

Transition from Jail to Community ONLINE LEARNING TOOLKIT

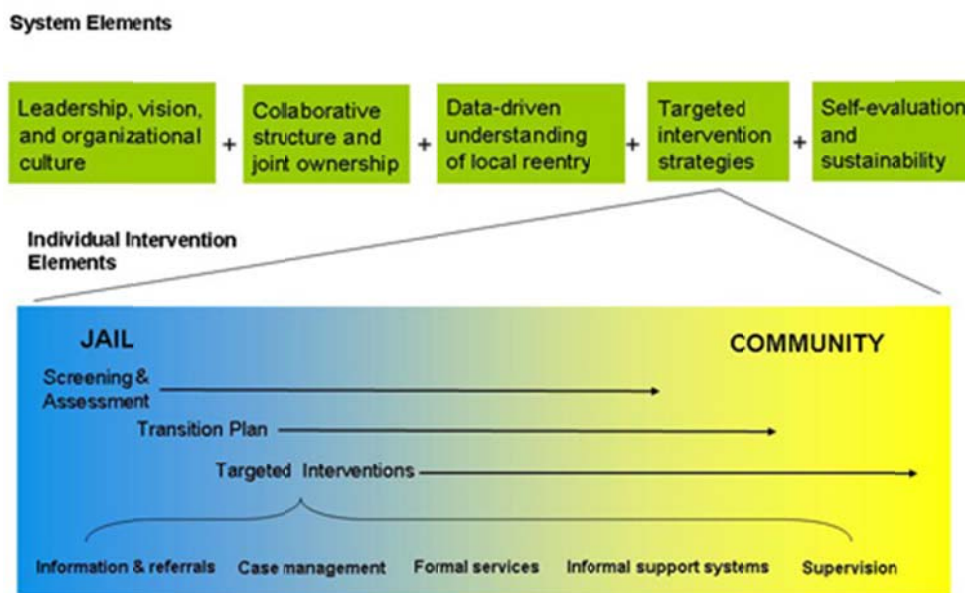


Module 1: Getting Started

Welcome to *Getting Started*, module 1 of the *Transition from Jail to Community* (TJC) Initiative’s online learning resource. This document is the PDF version of the online TJC Implementation Toolkit, and will not necessarily reflect the changes and updates made to the toolkit. To view the latest and most complete version of this module, visit www.jailtransition.com/Toolkit. Over 9 million people pass through America’s local jails each year, and these individuals often receive little in the way of services, support, or supervision as they reenter the community. In response to the need for jurisdictions across the country to address the jail-to-community transition, the **National Institute of Corrections (NIC)** (<http://www.nicic.org/JailTransition>) partnered with the Urban Institute (UI) in 2007 to launch the ***Transition from Jail to Community* (TJC)** Initiative (www.jailtransition.com).

TJC involves the development, implementation, and evaluation of a model for transitions from jail to the community. The TJC model represents an integrated, system-wide approach to delivering support and services to people released from jail. It involves policy and organizational change and the engagement of jail and community leaders in a collaborative effort. The goal of the TJC model is to improve public safety and reintegration outcomes.

The figure below illustrates the TJC approach to effective jail transition and identifies the key components of the TJC model at both the system and intervention level. System change must be coupled with concrete intervention efforts.



Benefits of Implementation

There are four main benefits of implementing the TJC model in your community:

Benefit 1: Long Term Public Safety

Communities become unsafe when those discharged from jail with high risk and need are not identified and prepared properly for release, supervised, or supported in the community.

Public safety TJC strategies include

- Implement transition planning during incarceration to facilitate successful transition to the community when the person is released.
- Provide law enforcement with information on which releases from the county's correctional facility (jail) are on probation, subject to curfews, or have other conditions for which police officers can hold them accountable.
- Transition substance abusers directly to outpatient or residential substance abuse facilities. Every day addicts are sober is a day they will not resort to illegal activities to support their habits and a day they will manage their thoughts and actions to stay out of trouble.
- Provide regular forums to discuss needs of inmates transitioning from jails to communities.

Benefit 2: Cost Effectiveness

The TJC model allows you to use your dollars and your resources in a more cost-effective way by identifying partners for collaboration. Sharing resources can save time and resources—particularly important in times of budgetary constraints. In the long term, collaborative partnerships that reduce recidivism and public health problems add up to substantial savings.

There are many examples of how the TJC model's focus on collaboration can reduce unnecessary costs:

- Partners can conduct joint training and purchase shared resources.
- Partners can coordinate service provision to target interventions for the most appropriate offenders, address service gaps, and avoid service redundancies.
- Community options can be used to intervene with low-risk, high-need people, rather than incarcerating them.
- Efforts for low-risk, low-need individuals can focus on enhancing prosocial engagement within jobs, communities, and relationships, rather than on incarcerating people.

Improved Individual Outcomes

- Enhanced public safety
- Decreased victimization
- Decreased criminal justice system costs
- Reduced recidivism
- Reduced drug and alcohol use
- Reduced homeless shelter use
- Increased obtained and sustained employment
- Improved physical health
- Improved behavioral and mental health
- Fewer emergency room visits
- Increased access to benefits
- Improved use of community resources and community involvement
- Increased family and community engagement
- Increased use of treatment and services that change offender behavior

- Lower recidivism rates can reduce the need for costly jail beds.

Benefit 3: Improved Individual Outcomes

Most individuals in jails have co-occurring needs, so the TJC model is designed to put an infrastructure in place to help motivated individuals effectively address their risk and needs. Such an infrastructure at the agency level benefits recently released individuals who want to take ownership of their transition and recovery plans¹.

Benefit 4: Resource Expansion

“The whole is greater than the sum of the parts” describes the synergy that can occur when agencies adopt the TJC model. Agencies that operate in “silos” that don’t interact with outside partners agencies can’t compete with agency collaboration that pools knowledge and resources from across agencies and organizations. Jails can play a key role in this relationship, offering a framework that reinforces, regularizes, and rationalizes the notion of working together for the good of society.

Goal of the online resource

The aim of this online learning resource is to provide you, our TJC partners and those interested in community transition efforts, with practical information to help you implement the model. **This resource has several purposes:**

- Give an overview of the TJC initiative.
- Help begin the process of implementing a reentry initiative in your community.
- Foster an understanding of the key elements necessary to implement the TJC model.
- Explain basic TJC concepts and terms.
- Provide resources for jail administrators, community providers, elected officials, and other stakeholders.
- Serve as an advocacy tool for community stakeholders interested in gaining support for the model.

Resource Expansion Benefits

- Better coordination and pooling of resources
 - Cross-training
 - Coordinated delivery of services and resources to increase continuity and avoid duplication or conflict
- Increased use of services
 - Co-location of staff from multiple agencies in one place prevents offenders from having to travel to multiple places in a short period of time.
 - Co-location of staff increases continuity of service, consistency of purpose, and delivery of services.
- Case management connectivity
 - A shared data system for tracking individuals and their involvement across multiple agencies and measuring their outcomes
 - A shared responsibility for case management allows the system to use all resources fully from jail to the community, thus enhancing or enlarging the transition service net.

¹ Robinson, M., and G. White. 1997. “The Role of Civic Organization in the Provision of Social Service: Towards Synergy.” Research for Action 37. Helsinki, Finland: World Institute for Development Economics Research.

This online resource is arranged in nine user-friendly modules based on the key components of the TJC model:

Module 1: *Getting Started* introduces the Transition from Jail to the Community Initiative and outlines how to use this online learning resource.

Module 2: *Leadership, Vision, and Organizational Culture* focuses on leadership, vision, and organizational culture in the success of your community's jail transition strategies.

Module 3: *Collaborative Structure and Joint Ownership* provides practical information to help you develop a reentry system where collaboration and joint ownership permeates the transition process.

Module 4: *Data-Driven Understanding of Local Reentry* examines the vital role that reliable data plays in successfully transitioning people from jail to the community, and provides tools and information to help jurisdictions collect and manage data.

Module 5: *Targeted Intervention Strategies* provides an overview of targeted intervention strategies to improve outcomes of people transitioning from jail to the community.

Module 6: *Screening and Assessment* focuses on the importance of identifying the risks and needs of your population as the starting point of any targeted intervention strategy.

Module 7: *Transition Plan Development* emphasizes the elements of an individualized written transition plan that lays out the intervention, treatment, and services for a person in jail and after release based on a prior assessment of the person's risk and needs.

Module 8: *Targeted Transition Interventions* concentrates on the development and implementation of appropriate jail transition strategies and follow-up services in your community.

Module 9: *Self-Evaluation and Sustainability* highlights the use of data and scientific evaluation to understand the effectiveness of interventions and system initiatives, determine their fit within a system of transition and reentry, and highlights strategies to help sustain the Initiative's efforts.

In addition, two key documents, the **TJC Implementation Roadmap**² and the **TJC Triage Matrix Implementation Tool**³ guided the content of this learning resource. The roadmap identifies the tasks, subtasks, participants, and associated milestones and products for implementing the TJC model. The Triage Matrix Tool outlines implementation considerations related to the targeted intervention elements of the TJC model.

Additional resources providing more information on the TJC initiative are located at the TJC web site, including the TJC brochure, which provides a brief overview of the initiative and the model

² Available: http://www.urban.org/projects/tjc/toolkit/module1/TJC_Implementation_Roadmap_Toolkit.xls

³ Available: http://www.urban.org/projects/tjc/toolkit/module1/Triage_Matrix.xls

Recommended audience

The recommended audience for this online resource is stakeholders, administrators, and staff working with individuals returning to their communities after discharge from jail :

- Sheriffs
- Jail administrators
- Correction officers involved in transition efforts
- Jail treatment staff
- Community corrections staff
- Reentry coordinators
- Community providers
- Social service providers
- Probation officers
- Pretrial services
- Government officials, including county board and legislative members and staff of the executive branch of local government
- Criminal justice council members

How to use the modules

While each module stands alone, they also build on one another in the order outlined in the TJC model, beginning with system-level elements of the initiative and then moving toward individual-level interventions. We recommend that you begin with Module 2: Leadership, Vision, and Organization Culture and work your way through to Module 9: Self-Evaluation and Sustainability

Each module should take between 20 to 30 minutes to complete and follows the same format:

- **Welcome Page:** includes the module's title, the focus of the module, a quote from a practitioner, average time to read the module, and the recommended audience.
- **Module Objectives:** include the specific information discussed in the module, the titles of each section, and the knowledge you should gain by completing it.
- **The Transition from Jail to Community Model:** visually highlights where the module fits in the TJC model.
- **Content Sections:** provides key information on areas of interest relating to the module's subject matter.
 - **Resources:** provides additional resources with links to content.
 - **Reentry Revisited:** after each section, one or two multiple choice or true and false questions are provided for you to test your knowledge of the information you've read. Your response is anonymous and your answer is not recorded.

- **Summary:** a brief review of what the section covered.
- **Terms Used in the Field:** the last section in each module, where key terms and concepts are defined.
- **Conclusion:** a brief review of the main issues covered by the module as a whole

Module navigation

Throughout the modules there will be words and phrases that are hyperlinked to direct you to documents, other sections of the module, or that pull up “popup” windows with additional information. The hyperlinks are activated by clicking on the highlighted words or phrases.

The development of the TJC online learning resource was informed by the knowledge and expertise of a diverse group of advisors, including jail administrators, sheriffs, social service providers, community and victim advocates, formerly incarcerated individuals, corrections policy experts, and researchers

Authors

Jeff Mellow is a professor in the Department of Criminal Justice at John Jay College in New York. He is a project team member of the National Institute of Corrections’ *Transition from Jail to the Community Initiative*, and site director in Manhattan for the Office of National Drug Council Policy’s *Arrestee Drug Abuse Monitoring Program*. His research interests are primarily focused on improving public safety and public health through successful prisoner reentry. Dr. Mellow has conducted research and evaluations on a wide variety of correctional topics, including halfway back, reentry, and correctional health care programs. He is lead author of *The Jail Administrator’s Toolkit for Reentry* and has recently been published in the *Journal of Criminal Justice*, *Journal of Urban Health*, and *Crime and Delinquency*. Dr. Mellow earned his Ph.D. from the School of Criminal Justice at the University at Albany of the State University of New York. He can be reached at jmellow@jjay.cuny.edu.

Gary E. Christensen has been employed within the correctional field for the past 32 years. Dr. Christensen earned a Ph.D. in Organizational Psychology from Walden University and as part of that endeavor, began to research extensively the premise of evidence-based or outcome-driven practice within a correctional milieu. Dr. Christensen has initiated several innovative correctional programs, including the Dutchess County Jail Transition Program (DCJTP), which has been recognized nationally for significant recidivism reduction and contribution to the enhancement of general public safety. For his contributions to field of corrections, Dr. Christensen received national acclaim being named the 2007 Jail Administrator of the Year by the American Jail Association. As President of Corrections Partners, Inc., Dr. Christensen continues to work nationally with correctional leaders to enhance the implementation of evidence based practice and offer the Applied Correctional Transition Strategy (ACTS), a comprehensive software suite designed to enhance all aspects of jail transition, from assessment to outcome evaluation. He is also a Professor of Management, Leadership, and Organizational Psychology at the University of Phoenix, School of Advanced Studies, an Adjunct Professor at Marist College, and qualified as a Master Police/Peace

Instructor by the State of New York. Dr. Christensen can be reached at gchristensen@correctionspartners.com.

Kevin Warwick began working in the field of Criminal Justice in 1981 and has nearly 30 years of experience working for a 2,000-bed county corrections facility. As assistant superintendent of community corrections, Mr. Warwick managed 15 community-based programs, including three partnership programs with probation, parole, and numerous community-based providers. In 1986, he designed and directed the first day reporting center in the country with the Hampden County Sheriff's Department in Massachusetts. Mr. Warwick has worked with jurisdictions all around the country in 48 states developing reentry programs, jail overcrowding programs, and management solutions. He has published numerous articles on community corrections, jail treatment, and reentry programs. Mr. Warwick has a master's degree in social work from University of Connecticut and is an adjunct professor at Western New England College, the University of Massachusetts and Community College of Vermont. He received the Jim Justice Professional Excellence Award in May 1994, presented by the Corrections Association of Massachusetts. Mr. Warwick is the president of Alternative Solutions Associates, Inc., providing various consulting services including training, development, evaluation of local criminal justice systems, and program design and development. He can be reached at warwickevin@msn.com.

Janeen Buck Willison is a Senior Research Associate in the Justice Policy Center at the Urban Institute. She has more than a decade of experience managing and directing complex multi-site fieldwork studies of youth and adult populations, including studies which employ experimental (random assignment) and quasi-experimental designs and performance measurement frameworks. Her research focuses on diverse juvenile and criminal justice issues including specialized courts, delinquency prevention, mental health interventions for offenders, faith-based re-entry programs, and the link between substance abuse and crime. She currently serves as Principal Investigator for a NIJ-sponsored study of faith-based reentry programs, and as Evaluation Director for the Transition from Jail to Community (TJC) initiative; she also participates in a number of other evaluation efforts focused on interventions for substance-using and mentally ill individuals involved with the criminal justice system. Ms. Buck Willison is a graduate of Hood College and holds a Master's degree in Justice, Law and Society from American University in Washington, D.C. She can be reached at jbuck@ui.urban.org.

Contributors

The authors would like to thank the following individuals for their assistance in the development of this resource:

Kevin Barnes-Ceeney, former probation officer for the South Wales Probation Service and doctoral student at John Jay College of Criminal Justice, for all of his help in drafting the reentry revisited questions, section summaries, and resource content. His field experience and insights managing high-risk offenders was a great benefit when drafting the modules.

Jesse Jannetta, Allison Dwyer, Amy Solomon, and Diana Brazzell at the Urban Institute for their tireless efforts in reviewing each module and providing excellent feedback.

We would personally like to thank our Transition from Jail to Community core team members in each of the following six counties for their time, effort, and commitment in implementing the TJC initiative

Davidson County, TN

Jeaneice Shearon, TJC Site Coordinator and Re-Entry Coordinator, Davidson County Sheriff's Office
Carla Brookins, Re-Entry Specialist, Davidson County Sheriff's Office
Gerry Ivy, Re-Entry Specialist, Davidson County Sheriff's Office
Melinda McDowell, JMS Database Program Manager, Davidson County Sheriff's Office
Paul Mulloy, Director of Programs, Offender Reentry Center
Davidson County Sheriff's Office
Carmen Turks, Re-Entry Specialist, Davidson County Sheriff's Office
Chuck Willis, Pretrial Manager, Davidson County Sheriff's Office

Denver, CO

Shelley Siman, TJC Site Coordinator and Program Coordinator, Denver Crime Prevention and Control Commission
Shirley Beye, Diversion Officer, Life Skills Program, Denver Sheriff Department
Lisa Calderon, Director, Community Reentry Project
Cathie Dunphy, Denver Crime Prevention and Control Commission
Angela Hardin, Case Manager, Community Reentry Project
Regina Huerter, Executive Director, Denver Crime Prevention and Control Commission
Carol Lease, Executive Director, Empowerment Program
Michael Than, Major, Denver Sheriff Department
Paul Oliva, Captain, Denver Sheriff Department

Douglas County, KS

Shannon Murphy, TJC Site Coordinator and Reentry Director, Douglas County Sheriff's Office
Mike Caron, Programs Director, Douglas County Sheriff's Office
Deborah Ferguson, Adult ISP Officer III, Douglas County Community Corrections
Wes Houk, Sergeant, Douglas County Sheriff's Office
Marciana Vequist, Senior Therapist for Adult Outpatient Services, Bert Nash Community Health Center
Norm White, Customer and Community Affairs, Kansas Department of Social and Rehabilitative Services

Kent County, MI

Rob Steele, TJC Site Coordinator and Inmate Services Director, Kent County Correctional Facility
Ross Buitendorp, Clinical Director, Network 180 Addiction Services

Dave Anderson, Captain, Kent County Sheriff's Office
Randy Demory, Captain, Kent County Correctional Facility
Barb DeVos, Community Corrections Planner, Office of Community Corrections
Jack Greenfield, President/CEO, Arbor Circle
Andrew VerHeek, Community Corrections Planner, Office of Community Corrections

La Crosse County, WI

Jane Klekamp, TJC Site Coordinator and Manager, Chemical Health and Justice Sanctions, La Crosse County Human Services
Vicki Burke, Chair, Judiciary and Law Committee, La Crosse County Board of Supervisors
Doris Daggett, Captain, La Crosse County Sheriff's Department
Mike Kiefer, Programs Coordinator, La Crosse County Sheriff's Department
Mary Kay Wolf, Executive Director, YWCA La Crosse

Orange County, CA

Dominic Mejico, TJC Site Coordinator, Inmate Services Administration Manager, Orange County Sheriff's Department
Greg Boston, Administration Manager II, Inmate Services, Orange County Sheriff's Department
Melody Cantrell, Inmate Re-Entry Supervisor I, Inmate Services, Orange County Sheriff's Department
Sharron Gibson Casler, Director, Inmate Services, Orange County Sheriff's Department
Geoffrey Henderson, Senior Program Director, Phoenix House Orange County
Stacey McCoy, Assistant Division Director, Orange County Probation Department
Robert Rangel, Director, Program Division/Public Information Officer, Orange County Probation Department
Heather Wroniak, Research Analyst, Inmate Services, Orange County Sheriff's Department

We would also like to thank the following agencies and their representatives for contributing transition materials and information for this online learning resource

Greg Chanis
County Administrator
Sullivan County, New Hampshire

Ross Cunningham
Superintendent
Sullivan County Department of Corrections
Claremont, New Hampshire

Kathleen Coughlin
Deputy Commissioner for Programs &
Discharge Planning
New York City Department of Corrections
New York, New York

Randy Demory
Captain
Kent County Correctional Facility
Grand Rapids, Michigan

James Harns
Commander
Snohomish County Department of
Corrections
Snohomish, Washington

Nancy Jacobs
Director
Criminal Justice Research & Evaluation
Center
John Jay College
New York, New York

Stefan LoBuglio
Chief
Pre-Release & Reentry Services
Montgomery County Department of
Correction & Rehabilitation Pre-Release
Center
Rockville, Maryland

Martha Lyman
Director of Research
Hampden County Sheriff's Department
Ludlow, Massachusetts

Sheriff Ken McGovern
Douglas County Sheriff's Office
Lawrence, Kansas

Paul Mulloy
Director of Programs
Offender Reentry Center
Davidson County Sheriff's Office
Nashville, Tennessee

Shannon Murphy
Reentry Director and TJC Site Coordinator
Douglas County Sheriff's Office
Lawrence, Kansas

Rick Roney
Chair
Santa Barbara County Reentry Committee
Santa Barbara, California

Shelley Siman
Program Coordinator
Denver Crime Prevention and Control
Commission
Denver, Colorado

Frank Squillante
Assistant Chief
New York City Department of Corrections
New York, New York

Brie Williams
Medical Doctor
San Francisco Veterans Affairs Medical
Center
San Francisco, California

And finally, a special thank you to our active partners **Kermit Humphries** and **Jim Barbee** at the National Institute of Corrections (NIC) for the support and hours of expertise they have contributed to the *Transition from Jail to Community* Initiative and the development of the TJC online learning resource. Their commitment to this project along with NIC Director **Morris Thigpen**, NIC Research and Evaluation Chief, **Chris Inness**, and NIC Jail Division Chief, **Virginia Hutchinson** cannot be overstated.

This project was supported by Cooperative Agreement No. 09K110GJY4, awarded by the National Institute of Corrections. The National Institute of Corrections is a component of the Federal Bureau of Prisons. Points of view or opinions in this Toolkit are those of the authors and do not represent the official position of the United State Department of Justice.

References

Robinson, M., and G. White. 1997. "The Role of Civic Organization in the Provision of Social Service: Towards Synergy." Research for Action 37. Helsinki, Finland: World Institute for Development Economics Research.

For more information

The TJC Implementation Toolkit Launch recording and PowerPoint presentation for additional information on how to use the Toolkit are available online at: .

<https://nic.webex.com/ec06051/eventcenter/recording/recordAction.do?theAction=poprecord&actname=%2Feventcenter%2Fframe%2Fg.do&apiname=lsr.php&renewticket=0&renewticket=0&actappname=ec06051&entappname=url01071&needFilter=false&&isurlact=true&entactname=%2FnbrRecordingURL.do&rID=40342852&rKey=2a501dff88085535&recordID=40342852&rnd=1513790458&siteurl=nic&SP=EC&AT=pb&format=short>