
SECOND CHANCE ACT PRISONER REENTRY INITIATIVE CFDA
#16.202

STANDARD FORM 424

Name and agency info, contact info

Sheriff Bill Brown

Santa Barbara County Sheriff's Department

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Santa Barbara, California 93110

Descriptive title of applicant's project

We are proposing service delivery enhancement of the Santa Barbara County Reentry Initiative, which includes expansion of the Sheriff Treatment Program (STP) at the jail and a day reporting center for offenders nearing the end of their sentence. The goal of both of these programs is to provide treatment services for offenders under jail supervision in order to better prepare offenders for transition to the community. Reentry Clinicians, a Discharge Planner and a part time Job Developer will be hired to enrich the existing reentry system. Offenders will have opportunities for reentry services, through the STP and while participating in the work release or day reporting center program. There is also funding for a small number of transition beds for inmates who will transition into long term treatment beds at the time of release. This "step down", evidenced-based process will facilitate seamless transitional release of offenders and link them to essential services in the community. This reentry systems model, based on partnership with community-based providers, should promote the safe and successful reintegration into the community and ultimately reduce recidivism rates.

(Authorized signatures)

FORM - Assurances – Non Construction Program

FORM - Disclosure of Lobbying Activity

1. STATEMENT OF THE PROBLEM

The target population for this program will be sentenced adult offenders who are returning to the community from the Santa Barbara County, California jail facilities, with a background of alcohol and drug abuse that has led to criminal offenses and are considered a high risk for reoffending. Santa Barbara County has three correctional facilities. The Main County Jail holds pre-trial detainees and sentenced offenders. The Average Daily Population (ADP) in the Main Jail was 686 in 2007. The Santa Maria Jail is a Type 1 Facility (offenders can be held up to 96 hours) and in 2007 had an ADP of 155. The Medium Security Facility in Santa Barbara has 256 beds. Offenders in the alternative sentencing programs during 2007 averaged 389 and the Medium Security/Honor Farm had 267 ADP. This brings the grand total ADP for the Santa Barbara County Custody Division to 1265 in 2007. The number of offenders returning to the community from these facilities totals 18,148. The 2008 Sheriff's Blue Ribbon Commission on Jail Overcrowding concluded that 85% of our jail populations are substance abusers and that 29% of our population are mental health clients, many of whom have co-occurring substance issues. During FY 06/07, there were 1,038 mental health episodes in the Santa Barbara County Jail facilities (from 755 offenders). 77% of those were male, 33% were female. Numerous efforts have been made by the Santa Barbara County Sheriff's Department and Mental Health Services (ADMHS) to address this growing issue. ADMHS' substance use treatment system has identified the need to provide services to the substance using offender, demonstrated by a 56% admission rate of referrals from the local criminal justice system. The Blue Ribbon Commission (BRC) had the following recommendations: "It is important that Santa Barbara County have sufficient jail capacity to incarcerate those who break the law. However, the assumption that time

in jail will motivate and enable a person to abandon his or her criminal behavior upon release is certainly called into question by a 70% recidivism rate. Further, the BRC believes that without investment in intervention, prevention, and recovery programs, no reasonable or affordable jail capacity will be sufficient to solve this problem.”

Over the past 30 years the Santa Barbara County Jail has experienced an array of overcrowding problems which has resulted in a court order to limit the number of offenders in the facility. The county has implemented a series of strategies and programs to address these issues. With court authorization in 1989, the Sheriff instituted an **early release program**. In the past 8 years (1999-2007), 14,150 inmates have been afforded this option; less than 1% were considered failures of this release mechanism. The **Electronic Monitoring** program has been in effect since 2002. During 2007, 1784 offenders participated in this program, with an exceptional statistic of only .04% failures. The **Sheriff's Work Alternative Program** (SWAP - established in 1984) allowed 1494 offenders to work at local job sites and reside at home during 2007. Only 84 of those offenders were considered failures. These programs are continually assessed as to their effectiveness in population management, and redesigned to further their goal of reducing overcrowding. Continual collaboration with Probation, Alcohol, Drug and Mental Health Services, and other agencies occurs in an effort to maximize efforts to ease overcrowding. The Courts have implemented intensive supervision programs, drug court, and other alternative incarceration programs. A Substance Abuse Treatment Court was implemented in 1995 in an effort to reduce recidivism and substance abuse among non-violent offenders by providing early, continuous and judicially supervised treatment, mandatory drug testing, and graduated rewards and sanctions in a rehabilitative program that holds participants accountable for their action.

Former Santa Barbara County Sheriff Anderson submitted a request for a Justice System Assessment (JSA) to the National Institute of Corrections Jail Center. Recommendations from this undertaking included the need for an objective classification system to provide a valid risk assessment tool; the need for suitable mental health beds in the community; the need for a facility in the northern part of the county; and a recommendation for implementing a day reporting center program with a strong treatment component (April 2006). The present proposal will fill in some gaps in the present system.

At present there are three major cities - Santa Barbara, Lompoc, and Santa Maria within Santa Barbara County. In recent years, the north county, including Santa Maria and Lompoc, has experienced an increasing number of the inmates being admitted to the jail. There are only limited jail services in the north county, and they have extremely limited facility space for long term confinement. The current Sheriff is working on a State/County partnership to build additional beds in Santa Maria.

Existing Services

The Santa Barbara County Sheriff's Department (SBCSD) has developed several best practice programs over the past 15 years in its existing facilities. The services work in conjunction with detention alternatives as an integrated transition plan for all inmates as they return to the community. As studies have shown, sanctions without services have a minimal effect on recidivism. Contrary to the trend that many jails provide only custody, the Santa Barbara County Sheriff's Department has been a leader in offering programming designed to assist offenders in addressing criminogenic needs, thereby reducing recidivism. The Sheriff's Department has actively participated in reentry training for several years, including those offered through the American Jail Association and The National Institute of Corrections. The Department is also a

key participant in the National Institute of Corrections Transition from Jail to Community Project. This project is a three-year plan to develop a *reentry model for jails* across the United States.

Since 1989, the Santa Barbara County Jail has **contracted with treatment providers to deliver substance abuse counseling and release planning**. Women’s programs for substance abuse treatment were implemented in 1997. The **substance abuse treatment program** provides for intensive treatment for offenders with addiction issues, in preparation for their transition back to the community. Additionally, upon release from jail, the Sheriff’s Staff provides **transportation of the offenders to the treatment facility** in an effort to support and encourage their rehabilitation. The Sheriff’s Department **partners with Santa Barbara City College for instructional programs and support services** to inmates. The educational classes offered include Adult Basic Education, General Education Diploma training, English as a Second Language, Adult High School Instruction, Basic Computer Skills, Life Management Skills, and Vocational programs in the areas of culinary arts, SafeServe certification, maintenance/welding, and a print shop. Santa Barbara City College also offers a special **STEP/Jail Program Advisor** who counsels inmates on the availability of post-release educational/vocational opportunities. The Santa Barbara Jail is one of only two jail facilities in the state of California designated as an official GED testing site. Santa Barbara County’s **Reentry Project**, in operation since November 2005, provides a structured program for the reentry of state prison inmates who are identified with certain needs and helps guide their transition into the community from prison. The **Sheriff’s Treatment Program (STP)** is in its thirteenth year of operation. The STP offers an introduction to social model recovery, including individual counseling, group process, release

STP 2008
618 Inmate Participants
262 Men: 198 completed/165 entered treatment
356 Women: 267 completed/160 entered treatment

planning, relapse prevention, an introduction to the 12 Steps, and Anger Management/Life Skills education. In 2008, STP was honored by the CA Association of Counties in recognition of its exemplary record of professional and civic service.

Since 1990, the Sheriff's Department and County Alcohol, Drug and Mental Health Services (ADMHS) have worked closely and cooperatively to bring basic **treatment to mentally ill offenders** in the jail, with 3.0 FTE Mental Health clinical and medical staff working within the jail to attend to these needs. A key to this collaboration is a contract between the Sheriff's Department and ADMHS for the direct transfer of inmates to the County's Psychiatric Health Facility for hospitalization.

The Santa Barbara County jail also uses a wide array of **risk based assessment** tools that provide for pre-trial and post incarceration release options for inmates at the jail. Once it is determined that an individual will remain in custody, a risk assessment is completed on each offender to determine security level and jail placement. Santa Barbara County has developed a risk-based system in order to move offenders back into the community under the Sheriff's supervision - such as through the Sheriff's Work Alternative Program and the electronic monitoring program. The early release programs provide for advance discharge of offenders based on the census of the jail, and an inmate's ability to meet specific low-risk criteria. At present a risk/needs assessment (such as the LSI-R) is not being utilized. Upon admission, inmates receive a mental health screen by the medical department when they conduct their medical intake. **Mental health assessments** are conducted on identified offenders to determine the risk for violence/victimization and referred to inpatient psychiatric care. The psychiatrist will compile a psychiatric evaluation when necessary. The **Addiction Severity Index** is an assessment tool utilized when an offender enters the substance use treatment program within the facility. The

California Outcome Measure System (completed upon entry and release) assesses the offender's progress within the program. Since 2007, the Sheriff's Office has been collaborating with the Probation Department, and ADMHS to design and implement a Day Reporting Center concept in Santa Barbara County. The "Community Corrections Center" will provide a highly structured program for the reentry of offenders into the community accompanied by specialized treatment with supervision. This includes utilization of a crisis center for mental health, drug and alcohol treatment services at any time. The SBCSD brings to this proposed model their commitment to an evidence based reentry process as demonstrated by the fact that they are currently providing intensive treatment for offenders, they have originated a number of alternative programs to move offenders back into the community, staff is highly trained in best practice models, and there is strong collaboration with community providers and local criminal justice agencies. Funding through the Second Chance Act would address gaps in the current system. Although most of the components are there, it is not a fully integrated step down model - in that inmates do not progress down through all phases of the program until release. There are limited treatment services in the work program and the electronic monitoring program, and there is not a discharge planning effort with dedicated staff focused on transitioning offenders into the community.

Data collection and analysis has been statistically oriented rather than process or outcome focused. With the new reentry system in place, this analysis will include the performance outcomes, and a review of the entire planning and implementation phase, in an effort to continually improve upon on the design and develop the model for replication around the country.

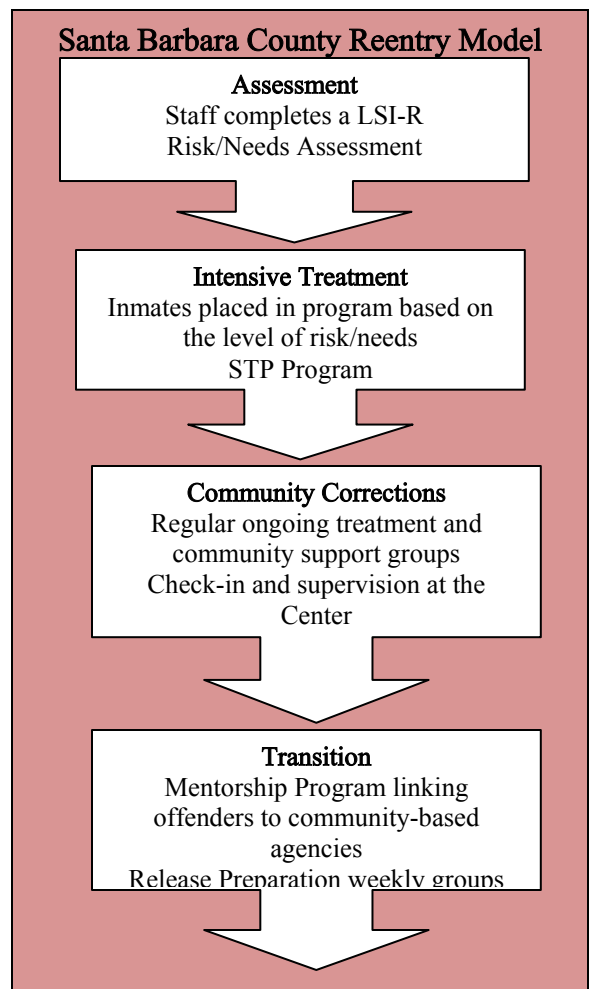
2. PROGRAM DESIGN AND IMPLEMENTATION

Please see Attachment 3: Reentry Strategic Plan for a detailed description of the Reentry Strategic Plan including 5 year performance outcomes, and a design for sustainability. The Reentry Strategic Plan lists the numerous representatives from the County government, local nonprofits, and community stakeholders that are involved in this process through participation on the Santa Barbara County Reentry Steering Committee. The Reentry Strategy Plan (Attachment 3) delineates the Committees' responsibilities and ongoing activities, including the plan for data analysis, pooling resources and seeking potential funding streams.

This reentry system is fully supported and has been approved by the County Administrator, the County Commissioners, and the Reentry Steering Committee. As detailed in the program design, the SBC Jail is vital to the project. The Santa Barbara County Sheriff and numerous staff members have been actively involved in learning about best practice models around the country and applying these in their present programs and in the development of the future reentry system.

Key staff has been trained on best practice programs, including communication techniques with inmates, and reentry philosophy. This has been a major paradigm shift from jail operations of recent past.

Proposed Program: An Integrated Model for Reentry Services. The Santa Barbara County model is a multi-phased design to provide services to 500 inmates. This evidenced-based process includes the in-custody Sheriff's Treatment Program (STP) - the initial phase- followed by a day reporting and discharge planning program. The Santa Barbara

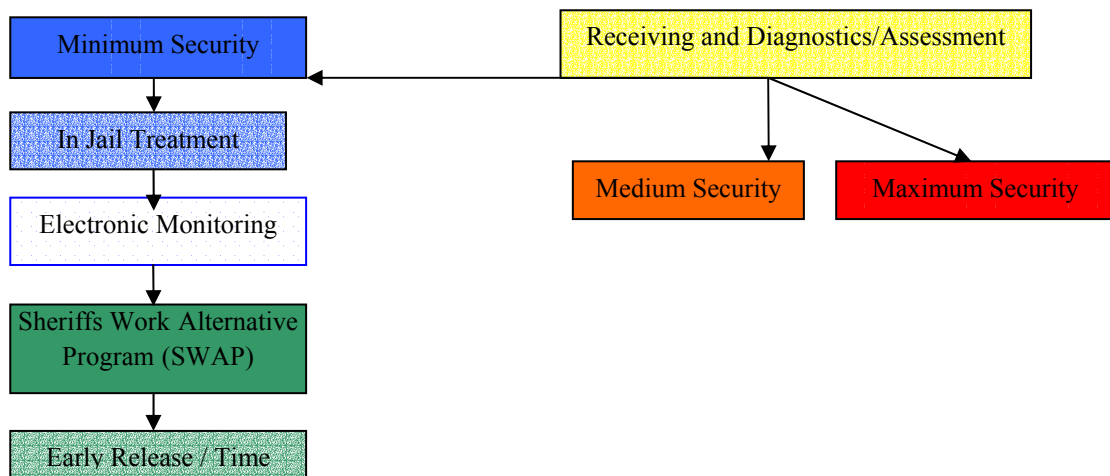


County Jail Reentry Program is designed to implement the principles of effective interventions. Therefore, the proposed Santa Barbara County program will focus on these five major areas of treatment: 1. Cognitive Behavioral Life Skills groups (Thinking for a Change); 2. Substance Abuse groups (Matrix Model, etc.) 3. Job Readiness and Employment; 4. Educational programs (Learning Center Concept); and 5. Housing & Community Reintegration Planning. Participants will work through the four phases of programming: Orientation and Screening, Intensive Treatment, Community Corrections, Transition and Post Release.

In an effort to address the mental health services of participants, Santa Barbara County Sheriff's Department, in concert with the County Alcohol, Drug, and Mental Health Services, proposes to offer a system of care following the principles of the public health model of correctional care – providing mental health services within the first days of incarceration and continuing into the community upon release. The model features five major elements: 1) Early detection and assessment, 2) Prompt and effective treatment at a community standard of care, 3) Prevention measures, 4) Comprehensive education, and 5) Continuity of care in the community via collaboration with local providers. Replicating some of the existing components of the current County collaborative, the inmates would receive screening, evaluations, medication, assistance in filing for benefits, and other supportive services while in the institution and through the Community Correction Center.

Early Detection and Assessment: First, the Santa Barbara County Jail staff will assess actuarial risk/need. The program is designed to put offenders into the right level of programming based on risk/need. Offenders will be assessed as to their risk/need utilizing the Level of Service Inventory-Revised (LSI-R), the Addiction Severity Index, and the mental health evaluation (where appropriate). Based upon the assessments and the inmate's length of stay, inmates will

be placed within treatment tracks. Low risk offenders (scoring 23 or less on the LSI-R) will be placed in Track 1, which will incorporate a reduced level of treatment services but a full day or work services. Accordingly, SBCSD will have a low risk offender track, a high risk offender track, a high risk dual diagnosed offender track and a female offender track. Programming will be evidenced based, gender specific, and focused on the particular needs of each offender, applying the Responsivity Principle.



Prompt and Effective Treatment: Intensive treatment (STP) is designed for higher risk offenders (scoring a 24 or above on the LSI-R). They will receive a full day of treatment services. The primary treatment focus will be Cognitive Behavioral Therapy with introduction to Twelve Step Theory. Life Skills training will also be incorporated into the program in the form of job skills, conflict resolution, , etc. Inmates will then progress to the Community Corrections Unit with their accompanying services.

Targeted Interventions: The treatment dosage will be a treatment program consisting of residential treatment, work release/aftercare treatment and post release/aftercare. During the time spent incarcerated/work release at SBC Jail inmates will be in treatment or structured activities for most of their daily routine.

Proposed Program Schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9am - 11am	Substance Abuse Group	Substance Abuse Group		Substance Abuse Group	Substance Abuse Group	Unit Work
12pm - 1pm	Lunch/Rec	Lunch/Rec	Lunch/Rec	Lunch/Rec	Lunch/Rec	
1pm - 3pm	CBT Group	Anger Management	CBT Group	Anger management	What is Available for You in the Community	Journal Work
3pm - 5pm	Journal Review	Cognitive group	Anger Management	Journal Review	Health Education Group	
5pm - 6pm	Dinner/Rec	Dinner/Rec	Dinner/Rec	Dinner/Rec	Dinner/Rec	Dinner/Rec
6pm - 8pm	A.A. Meeting	Visits/Rec	Visits/Rec	A.A. Meeting	Recreation	A.A. Meeting

Continuity of Care in the Community via Collaboration with local Providers and Volunteers:

SBCSD has developed a large group of volunteers and community partners for the business of improving reentry services. SB Jail is part of a mid-sized county. The urban areas in both Santa Barbara (south) and Santa Maria (north) require linkage services and support. Church groups have reported that former inmates return to church post release. Post release inmates have inquired about offering self help programming at the Center. Also, SBCSD has partnered with a number of agencies through the committees and also with memorandums of agreement. A memorandum of agreement with the area's largest mental health and substance abuse provider, Santa Barbara County Alcohol, Drug and Mental Health Services (ADMHS) is on file. They have agreed to partner with SBCSD on this and other services.

Transitional Planning: The Discharge Planner, in teamwork with the Clinician and Job Developer, will have a menu of available interventions and services from which to select for inclusion in the Transitional Planning. These interventions and services will address employment, remaining free from drug/alcohol abuse, saving money, and securing adequate living arrangements. Other areas to be addressed depending on the individual include education,

family reintegration, undergoing counseling, addressing medical issues, domestic violence services, financial assistance, and any other identified services required. The Discharge Planner will draw on the resources of the Santa Barbara County area, and refer clients to agencies that provide appropriate services.

Community Corrections: The program will allow for transition from the intensive treatment program into Community Corrections. Offenders will have increasing contact with the community as they transition. The Santa Barbara County Jail will provide for transition programs for offenders as they acclimate back into the community. They will include Cognitive Based groups, Job Development Services, Anger Management, Life Skills programs, Relapse Prevention programs.

Transition and Post Release: Depending on circumstances and performance, some offenders will transition to day reporting or electronic monitoring status. They will reside at home and continue to participate in treatment both at the program and in the community. Some offenders will transition from work release to probation. In all cases offenders will participate in an aftercare group that will be coordinated with community providers and other agencies.

Step Down Model: The goal of this initiative is to provide a full continuum of services through the local criminal justice system in Santa Barbara County. A continuum of sanctions and treatment services will provide beds needed at the Santa Barbara County Jail. This requires a coordinated effort by all parties through the criminal justice system. As outlined, this reentry system is ideally designed for replication in other mid sized communities. The model has simple components that can be tailored to the specific community's needs. The combination of evidence based treatment while in jail, followed by supportive transition into the community is instrumental to this model.

Provision for Analysis of Data: SBCSD has partnered with the Santa Barbara Community College to assist with evaluating the program process and outcomes. Additionally, Alternative Solutions, Inc. (ASAI) will assist with program development, implementation, evaluation, and performance outcome studies and will report such findings to the Reentry Task Force. This information will be utilized to further improve the process, making recommendations and adjustments as necessary. Evidence based methodology is detailed in the Performance Outcome Measures in Attachment 3. This includes the primary goal of reduction in recidivism, and intermediate outcomes such as a decrease in institutional disciplinary problems, program completion, improvement in employment opportunities, provision of substance abuse treatment and accompanying reduction in substance use, improvement of community linkages, and a reduction in probation violations post-release.

This model allows for the flexibility to move people into the appropriate treatment level and thus targets all sentenced offenders. The Community Corrections Center will supervise minimum to medium level offenders. By targeting risk, need, and length of sentence, nearly all sentenced offenders will be eligible for the program. Often in these cases, offenders will end up serving a shorter sentence. It should be understood that those offenders not eligible for the intensive treatment component will still be provided some services.

Describe proposed ongoing activities of Task Force: The Reentry Strategic Plan (Attachment 3) outlines the oversight structure of the Task Force and its working groups. The Attached Timeline reflects how the Reentry Initiative will be implemented and executed; the Performance Outcome Measures (for five years) delineate a process for monitoring and evaluating the reentry process tied to the service delivery. Through the measurement of outcomes, the Task Force will

continue to analyze any hurdles or barriers that may impact reintegration. SBCSD is cognizant of the fact that measurement of outcome is imperative in determining what works.

3. CAPABILITIES/COMPETENCIES

Describe the management structure and staffing of the project: The program will be under the supervision of the Sheriff and staff of the Santa Barbara County Jail. The Reentry Clinicians, Discharge Planner, and Job Developer will report to the Lt. of Planning and Programming at the Santa Barbara County Jail. This system model will receive support and advisement from several community partners and the advisory groups.

Identify agency responsible and grant coordinator: The Santa Barbara County Jail will be responsible for the day to day operations of the program and the grant. The Santa Barbara Sheriff's Chief Financial Officer will be responsible for the fiscal coordination of the program. These agencies will work with the Santa Barbara County Reentry Project Steering Committee to ensure this project develops as a reentry system. Alternative Solutions Associates, Inc. will work with the Steering Committee, assisting with the implementation process and reporting back to the committees on the project.

Capability to implement the project – including data analysis: The Santa Barbara County jail uses the Document Scanning Solutions, Inc. (DSSI) Jail Management System. This software has the capability of collecting the data needed to support a full analysis of the outcomes measures described herein. SBCSD staff has been constructing a best practice model for reentry for the last three years. They have worked on such issues as building a culture for reentry, as well as providing for new staff with the skill set to implement the model.

Structure to match the staff needs necessary to accomplish plan: As noted in the committee structure detailed in Attachment 3: Reentry Strategic Plan, the County has endeavored to develop

a fully integrated system of reentry which is supported by local treatment providers, the County Attorney, the Public Defender and the Judges, as well as local law enforcement. This model was developed by the group and ownership of the model is held by all stakeholders. This project has the full support of the County Administrator and the County Board of Supervisors. The County will also utilize the consulting services of Alternative Solutions Associates, Inc. (ASAI) to facilitate the process of implanting the model. ASAI has been involved in the implementation of reentry models throughout 48 states; the ASAI President is on the staff of the NIC Transition from Jail to Community project.

IMPACT/OUTCOMES

Impact of strategy once implemented: This strategy will assist the County in reducing the need for jail beds in the community by enhanced treatment and supervision. Again, the key here is that the County has worked together on the development of the model and this has not been championed by one agency. Most importantly, this strategy clearly fits into the overall strategy of the County who has been working on the design and development of a reentry center for the past several years. This is in an area where all of the surrounding counties have been building large new jails. This represents a shift in the operational paradigm for this County from incarceration to a series of options that includes enhanced community interventions.

What data and information will be collected; data collection methods: In addition to the routinely collected identifying information and background histories, data will be collected regarding identifying risks/needs at the time of intake, program participation and performance. Specific project information gathered will include the number of offenders added/released during reporting period, total number of offenders in the initiative, the number of offenders resentenced to prison with new conviction(s), the number of those program participants who have violated

the conditions of their release, the number of participants securing employment, the number enrolled in educational program, the number securing housing, the number of offenders assessed as needing substance abuse services and the number actually enrolled in services, the number of offenders assessed as needing mental health services, and the number of those receiving mental health services, the number of offenders that were re-assessed regarding substance use (drugs/alcohol) and the number reporting to have reduced substance use (drugs/alcohol), and any other information deemed necessary for monitoring and evaluating the reentry system. The data collection process will be facilitated by Jail Management software developed by DSSI. Data will be collected and compiled by jail staff. ASAI will work with Santa Barbara jail staff to ensure necessary information is collected. Furthermore, ASAI will perform an independent evaluation of the reentry process to determine the effectiveness of the process developed within the scope of the project. ASAI has worked with Santa Barbara during the development of the reentry system during the last three years and will continue to support the development of the model.

How collaborative partnerships will be leveraged for long-term support and resources: The model has the full support of the local legislators and County Board of Supervisors - which will continue well into the future.

Integration into state/local justice system plans/commitments: Representatives from both the county and the state justice systems have provided input and support for the model. Other entities within the state as well as other counties have expressed an interest in the model developed by Santa Barbara County. However, at the time of this application, none have advanced to the level of progress made by Santa Barbara County.

Financially Sustainable: This program will save the county millions in construction costs by reducing the need for additional beds. The ability to implement a treatment and reentry systems

approach is at the core of this initiative. The County will measure both program outcomes and the cost savings of this program over the next several years. The cost benefits of this program design should become apparent to the County Board of Supervisors and the community.

Method/strategy for tracking offenders up to 3 years after release, expected long-term results:

The STP Alumni Association meeting is held the second Monday of the month. On average, eighty (80) to one hundred (100) graduates of STP attend this dinner and meeting. Participants are both male and female, and many have been out of custody for seven or eight years. Offenders in general spend a minimum of two years on probation after completion of the program and there is a strong working relationship with Probation in order to gain access to former participants. The JMS system and criminal history data will also be available to monitor re-offense data. Some of the expected long term results for this system include a reduction in recidivism rates, better use of jail beds and resources, improved coordination between the jail and community based organizations.

BUDGET AND BUDGET NARRATIVE – ATTACHMENT 2

In-kind matching funds of \$106,162 include a portion of the staff costs for one Custody Deputy Lieutenant @ 15% or \$23,530. This is a collateral assignment in order to provide day to day management of the overall program. The cost of rent and utilities in the existing county building, at \$82,500 will be provided by Santa Barbara County.

The County's **25% cash matching funds** (\$106,162) will be supplied by the Sheriff's Office; via the County Inmate Welfare Fund 075. These costs include consultant services through Alternative Solutions Associates, Inc. (\$34,500 for 77 days of consulting time - \$450 per day, and \$5500 for travel - including 4 on site trips for service.) The consultant will assist in the program development, staff training, data collection and analysis, and best practices implementation for the Reentry Program. Other expenses that will be paid through the cash matching fund include phones at \$800 and provision of a copier/fax machine. Staff travel, additional training, and electronic monitoring devices for the portion of the population transition into the community are other operational costs paid with cash matching funds.

The proposal has targeted \$137,500 for project personnel. This includes one full time discharge planner, 1.5 FTE substance abuse clinicians, and a part time (.25 FTE) job developer. It also sets aside funding for short term transitional housing beds for participants who are awaiting sober living or treatment facility beds. These transitional housing beds are estimated at 1400 bed days per year at approximately \$20.00 per day, including two meals; the total cost is \$32,850. The proposal also includes funding for Alternative Solutions Associates to help with the

development, monitoring, and evaluation of Performance Outcome measures. Funding of \$34,000 is requested for the purchase of Life skills, Job Assessment and Job Development curriculum and curriculum training, drug testing supplies and program materials, including instructional equipment such as a DVD player. \$3,000 has been budgeted for staff travel expenses and \$1500 for the purchase of the LSI-R risk/needs assessment tools.

The **Federal share** of funds requested for this Reentry project is **\$208,850**.

Type	Amount
In-Kind Match	\$106,030
25% Cash Match	\$106,162
Subtotal from County	\$212,192
Federal Award Requested	\$208,850
Total Project Cost	\$421,042

Timeline:

Project Goal	Objective	Activity	Completion Date	Responsible Person
Hire Staff	To develop of pool of candidates available for selection process	Advertisement, recruitment for positions	Weeks 4 - 6	Lt. of Planning and Programs
	To select candidates	Interview Process	Weeks 3-4	
	To finalize candidates; offer positions	Conduct background checks, references	Weeks 4-5	
Program development	To integrate these new elements into the long plan reentry system plan	ASAI, SB Jail and the reentry committee work together to finalize plans for implementation	Weeks 1-2	Lt. of Planning and Programs
Training for newly hired staff	To begin team building, receive overview of SBCSD, cross train in other programs, community networking	Orientation beings	Week 5	Lt. of Planning and Programs
	To ensure staff is knowledgeable as to the mission, goals, and daily operation of the Reentry program	Review policies and procedures, specific training regarding security, programming	Weeks 5-6	
	To ensure staff well prepared gender specific issues	Gender Specific Training	Weeks 6-7	
	To have all newly hired staff certified in 1 st Aid, CPR, crisis intervention, knowledgeable in all emergency procedures, etc.	Safety training	Weeks 6-7	
Facility Readiness	To have facility ready for occupancy	Complete minor renovations, sprinkler system and alarms installed	Weeks 1-12	Lt of Planning & Programs
Revise Policies/ Procedures Manual & Handbook	To have a Final Draft of policies and procedures ready for staff training, utilization	Complete revised draft of Policy & Procedure Manual	Weeks 4-5	Lt of Planning & Programs
Reentry Services Program Opens	To have SBCSD Reentry Program operational	Facility ready, staff ready, referral process activated	Week 12	Lt of Planning & Programs

Job Title: Substance Abuse Clinician

Reports to: Lt. of Planning and Programming

The Substance Abuse Clinician is responsible for assessment and treatment of program participants. The Substance Abuse Clinician facilitates groups and provides individual case management for clients in the program. The Substance Abuse Clinician are responsible for ongoing support, follow-up and strict supervision according to program procedure.

Essential Duties and Responsibilities

- Developing professional relationships with community treatment providers
- Facilitating substance abuse education and treatment groups consisting of those skills needed for participants to maintain a drug and alcohol free lifestyle
- Providing substance abuse assessment and initialized treatment plans
- Acting as liaison to community individuals and organizations and representing the program and agency in a professional manner
- Keeping the Program Manager informed of progress and all developments
- Providing referrals to detoxification centers and long-term treatment centers as needed
- Counseling, assisting, supporting and providing advocacy to participants
- Collaborating with team members to ensure that participants' goals are met
- Networking with other treatment and social service agencies including other vendors, service providers, human service forum etc.
- Maintaining participants' records according to program procedure and complete all required paperwork in a timely manner
- Performing other related duties as required

Qualifications

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or abilities required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

Education – Bachelor's Degree in education, rehabilitative counseling, counseling, or human services from an accredited college or university; LADAC preferred

Minimum of two years of supervised counseling or equivalent combination of education and experience;

Must have a valid driver's license with reliable transportation; and

Must have knowledge of the community and community treatment providers.

Job Title: Discharge Planner

Reports To: Lt. of Planning and Programming

Summary The Discharge Planner is primarily responsible for documenting client progress and adherence to the Discharge Plan (vocational goals, substance abuse, educational goals, family goals, behavioral goals, etc.).

Essential Duties and Responsibilities include the following. Other duties may be assigned.

- Conducting orientation and assessment using motivational enhancement strategies.
- Preparing discharge plans based on assessments outputs.
- Delivering case presentations.
- Providing recommendations for the coordination and sequencing of program services.
- Recognizing and addressing ambivalence and resistance and helping client maintain motivation to change.
- Coordinating referrals to community-based services.
- Conducting booster sessions based on client needs.
- Monitoring client behaviors and implementing program behavior management system on a consistent basis.
- Serving as a role model to clients and staff modeling pro-social behaviors.
- Preparing monthly reports and discharge planning reports that are accurate and prepared in a timely manner.
- Remaining current on research and literature reviews with “what works” in changing offender behavior and recidivism reduction.
- Establishing appropriate boundaries with client and significant others.
- All other duties as assigned by Supervisor.

Qualifications

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or abilities required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

- Education – Bachelor's degree (B. A.) in Human Services or related field with two years experience in conducting assessments and case management functions.
- Knowledge of criminal justice and court systems.
- Good oral and written communication skills
- Demonstrated ability to interact with people of diverse backgrounds.
- Valid driver's license
- Must have knowledge of the community and community treatment providers

Job Title: Job Developer (part time)

Reports To: Lt. of Planning and Programming

Summary The Job Developer is primarily responsible for developing and maintaining community resources for referral of vocational and employment services.

Essential Duties and Responsibilities include the following. Other duties may be assigned.

- Prepare, plan and facilitate individual and group training sessions with integrity and fidelity to curriculum/manual.
- Meet with clients individually to ensure understanding of content of services.
- Demonstrate clear, accurate and concise written and verbal communication.
- Conduct make-up sessions for clients.
- Recognize and address ambivalence and resistance and help clients maintain motivation to change.
- Utilize cognitive-behavioral approaches.
- Offer concrete problem solving and engage clients in skill building.
- Recognize anti-social thinking, feelings and actions and demonstrate and reinforce concrete alternatives.
- Monitor client behaviors and implement program behavior management system on a consistent basis.
- Remain current on research and literature reviews with “what works” in changing offender behavior and recidivism reduction.
- Serve as a role model to clients and staff by modeling pro-social behaviors.
- Assist in the development and implementation of Discharge Plans.
- Conduct assessments as needed.
- Provide timely and accurate file documentation.
- Participate in quality assurance review of groups and client sessions.
- Solicit client satisfaction feedback.
- Establish appropriate boundaries with clients and significant others.
- All other duties as deemed necessary by Supervisor.

Qualifications To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

- Bachelor's degree (B. A.) plus three years experience in the social services field and/or employment services.
- Minimum of three years experience in teaching, training and/or group facilitation.
- Highly developed oral and written communication skills.
- Valid driver's license

Reentry Strategic Plan:

The Santa Barbara County Reentry Project (SBCRP) held two strategic planning sessions in June 2008. The meetings provided the SBCRP Steering Committee with background information for the purpose of forging a common understanding of the Project’s current situation and future challenges. This section provides a brief overview of the strategic planning that took place during the two sessions, and identifies key objectives discussed in the planning process.

I. STRATEGIC LANDSCAPE

By evaluating internal strengths and weaknesses, and considering the opportunities and threats that we confront in the environment, the Steering Committee gained a better understanding of the strategic landscape. During the discussion, it immediately became clear that there is generally a good fit between the internal strengths of the Reentry Project and the current opportunities presented in the environment. Positive factors, both internal and external, outweigh the negative ones.

The Reentry Project has the capacity to greatly improve public safety by helping parolees successfully reenter the community. There are a number of favorable external/environmental conditions, and the Reentry Project has already developed a number of internal strengths. The SBCRP is an “ongoing concern” and is currently positioned as a pilot program that has gained the attention of Sacramento. Everything indicates that the SBCRP is off to a good start, both in leadership and operations. There is both a high degree of energy and commitment by the Steering Committee and project staff.

While some internal barriers to growth must be overcome, the long-term plans of implementing a Reentry Facility will largely depend on a number of variables that are exogenous and cannot be controlled. As to internal weakness or constraints, a consensus view emerged that the SBCRP must develop a plan to nimbly scale itself from a small-sized, post-release program to a large, facility-based, full service (pre- and post-release) program. Growth presents opportunities, but it also entails risks that must be mitigated.

II. SCENARIO BASED PLANNING

The Committee identified four scenarios that could play out. Fortunately, these scenarios can be viewed as additive or cumulative scenarios—they are not mutually exclusive, and they do not require taking steps in one direction that preclude taking a different course. The four scenarios are as follows:

Scenario A: Steady-State. This scenario maintains our post-release program at its current level with 80-100 clients and ~\$350-400k per year budget. While small, it has the potential to have large impact if we successfully support 80-100 parolees that otherwise would have had a high probability of violating their parole or committing more crimes. This scenario also “reserves the right to play” if the timing is not right. Maintaining “steady-state” is unlikely, because continued funding depends on success, but success is likely to free up more resources for the program to grow.

Scenario B: Expanded Steady-State. This scenario is simply an expanded version of what we currently do. Instead of 80-100 clients, we could expand to 100-250. Without running a facility, our community partners will continue to be extremely important. Developing solid partnerships and an “accountability panel” is the key to success. (Note: This scenario may also include

working with the CDCR and Delano Correctional Facility to create a limited pre-release program at an out-of-county location.)

Scenario C: Expanded Steady-State with Day Reporting Centers in both North County and South County. This scenario allows us to provide more services to our clients as well as provide structured support for parole violators under sanction. Key to this scenario is funding for renting a modest-sized buildings and acquiring the services to be provided in the Centers. The Day Reporting Centers could be co-operated with County Probation.

Scenario D: The Reentry Facility. This scenario represents our full aspiration. We will continue our post-release programs and have a Day Reporting Center, but a large expansion of resources and human capacity will be needed to provide programs for up to 1000 clients (500 pre-release, 500 post-release).

III. ESTABLISHING OBJECTIVES AND A TIMELINE FOR SUCCESS

SHORT-TERM (1-12 Months)

1. Fine-Tune existing program
2. Receive green light (or red light) on the Reentry Facility
3. Secure Funding
 - Consider opportunities for grants and donations (gov't, private, and non-profits)
 - Approach Parole for:
 - Funding to expand existing programs
 - Funding/establishing a program to work with parole violators
 - Funding for a Day Reporting Center
4. Develop/ implement Instruments/Measurements
 - Risk assessment tools for selecting clients (COMPAS, parole violator decision-making matrix)

- Evaluate program impact (recurrence, duration, and severity of crime)

5. Improve internal and external communication

- Create mission statement
- v.1.0 website (single page)
- 1-2 page (double-sided) glossy flier
- Informational video for website

6. Formalize internal organization and self-governance

- Reconstitute operating committee
- Investigate alternative approaches for the additional position recently funded by Santa Barbara
- Foundation (e.g. another Transitional Coordinator or “outreach coordinator”)
- Plan for impact of the Steering Committee’s growth and expanding tasks

7. Consider expanding breadth of programs

- Evaluate and implement a pilot “Community Corrections Panel” program
- Identify internal capacity constraints, constraints of our community partners and supply/demand opportunities in the community
- Evaluate possibility of using Delano CCF as a limited pre-release facility
- Outreach to other stakeholders, e.g. faith community, business community
- Other expansions presented in Steve Farugie’s presentation, e.g. mentoring
- Evaluate whether the Reentry Project should develop and provide programs itself. Currently this is not viewed as desirable (creating competition with community providers). This may change over time, particularly in North County where services are less available.

MEDIUM-TERM (1-2 YEARS)

Open Day Reporting Center

Shape local environment by advocating for parolees to help facilitate reentry

Broadcast our success and help roll-out our pilot program to other jurisdictions

LONG-TERM OBJECTIVES (3+ YEARS)

Open Reentry Facility

Build capacity in community through internal programs and community partnerships.

IV. CONCLUSION

The strategic planning sessions made clear that the SBCRP's Steering Committee and staff have an unusually high degree of energy, enthusiasm, and unity of purpose. *There is a shared understanding that this project could significantly improve public safety by helping parolees reenter society.* Moreover, several members made convincing arguments that this novel approach **could ultimately transform California's penal system.**

The scenarios and objectives identified by the Steering Committee during the strategic planning session represent thumbnail sketches of our current situation. *The scenarios and objectives identified above require a more concrete action plan. The Steering Committee's ongoing commitment to tangible, measurable results will help guide future decisions.*

The above gives a small glimpse into the enormous amount of planning and work already undertaken by the Santa Barbara County Reentry Project Steering Committee. The Committee will continue to collaborate on offender reentry strategies, drawing from the expertise of the representatives from the fields of public safety, corrections, housing, health, education, substance abuse and mental health, children and families, victims' services, employment, and business. The following performance outcome measures will be used to evaluate the program with new goals and objectives added as the process evolves. This collaborative group will also continue to identify hurdles encountered by these individuals as they reintegrate within the community and work to alleviate those.

The County will evaluate and fund a successful project here based on its meeting the long term needs of the County. The funds provided by the Second Chance Act would provide an opportunity to prove this model out. Clearly, there would be less need for bed space in the long run if we are successful. The costs of construction far outweigh this limited investment into building a strong practice system for reentry.

COMMUNITY-BASED ADVISORY GROUP

Robert Burrs, Conflict Solutions Center

Chaplain Marciano Avila – Catholic Church

Jack Boysen, Good Samaritan Shelter (and/or Silvia Barnard)

Douglas J. Thomas, Calvary Chapel

Kathy Staples, SM Valley Restorative Justice Task Force

John Buttny, 10 Yr Plan to End Homelessness

Steve Goralski, Santa Barbara Rescue Mission Program Supervisor

Craig Belknap, Casa Serena Executive Director

Greg Baranoff, SBCC Program Placement Specialist

Steve Olsen, Community Member (VP McCormick Oil)

Mike Carpenter, Community Member (Sober 20 years in the community and has extensive involvement with Sober Living Homes and Recovery)

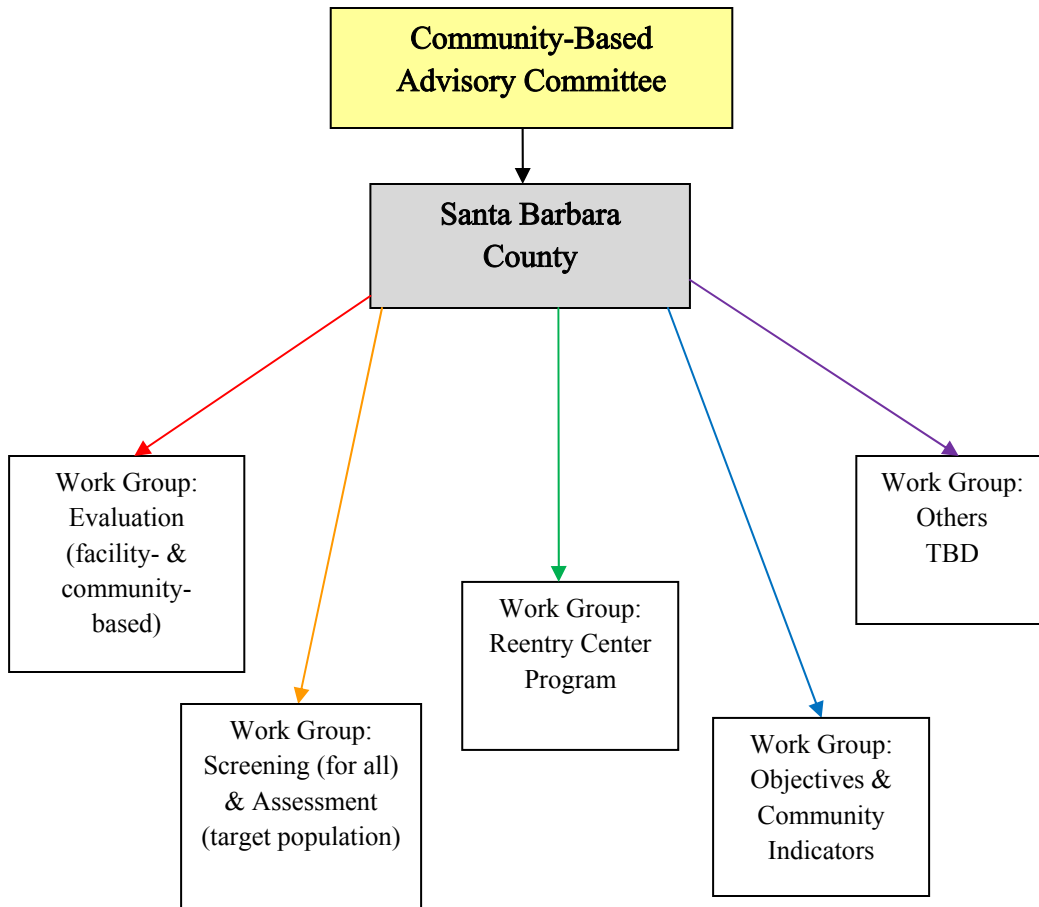
Responsibilities

- Meets every 6 months
- Provides guidance to the Santa Barbara County Reentry Steering Committee on design and implementation of the Santa Barbara County Initiative
- Solicits commitment from their organization

Invitees

Leaders/Directors of Community Domains:

- Mental Health
- Substance Abuse
- Faith-Based
- Education
- Transportation
- Corrections Undersheriff
- Citizens
- Physical Health
- Housing
- Employment
- Service Providers/Case Management
- Criminal Justice Field Supervision (Probation/Parole)
- Staff Liaison



Santa Barbara County Reentry Project Steering Committee

Dennis Acosta, District Administrator - CDCR Parole

Sylvia Barnard, Executive Director - Good Samaritan Services

Bill Brown, Sherriff/Coroner - Santa Barbara County

Ann Detrick, Ph.D., Director - Alcohol, Drug & Mental Health Services Santa Barbara County

Steve Farugie, Project Director

Rich Glaus, Deputy Chief (retired) - Santa Barbara Police Department

Steen Hudson, Executive Director - Elings Park

Jose M. Ortiz, Ed.D., Superintendent/President - Allan Hancock College

Gregory C. Paraskou, Public Defender - Santa Barbara County

Joan Petersilia, Ph.D., Professor of Criminology - UC Irvine

Rick Roney, Chairman, Steering Committee

Andreea M. Serban, Ph.D., Superintendent/President - Santa Barbara City College

Christie Stanley, District Attorney - Santa Barbra County

Patti Stewart, Chief Probation Officer - Santa Barbara County

Performance Outcomes YEAR 1

GOAL	OBJECTIVES
GOAL # 1 To provide treatment and transitional services for 150 people annually and reach a program capacity of 80 people per day.	Objective #1 To develop a step down model that transitions offenders back into the community, and transition program through work release and day reporting center. To work closely with Jail Classification to select appropriate clients for the program through the use of the LSI-R.
	Objective #2 To utilize the multidisciplinary meeting and agreed upon entrance criteria to select appropriate clients for the program.
	Objective # 3 To provide sober living housing beds for those who are in need during transition
GOAL # 2 To decrease probation/parole violations by 10 %.	Objective #1 To develop a Jail program plan and sanction system that provides internal graduated sanctions for clients.
	Objective #2 To develop appropriate interventions that provide services needed to maintain clients in the program.
	Objective # 3 To insure that all parties attend the multidisciplinary meeting each week including probation, parole and Jail staff.
Goal # 3 To increase employment rates for clients in the program by 20%.	Objective #1 To provide regular employment readiness services to all clients in the program.
	Objective #2 To maintain regular contact with employers in an effort to support job retention - A minimum of two contacts per month during the first month and once per month in subsequent months.
Goal # 4 To have 75 % of the clients complete the program.	Objective #1 To work with clients to be able to maintain the pro- social skills necessary to complete the program.
	Objective # 2 To use the level system to deal with internal program violations.

Performance Outcomes Year 2

GOAL	OBJECTIVES
Goal # 1 To provide services for 170 people annually and reach a program capacity of 90 people per day.	Objective 1 To work closely with classification to select appropriate clients for the program through the use of the LSI-R.
	Objective 2 To utilize the multidisciplinary meeting and agreed upon entrance criteria to select appropriate clients for the program.
	Objective # 3 To provide sober living housing beds for those who are in need during transition
Goal # 2 To decrease probation/parole violations by 15 %.	Objective #1 To develop a transition program plan and sanction system that provides internal graduated sanction for clients.
	Objective #2 To develop appropriate interventions that provide services needed to maintain clients in the program.
	Objective # 3 To insure that all parties attend the multidisciplinary meeting each week including probation, parole and Jail staff.
Goal # 3 To increase employment rates for clients in the program by 25%.	Objective #1 To provide regular employment readiness services to all clients in the program.
	Objective #2 To maintain regular contact with employers in an effort to support job retention - A minimum of two contacts per month during the first month and once per month in subsequent months.
Goal # 4 To have 80% of the clients complete the program.	Objective #1 To work with clients to be able to maintain the pro-social skills necessary to complete the program.
	Objective # 2 To use the level system to deal with internal program violations.
Goal # 5 To assess and provide addiction treatment services to all clients in the program who are in need.	Objective # 1 To assess all clients for entry into the program and determine the level of treatment needed including a base line of the Level of Services Inventory revised (LSI-R).
	Objective # 2 To provide scheduled groups that meet the needs of clients in all levels of the program.
	Objective # 3 To achieve a lower score on the Level of Services Inventory for all clients at the time of release.
Goal # 6 To provide services for additional populations in the Santa Barbara County.	Objective #1 To expand to additional clients including Santa Barbara County Inmates.
Goal # 7 To reduce recidivism rates.	Objective # 1 To complete a recidivism study on all clients completing one year. To reduce Recidivism rates 20%

Performance Outcomes Year 3

GOAL	OBJECTIVES
Goal # 1 To provide services for 200 people annually and reach a program capacity of 90 people per day.	Objective #1 To work closely with intake and classification to select appropriate clients for the program through the use of the LSI-R.
	Objective #2 To utilize the multidisciplinary meeting and agreed upon entrance criteria to select appropriate clients for the program.
	Objective # 3 To provide sober living housing beds for those who are in need during transition
Goal # 2 To decrease probation/parole violations by 15 %.	Objective #1 To develop a transition program plan and sanction system that provides internal graduated sanction for clients.
	Objective #2 To develop appropriate interventions that provide services needed to maintain clients in the program.
	Objective # 3 To insure that all parties attend the multidisciplinary meeting each week including probation, and jail staff.
Goal # 3 To increase employment rates for clients in the program by 25%.	Objective #1 To provide regular employment readiness services to all clients in the program.
	Objective #2 To maintain regular contact with employers in an effort to support job retention - A minimum of two contacts per month during the first month and once per month in subsequent months
Goal # 4 To have 80% of the clients complete the program.	Objective #1 To work with clients to be able to maintain the pro-social skills necessary to complete the program.
	Objective # 2 To use the level system to deal with internal program violations.
Goal # 5 To assess and provide addiction treatment services to all clients in the program that is in need.	Objective # 1 To assess all clients for entry into the program and determine the level of treatment needed including a base line of the Level of Services Inventory revised (LSI-R).
	Objective # 2 To provide schedule group that meet the needs of clients in both level 1 and level 2 of program.
	Objective # 3 To achieve a lower score on the Level of Services Inventory for all clients at the time of release.
Goal # 6 To complete a recidivism study on all clients who have completed the program and have been out for a minimum of one year.	Objective # 1 The recidivism study should look at the following: # of clients who have been convicted of a new crime # of clients who have been re-incarcerated for both a new crime and a technical violations These numbers should be measured and reported separately.
	Objective # 2 The study should also measure quality of life issues: <ul style="list-style-type: none"> • Number of clients who have maintained a drug/alcohol free lifestyle. • Number of clients that have maintained employment.
	Objective # 3 To complete a recidivism study on all clients completing year # 1. To reduce Recidivism rates 30%

Performance Outcomes Year 4

GOAL	OBJECTIVES
Goal # 1 To provide services for 210 people annually and reach a program capacity of 95 people per day.	Objective #1 To work closely with intake and classification to select appropriate clients for the program through the use of the LSI-R.
	Objective #2 To utilize the multidisciplinary meeting and agreed upon entrance criteria to select appropriate clients for the program.
	Objective # 3 To provide sober living housing beds for those who are in need during transition
Goal # 2 To decrease probation parole violations by 20%.	Objective #1 To develop a transition program plan and sanction system that provides internal graduated sanction for clients.
	Objective #2 To develop appropriate interventions that provide services needed to maintain clients in the program.
	Objective # 3 To insure that all parties attend the multidisciplinary meeting each week including probation, and jail staff.
Goal # 3 To increase employment rates for clients in the program by 30%.	Objective #1 To provide regular employment readiness services to all clients in the program.
	Objective #2 To maintain regular contact with employers in an effort to support job retention - A minimum of two contacts per month during the first month and once per month in subsequent months
Goal # 4 To have 80% of the clients complete the program.	Objective #1 To work with clients to be able to maintain the pro-social skills necessary to complete the program.
	Objective # 2 To use the level system to deal with internal program violations.
Goal # 5 To assess and provide addiction treatment services to all clients in the program that is in need.	Objective # 1 To assess all clients for entry into the program and determine the level of treatment needed including a base line of the Level of Services Inventory revised (LSI-R).
	Objective # 2 To provide schedule group that meet the needs of clients in both level 1 and level 2 of program.
	Objective # 3 To achieve a lower score on the Level of Services Inventory for all clients at the time of release.
Goal # 6 To complete a recidivism study on all clients who have completed the program and have been out for a minimum of one year.	Objective # 1 The recidivism study should look at the following: # of clients who have been convicted of a new crime # of clients who have been re-incarcerated for both a new crime and a technical violations These numbers should be measured and reported separately.
	Objective # 2 The study should also measure quality of life issues: <ul style="list-style-type: none"> • Number of clients who have maintained a drug/alcohol free lifestyle. • Number of clients that have maintained employment.
	Objective # 3 To complete a recidivism study on all clients completing year # 1. To reduce Recidivism rates 40%

Performance Outcomes Year 5

GOAL	OBJECTIVES
Goal # 1 To provide services for 220 people annually and reach a program capacity of 105 people per day.	Objective #1 To work closely with intake and classification to select appropriate clients for the program through the use of the LSI-R.
	Objective #2 To utilize the multidisciplinary meeting and agreed upon entrance criteria to select appropriate clients for the program.
	Objective # 3 To provide sober living housing beds for those who are in need during transition
Goal # 2 To decrease probation parole violations by 20%.	Objective #1 To develop a transition program plan and sanction system that provides internal graduated sanction for clients.
	Objective #2 To develop appropriate interventions that provide services needed to maintain clients in the program.
	Objective # 3 To insure that all parties attend the multidisciplinary meeting each week including probation, and jail staff.
Goal # 3 To increase employment rates for clients in the program by 30%.	Objective #1 To provide regular employment readiness services to all clients in the program.
	Objective #2 To maintain regular contact with employers in an effort to support job retention - A minimum of two contacts per month during the first month and once per month in subsequent months
Goal # 4 To have 80% of the clients complete the program.	Objective #1 To work with clients to be able to maintain the pro-social skills necessary to complete the program.
	Objective # 2 To use the level system to deal with internal program violations.
Goal # 5 To assess and provide addiction treatment services to all clients in the program that is in need.	Objective # 1 To assess all clients for entry into the program and determine the level of treatment needed including a base line of the Level of Services Inventory revised (LSI-R).
	Objective # 2 To provide schedule group that meet the needs of clients in both level 1 and level 2 of program.
	Objective # 3 To achieve a lower score on the Level of Services Inventory for all clients at the time of release.
Goal # 6 To complete a recidivism study on all clients who have completed the program and have been out for a minimum of one year.	Objective # 1 The recidivism study should look at the following: # of clients who have been convicted of a new crime # of clients who have been re-incarcerated for both a new crime and a technical violations These numbers should be measured and reported separately.
	Objective # 2 The study should also measure quality of life issues: <ul style="list-style-type: none"> • Number of clients who have maintained a drug/alcohol free lifestyle. • Number of clients that have maintained employment.
	Objective # 3 To complete a recidivism study on all clients completing year # 1. To reduce Recidivism rates 50%

Letters of Support – all key partners

Certification that the lead agency has consulted with other local parties

Statement: “The agency agrees to provide individual criminal history information for all participants to evaluators, unless prohibited by law. These data will be provided in response to periodic requests from the grantees and evaluator throughout the period of performance of this project to capture both criminal histories prior to the program enrollment and subsequent recidivism.”