is transparent, and develops a relationship whereby residents become the "eyes and ears" of law enforcement.

- **TransitionalSocial Services.** Transitional services are the "carrots" in reentry programs. Offenders are offered and provided with the services they need to successfully return to the community. Services such as job and housing assistance, educational testing and assessment, life skills training, alcohol and substance abuse counseling and treatment, mentoring, and spiritual guidance are all offered by community and government social service and faith-based organizations.

Depending on program resources, length of time in existence, jurisdiction size, and partners involved, some programs contain other unique and extensive components not commonly found in reentry programs. The following extensive components and activities can be used to expand existing offender reentry programs:

- **ReentryCourts.** Reentry courts are built using the drug court model to serve as another crime prevention tool in that the court has the ability to order sanctions beyond the existing supervision conditions. Law enforcement that partner with Reentry Courts in Indianapolis (IN) and

Las Vegas (NV) report that these courts can be effective accountability tools.

- **Transitional/ReentryPlanning.** Law enforcement has input into the post-release supervision conditions of offenders. Police meet with corrections officials to share information on the offender's criminal history in the community and discuss their concerns for the offender's future. Some law enforcement officials make recommendations on which neighborhoods offenders can enter or associates with whom they cannot be seen. Law enforcement officials also serve on post-release accountability panels to monitor whether or not their conditions are being followed.

- **COPHouses.** Community Oriented Policing (COP) houses have been opened in high crime, low socioeconomic areas in Racine (WI). These neighborhoods were chosen as focal points because a high number of offenders return to them. The houses serve as an extension of the collaboration already started between police and community corrections. Police and community corrections are located in the houses to serve as both a resource and crime deterrent in the community.

FUNDING AND RESOURCES

While partnerships are developed to solve localized problems or make specific improvements that enhance the quality of life for the community, lack of funding to support law enforcement participation in offender reentry efforts is a significant barrier. Offender reentry poses an additional challenge to manpower, infrastructure, and technological resources that are necessary to build or participate in offender reentry activities. Therefore, it is important to develop funding and resource guidelines to sustain the program long-term and exhibit program value. Additionally, experienced reentry leaders advise that law enforcement agencies forge the following strategies to address funding and resources:

- **Develop a proposed budget for building or participating in reentry activities.** Include how many personnel hours would be necessary to support and/or participate in such efforts. Also consider infrastructural resources. Will office space or furniture be required to participate? What technological resources for database

development and information sharing will be necessary to partnering with other agencies and monitoring offenders?

- **Relyon partner agencies to share program responsibilities.** Once partner agencies are identified, it is important to obtain a firm commitment from them on their specific program contributions. How many people from their agency are they devoting to this effort? What in-kind or financial support are they willing to provide? How will those funds or products be delivered and on what timeline?

- **Recognizethat other agencies are experiencing budget cuts and have limited resources.** Similar to changing political priorities, the lack of resources creates an atmosphere of instability because agencies are unable to sustain what they have implemented.

- **Takeadvantage of community resources.** Tap into the policing, community, and partner volunteer programs. Volunteers can be used to support program activities and spread the word about program efforts.

A lack of appropriate funding and resources impact program effectiveness. Below are examples of funding sources used by law enforcement agencies to participate in offender reentry programs and initiatives:

- **Grants.** The U.S. Department of Justice has provided funding for offender reentry through federal grant programs such as the Serious and Violent Offender Reentry Initiative (SVORI); Project Safe Neighborhoods; and Local Law Enforcement Block Grant (LLEBG) program.

- **CooperativeAgreements.** Another benefit to partnering with other agencies is the ability to combine existing financial resources. Program partners who already receive funding such as housing, workforce development, and schools can pool those funds through a cooperative agreement to maximize the use of these funds for their offender reentry efforts.

- **SpecialAssessment Taxes.** Local government agencies can levy special taxes for reentry efforts. Many jurisdictions use this as the primary method for supporting emergency and 911 services in their communities.

A fiscally responsible plan that demonstrates long-term investment in a reentry effort is essential to leverage offender reentry components and activities.

Financial Preparation

- Create a budget.
- Consider internal and external funding opportunities in the public sector (i.e., local, regional, state, and federal levels) and private sector (i.e., banks, foundations).
- Obtain financial and in-kind commitments from partner agencies and community resources.

PRACTICAL TOOLS AND INSTRUMENTS

Law enforcement agencies involved in offender reentry efforts employ a variety of strategies and tools to facilitate their participation. Police officials advise that it is important to:

- Use criminogenic tools to assess risk and needs

- Employ technology to gather and share information

- Request and allow access to relevant databases or request funding to build compatible systems to bridge the information gap between partner agencies.

Needs and Risk Assessments. Criminal justice research by Dr. Ed Latessa[2] and others reveal that a large amount of crime is committed by a small percentage of the population in a community. Therefore, many offender reentry programs implement needs and risk assessment components to more precisely target how best to help offenders transition. The most common risk and needs assessment tools currently in use are the Level of Service Inventory-Revised (LSI-R) or diagnostic tests designed to uncover co-occurring and other mental health disorders. These tools are most helpful to corrections officials in determining the offender's level of supervision and to guide staff in making treatment decisions.

Crime Mapping. One of the reasons police agencies instituted reentry programs was to effect change in high crime or "hot spot" areas. Crime mapping is a method used by several agencies to target their resources and efforts, develop partnerships, and create a positive influence. Crime mapping uses specific methods for locating concentrations of crime in a particular area of the community.[3] The method can be as simple as pinpointing areas on a map using thumbtacks to large scale statistical computer models. Crime mapping was instrumental to the Indianapolis Police Department in developing its Violence Impact Program Enhanced Response **(VIPER)** system (see explanation below).

Information Management Systems. Many of the programs in which law enforcement participates use information management systems to track offender activities and compliance, to measure program effectiveness, and communicate internally and externally. These methods range from simple spreadsheets and databases to web-based intelligence-sharing systems, peer-to-peer networks, and mobile alert systems. Information on the impetus for creating them, how they are used, and components of simple to more complex databases are described below:

- The Louisville (KY) Metro Police Department (LMPD) developed and maintains a Microsoft Access-based case management system called **METSYS**. This system includes offender information and their status in the program. LMPD and partner agencies have varying levels of access and input to the information in the database. For example, only LMPD staff can see all screens and fields, but partner agencies have limited visibility. Likewise, inputting data is limited to LMPD staff. The information is used to track offenders' status and to ensure their success.

- The Kansas Department of Corrections (KDOC) provides limited access to their Kansas Adult Supervised Population Electronic Repository (KASPER). **KASPER** is a database that contains information about offenders who are: currently incarcerated; under post-incarceration supervision; and, who have been discharged from a sentence. For the reentry program in Topeka (Shawnee County Reentry Program), this database provides information on the status of an offender currently incarcerated or on post-release supervision within the KDOC system, and is a useful tool for learning where an inmate is housed, demographic data, whether an offender

has been released to post-incarceration supervision (parole, conditional release, post-release supervision, compact parole), and where in the state that offender is under supervision. The Topeka Police Department's Reentry Community Police Officer (RCPO) uses KASPER and conducts searches of their own Offender Management Information System **(OMIS)** to check for any warrants or detainers from other jurisdictions in preparation for meeting with the offenders who have been accepted into their reentry program.

- The Indianapolis (IN) Police Department (IPD) developed the Violence Impact Program Enhanced Response **(VIPER)** system to assist them in identifying the most violent offenders in Marion County and to aggressively target those persons for prosecution. IPD staff researched the commonality of the violence within each incident of homicide to create a plan to attack those traits that seem indigenous to each violent event. The elements common to each crime were:

  - History of violence in the lives of both suspects and victims.

  - Proliferation of firearms in many acts of violence committed in the county.

  - Use of drugs and/or alcohol as an aggravating or causative factor in many of the homicides.

VIPER is used to systematically flag a list of up to 200 of the most violent offenders in Marion County who are:

  - 18-30 years old

  - Charged or arrested on multiple occasions for a defined list of violent crimes

  - Involved in groups of known, chronic offenders

  - Involved in drug use or sale.

Patrol officers can access VIPER through mobile data terminals in police units. This is helpful in identifying VIPER offenders encountered through collateral contacts.

- The Middle District of North Carolina's **Violent Crimes Task Force Web-Based Database** allows law enforcement to manage information on violent offenders, criminal involvement, and criminal associations. This database allows multiple law enforcement agencies, prosecutors, probation and parole, researchers, and community resource delivery agencies to view and contribute a variety of information on violent offenders. The database is managed by the Winston-Salem Police Department and is accessible among law enforcement partners from over 50 agencies in 24 counties in North Carolina.

- High Point (NC) Police Department (HPPD) developed a concurrent regional and statewide network for connecting information resources of police departments called **Police-2-Police (P2P) technology**. This network allows access to and the identification of all individuals who have appeared at Call-in/Notification Sessions in any of the states in which the network is used. As of 2005, 64 police departments in North Carolina, Florida, and Texas used this technology.

- HPPD also distributes **e-mail alerts**, which are internal weekly e-mail criminal intelligence messages on crime trends for the purposes of promoting officer safety and sharing gang/group, drug, and anti-terrorist information.

Reentry Tools to Consider

- Needs/Risk Assessments
- Information/Case Management Systems
- Information-sharing Networks

BUILDING PARTNERSHIPS

Partnership is an essential element in addressing offender reentry. Law enforcement and other agencies pool their resources to meet program goals that assist returning offenders in successfully reintegrating back into the community and maintaining a crime-free existence. The agencies critical to partner with in offender reentry efforts include:

- **CommunityCorrections.** This term is used to describe local probation and parole offices. In most cases, law enforcement and community corrections have similar interests—ensuring that offenders abide by the conditions

of their release. Community corrections can be an important liaison between law enforcement and the state department of corrections by obtaining information on the number and types of offenders that will be released in the community. In some cases, law enforcement can work with community corrections to develop conditions of supervision, undertake reentry planning, and ensure offender compliance and accountability through enhanced surveillance and supervision efforts (i.e., coordinating joint patrols, home visits, and curfew checks).

- **Government and Community Social Service Agencies.** The term social service agency includes government and community agencies that provide services to assist offenders in successfully returning to the community. These services include:

  - Housing assistance.

  - Obtaining or satisfying basic educational requirements (i.e., GEDs).

  - Job counseling, vocational training or employment referrals.

  - Alcohol or substance abuse treatment and support.

  - Family reunification and re-connection.

In a majority of the sites visited, law enforcement partnered with state- or federally-sponsored Workforce Development Boards to provide job or vocational assistance. Educational assessment and services are provided by local educational institutions, and local shelters or halfway houses to provide emergency or transitional housing for offenders. Family reunification, which is not widely available in reentry programs in which law enforcement is involved, has been offered as part of other mental health treatment or transitional counseling services provided by local churches, community organizations, or social service referrals.

- **Federal, State, and Local Law Enforcement.** Project Safe Neighborhoods (PSN) is very prominently partnered with state and local law enforcement to reduce gun-related violence and promote safe communities. PSN funds have been used to enhance arrests and prosecutions, conduct joint warrant sweeps, exchange investigative

intelligence, and launch marketing plans. It is also important to partner with law enforcement agencies in neighboring jurisdictions. Law enforcement officials in Indianapolis (IN) found that while many of the crimes occurred in identified urban "hot spots," the individuals responsible for committing the crimes lived in the suburbs. By partnering with officials who control areas outside their immediate jurisdiction, they prevented offenders from becoming traveling menaces.

- **Community.** The community is often overlooked as a partner in offender reentry efforts; however, its engagement is essential to program success. Community members can act as the "eyes and ears" for law enforcement by verbalizing their concerns, identifying high crime areas and individuals, and assisting with offender accountability.

- **Research Partner.** If resources do not permit or the law enforcement agency does not have a data collection or crime analysis unit in-house, it is important to have a research partner involved for data analysis. Many programs that take a systematic approach to offender reentry are data-driven; that is, they use quantitative data (i.e., crime rates and recidivism rates), lessons learned, and success stories to implement leading practices. Law enforcement programs in Indianapolis (IN) and Winston-Salem (NC) implemented information management systems to track unbiased, objective data. Other jurisdictions that are partners to PSN programs submit their data to program research partners for analysis and reporting.

Law enforcement officials suggest the following strategies for building partnerships:

- **Identify critical players in the state or community that bring real resources to the table.** Selecting partners based on their willingness and ability to contribute is extremely important. Law enforcement in Louisville (KY) found that it was critical to partner with the U.S. Attorney's Office because offenders receive more time on the federal level if they recidivate. Similarly, officials in Indianapolis (IN) found the faith community to be key to addressing violence. Both are important leveraged resources.

- **Becomefamiliar with the missions, goals, and objectives of potential partner agencies.** This information will provide guidance on how similar the agency's vision is to law enforcement.

- **Identify the benefits of partnering.** Stakeholders will want to know "What is in it for me?" so it is important to be able to detail the benefits of partnering to each stakeholder.

- **Make use of partner agencies.** As soon as partnerships are built, it is important to remember to rely on partners. It is also important not to take on more than one agency can handle. For example, some agencies work with partners to create implementation plans, evaluate their plans, and make program changes accordingly.

- **Establish "gatekeepers" or "champions" at each partner agency.** This will be the contact or "go-to" person that law enforcement can call for information and assistance.

Finally, law enforcement officials who lead or participate in offender reentry programs advise that agencies realize that partnership and collaboration takes a lot of time and effort.

Five Essential Reentry Partners

1. State Departments of Corrections or local community corrections
2. Social service agencies
3. Community- and faith-based organizations
4. Other federal, state, regional, or contiguous law enforcement agency representatives
5. Political bodies responsible for funding and resource support (i.e., mayor or city council)

MANAGEMENT AND OPERATIONS

Two important goals of reentry programs that specifically involve law enforcement are public safety and officer safety. Experienced law enforcement officials indicate that initial participation was deemed "soft on crime." What they have learned from this experience is that it is important to:

Eight Reentry Strategies for Law Enforcement

1. **Build partnerships.** Pool resources with a range of other stakeholders (e.g., corrections, and social services) to achieve program goals.

2. **Enhance offender supervision.** Share offender supervision with community corrections by conducting joint patrols, home visits, or curfew checks to monitor offenders post-release.

3. **Encourage offender compliance and accountability.** Work with institutional and community corrections to develop offender reentry plans that focus on ways to deter future crime and promote pro-social activities.

4. **Target enforcement efforts.** Compile and analyze data on specific places/problem areas or "hot spots" and risks associated with specific individuals or groups to direct patrols and focus resources on community policing and other crime prevention strategies that ensure officer and public safety.

5. **Exchange intelligence and share information.** Work, formally or informally, with other law enforcement and corrections agencies to share information such as offender release dates, supervision conditions, intelligence on known associates of offenders, or ongoing investigations involving high-risk offenders.

6. **Engage the community.** Communicate your position on offender reentry, market program efforts, and seek support from the community and media. For example, police develop brochures, participate in community meetings to educate the public, and use community members as additional "eyes and ears".

7. **Broker social services.** Work with partner agencies to link offenders to programs and services that support successful transition into the community. This includes obtaining their GED or educational assistance, job counseling and training, substance abuse treatment or other health care, and housing.

8. **Ensure public safety.** Collaborate with corrections agencies to notify crime victims of offender release dates and conditions of supervision, share information on and invite crime victim participation in post-release planning, use intelligence to prevent additional crime victims, and engage the family in monitoring offenders' post-release progress.

- Clarify law enforcement's role in determining what its goals are

- Balance "hard line" enforcement with positive reinforcement in reintegrating offenders

- Separate law enforcement's role from the social services role.

In offender reentry programming, policing should remain consistent and stick to law enforcement's main goals, but focus on apprehending offenders before they re-offend. Law enforcement contributors to this guide offered specific management and operational strategies that law enforcement should implement to successfully participate in a reentry initiative.

INSTITUTE A PARADIGM SHIFT IN YOUR AGENCY

Many law enforcement executives believe that they need to embrace reentry as a new way of doing usual business. Getting internal buy-in to participate in offender reentry programs will take time. Contributors to this guide realized that it was more important to work smarter, not harder. In their opinion, to effectively participate in reentry programs, law enforcement needs to affect a paradigm shift in thinking so that officers can better serve the community. Here are a few key ways to do this:

- **Recognize that offenders are coming back to your community.** You cannot stop the process, so it is better to be proactive than reactive. Getting involved early helps to stop certain crimes from occurring or to prevent minor crimes from becoming major crimes.

- **Implement/leverage a community oriented policing philosophy.** According to program leaders, having a community policing philosophy helped partner agencies transition and commit to this initiative.

- **Use information sharing opportunities to get buy-in from the rank-and-file officers.** Start with one officer, share the message, and use those informed officers to spread the message through roll calls, in-service trainings, meetings, and presentations to the community and their fellow officers. Provide concrete examples (e.g., cost-benefit analysis) of the potential benefits to participating.

- **Recognize that effort equals outcome.** Law enforcement agencies will have to be willing to increase work to decrease crime. For some participating law enforcement agencies, promoting the program is critical. Community meetings, public engagements, and general outreach are some examples.

- **Make a commitment and stick with it.** As soon as a decision to engage in offender reentry initiatives has been made, it is essential that the agency devote adequate resources to support the effort. Police executives must keep the program ever-present among all of the various agency activities s/he manages. One way to do this is to create a tickler system to remind the chief to rotate the topic on the calendar at crime strategy meetings, command staff meetings, or roll call. Using something as simple as Microsoft Outlook® Task List would accomplish this goal.

- **Think long-term.** Law enforcement agencies need to look at this initiative as one piece of a larger process. For the Racine (WI) former police chief, "It is short-sighted to strictly consider the enforcement aspect of law enforcement. It has changed how I assess and measure myself as a chief."

- **Consider the political/policy implications of participation.** Recent police search and seizure laws require that law enforcement officers consider the civil liberty implications for sharing information with non-police. The Supreme Court's decision in the *Knights*[4] case details their perspective on information sharing between law enforcement and corrections. Another issue for consideration concerns joint home visits and whether or not police presence is for enforcement or protection. Identifying gaps and needs for clarification on such laws and new legislation will help obtain buy-in internally and externally.

IMPLEMENT RELEVANT OPERATIONAL CHANGES

Law enforcement needs to understand how to use resources. Probation and parole officers need assistance in reducing their caseloads and law enforcement needs intelligence on criminal activities. These agencies can help each other. Participation in offender reentry initiatives is a decision that needs to come from the top of the law enforcement structure. Accordingly, it is important to choose the right staff members to participate and support the effort, market and coordinate program activities, and serve as the agency's representative. For example, the chief needs to motivate the line staff. It sends a message to officers and offenders about the importance of the initiative when the chief appears at the notification meetings. Command staff must be willing to support reentry as a preventative approach by collaborating with human services and community-based agencies designed to assist offenders. They must also be willing to invest the necessary resources into this effort. Here are a few points to consider:

- **Generate and sustain program support.** Start and maintain regular meetings to keep the lines of communication open and to keep the program going. Ensure "wrap-a-round" or follow-up reporting to all agencies involved. It is essential that partners collect information, reflect, solicit more ideas, and return to share ideas with partner agencies.

- **Select and involve appropriate staff.** The MAVI program in Minneapolis (MN) started by involving personnel with a keen knowledge of street activity, a bigger perspective than their agency, and assertive individuals willing to suggest ideas that represent risk-taking.

- **Involve both command and front-line staff.** Command staff can make operational and policy decisions for front-line staff to implement. Both command and front-line staff must be willing to embrace a new approach to dealing with offenders. Employ first-line supervisors to promote the initiative and obtain buy-in from front-line officers. It is also important to recruit police officers who are interested in serving in the program and genuinely want this effort to succeed.

- **Hire and/or train community-oriented officers.** Today's officers are highly educated and tested on how well they can think, communicate, and prevent harm. Look for quick-thinking officers who are there to serve, protect, and function mostly through communication.

- **Document collateral contacts with supervised offenders.** Use Field Interview Report (FIR) cards whenever an officer has official collateral contact with an offender under community corrections supervision. Sending completed FIR cards to supervising community corrections officers is a good monitoring strategy.

- **Target enforcement efforts.** Police use community policing and other crime prevention strategies such as joint home visits, patrols, and curfew checks to ensure offender accountability. Directed and expanded police-probation patrols in high crime or "hot spot" precincts can also provide much-needed intelligence.

- **Locate probation/police satellite offices in targeted at-risk neighborhoods.** Require officers to talk with residents, establish relationships with probation and parole, supervise specialized caseloads built from the neighborhood geography (i.e., those who reside in and have committed crimes in that neighborhood).

- **Change shift schedules to meet program needs.** If possible, adjust shift schedules to accommodate non-traditional service hours. For example, Campbell County (KY) Police extended day shift hours to enhance offender supervision while maintaining a firm hold on the overtime budget.

- **Rotate program staff.** Campbell County (KY) police officers are rotated to prevent burnout and give interested officers an opportunity to serve in the reentry program.

- **Encourage continued front-line officer involvement.** Once internal buy-in has been obtained from front-line staff, their continued support and active participation should be encouraged. Awarding certificates of appreciation or letters of recognition for a job well done or to acknowledge their elite status in working with this challenging population can set the tone for their continued efforts.

DEVELOP OR ENHANCE YOUR RELATIONSHIP WITH THE COMMUNITY

Managing community relations can be quite challenging for law enforcement involved in offender reentry programs. The residents do not want offenders in the neighborhood and offenders do not trust law enforcement and may question their involvement. It is essential that law enforcement engages the community through initiatives that focus on reducing crime, exchanging information, enhancing crime prevention methods, and addressing livability issues.

The Savannah Chatham (GA) Metropolitan Police Department (SCMPD) officers assigned to their reentry program use two strategies for informing and engaging the public in offender reentry activities. Officers coordinate with SCMPD's Crime Stoppers program to market any program absconders. Through Crime Stoppers, the program can reach the public through print, TV, the Internet, and via a police-monitored tip line. Moreover, every officer is assigned to a community group. They request to be on the community agenda and make presentations to share information on their reentry and other police activities. Here are some other ways to involve the community:

- **Involve citizens from the beginning.** Educate the community on program activities and how it will reduce their risk for victimization; participate in workshops that prepare the offender's family for his or her return; work with victims and their families; and identify and share with the community how their efforts and involvement can be beneficial if they assist the police department.

- **Repackage your agency as a resource rather than an enforcer.** Many programs bring law enforcement in as the enforcer but law enforcement can have far greater input. Police can be a resource, which helps improve public relations by letting offenders know that police are not the enemy, they are there to be supportive. In Racine (WI) community orienting policing (COP) house officers advise that once an officer is assigned to a COP house or a particular neighborhood, that officer is required to go out and make contacts in the community. Officers go door-to-door to introduce themselves to local businesses to make them aware of police presence. Likewise, officers introduce themselves to citizens. Similarly, the High

Point (NC) Police Department wants the community to think of the police as a safe haven to go to; an identified face to approach and talk to; and a resource for referrals. A positive face on the police is something offenders have not often experienced.

- **Focus on victims and other severely impacted residents.** Work with the community to target chronic offenders and give crime victims a voice by ensuring they are notified of the criminal's arrest and sentencing so that the victim can present an impact statement. Additionally, develop relationships with minority communities to provide specialized services.

- **Include rehabilitated offenders in the effort.** They can serve as role models and help educate other offenders and the community on the benefits of the reentry initiative.

IMPLEMENT STRATEGIC MARKETING APPROACHES

It is important to show how valuable the initiative is to enhance public safety and reduce crime and recidivism. Your audience includes not only your officers, funding agencies, political or partner supporters, but also other law enforcement officials. Work with police associations to increase an understanding of the topic and to gain buy-in from a law enforcement perspective. A strategic marketing approach should also focus on:

- Developing a tagline that illustrates what your program hopes to accomplish.

- Developing a positive, proactive relationship with members of the press.

Both approaches are mediums for selling the program communitywide or statewide and reinforcing the idea that offenders are not just returning home to "your" community, but to "their" community as well.

The Indianapolis (IN) Violence Reduction Partnership (IVRP) regularly produces and distributes intelligence newsletters. The newsletters include articles updating partners on each agency's progress. In 2000, IVRP partners jointly planned, produced, and promoted a public service

campaign that included television, billboards, truck panels, and IndyGo bus advertisements. The ad campaign slogans were "You Can't Take Back the Violent Act" and "Unlucky Seven/Gun and Crime = Seven Years Hard Time." "Unlucky Seven" refers to the average number of years that an offender received pursuant to a 1999 statute that prohibits a person convicted of one of 26 enumerated violent or drug-related crimes from possessing a firearm.

CONSIDER TRAINING NEEDS

Law enforcement program leaders found that in addition to gaining buy-in, support, and participation, training was necessary for officers and partner agencies. These cross-training activities enhance communication and understanding of agency rights and limitations. For example:

- In Minneapolis (MN), probation officers are not armed, but receive annual defensive tactics training and education from the Minneapolis Police Department (MPD), Hennepin County Sheriff's Office (HCSO), and the Hennepin County Attorney's Office. MPD provides training on search and seizure, use of pepper spray, and handcuffing. HCSO provides training on radio procedures, updates, and related information. The County Attorney's Office provides an overview of search, seizure, and related Fourth Amendment issues. Community corrections representatives make presentations at the MPD academy frequently.

- In 2002, the Savannah (GA) Impact Program (SIP) began providing multi-agency program training so that police would have a better understanding of parole and probation and vice versa. The training covered the limitations, policies, and practices of each agency. For example, the district attorney made a presentation on search and seizure issues and police provided an overview of self-defense, tactical firearms, and interview and interrogation procedures. Other agencies have conducted training on human diversity, cultural attitudes, cultural behaviors, and responses. All of the police officers who staff SIP are certified by the Georgia Peace Officers Standards and Training (POST) Council. Prior to SIP, only probation and parole officers were certified to conduct

drug screening and testing. Now, both police and community corrections staff in SIP are cross-certified.

Offender reentry strategies should also be shared widely for maximum cooperation and exposure at venues such as Regional Community Policing Institutes and police academies and associations. The Redmond (WA) reentry program is so widely known that its program leaders have trained more than 70 other law enforcement agencies to implement similar crime prevention strategies.

MEASURING SUCCESS

Terms like "reducing recidivism" and "maintaining public safety" are important to measure. Gauging success is one of the ways to ensure that the program includes the right partners, is delivering services in a most efficient manner, and that program activities are effectively managed. The overall measure of success for a reentry program can be how few offenders re-offend or commit new crimes. Success has been measured using anecdotal success stories and formal and informal evaluation data. According to the former Chief of the Racine (WI) Police Department, "Absence of crime is the true measure of success [for the Community Re-Entry Program]." Since the program's inception in September 2004, the program has enjoyed a 65 percent employment rate among program participants; 64 percent have remained crime-free; and only 22 percent have recidivated, which is much lower than the national average of 67 percent.

For involvement in offender reentry efforts, measures of success must be determined by the program goals and objectives law enforcement agencies are seeking to achieve. Some of the measures to gauge levels of success by law enforcement agencies are:

- A change in crime rates before and after the return of high-risk offenders.

- An increase in specific re-victimizations attributed to returned offenders.

- Re-arrest rates for returned offenders.

- Lack of new arrests vs. technical violations.

- Arrests vs. convictions.

- Movement/change in supervision status (e.g., movement from intense to regular supervision or removal from supervision).

- Resource delivery, receipt, and impact (i.e., number of offenders who obtained their GED, obtained employment, maintained steady housing, number of offenders who remained clean of illegal substances).

- Frequency and amount of resource delivery.

- Comparison of local recidivism rates to the national average (e.g., crime type, new arrests, and technical violations).

- The number of victims harmed by returned offenders.

- Perceived reduction in fear of crime by the community.

- The number of complaints lodged by residents in response to reentry program activities.

METHODS/TOOLS FOR MEASURING SUCCESS IN OFFENDER REENTRY

Both traditional and non-traditional methods for measuring success can be used. The Racine (WI) Community Re-Entry Program employs quality assurance/program monitoring strategies to ensure program success. This includes a review of case plans, constant communication among partner agencies working with offenders, and a review of arrests and supervision violations. Other examples include:

- Community feedback and/or citizen crime surveys

- Police reports

- Federal Bureau of Investigation (FBI) Uniform Crime Report (UCR) data.

To develop concrete measures of success that illustrate significant reentry program outcomes, it is suggested that agencies:

- Identify the intended results.

- Decide on the measures of success and outcomes from

the beginning and be certain that everyone involved agrees on the same measures of success.

- Create a baseline measure (e.g., reduce community fear of crime) because it is hard to quantify some goals.

- Be certain of what is really being measured (e.g., reduction in crime vs. *perceived* reduction in crime).

- Set achievement benchmarks (e.g., reduction in crime in six months).

- Use criminogenic risk/need assessments tools (e.g., LSI-R) to determine what the offenders' needs (e.g., housing, employment, and education) are pre- or post-release and their level of risk for re-offending.

- Obtain feedback, correct problems, and re-evaluate activities.

- Create systems of documentation to help measure outcomes (e.g., implement a data tracking mechanism to collect, manage, analyze, and report measurement data collected using community surveys and such).

- Make sure service providers are properly trained in using chosen measurement tools.

- Partner with research departments at local colleges and universities to manage data.

Documenting program success is an important component in securing program sustainability through continued funding and resource allocation, partnerships, and community buy-in.

Measuring Success

- Define success for your program.
- Review other reentry program measures of success.
- Choose appropriate methods and tools for measuring your program's success.

KEY RECOMMENDATIONS AND ADVICE

Law enforcement officials involved in strategic roles in offender reentry initiatives shared a variety of recommendations and advice based on their experiences, lessons learned, and success stories for other law enforcement agencies interested in implementing reentry programs or expanding existing programs. Recommendations are categorized by general advice, partnership, potential program impact, outreach, and community engagement.

GENERAL PROGRAM ADVICE

- **Commitment is critical.** Realize that a program like this entails a major commitment on the part of leadership to pursue new directions and take risks regarding the allocation of resources.

- **Start small.** Be willing to start small in terms of partners, activities, and the population to be served. Use a graduated step approach that allows you to add on program components one step at a time before measuring overall success.

- **Consider offender perspective.** Understand that there are offenders reentering the community who do not want to change. One offender-turned-program-supporter remarked, "What made me realize that I had a choice was that I tried it the other way, so I said, let me give this way a try because I could always go back to being a street thug."

- **Programs must be tailored.** Recognize that one size does not fit all. There is no one program that works for every offender.

- **It is important to provide wraparound services.** Reentry programs must address the issues that create barriers to successful reintegration: lack of housing, education, employment, substance treatment, and family support. The Savannah Impact Program (SIP) makes a point to involve families in the offender's progress; they are invited to graduations; and are seen as a support system during aftercare. The family's involvement and support also validates the offender's choice to participate in SIP.

- **Identify the "right" problem and strategies for the jurisdiction.** Law enforcement in Park City (UT) focused on alcohol and substance abuse because they have a high number of bars and encounter high levels of driving under the influence (DUI) crimes. Other jurisdictions need to identify the problem that is most important for them to focus on before moving forward with a reentry effort.

- **It is critical that program leaders do their homework on their neighborhoods.** Gather information on what crimes are occurring and get feedback from the community on what their concerns are.

- **Reentry programs need a full-time person to manage the process.** This person will be the contact for the program, liaison with partner agencies, and be dedicated to nurturing the initiative, monitoring offenders, information sharing, and follow-up.

PARTNERSHIP

- **Invite partners that complement the program.** Program leaders consulted for this guide advise that law enforcement agencies choose partner agencies based on their strengths, social capital, and the services they can deliver. For example, police officers are not job counselors or ministers, so it is important to find partners who can provide the services most needed by returning offenders.

- **Be patient in attempting to gain the trust and confidence of partner agencies.** The Savannah (GA) Impact Program executive director advised providing information or requesting cooperation and/or assistance incrementally. He remarked, "I came with a pistol and not a shotgun" approach to engaging partner agencies.

- **Develop partner selection criteria.** Reentry program leaders suggest that prospective departments develop a list and evaluate agencies based on the following criteria:

  - Is/would this agency/individual be a good, credible stakeholder?

  - Can they provide services or resources we cannot provide?

- Can they provide services in support of an offender's successful reintegration?

- Does it make "sense" to involve this agency in the effort?

- **Coordinate services.** It is important to coordinate services among program partners to ensure that there is no duplication or overlap. While each agency brings a particular type of expertise, communicating about the services to be delivered by each partner agency is extremely important.

- **Maintain partner interest, involvement, and input.** Program leaders admit that almost half of their time and effort is spent encouraging partners to remain a part of the effort. Establish subcommittees to carry out specific tasks to maintain interest and spread the responsibilities around.

- **Establish a strong but manageable core group.** Program leaders advise that having a strong core committee helps keep activities going, but the size of the group must be manageable.

POTENTIAL PROGRAM IMPACT

- **Recognize that technical violations may increase.** Program leaders learned that technical violations will rise when there is increased contact/enhanced surveillance. One of the reasons for this increase is there are more frequent opportunities for community corrections officials to interact and observe offenders.

- **Offenders may relocate.** Another impact of enhanced supervision is that offenders may move to other jurisdictions if the surveillance or conditions are too intense. Program leaders suggest that police and sheriff's departments communicate with/notify their counterparts in neighboring jurisdictions to head off potential problems.

- **Evaluate and define success.** Look to other successful programs for strategies. Implement program activities, evaluate them, tweak them, and remove what does not work. Critique program effectiveness after each meeting. Constantly evaluate what you do and bring partners back to the table.

COMMUNITY ENGAGEMENT AND OUTREACH

- **Devise a marketing strategy that gets the message out.** It is helpful to produce a brochure right away so that program leaders will have something to hand others that explains the program concept, helps to obtain program support, and makes a lasting impression.

- **Conduct program outreach with other law enforcement agencies.** Communicate about your program statewide with law enforcement through state associations.

- **Use the community or partners to address negative criticism about the program.** The best way to counter naysayers is to use other partner agencies—not law enforcement executives—to talk about program successes.

- **Promote an all-inclusive attitude.** Recognize that while the community may see offenders as interlopers returning to "their" community, offenders believe they are coming home to their own communities as well.

- **Develop an easily identifiable motto or tag line.** The motto law enforcement officials who contributed to this guide suggested is, "Structure + Support = Success."
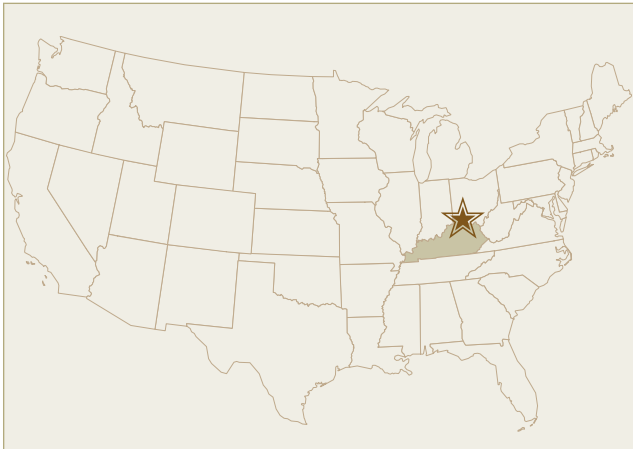
Key Advice

- Identify the problems and strategies specific to your jurisdiction.
- Invite agencies that compliment the program goals and objectives to collaborate.
- Develop a marketing strategy that explains the program concept, helps to obtain support, and makes a lasting impact.

SECTION III:
CURRENT STATE OF PRACTICE EXAMPLES FROM LAW ENFORCEMENT

The IACP conducted site visits to police and sheriff departments to document how law enforcement is engaged and to examine the operational aspects of their reentry efforts. The sites visited were selected because they involve law enforcement in a strategic or decision-making role; engage government and community support; employ a multi-agency collaborative approach across jurisdictions; and utilize leading practice strategies that have yielded results. A review of the demographics of each site visited reveals that law enforcement involvement in reentry efforts is diverse. For example:

- Law enforcement agencies visited are geographically diverse.

- Participating law enforcement agencies represented small, medium, and large departments in rural, suburban, and urban areas.

- The agencies experienced a range of violent, property, and traffic crimes.

- Reentry efforts ranged from simple partnerships and information sharing efforts to large-scale transitional team approaches.

This section offers profiles of 13 offender reentry programs in which 18 law enforcement agencies participate.

AGENCY PROFILE KEY

For contextual purposes, each profile includes a program summary and descriptions of the components, activities, partners, and law enforcement strategies used. A brief snapshot of the criteria for offender participation, unique community challenges or strategies, and key program features is also displayed. The chart below illustrates the general components and activities of the programs highlighted in this guide.

Programs	PROGRAM COMPONENTS/ACTIVITIES								
	Enhanced Supervision	Partnership Building	Information Sharing	Intelligence Exchange	Notification Sessions	Community Outreach/ Engagement	Joint Home Visits	Joint Curfew Checks	Joint Patrols
CRP (WI)	✓	✓	✓	✓	✓	✓	✓		✓
CT-PSN (CT)	✓	✓	✓	✓	✓	✓			
GHP (NV)	✓	✓	✓						
IVRP (IN)	✓	✓	✓	✓	✓	✓	✓		
JIST (KY)	✓	✓	✓	✓			✓		✓
MAVI (MN)	✓	✓	✓	✓		✓	✓		✓
RPI (MA)	✓	✓	✓	✓			✓		
RSVP (KY)	✓	✓	✓	✓	✓	✓	✓	✓	✓
SCORB (UT)	✓	✓	✓	✓	✓	✓	✓		
SCRP (KS)	✓	✓	✓		✓	✓	✓		
SIP (GA)	✓	✓	✓			✓			
SMART (WA)	✓	✓	✓	✓	✓	✓	✓		
VCTF (NC)	✓	✓	✓	✓	✓	✓	✓		

CAMPBELL COUNTY POLICE DEPARTMENT (KENTUCKY)
JUVENILE INTENSIVE SERVICE TEAM (JIST)

Offender Participant Criteria:
- Formerly committed at-risk youth
- Convicted of crimes involving violence, drugs/alcohol or gangs

Unique Community Challenges/Strategies:
This is one of the few offender reentry programs in the country that specifically focuses on juveniles.

Key Program Features:
- Targeted Police Enforcement
- Enhanced Supervision
- Immediate Sanctions
- Transitional Support Services

AGENCY PROFILE

- Population Served: Approx. 88,600
- Sworn Employees: 33
- Onset of Reentry Participation: 2000

PROGRAM SUMMARY

The Juvenile Intensive Service Team (JIST) endeavors to assist juveniles in transitioning from state commitment back to their homes and the community. The impetus for the program was an increase in juvenile crimes accompanied by the relocation of a local high school from the City of Alexandria (KY) into the unincorporated area of Campbell County. The community reported an increase in car vandalisms, petty thefts, and burglaries whose primary perpetrators were juveniles. JIST, a partnership between the Campbell County Police Department (CCPD) and Department of Juvenile Justice, was formed in response to this increase in crime. The program goals are to address juvenile crime, serve youth returning from placement in state-operated facilities, and prevent subsequent out-of-home placement. Juveniles are deemed "high risk" by their age at first court appearance, prior criminal behavior, prior out-of-home placements, identified school problems, substance abuse, and peer relationships. The program has been successful in obtaining high compliance rates among program participants. Success is measured in terms of probation supervision compliance, lack of recidivism, and reduction in juvenile offenses. Monthly statistics are collected and maintained. Based on these criteria, 71 percent of the juveniles in the program have not re-offended.

COMPONENTS AND ACTIVITIES

- Intensive supervision, monitoring, and enforcement
- Interactive juvenile service worker and police teams
- Interagency communication, information sharing, and intelligence exchange
- Coordinated partnerships to provide transitional services

PROGRAM PARTNERS

- Kentucky Department of Juvenile Justice
- Community service agencies: Transitions Substance Abuse Counseling

LAW ENFORCEMENT PARTICIPATION

The CCPD Chief has dedicated command staff to oversee program participation; assigned officers for joint home visits and patrols with probation officials; shared information with program partners; extended or alternated shift schedules to meet program and officer needs; and rotated officers to prevent burnout and give interested officers an opportunity to serve in the program. School Resource Officers (SROs) provide on-site monitoring and intelligence regarding program participants.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

The JIST approach is a unique partnership between law enforcement and juvenile social services. The program features activities found in other such programs, but the focus is on juvenile offenders. The program emphasizes public safety, reduction in crime and recidivism, and provides support services to help juvenile offenders reintegrate back into the community.

CONTACT INFORMATION

Rob Forrest, Kentucky Department of Juvenile Justice: 859-292-6652 or roberte.forrest@ky.gov
http://djj.ky.gov/programs/aftercare.htm

INDIANAPOLIS POLICE DEPARTMENT (INDIANA)

MARION COUNTY SHERIFF'S DEPARTMENT

INDIANAPOLIS VIOLENCE REDUCTION PARTNERSHIP (IVRP)
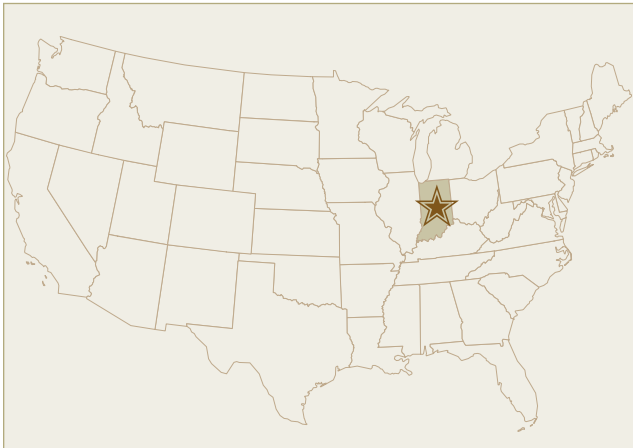
Offender Participant Criteria:
- Adults and juveniles
- History of violence
- Crimes that are gun-related, involve drugs/alcohol

Key Program Features:
- Lever-pulling Meetings
- VIPER
- Ongoing Assessment and Evaluation

Unique Community Challenges/Strategies:
Indianapolis has been the site of federal parolees who like to "state shop" and relocate to Indianapolis. This puts a great deal of stress on community resources.

AGENCY PROFILE

- Population Served: Approx. 781,800
- Sworn Employees: 1,600 (combined)
- Onset of Reentry Participation: 1997

PROGRAM SUMMARY

The Indianapolis Violence Reduction Partnership (IVRP) is a collaborative effort involving all of the criminal justice agencies serving Marion County (IN). The IVRP working group includes members of law enforcement, corrections and probation, prosecutors and court officials, social service providers, university researchers, and faith-based organizations. IVRP has developed a problem-solving methodology wherein violent incidents are analyzed, strategies are implemented, and the efforts assessed and reprogrammed to impact crime. Program goals and objectives include increased arrests and prosecution of the most serious and chronic violent offenders and disruption of illegal firearms markets. IVRP uses a multi-level and multi-agency response that includes Lever-pulling meetings to communicate anti-violence messages to potential offenders and the community, development of community-based prevention components, and offender accountability. Officials within the Indianapolis Police Department (IPD) researched the commonality of violence within each incident of homicide to create a plan to attack those traits that seem indigenous to violent events. Using this information, IPD implemented the Violence Impact Program Enhanced Response (VIPER) program. VIPER is used to identify, flag, and monitor the most violent adult and juvenile offenders. Federal and local prosecutors review and jointly decide how to prosecute VIPER cases. IVRP uses reduction in homicide and violent crime rates, reduction in parole and probation violations, and program effectiveness as measures of success. Researchers from the Hudson Institute and Indiana University have partnered with IVRP to study the effectiveness of the program. Results show a reduction in homicide rates during program operation. Prior to VIPER only 28 percent of those identified were charged. After implementing VIPER, the conviction rates for homicides increased.

COMPONENTS AND ACTIVITIES

- Lever-pulling meetings
- Targeted law enforcement
- Enhanced supervision and prosecution
- Community collaboration
- Coordinated partnerships to provide transitional services
- Ongoing program assessment and evaluation

PROGRAM PARTNERS

- Marion County Justice Agency, Indiana State Police
- Indianapolis Mayor's Office and Courts
- U.S. Attorney's Office, State Attorney's Office
- Indiana Department of Correction, Marion County Probation
- Federal agencies include: Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); U.S. Marshals Service; Drug Enforcement Administration (DEA); Federal Bureau of Investigation (FBI)
- Government and community social service agencies
- Hudson Institute, Indiana University

LAW ENFORCEMENT PARTICIPATION

IPD joined IVRP to promote a coordinated approach to arresting, prosecuting, and sentencing the most chronic, violent offenders. Officers participate in enhanced supervision activities to include joint home visits and warrant and drug sweeps; deliver anti-violence messages at lever-pulling meetings; attend intelligence exchange meetings with federal and state law enforcement agencies; and report collateral contacts with offenders that are flagged in VIPER.

Specific law enforcement and prosecution strategies have been implemented to work hand-in-hand. IPD added detectives to district neighborhood narcotics units, assigned officers to tactical enforcement units, increased walking beats and mounted police patrols, increased cooperation with the U.S. Marshals Service to apprehend absconders, and re-formed an Aggravated Assault Unit. District detective supervisors began meeting every two weeks to analyze crimes and share information with state and federal prosecutors.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

IVRP employs a problem-solving approach to addressing homicide and serious violence in Indianapolis and Marion County at-large. A working group was implemented to meet regularly to share information and intelligence and prevent overlap. A focused approach was developed that outlined who would be the target of enhanced supervision and prosecution services. VIPER cases are flagged in federal and state prosecutor offices to ensure that these cases receive specialized processing based on the intelligence gathered through the IVRP partnership and VIPER. After a concerted effort to identify offenders, conduct drug sweeps, and serve warrants, homicide rates decreased.

CONTACT INFORMATION

Diana Burleson or Kristina Korobov, Marion County Justice Agency: 317-327-3121
http://www.indygov.org/eGov/County/MCJA/home.htm

LAS VEGAS METROPOLITAN POLICE DEPARTMENT (NEVADA)
GOING HOME PREPARED (GHP) PROGRAM
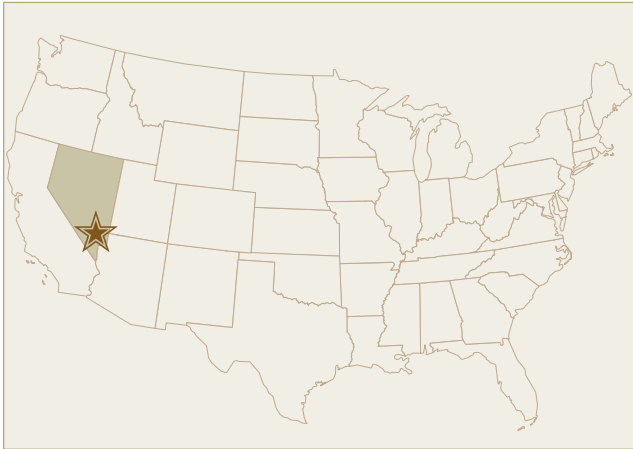
Offender Participant Criteria:
- Adults and juveniles aged 14-35
- Eligible for parole on their last and final sentence
- Serving time/convicted of serious categorical felonies
- Repeat violent offender
- Crimes involving violence, gangs or weapons

Unique Community Challenges/Strategies:
Nevada is one of the fastest growing states characterized by a high degree of transience. Thirty-eight percent of Nevada inmates are incarcerated for crimes of violence; 31% of men and 50% of women are repeat violent offenders.

Key Program Features:
- Enhanced Supervision
- Ongoing Assessment and Evaluation
- Reentry Planning

AGENCY PROFILE

- County Population Served: Approx. 575,973
- Sworn Employees: 2,251
- Onset of Reentry Participation: 2002

PROGRAM SUMMARY

The Nevada Department of Corrections (NDOC) has partnered with law enforcement and community and social service agencies to provide serious and violent offenders with pre-release and transitional services. GHP was created using support from the U.S. Department of Justice's Serious and Violent Offender Reentry Initiative (SVORI) to implement a coordinated offender reentry system. The goals of the Going Home Prepared (GHP) program are to enhance public safety and reduce recidivism. Prior to this effort, there were no coordinated transitional services, state-run halfway houses or day reporting centers. This changed after the implementation of GHP. GHP maintains statistics on measures of success to include recidivism rates and technical violations. Using data obtained through offender tracking, pre- and post-tests, and offender feedback, the program has documented a 39% recidivism rate to include technical violations and absconders. Before the program was implemented, the recidivism rate was around 80 percent.

COMPONENTS AND ACTIVITIES

- Enhanced supervision
- Partnership building, information sharing, and intelligence exchange
- Coordinated transitional services
- Reentry court

PROGRAM PARTNERS

- Nevada Department of Corrections
- Eighth Judicial District Court (reentry court)
- Government and community social services: Southern Nevada Workforce Investment Board, Clark County School District, Salvation Army, the Nevada Welfare Division, the Nevada Treatment Center, HELP of Southern Nevada, Choices Group, and Lutheran Social Services of Nevada.

LAW ENFORCEMENT PARTICIPATION

The Las Vegas Metropolitan Police Department serves on the Advisory Board and has designated contact personnel that the reentry coordinator can contact when a parolee has absconded from supervision.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

GHP was built on the philosophy that reentry gives offenders an option different than what they know and have chosen in the past. GHP is staffed by reentry case workers and clinical social workers to ensure proper pre- and post-release risk and needs assessment. Advisory Board members and program partners work together to provide coordinated service management. Offenders are released with a copy of their reentry plan; copies of their articles of identification; bus tokens and passes; and calendars to plan beneficial activities designed to ensure their post-release success. Lack of health and mental health support has proven to be factors in recidivism among Las Vegas offenders. For this reason, GHP officials have arranged for offenders to receive health cards and treatment services post-release as well as food stamps for a finite period of time. Program officials also work with local halfway houses to arrange for transitional housing for those offenders without homes or family support.

The success of the GHP program has led to the state-supported creation of Casa Grande Transitional Housing Facility, which opened in 2006. Although violent and sex offenders are not eligible to participate in the program, this and other comprehensive "street readiness" programs have arisen since the implementation of GHP.

CONTACT INFORMATION

Dana Serrata, Reentry Coordinator:
702-486-9926 or dserrata@doc.nv.gov

LOUISVILLE METRO POLICE DEPARTMENT (KENTUCKY)
REDUCING SERIOUS VIOLENCE PARTNERSHIP (RSVP) PROGRAM
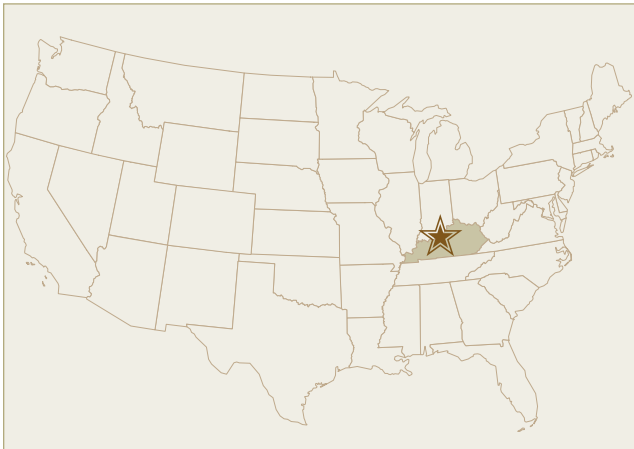
Offender Participant Criteria:
- Adults
- Current conviction involves an index crime, violence or firearms crime
- Individuals who have lost a friend or family member to violence

Unique Community Challenges/Strategies:
In 2003, the Jefferson County and Louisville Police Departments merged to become the Louisville Metro Police Department.

Key Program Features:
- Enhanced Supervision
- Call-in Meetings
- METSYS

AGENCY PROFILE

- Population Served: Approx. 256,231
- Sworn Employees: 574
- Onset of Reentry Participation: 2005

PROGRAM SUMMARY

The Reducing Serious Violence Partnership (RSVP) program is a partnership between criminal justice and social service agencies designed to reduce and deter violent crime in Louisville, enhance public safety, and improve an offender's prospects for successful integration into the community post-release. Key features of the program are its Call-in meetings and data tracking through METSYS. Law enforcement coordinates and participates in call-in meetings every other month. Offenders in the program are told that law enforcement enforces a "no tolerance" for violence perspective. Meetings are mandatory, but held in seclusion without community input. Offender tracking is conducted using METSYS, a Microsoft Access-based case management system maintained by the police department. This system includes offender information and their status in the program. Program success is defined by the rate of murders, gun violence, and whether or not program participants have committed new crimes. The first cycle of program participation began in March 2005. For a one-year period, approximately 87 offenders participated in program activities. Of the 87, 17 percent successfully completed the program; 60 percent continue to be actively involved in program activities; and 19 percent were returned to prison.

COMPONENTS AND ACTIVITIES

- Intensive supervision and monitoring
- Interagency communication, information sharing, and intelligence exchange
- Coordinated partnerships to provide transitional services
- Offender tracking through METSYS

PROGRAM PARTNERS

- Kentucky Department of Corrections; Probation and Parole Department
- U.S. Attorney's Office, Commonwealth's Attorney's Office; County Attorney's Office
- Community service agencies: Kentuckiana Works, Louisville Urban League/Workforce Development, Metro Health Department; faith community

LAW ENFORCEMENT PARTICIPATION

The police chief has dedicated staff to managing program activities, coordinating Call-in meetings, tracking offender status, and conducting joint home visits, curfew checks, and ride-a-longs.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Program components integrate enhanced probation/parole supervision, partnership building and maintenance, information sharing, and intelligence exchange. Future program activities will include outreach to judges to encourage their cooperation with recommendations made by probation and parole for non-compliant offenders; program expansion to include juveniles; and outreach to community colleges to award scholarships for successful participants.

CONTACT INFORMATION

Diana Darby, Louisville Metro Police Department: 502-574-2430 or Diana.darby@lmpd.loukymetro.org
http://www.louisvilleky.gov/MetroPolice

LOWELL POLICE DEPARTMENT (MASSACHUSETTS)
REENTRY PARTNERSHIP INITIATIVE (RPI)
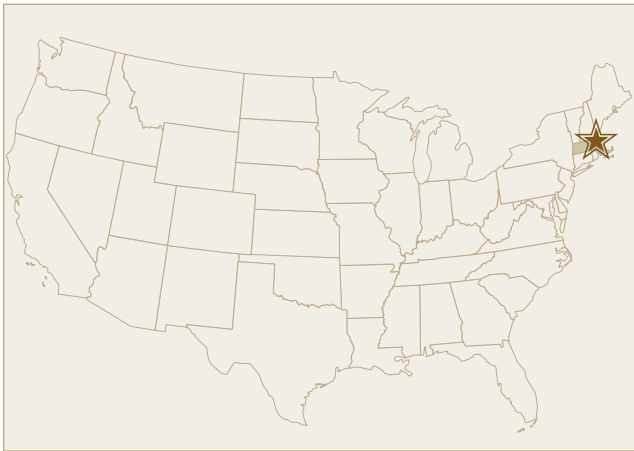
Offender Participant Criteria:
- Adults
- Histories of violence
- Returning to or relocating to Lowell

Key Program Features:
- Targeted Police Enforcement
- Enhanced Supervision
- Intelligence Exchange

Unique Community Challenges/Strategies:
Seventy-five percent of offenders in Massachusetts "max out" their sentences. Lowell is the recipient of a large number of returning offenders and increased ethnic gang activities.

AGENCY PROFILE

- Population Served: Approx. 105,167
- Sworn Employees: 249
- Onset of Reentry Participation: 1999

PROGRAM SUMMARY

The Reentry Partnership Initiative (RPI) is a corrections, law enforcement, and community-based program that seeks to positively increase officer safety, enhance public safety, and reduce recidivism. These goals are accomplished by improving risk management of released offenders, enhancing surveillance and monitoring, strengthening individual and community support systems, and repairing the harm done to victims.

COMPONENTS AND ACTIVITIES

- Intensive supervision and monitoring of offenders through joint home visits
- Offender tracking for re-arrest or new convictions
- Interagency communication, information sharing, and intelligence exchange
- Coordinated partnerships to provide transitional services

PROGRAM PARTNERS

- Massachusetts Department of Corrections, Middlesex County House of Corrections, Massachusetts Probation Service, Regional Reentry Centers
- Department of Youth Services
- Community service agencies: Safety First, South Middlesex Opportunity Council (SMOC), Vision New England

LAW ENFORCEMENT PARTICIPATION

The Lowell police chief has increased involvement of neighborhood officers to participate in home visits, pre-release orientation panels, and other activities designed to assist offenders in successfully transitioning. Lowell Police Department (LPD) staff have received access to the Massachusetts Department of Corrections database for pre-release data. This allows LPD staff to collect, track, and analyze offender data to ensure program effectiveness and to ensure offender accountability. Dedicated staff attends collaborative meetings with community and partner agencies. The Chief also conducts meetings with district command staff that focus on crimes and high crime areas. This information is shared with other relevant program partners and used to enhance program services.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Overall, RPI includes a combination of pre- and post-release program components that include information sharing, home visits, offender monitoring, and information dissemination. LPD staff: 1) Participate in inmate discharge planning; 2) Conducts presentations at pre-release orientation meetings to describe the program and its services; and, 3) Informs offenders that they are not anonymous. LPD staff compiles released offender information to include the offender's demographic information, a brief summary of the criminal history (including past or present gang involvement and risk level), and a list of any open criminal matters. This information is included in the reentry blotters and daily crime intelligence bulletins. This information is also entered into a computer tracking database that is used to monitor offender arrest patterns. Law enforcement coordinates service delivery for offenders through the state corrections system and parole board-managed Regional Reentry Centers (RRCs). RRCs are staffed by reentry officers and probation supervisors who review offender release plans and coordinate community-based, shared case management and ongoing support as needed. Access to mental health and substance abuse treatment are accomplished through issuance of MassHealth cards.

CONTACT INFORMATION

Jennifer Ball, Lowell Police Department:
978-937-3228 or jball@ci.lowell.ma.us
http://www.lowellpolice.com/about_lpd/policing_ini/reentry.htm

MINNEAPOLIS POLICE DEPARTMENT (MINNESOTA)

MINNEAPOLIS ANTI-VIOLENCE INITIATIVE (MAVI) AND COMMUNITY JUSTICE PROGRAM
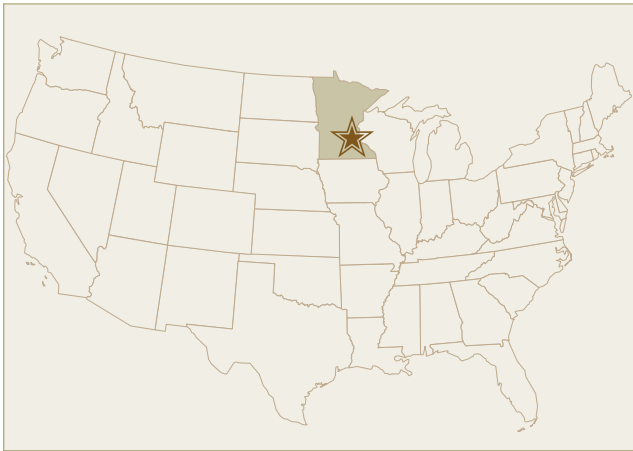
Offender Participant Criteria:
- Adult and juveniles
- Histories of violence
- Previous firearms use, arrest, convictions
- Suspected or proven gang involvement

Key Program Features:
- Targeted Police Enforcement
- Enhanced Supervision
- Intelligence Exchange

Unique Community Challenges/Strategies:

Minneapolis is host to various diverse, but concentrated populations such as American Indian, Somali, and Hmong people.

AGENCY PROFILE

- Population Served: Approx. 382,618
- Sworn Employees: 861
- Onset of Reentry Participation: 1997

PROGRAM SUMMARY

The Minneapolis Anti-Violence Initiative (MAVI) is a collaborative approach to reduce serious violent crime in Minneapolis. The program targets adult and juvenile offenders with histories of violence, firearms offenses, and gang involvement who are on community supervision. The Community Justice Program is a partnership that focuses on reducing the prison population in Minnesota and helping restore offender relationships with the community through faith-based mentoring and support. Both MAVI and the Community Justice Program focus on crime reduction as their measure of success. Probation officers and police track information on how long offenders stay out after their release, what resources they receive, any new crimes they are charged with, and the outcomes of services received. MAVI crime rates have steadily declined since the program's inception in 1997.

COMPONENTS AND ACTIVITIES

- Intensive supervision, monitoring and enforcement
- Interactive community corrections and police teams
- Interagency communication, information sharing, and intelligence exchange
- Coordinated partnerships to provide transitional services

PROGRAM PARTNERS

- Hennepin County Sheriff's Office
- Minnesota Department of Corrections, Department of Community Corrections
- Minnesota Department of Public Safety, Metro Gang Strike Force, Minneapolis Park Police
- U.S. Attorney's Office, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), U.S. Marshals Service; Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI, Immigration and Customs Enforcement (ICE)
- Community service agencies: Citizens and Law Enforcement Action Network (CLEAN), CourtWatch, Greater Minneapolis Council of Churches

LAW ENFORCEMENT PARTICIPATION

The Minneapolis Police Department (MPD) has developed open lines of communication and built partnerships with the Hennepin County Sheriff's Office (HCSO) and other federal and state law enforcement agencies. Law enforcement officers participate in expanded and intensive home visits, warrant sweeps, focused patrols, and community outreach called "walk and talks." Crime prevention specialists are assigned to conduct enhanced supervision and patrols in high-risk communities as part of the Crime Prevention/Safety for Everyone (CCP/SAFE) program. MAVI Team members participate in cross-training opportunities to include annual defensive tactics training (use of pepper spray and handcuffing), radio procedures, and overview of search, seizure, and related Fourth Amendment issues. The MAVI intelligence team meetings are an excellent opportunity for local, state, and federal law enforcement agencies to discuss and share information about high-risk offenders. Information is compiled using offense reports, and cross-referenced with probation supervision lists and conditions to develop a profile of offenders who may have violated their conditions. Discussions regarding gang affiliations or other associations take place.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Law enforcement participates in transitional planning, information sharing, and intelligence gathering and exchange. Another reentry-focused effort in which MPD is involved is the Citizens and Law Enforcement Action Network (CLEAN) and Court Watch. CLEAN:

- Compiles a list of people who chronically violate the law
- When one of these individuals is arrested, MPD contacts the Community Safety Center (CSC)
- The CSC staff contacts all victims or residents affected by the crime
- Those victims write a community impact statement with the assistance of CSC staff
- The impact statement is presented to the court for consideration before sentencing of individuals on the CLEAN roster.

This, and many other strategies, has contributed to lowering the crime rate in Minneapolis.

CONTACT INFORMATION

For MAVI: David Hile, Hennepin County Department of Community Corrections: 612-348-9215 or david.hile@co.hennepin.mn.us

For Community Justice Program: Hillary Freeman, Crime Prevention Specialist: 612-673-2892 or hillary.freeman@ci.minneapolis.mn.us http://www.ci.minneapolis.mn.us/police/outreach

NEW HAVEN DEPARTMENT OF POLICE SERVICE (CONNECTICUT)
CONNECTICUT PROJECT SAFE NEIGHBORHOODS (CT-PSN) PROGRAM
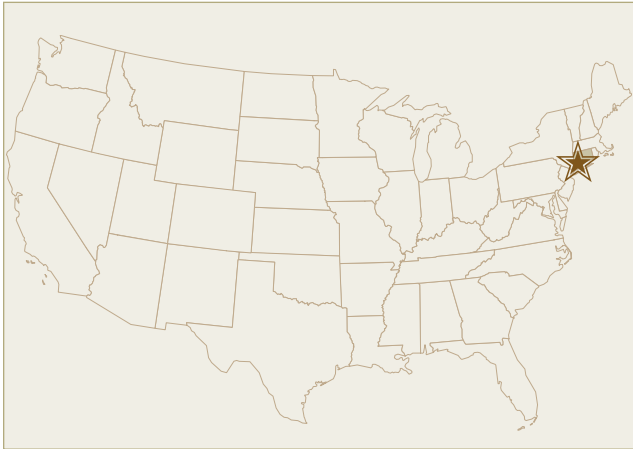
Offender Participant Criteria:
- Violent crime
- Gun-related

Unique Community Challenges/Strategies:
According to the police chief, New Haven is one of the poorest cities in the country and is plagued by high levels of unemployment.

Key Program Features:
- "Timezup" Notification Meetings
- Transitional Services
- Community Outreach

AGENCY PROFILE

- Population Served: Approx. 123,600
- Sworn Employees: 407
- Onset of Reentry Participation: 1999

PROGRAM SUMMARY

Since 1999, the New Haven Department of Police Service (NHPD) has implemented or participated in a variety of crime prevention programs and strategies. Project One and the New Haven Guns Project were two such efforts that focused on gun violence and involved partnerships with law enforcement at the federal and state level. Both efforts merged and later folded into the Project Safe Neighborhoods (PSN) program managed by the U.S. Attorney's Office in Connecticut. PSN is a national comprehensive, strategic approach to reducing gun violence and promoting safe neighborhoods. PSN combats gun violence by bringing together law enforcement officials, prosecutors, and community leaders to implement a multi-faceted strategy to deter and punish gun violence. The goals of their offender reentry efforts are to make New Haven a safer place to live, work, and raise children; break the barriers to offender success by providing transitional services; and reduce crime by addressing causation before citizens become victims, perpetrators or witnesses. Success is measured in terms of crime and recidivism rates, level of partner resources, and increased partner communication.

COMPONENTS AND ACTIVITIES

- "Timezup" notification meetings
- Coordinated partnerships to include a Core Group and Community Advisory Board
- Wraparound transitional services that include: participant and family assessment, job and educational assistance, life skills training, alcohol and substance abuse counseling, social services, and faith-based spiritual guidance

PROGRAM PARTNERS

- U.S. Attorney's Office, State Attorney's Office
- U.S. Probation Office, State Department of Corrections, Court Support Services (State Probation), State Board of Parole
- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Connecticut Statewide Firearms Trafficking Task Force
- Community: Crossroads, Strive New Haven, Connecticut Works/Workforce Alliance

LAW ENFORCEMENT PARTICIPATION

The police department has gone from traditional, reactive and incident-based, 911-driven approach to a community policing approach that employs proactive methods for crime prevention. New Haven police are committed to reducing crime and the fear of crime to improve the quality of life for all people by institutionalizing this policing philosophy and implementing innovative strategies. Community Substation Management Teams have been formed to help identify and examine neighborhood problems and to develop strategies utilizing local resources. The composition of Management Teams varies by neighborhood, but is generally comprised of the police supervisor, beat officers, block watch members, representatives of neighborhood-based agencies, and any citizen who takes an active interest in neighborhood improvement.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Partnership, intelligence sharing, offender accountability, community outreach, social services, and "Timezup" notification meetings are the strategies used in this program. The relevant agencies come together to track and monitor offender behavior, hold offenders accountable through supervision and attendance at the community-attended "Timezup" meetings, and employ police to encourage offender compliance through collateral contacts.

CONTACT INFORMATION

John Marrella, U.S. Attorney's Office: 203-821-3700
http://www.usdoj.gov/usao/ct/psn_cities.html#NewHaven

PARK CITY POLICE DEPARTMENT (UTAH)
SUMMIT COUNTY OFFENDER REVIEW BOARD (SCORB)
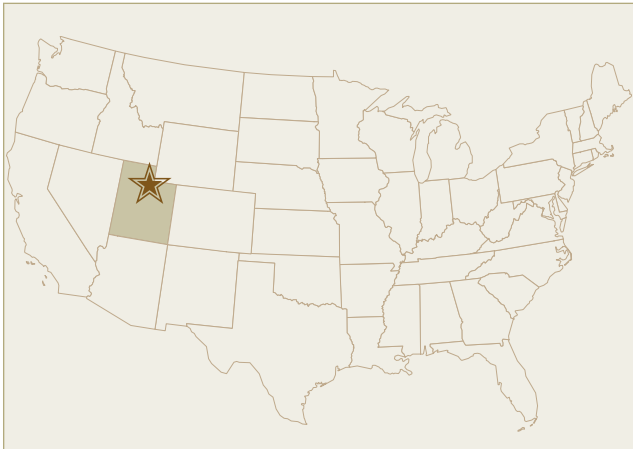
Offender Participant Criteria:
- Adults at-risk for recidivism
- Convicted of driving under the influence (DUIs) or substance-related crimes

Unique Community Challenges/Strategies:
Park City has the largest number of bars per capita in the state. The community is plagued by high incidents of DUIs.

Key Program Features:
- Offender Review Board
- Community Engagement
- Bar Checks

AGENCY PROFILE

- Population Served: Approx. 7,371
- Sworn Employees: 31
- Onset of Reentry Participation: 2005

PROGRAM SUMMARY

The Summit County Offender Review Board (SCORB) is a partnership designed to reduce crime, recidivism, and technical violations among individuals under probation and parole supervision. It serves to increase awareness among the community that offenders reside in the community; achieves a high level of cooperation among local, state, and federal agencies for supervising, monitoring, and successfully reintegrating returning offenders; increases both the quality and quantity of supervision contacts; and assists offenders in accessing available treatment, programming, and community resources. Unlike most municipalities with offender reentry programs, Park City primarily experiences traffic- and substance-related crimes rather than violent crimes. Due to the large number of bars in the area, most offenders are arrested on alcohol-related crimes such as driving under the influence (DUI) or substance abuse. Reduced recidivism rates and gun rates are measures of success. Recidivism rates are lower than those of comparable jurisdictions based on anecdotal evidence. Offense data reveals a decrease in gun crimes.

COMPONENTS AND ACTIVITIES

- Partnership and collaboration
- Information sharing
- Enhanced supervision, joint home visits, bar checks
- Offender case management
- Offender Review Board meetings
- Community engagement
- Partner cross-training

PROGRAM PARTNERS

- Summit County Sheriff's Office
- Utah Department of Corrections, Office of Probation and Parole, Salt Lake Adult Probation and Parole Day Reporting Center
- U.S. Attorney's Office
- Community service agencies: Transitional, and alcohol and substance abuse treatment

LAW ENFORCEMENT PARTICIPATION

Both the Park City Police and Summit County Sheriff's Office have assigned four officers and four deputies each to conduct joint home visits and patrols. Program activities have been absorbed into police and sheriff agency budgets or are conducted by officers and deputies on a voluntary basis when they are not on-call. Law enforcement is involved in the management and coordination of program activities. A reserve officer is assigned to take photos of offenders and obtain signed contracts at Offender Review Board (ORB) meetings.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

The program employs a high level of cooperation among local, state, and federal agencies to monitor, supervise, and reintegrate offenders back into the community. Offenders are assessed and offered relevant treatment and service options to ensure their successful return. Program leaders also employ unique techniques to ensure maximum use of resources and offender accountability. For example, a community volunteer compiles offender profiles for each ORB meeting and maintains meeting minutes. Similarly, a reserve officer is employed to take updated photographs of each offender every time they come before the Board. This officer also arranges for offenders to sign a letter immediately after their ORB appearance attesting to the ORB meeting agreements. This letter serves as an unofficial contract with the offender and is a measure of offender accountability.

CONTACT INFORMATION

Lt. Phil Kirk, Park City Police Department:
435-615-5512 or pkirk@parkcity.org
http://www.parkcity.org/citydepartments/police/index.html

RACINE POLICE DEPARTMENT (WISCONSIN)
COMMUNITY RE-ENTRY PROGRAM (CRP)
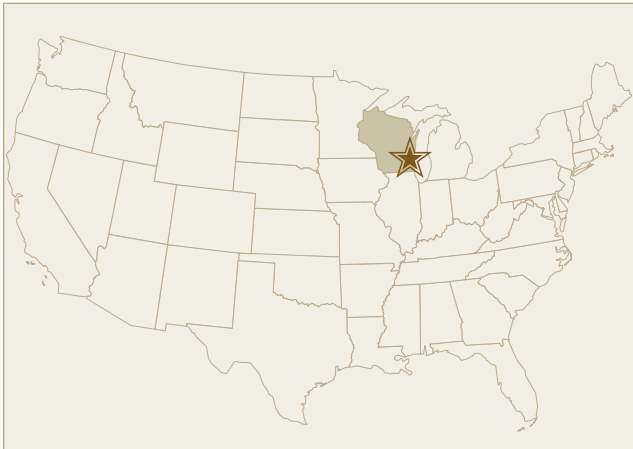
Offender Participant Criteria:
- Adults
- Convicted of violent, gun-related crime
- Involved in gangs or drugs
- Live in or spend significant time in COP neighborhoods

Unique Community Challenges/Strategies:
Racine is a small town located between the Milwaukee and Chicago metropolitan areas with a high rate of unemployment.

Key Program Features:
- Enhanced Supervision
- Community Meetings
- COP Houses

AGENCY PROFILE

- County Population Served: Approx. 81,855
- Sworn Employees: 195
- Onset of Reentry Participation: 2004

PROGRAM SUMMARY

The Community Re-Entry Program (CRP) emerged as an extension of the community policing philosophy governing the Racine Police Department (RPD). The program applies a holistic community-based approach to reduce violent offender recidivism and enhance public safety. RPD and the Division of Community Corrections co-lead this multi-agency partnership geared toward helping offenders with violent pasts reintegrate back into one of Racine's four community oriented policing (COP) neighborhoods. Key components of the program are its Community Re-Entry meetings and police-probation teams assigned to satellite offices in COP houses. Measures of success for this program include rates of recidivism and technical violations. Program leaders employ quality assurance/program monitoring strategies to ensure program success. Since 2004, the program has enjoyed a 65 percent employment rate among program participants and 64 percent of participants have remained crime-free.

COMPONENTS AND ACTIVITIES

- Enhanced supervision through joint patrols, curfew checks, and home visits
- Community reentry meetings
- Partnership building, information sharing, intelligence exchange
- Coordinated transitional services

PROGRAM PARTNERS

- Wisconsin Department of Corrections, Division of Corrections, Racine Correctional and Youthful Offender Correctional Facilities
- U.S. Attorney's Office
- Racine Vocational Ministries
- Gateway Technical College
- Government and community social services: Racine County Workforce Development, Racine Safe Neighborhood Alliance, Neighborhood Watch; City Council

LAW ENFORCEMENT PARTICIPATION

CRP was created, implemented, and is jointly managed by a sergeant in the Racine Police Department (RPD) along with community corrections and community service agencies. This individual and other patrol officers are dedicated to program activities to include sharing satellite COP houses with probation and parole agents. RPD also uses community-based activities to facilitate community relations. They developed a Children's Garden outside of one of the COP houses for the neighborhood children to maintain along with designated COP officers. Another COP house hosts a gang diversion program that targets juveniles. Yet another police-sponsored program is the Cops n' Kids Reading Center through which books are collected and distributed from a COP house. Because this project requires children to interact with police in order to obtain reading materials, it has the joint benefits of forging relationships with the community and enhancing literacy skills of neighborhood children.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Program leaders developed a program that involves the community, addresses a known problem, and includes relevant partners. CRP includes a combination of wraparound support services, enhanced surveillance, and strict enforcement of rules to achieve program goals. Constant communication among partner agencies ensures that participants are unable to manipulate "the system," and partnering with the U.S. Attorney's Office ensures the stricter penalties that the federal system can apply.

CONTACT INFORMATION

Dwayne Windham, Community Re-Entry Coordinator: 262-633-9591 or crpdwayne@sbcglobal.net

REDMOND POLICE DEPARTMENT (WASHINGTON)
SUPERVISION MANAGEMENT AND RECIDIVIST TRACKING (SMART) PARTNERSHIPS
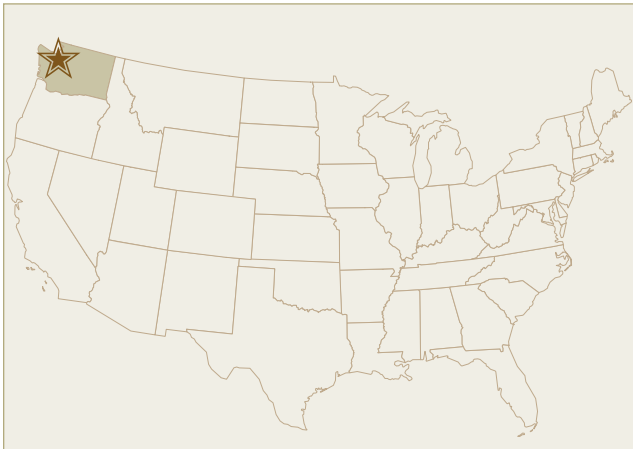
Offender Participant Criteria:
- Adults at-risk for recidivism

Unique Community Challenges/Strategies:
To date, the Redmond Police Department has trained almost 70 police departments on offender reentry strategies.

Key Program Features:
- Enhanced Supervision
- Formalized Information Exchange
- Training

AGENCY PROFILE

- Population Served: Approx. 45,256
- Sworn Employees: 74
- Onset of Reentry Participation: 1992

PROGRAM SUMMARY

The Supervision Management and Recidivist Tracking (SMART) Partnerships were created in 1992 as a method for increasing community safety. This partnership, which initially included the Redmond Police Department (RPD) and the Bellevue Office of the Department of Corrections, has expanded to include federal-, regional-, and state-level law enforcement and other officials. The program includes four components: direct monitoring of high-risk individuals under community supervision who live or work in Redmond; a formal system of information exchange between police and community corrections agencies about released offenders; documentation of collateral contacts between offenders and external entities; and training other law enforcement agencies.

COMPONENTS AND ACTIVITIES

- Partnership and collaboration
- Formal information sharing
- Enhanced supervision
- Documenting collateral contacts using Field Interview Report (FIR) cards
- Training other law enforcement agencies

PROGRAM PARTNERS

- Washington Department of Corrections
- Redmond Office of Community Corrections

LAW ENFORCEMENT PARTICIPATION

In addition to creating the SMART program, RPD is also involved with the FireArm Crime Enforcement (FACE) Coalition of King County. FACE is a Project Safe Neighborhoods (PSN) partner whose goal is to decrease the use of firearms in the commission of crimes. RPD command staff serves on the "Behind the FACE" panel to provide valuable information to offenders on the ramifications of firearms possession and the penalties of repeat offenses post-release. RPD also coordinates and aggressively investigates crimes involving firearms.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Overall program components integrate enhanced community corrections supervision, partnership building and maintenance, information sharing, intelligence exchange, FACE panel participation, and law enforcement training.

CONTACT INFORMATION

Commander Terry Morgan, Redmond Police Department: 425-556-2523 or tmorgan@redmond.gov
http://www.ci.redmond.wa.us/insidecityhall/police/police.asp

SAVANNAH CHATHAM METROPOLITAN POLICE DEPARTMENT (GEORGIA)
SAVANNAH IMPACT PROGRAM (SIP)
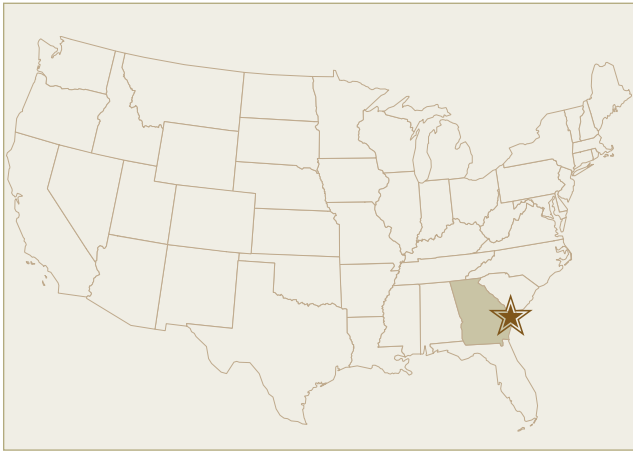
Offender Participant Criteria:
- High risk, high-profile, high-need adults, and juveniles under supervision
- Lived or committed their crime in Savannah

Unique Community Challenges/Strategies:
The SIP program purchased the building in which the program is housed to cut down on overhead costs.

Key Program Features:
- Enhanced Supervision
- Education/Literacy Assistance
- *Work Ventures* Vocational Training

AGENCY PROFILE

- Population Served: Approx. 131,510
- Sworn Employees: 575
- Onset of Reentry Participation: 2001

PROGRAM SUMMARY

The Savannah Impact Program (SIP) is an intensive probation/parole supervision, juvenile outreach and offender employment program. The mission of the program is to protect the public from high-risk offenders who are on parole or probation. The program uses a collaborative community corrections approach to enhance an offender's reentry into the community. Program goals include reducing recidivism by high-risk offenders; maintaining a continuum of supervision pre- to post-release; providing resources to re-direct an offender's life into law-abiding paths; and providing transitional services for offenders post-release. SIP uses the revocation rate, number and types of collateral interactions (i.e., field and office visits, drug screenings, and referrals), offender employment, and program completion as measures of success. The program reports a 15 percent revocation rate based on 749 offenders supervised during 2004.

COMPONENTS AND ACTIVITIES

- Intensive supervision and monitoring of offenders
- GED instruction
- Substance abuse and cognitive thinking counseling
- Employment and vocational training
- Juvenile Intervention Program
- Family support and reunification
- Cross-agency training

PROGRAM PARTNERS

- Georgia Department of Corrections, Probation and Parole Department, Georgia Board of Pardons and Parole
- City of Savannah, County of Chatham
- Richard Arnold Adult Education Center

LAW ENFORCEMENT PARTICIPATION

The SIP program was created, implemented, and managed by the Savannah Chatham Metropolitan Police Department. A dedicated police and probation team approach was implemented. Teams co-manage and provide intense supervision and support to offenders who deserve a second chance at building a sustainable crime-free, economically independent life through education, training, skills programs, and employment opportunities. The program executive director fashioned the program work area as a police squad room because this approach is beneficial to information sharing given their co-management work style.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

In addition to dedicating staff to this program, SIP has implemented many significant strategies. Police officers were partnered with parole and probation officers to co-manage and supervise returning offenders. The program implemented multi-agency cross-training on the limitations, policies, and practices of each partnering agency; and, instruction on search and seizures, self-defense, tactical firearms, and interview and interrogation techniques. SIP staff receives training on human diversity, cultural attitudes, cultural behaviors, and responses. All police officers who staff SIP are certified by the Georgia Peace Officers Standards and Training (POST) Council. SIP established contracts with the City Departments of Sanitation and Parks and Trees to provide vocational training. Their vocational training program teaches safety, work ethic, structure, accountability, responsibility, and life skills. This program also involves the family to provide offender support in making a successful transition.

CONTACT INFORMATION

Keith Vermillion, SIP Executive Director,
Savannah Chatham Metropolitan Police Department:
912-651-4360 or kvermillion@ci.savannah.ga.us
http://www.ci.savannah.ga.us/cityweb/SPD.nsf/

TOPEKA POLICE DEPARTMENT (KANSAS)
SHAWNEE COUNTY REENTRY PROGRAM (SCRP)
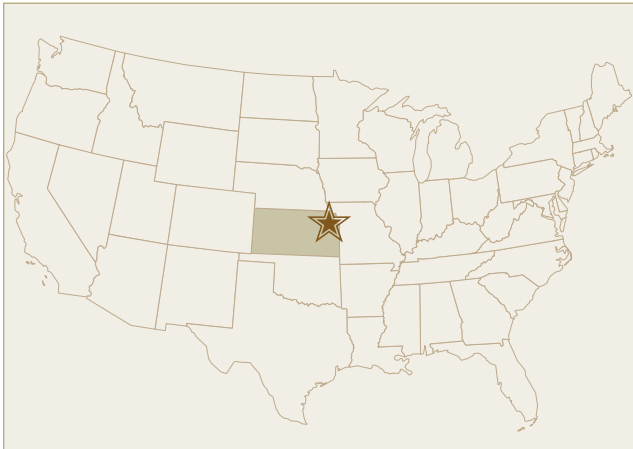
Offender Participant Criteria:

- Adults at-risk for violence or recidivism

Unique Community Challenges/Strategies:

Shawnee County is one of the sites in which approximately 71% of offenders coming out of Kansas state prisons will return.

Key Program Features:
- Computerized Offender Tracking
- Accountability Panel
- Extensive Transitional Service Delivery
- Warrant/Detainer Checks
- Assistance Obtaining Identification

AGENCY PROFILE

- Population Served: Approx. 122,377
- Sworn Employees: 296
- Onset of Reentry Participation: 2002

PROGRAM SUMMARY

The Shawnee County Reentry Program (SCRP) is a comprehensive program that prepares and assists offenders with their transition back into the community. Program strategies emphasize preventing failure as a proactive means to ensuring community safety. Participants receive tools to reduce risk and foster success. The pre- and post-release program components include a continuity of care that starts with assessment and continues with the delivery of education and training, housing, financial planning, job preparedness, and substance abuse and mental health service delivery. Recent reports from the Kansas Department of Corrections reveal that the recidivism rate among program participants was 13.7 percent. This is based on the data collected while tracking high-risk program participants in 2003.

COMPONENTS AND ACTIVITIES

- Partnership and collaboration
- Information sharing
- Pre-release assessment of risks and needs
- Offender data tracking and case management
- Program evaluation
- Cross-agency training
- Collaboration with a boundary spanner to resolve inter-agency conflicts
- Parole officers certified by DMV to administer pre-release written driver license exams

PROGRAM PARTNERS

- Kansas Department of Corrections, Kansas Parole Board
- Kansas Board of Education; Topeka Public Schools, University of Kansas
- Workforce Network of Kansas, Mayor of Topeka
- Community service agencies: Faith organizations and local agencies specializing in mental health, law, victim services, and substance abuse

LAW ENFORCEMENT PARTICIPATION

The police department has dedicated a Reentry Community Police Officer (RCPO) to serve as the program point of contact, serve arrest and detainer letters/warrants, conduct prison transition visits, conduct presentations and outreach, and to share information with program partners.
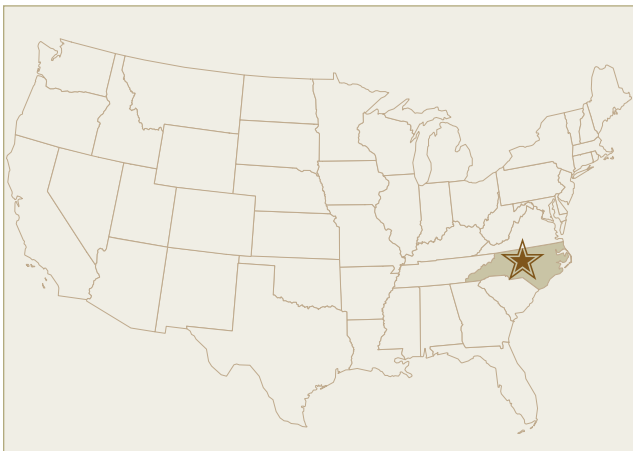
PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Engaging all necessary partners, establishing a structure for statewide support, and involving the community in meaningfully supporting offenders in their return are the strategies employed in this program. Many offenders have difficulty implementing reentry plans due to lack of appropriate state- or federal-issued identification. One of the unique strategies of the program is its focus on assisting offenders in getting their drivers' licenses or other official forms of identification prior to release. This program collaborates with other agencies to assist offenders in obtaining proper identification. The program unites the community and provides social service support to assist offenders in effectively transitioning from prison into society as productive, law-abiding citizens. Offenders leave correctional institutions with supervision and reentry plans that require them to be accountable; to focus on their risk and needs; to obtain job training; and to safely reconnect with their families and other helpful support networks.

CONTACT INFORMATION

Janene Falley, Reentry Community Police Officer,
Topeka Police Department:
785-368-9247 or jfalley@topeka.org
http://www.topeka.org/policedepartment/index.shtml

VIOLENT CRIMES TASK FORCE (MIDDLE DISTRICT OF NORTH CAROLINA)

HIGH POINT POLICE DEPARTMENT WINSTON-SALEM POLICE DEPARTMENT

AGENCY PROFILE (HIGH POINT)

- Population Served: Approx. 85,839
- Sworn Employees: 224
- Onset of Reentry Participation: 1998

AGENCY PROFILE (WINSTON-SALEM)

- Population Served: Approx. 187,776
- Sworn Employees: 465
- Onset of Reentry Participation: 1998

PROGRAM SUMMARY

Both the High Point Police Department (HPPD) and the Winston-Salem Police Department (WSPD) have implemented comprehensive offender reentry efforts in their jurisdictions. The Violent Crimes Task Force (VCTF) is a comprehensive, collaborative, data-driven strategic approach created to improve the quality of life for residents and reduce violent crime in High Point and Winston-Salem. Both departments work with other agencies to identify violent repeat and/or group offenders and employ techniques to stop the violence. This innovative approach has received national recognition and serves as a model for other cities across the nation. HPPD officials report that there has been a 20 percent reduction in crime citywide and a 40 percent reduction in crime in "hot spot" neighborhoods. Furthermore, the recidivism rate in High Point is half the state average.

Offender Participant Criteria:
- Adults at-risk for recidivism
- Histories of violence
- Gun- and drug-related crime

Key Program Features:
- Enhanced Supervision
- Call-in/Notification Sessions
- VCTF web-based Intelligence Sharing
- Police-2-PoliceTechnology

Unique Community Challenges/Strategies:
The sentencing structure in North Carolina has resulted in approximately 10-15% of offenders "maxing out" or being released without conditions of community supervision.

COMPONENTS AND ACTIVITIES

- Partnership and collaboration
- Formal information sharing
- Enhanced supervision
- Call-in/Notification sessions
- VCTF web-based intelligence sharing
- Electronic and other technological offender tracking and officer notification techniques

PROGRAM PARTNERS

- North Carolina Department of Corrections, local community corrections agencies
- U.S. Attorney's Office for the Middle District of North Carolina, local District Attorney's Office
- Project Safe Neighborhoods coordinator with the Durham (NC) Police Department
- Government, community, faith, and social service organizations

LAW ENFORCEMENT PARTICIPATION

While the WSPD commissioned the creation of and manages the VCTF web database, High Point contributes to the database. Likewise, both agencies attend local call-in meetings and notification sessions.

PROGRAM STRATEGIES FOR SUCCESSFUL REINTEGRATION

Overall program components integrate enhanced community corrections supervision, partnership building and maintenance, information sharing, intelligence exchange, call-in meetings and notification session participation, law enforcement training, and community outreach.

CONTACT INFORMATION

Detective Kyle Pratt, High Point Police Department: 336-887-7855 or kyle.pratt@highpointnc.gov
http://www.high-point.net/police/index.cfm

Detective John Leone, Winston-Salem Police Department: 336-773-7700 or jleone@wspd.org
http://www.cityofws.org/Home/Departments/Police

GLOSSARY

Criminogenic—Relates to the causes, characteristics, or factors identified by research as predictors of crime and/or related to recidivism.

Discretionary Parole—Is awarded by a Board of Parole or Pardons that has authority to conditionally release prisoners based on a statutory or administrative determination of eligibility.

Mandatory Parole—Is generally given in jurisdictions using determinate sentencing statutes. Offenders are conditionally released from incarceration after serving a specified portion of their original sentence minus any good time earned.

Offender—Refers to individuals who have received and served a sentence in a correctional institution.

Parole—Involves a period of conditional supervised release following incarceration in a correctional institution. Offenders "may be released either by a parole board decision or by mandatory conditional release. If the conditions of supervision are violated, the parolee can be returned to prison to serve any of the remaining portion of the sentence."[5]

Parole Violators—Refers to offenders returned to prison for violating the conditions of their release or for a new offense committed while under parole supervision.

Probation—Includes offenders who have been sentenced to a period of correctional supervision in the community in lieu of incarceration or following a period of incarceration in a local or state facility.

Recidivism—Occurs when a previously convicted offender is re-arrested, re-convicted, or returned to incarceration with or without a new sentence during a three-year period following his or her release.

Reentry—Is a broad term used to refer to issues related to the transition of offenders from prison to community supervision. In this guide, reentry refers to persons released from state or federal prisons or discharged from state parole, federal parole, or who are under federal or state probation.

RESOURCES AND MATERIALS

International Association of Chiefs of Police (IACP)
www.theiacp.org

U.S. DEPARTMENT OF JUSTICE:

- Bureau of Justice Assistance (BJA)
  http://www.ojp.usdoj.gov/bja
- Bureau of Justice Statistics (BJS)
  http://www.ojp.usdoj.gov/bjs/
- Community Capacity Development Office
  http://www.ojp.usdoj.gov/ccdo/
- National Institute of Justice (NIJ)
  http://www.ojp.usdoj.gov/nij/
- Office of Community Oriented Policing Services (COPS)
  http://www.cops.usdoj.gov

- Office of Justice Programs (OJP)
  http://www.ojp.usdoj.gov
- Project Safe Neighborhoods (PSN)
  http://www.psn.gov

OTHER ORGANIZATIONS:

- Council of State Governments,
  Re-Entry Policy Council
  http://www.reentrypolicy.org/reentry/default.aspx
- National Governors Association (NGA),
  NGA Center for Best Practices
  http://www.nga.org/portal/site/nga/
- Urban Institute
  http://www.urban.org

REFERENCE MATERIALS

Basile, V.D. (2002). Model for Developing a Reentry Program. *Federal Probation*, 66 (3), 55-58, http://www.uscourts.gov/fedprob/2002decfp.pdf (accessed August 22, 2005).

Byrne, J.M. & Hummer, D. (2004). Examining the Role of the Police in Reentry Partnership Initiatives. *Federal Probation*, 68 (2), 62-69, http://www.uscourts.gov/fedprob/September_2004/endnotes.html#initiatives (accessed August 25, 2005).

Council of State Governments, Re-Entry Policy Council, *Report of the Re-Entry Policy Council*, http://www.reentrypolicy.org (accessed August 22, 2005).

LaVigne, Nancy G., Amy Solomon, Karen A. Beckman and Kelly Dedel, *Prisoner Reentry and Community Policing: Strategies for Enhancing Public Safety*, Washington, DC. Urban Institute, March 2006. http://www.urban.org/url.cfm?ID=411061 (accessed April 7, 2006).

National Institute of Corrections, *Transition from Prison to Community Initiative* (2002), http://nicic.org/WebPage_222.htm (accessed July 25, 2005).

National Governors Association, NGA Center for Best Practices, Issue Brief: *NGA Prisoner Reentry Police Academy*, Washington, DC: National Governors Association, January 5, 2005, http://www.nga.org/portal/site/nga/menuitem/ af6 24995eb41697a4ddcbeeb501010a0/vgne (accessed August 22, 2005).

Parent, D. & Snyder, B., *Police-Corrections Partnerships Programs*, Washington, DC: U.S. Department of Justice, Office of Justice Programs, National Institute of Justice, 1999,http://www.ncjrs.gov/pdffiles1/175047.pdf#search=%22Police%20Corrections%20Partnerships%22.

Taxman, F.S., Byrne, J.M. & Young, D. (2002). Targeting for Reentry: Matching Needs and Services to Maximize Public Safety, College Park, MD: University of Maryland-College Park, Bureau of Governmental Research, http://www.ncjrs.gov/pdffiles1/nij/grants/196491.pdf (accessed August 22, 2005).

Taxman, F.S., Young, D., Byrne, J.M., Holsinger, A., & Anspach, D. (2002). From Prison Safety to Public Safety: Innovations in Offender Reentry, College Park, MD: University of Maryland-College Park, Bureau of Governmental Research, http://www.bgr.umd.edu/pdf/May_2003_From_Prison.pdf (accessed August 22, 2005).

U.S. Department of Justice, Office of Justice Programs. *Reentry State Activities & Resources*. http://www.ojp.usdoj.gov/reentry/sar/welcome.html (accessed August 22, 2005).

U.S. Department of Justice, Office of Justice Programs, *Learn About Reentry*, http://www.ojp.usdoj.gov/reentry/learn.html (accessed August 22, 2005).

U.S. Department of Justice, Bureau of Justice Statistics, *Reentry Trends in the U.S.: Recidivism*, 2002 by Timothy Hughes and Doris James Wilson (Washington, DC) http://www.ojp.usdoj.gov/bjs/reentry/recidivism.htm (accessed March 10, 2006).

U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, *Recidivism of Prisoners Released in 1994*, June 2002 by Patrick A. Langan and David J. Levin (Washington, DC) http://www.ojp.usdoj.gov/bjs/abstract/rpr94.htm (accessed August 22, 2005).

END NOTES

[1] U.S. Department of Justice, Office of Justice Programs, *Learn About Reentry*, (Washington, DC), http://www.ojp.usdoj.gov/reentry/learn.html, August 22, 2005.

[2] University of Cincinnati. Dr. Latessa has published over 75 works in the area of criminal justice, corrections, and juvenile justice. He has directed over 60 funded research projects, including studies of day reporting centers, juvenile justice programs, drug courts, intensive supervision programs, halfway houses, and drug programs. He and his staff at the University of Cincinnati have also assessed over 350 correctional programs throughout the United States, (Cincinnati, OH), http://www.uc.edu/criminaljustice/faculty.html, November 30, 2005.

[3] U.S. Department of Justice, National Institute of Justice, "Mapping Crime: Understanding Hot Spots," March 2006, http://www.ncjrs.gov/pdffiles1/nij/209393.pdf.

[4] Cornell Law School, *United States v. Knights* 534 U.S.112 , 219 f.3d 1138 (2001), (Ithaca, NY), http://www.law.cornell.edu/supct/html/00-1260.ZO.html, July 13, 2006.

[5] U.S. Department of Justice, Bureau of Justice Statistics, "Probation and Parole in the United States, 2004," November 2005, http://www.ojp.usdoj.gov/bjs/abstract/ppus04.htm.