Planning & Implementation Guide

Second Chance Act
Smart Reentry: Focus on Evidence-Based Strategies for Successful Reentry from Incarceration to Community

DESCRIPTION

This Planning & Implementation Guide is intended for recipients of the Smart Reentry grants administered by the U.S. Department of Justice's Bureau of Justice Assistance. Grantees will complete this guide in partnership with a technical assistance provider from The Council of State Governments Justice Center over the course of their grant.

About the Planning & Implementation Guide

The Council of State Governments (CSG) Justice Center has prepared this Planning & Implementation Guide (P&I Guide) in partnership with the U.S. Department of Justice's Bureau of Justice Assistance (BJA). The guide is intended for the state, local, or tribal government agencies that have received Second Chance Act (SCA) grants to plan initiatives and programs serving adult populations. Recipients of SCA Smart Reentry awards must complete the guide as a condition of the grant award.

This P&I Guide enables grantees to identify the degree to which practices are in place to advance recovery and reduce recidivism in their jurisdiction. The guide is not intended to serve as a step-by-step blueprint, but rather to foster discussion on best practices, identify considerations for your collaborative effort, and help you work through key decisions and implementation considerations.

Although the guide was developed as a tool for grantees, it also serves as an important tool for your CSG Justice Center technical assistance provider ("TA provider") to understand the status and progress of your project, the types of challenges you are encountering, and the ways your TA provider might be helpful to you in making your project successful.

You and your TA Provider will use your responses to the self-assessment to collaboratively develop priorities for technical assistance.

Any questions about this guide should be directed to your TA provider at the CSG Justice Center.

Contents of the Guide

The guide is divided into six sections. Each section includes background discussion, supporting resources, and assessment questions and exercises based on evidence-based principles. You will be prompted to write short responses, attach existing documents, and complete exercises. Your answers will provide insight into your initiative's strengths and identify areas for improvement. As you work through the sections, please pay close attention to the supporting resources in the appendix, which contain suggestions for further reading and provide access to important resources and tools. Your TA provider may also send you additional information on specific relevant topics to complement certain sections. If you need additional information or resources on a topic, please reach out to your TA provider.

Contents

SECTION 1: IDENTIFYING GOALS AND ASSESSING INITIAL TECHNICAL ASSISTANCE NEEDS

These questions provide an opportunity to reach out to key stakeholders and project team members, reconvene, and organize your ideas now that you have received your award. This conversation with stakeholders and team members allows you to identify whether there have been any changes in program scope or partnership.

To get a full understanding of your partnerships, programs, and ideas about this grant, please provide the following documents to your TA provider if you have not done so already. If your group does not have one of these documents yet prepared (for example, a program flow chart), please write 'N/A' next to that item.

☐ MOUs, interagency agreements, and information-sharing agreements
☐ Program policy and procedure manual
☐ Program flow chart
☐ Logic model *(If you do not already have a complete logic model, see Appendix B for a sample.)*
☐ Program evaluation plan

☐ Graduated response decision matrix (if applicable)
☐ Current strategic plan
☐ Gap/needs/capacity analysis

EXERCISE 1: BASIC INFORMATION

A. Grantee Information			
Grantee Name and Award Number			
Geographic Location	*Please specify the city, county, or state where your program operations are primarily occurring. Additionally, please indicate whether your jurisdiction is primarily rural, suburban, or urban (or a mixture of the three).*		
Project Name			
Point(s) of Contact (Please include justice and evaluation partners in this section)	*Name:*	*Email:*	*Agency and Title:*
	Name:	*Email:*	*Agency and Title:*
	Name:	*Email:*	*Agency and Title:*
Initiative	*Please briefly describe your initiative (in 300 words or fewer).*		

What are the short-term goals of this grant (first 6 months of planning)?	
What are the long-term goals of this grant (from 6 months onward)?	

B. Grant Initiative Updates

It is helpful for your TA provider to know about any significant developments that have occurred between the time you wrote your grant application/narrative and now. In your responses below, be sure to reference any key goal changes, stakeholder changes, etc., that may have occurred.

1. **Do you envision any changes to the initiative and/or its goals as they were outlined in your grant proposal? This might include changes in evidence-based practices, screening and assessment tools selected, program partner changes, staffing changes, new budget constraints, etc.**

2. **What is the relationship between this grant and any pre-existing initiatives or programs focusing on people with mental illnesses or co-occurring mental and substance use disorders in the criminal justice system, either locally or at the state level? Please indicate if any of these initiatives or programs are funded through BJA's SCA grant program.**

3. **Has your jurisdiction ever conducted a strategic mapping session, gap analysis, or other needs assessment about the services available in your community? If so, in what year was this completed? Please provide any resulting report to your TA provider.**

SECTION 2: DEVELOPING COLLABORATIVE STRATEGIES AND ESTABLISHING YOUR TASK FORCE

Establishing an effective reentry strategy requires coordination across multiple agencies and partners. The task force is an important group that can ensure agency leaders work together to advance and support jurisdiction-wide reentry policy and practice changes.

While some grantees have current task forces in place, others will just begin forming these groups. No matter where you are in this process, it is important to develop protocols on how this group will prioritize and support this SCA grant program as well as provide guidance throughout this work.

Whether you have an existing task force, are forming a new one, or are revitalizing your membership, consider members who represent victim advocacy groups, substance use treatment, law enforcement, courts, community corrections/supervision, workforce development, housing, education, faith-based organizations, peer groups, consumers, and family members.

EXERCISE 2: DEVELOPING YOUR TASK FORCE

A. Task Force Questions

1. **Is a task force—an advisory or decision-making entity—in place to oversee and guide the direction of the project?** ☐ **Yes (***Proceed to question 1a.***)**   ☐ **No (***Proceed to question 1b.***)**
1a. **If you responded "yes" to question 1, please describe how will this group will dedicate meeting time and resources in helping to plan and implement this grant. For example, is there consistent agenda time dedicated to this work? Does this group receive reports and updates from the planning team?**
1b. **If you responded "no" to question 1, please describe your current process and timeline for developing this entity. What community members might you include and how often would you anticipate meeting?**
2. **What is the task force's mission statement?**
3. **How often will/does this group meet?**
4. **Does this task force have sub-committees or working groups? If so, please list them here along with their meeting schedule. If you do not currently have sub-committees or working groups in place, please share your plans here.**

B. Identifying Task Force Members

Please list the members of your task force below. If the composition of your task force has not yet been determined or finalized, please list those whom you intend to invite, even if you have not yet done so.

Task Force Name:			
Name	**Title**	**Organization**	**Formal Role on Task Force** *(E.g., chair, vice chair, committee chair, etc.)*
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

SECTION 3: TARGET POPULATION

EXERCISE 3: DEFINING YOUR TARGET POPULATION

1. **Please provide a full description of your target population (age, race, sex/gender, risk level, and other identifiers).**	
2. **Do you know the racial/ethnic composition of the population from which your program's target population is drawn (e.g., probation, jail, or prison population)? If so, please describe.**	
3. **Do you know if the probation/jail/prison population's racial/ethnic composition matches the racial/ethnic composition of your target population? If so, please elaborate.**	
4. **How many people do you plan to serve per year and in total throughout the course of this grant?**	
5. **Will the program serve clients with co-occurring mental and substance use disorders or serious mental illnesses?**	
6. **What, if any, criminal charges/offenses will be excluded from the grant initiative's eligibility criteria?**	
7. **Is client participation voluntary?**	
8. **What percentage of particpants are on community-based supervision?**	

9. **What methods do you use for participant recruitment? Please indicate which staff or partners are involved in recruitment, as well as when and where this process occurs. (*E.g., corrections-based reentry services staff recruit potential participants one year prior to release by inviting them to a meeting where community-based professionals discuss the services they provide.*)**	
10. **What incentives are offered via this program?**	
11. **What correctional facility/facilities will be involved in this program?**	
12. **Are halfway houses or residential facilities a component of reentry for this program?**	

EXERCISE 4: IDENTIFYING YOUR SCREENING AND ASSESSMENT PROCESSES

Validated screening and assessment tools are utilized to identify the target population. This section asks you to identify what tools are currently being used by your team. The exercise further allows you to identify where there are screening and assessment gaps in your system and plan for their implementation. For those currently in the process of selecting and implementing a tool, please provide an anticipated training and start date for these activities.

A. Screening and Assessment Process

In the box provided below, please briefly describe your screening and assessment process or attach a systems flow chart that outlines the process.

B. Criminogenic Risk and Needs Assessment

1. **What is the name of the validated risk and needs assessment that will be used for this program? Is that assessment currently in use or will it be implemented in the future to meet grant requirements?**

2. **Has the risk and needs assessment been validated on your population or just by the assessment developer? If it has been validated on your population, when did this validation take place?**

3. **Who will administer the risk and needs assessment for this grant program?**

4. **When is the risk and needs assessment administered? If you are planning to implement one, when would it be administered?**

5. **How is the information recorded and stored (electronically, paper files, electronic health record, etc.)?**

6. **Which partners have access to the results? Do they receive this information automatically or is it available upon request?**

7.	**Are participants periodically reassessed? If so, when and by whom?**
8.	**What staff receive training on the administration and scoring of the risk and needs assessment? What staff receive training on implementing the results of the risk and needs assessment?**
9.	**Do staff receive booster training sessions and, if so, how often?**
10.	**Are case plans developed from the results of the risk and needs assessment?**

C. Mental Health and Substance Use Screening and Assessment

	Mental Health Screening Tool	Mental Health Assessment Tool	Substance Use Screening Tool	Substance Use Assessment Tool
1. **Name of assessment tool (specify year/generation)**				
2. **When is the assessment first administered? If it has not yet been implemented, please indicate the date when it will be in practice.**				
3. **Who administers/will administer the assessment?**				
4. **How are/will the assessment results be recorded and stored (electronic database, electronic spreadsheet, paper files, etc.)?**				
5. **Which partners have/will have access to the results?**				
6. **Do/will partners receive this information automatically or is it available upon request?**				

7. How are the assessment results used?				
8. When is/will the tool re-administered and by whom?				
9. How are staff/will staff be trained on the tool? *(E.g., the agency that created the tool provides training)*				
10. How often do/will staff receive booster training on how to administer the tool?				
11. Please list any other tools you use for screening and assessment.				

SECTION 4: IDENTIFYING EVIDENCE-BASED PROGRAMS AND SUPPORTIVE SERVICES

EXERCISE 5: EVIDENCE-BASED PROGRAMS

Provide an inventory of the evidence-based programs offered through your grant initiative. Please indicate if the program is currently in operation or if you are planning to implement it in the future. You will be asked to list other supportive services, such as identification assistance, in Exercise 6. Add additional rows to this chart as needed.

Service Provided to Program Participants	Is this service currently provided? If not, please list anticipated training and implementation dates.	Before release, after release, or both?	Service-Delivery Method[1]	Name of Service Provider	Service Capacity[2]	Length of Service	Funded by this grant program? (y/n)
Example: Thinking for a Change (T4C)	*Not currently provided* *Training: 9/2017* *Implementation: 11/2017*	*Both in Jones County Jail and at Main Street Service Center*	*Group*	*Jones County Sheriff's Office and Main Street Service Center*	*Jones County Jail: 100 people per 3 staffers* *Main Street: 20 people per 1 staffer*	25 lessons 1–2 hour sessions 1–3 times per week	*Yes*

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[1] E.g., one-on-one, group setting, etc.

[2] I.e., the number of people who can be served at a time

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EXERCISE 6: SUPPORTIVE SERVICES

A. Supportive Services Inventory

Use this chart to list the supportive services you will provide through this grant initiative. This includes vocational, educational, personal identification, transportation, and family support services. Please do not include housing services in this section—they will be covered in Exercise 7. Add additional rows to this chart as needed.

Service Provided to Program Participants	Is this service currently provided? If not, please list anticipated training and implementation dates.	Before release, after release, or both?	Service-Delivery Method	Name of Service Provider	Service Capacity	Length of Service	Funded by this grant program? (y/n)
Example: Employment assessment and job coaching	*Yes*	*Both in jail and at Main Street Service Center*	*Individual and group*	*Main Street Service Center*	*Jail: 15 people per 1 staffer* *Main Street: 30 people per 2 staffers*	*15 hours*	*Yes*

B. Connections to Health Care Coverage and Other Benefits

1. **Do you enroll people in health care coverage, including Medicaid? If yes, please describe the enrollment process.**
2. **Do you enroll people in Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI)? If yes, please describe the enrollment process.**
3. **Do you identify program participants who are veterans and connect them to Veterans Affairs (VA) health care and other benefits and resources (e.g., Veterans Justice Outreach, Health Care for Reentry Veterans, and Veterans Reentry Search Service)? If yes, please describe how.**

EXERCISE 7: HOUSING

Please provide the following information about your housing partnerships and programs.
Complete the questions under "A" if your initiative currently has housing partners and programs in place.
Complete the questions under "B" if your initiative does not yet have housing partners and programs in place.

A. Housing Assessment for Initiatives with Programs and Partners in Place

1. **Do you assess participants for homelessness? If yes, please describe.**
2. **Do you ask participants for their post-release housing plan? If yes, please describe.**
3. **Using the grid below, list any housing partners you may have and briefly describe the services they provide.**

Name of Partner	Signed MOU? Yes/No	Type of Housing Service (Please check all that apply.)				
		Housing Referral	Housing Subsidy	Direct Housing Services	Housing Supportive Services/ Homelessness Prevention	Other (Please Specify)

B. Housing Assessment for Initiatives without Housing Programs and Partners Currently in Place

Questions	Responses
1. Briefly describe the housing needs of your population. Please share any known rates of homelessness, transiency, or other housing needs.	
2. Briefly describe your plans to provide housing assistance for participants leaving incarceration. Please include your plans for service provision as well as any ideas about the timeline and prospective partners. *Example: We propose that the Main Street Center receive a list of people returning to our county 90 days before their release. The Center staff will visit the correctional facility within 10 days of receiving the list and provide individual housing assessments for participants. At 30 days before release, clients needing housing will receive their placement. At 30 days before release, those found not needing services will be re-assessed and services will be offered if housing needs are identified.*	
3. What housing providers are you in discussions with about partnership? What types of housing do they provide? *(E.g., emergency shelter, sober living environment, halfway houses)*	
4. Please provide any other housing-related information that you think is helpful for your TA provider to know about to support your plans.	

SECTION 5: DATA COLLECTION, PERFORMANCE MEASUREMENT, AND PROGRAM EVALUATION

EXERCISE 8: EXPANDING ON THE EVALUATION PLAN

According to BJA, the "Smart Suite" of grant programs "represents a strategic approach that brings more 'science' into criminal justice operations by leveraging innovative applications of analysis, technology, and evidence-based practices with the goal of improving performance and effectiveness while containing costs."[3] A key part of this strategic approach is data collection, performance measurement, and program evaluation. Though you have attached the evaluation plan submitted with your grant proposal, we understand that plans become more defined and detailed during the planning phase. Please answer the following questions about your program evaluation plans.

A. General Data-Collection Questions

Questions	Responses
1. Do you currently collect the data you need for any relevant grant requirements (e.g., the PMT from BJA)If not, how can you improve your data collection to get the data you need?	
2. What outcomes does your task force hope to track (e.g., successful program completion, recidivism)?	
3. Do you currently collect the data you need to track the outcomes of interest to your task force or other stakeholders? If not, how can you improve your data collection?	
4. How does the program currently store the following key data points (e.g., electronically, in paper files, shared drives, or in network databases): engagement in services, service plans, referrals to other services, participation, successful and unsuccessful completions, and participant recidivism rates?	
5. How are the collected data shared among relevant agencies and partners?	
6. Have you identified benchmarks (such as current recidivism rate, service referral, or utilization rates) against which you will compare your outcome data?	

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[3] "Smart Suite," Bureau of Justice Assistance, Office of Justice Programs, accessed March 17, 2017, https://www.bja.gov/programs/crppe/smartsuite.html.

B. Collection of Performance Measures

Questions	Responses
1. How do you define "successful completion" of the program?	
2. How are you tracking participants' recidivism rates?	
3. What is your definition of recidivism (e.g., rearrest, conviction, technical violation, reincarceration, etc.)? *This should be the same as the definition of recidivism used by the jurisdiction in which the grantee operates.*	
4. What will be the tracking period for recidivism, and when will it begin?	
5. Describe the steps taken to ensure that the tracking system captures an accurate recidivism rate. Are state identification numbers or a comparable system used to track reincarceration? Is there a way to access recidivism data from a state repository or other source?	
6. What is the baseline recidivism rate?	
7. Is the baseline recidivism rate for a state or county population, or is it for the target population for this program?	
8. How many years are included in your recidivism analysis?	
9. Please check the box or highlight if you plan to track any of the following measures for your program participants:	□ Number of new offenses (not on community supervision) □ Number of parole revocations for new offenses □ Number of parole revocations for technical violations □ Number of probation revocations for new offenses □ Number of probation revocations for technical violations □ Individual recidivism risk levels
10. Do you track program enrollment, services provided, and program completion by race, ethnicity, gender, and age? If so, when/where is this information collected and by whom?	
11. What are your ideas for strategies that might enhance program enrollment, engagement, completion, and outcomes for racial and ethnic minorities?	

C. Further Program Evaluation Plans

Questions	Responses
1. What is the communication plan between the program and its evaluation partner? *(E.g., monthly meetings)*	
2. With whom do you intend to share evaluation data?	
3. How will program evaluation data be used to inform program operations?	

SECTION 6: SUSTAINABILITY

EXERCISE 9: PLANNING FOR PROGRAM SUSTAINABILITY

1. **What goals does your program seek to achieve after the life of the grant?**

2. **List the activities that will lead to meeting those goals after the life of the grant.**

3. **List any funding sources available to sustain the program after the life of the grant, e.g., foundation, federal/state (such as Medicaid), or local funding, private donation, etc.**

4. **List the key stakeholders and partners who will be involved in sustaining your program after the life of the grant.**

5. **What measures are being taken to sustain interest from key stakeholders?**

   ☐ Program e-mails or newsletters

   ☐ Individual meetings with key stakeholders

   ☐ Program fact sheets or brochures

   ☐ Special events and convenings

   ☐ Media

   ☐ Promotion targeting professional groups and key constituents

   ☐ Establishing and maintaining relevancy and leadership in local, state, or national levels

   ☐ Hosting program tours

   ☐ Other: _____

6. **How are you tracking and sharing performance measures and program data with key stakeholders?**

APPENDIX A: SUPPORTING RESOURCES

Supporting Resources: Data Collection, Performance Measurement, and Evaluation
• Aos, Steve, Polly Phipps, Robert Barnoski, and Roxanne Lieb. *The Comparative Costs and Benefits of Programs to Reduce Crime*. Olympia, WA: Washington State Institute for Public Policy, 2001. http://www.wsipp.wa.gov/ReportFile/756.
• Bersamira, Cliff, Sarah Wurzburg, and Kelly Kentgraf. *State Substance Abuse Agencies, Program Management and Data Utilization: Case Studies of Eleven States*. Washington, DC: National Association of State Alcohol and Drug Abuse Directors, 2013. http://nasadad.wpengine.com/2015/03/state-substance-abuse-agencies-program-management-and-data-utilization-case-studies-of-eleven-states/.
• Carter, Madeline M. *The Importance of Data and Information in Achieving Successful Criminal Justice Outcomes*. Silver Spring, MD: Center for Effective Public Policy, 2006. http://collaborativejustice.org/docs/Collaboration%20Data%20Monograph.pdf.
• Elias, Gail. *How to Collect and Analyze Data: A Manual for Sheriffs and Jail Administrators*. Washington, DC: National Institute of Corrections, 2007. https://s3.amazonaws.com/static.nicic.gov/Library/021826.pdf.
• Kim, KiDeuk, Miriam Becker-Cohen, Maria Serakos. *The Processing and Treatment of Mentally Ill Persons in the Criminal Justice System.* Washington, DC: Urban Institute, 2015. http://webarchive.urban.org/UploadedPDF/2000173-The-Processing-and-Treatment-of-Mentally-Ill-Persons-in-the-Criminal-Justice-System.pdf.
• Morley, Elain, and Linda M. Lampkin. *Using Outcome Information: Making Data Pay Off*. Washington, DC: The Urban Institute, 2004. http://www.urban.org/sites/default/files/alfresco/publication-pdfs/311040-Using-Outcome-Information.PDF.
• Parsons, Jim, and Talia Sandwick. *Closing the Gap: Using Criminal Justice and Public Health Data to Improve the Identification of Mental Illness*. New York: Vera Institute of Justice, 2012. https://www.vera.org/publications/closing-the-gap-using-criminal-justice-and-public-health-data-to-improve-the-identification-of-mental-illness.
• Rudes, D.S., J. Viglione, J. Lerch, C Porter, and F. S. Taxman. Build to Sustain: Collaborative Partnerships Between University Researchers and Criminal Justice Practitioners. *Criminal Justice Studies* 27, no. 3 (2014): 249–63.
• Walker, Karen E., Chelsea Farley, and Meredith Polin. *Using Data in Multi-Agency Collaborations: Guiding Performance to Ensure Accountability and Improve Programs*. New York: Public/Private Ventures, 2012. http://ppv.issuelab.org/resource/using_data_in_multi_agency_collaborations_guiding_performance_to_ensure_accountability_and_improve_programs.
Recidivism Reduction
• The Council of State Governments Justice Center. *Lessons from the States: Reducing Recidivism and Curbing Corrections Costs Through Justice Reinvestment*. New York: The Council of State Governments Justice Center, 2013. http://csgjusticecenter.org/wp-content/uploads/2013/04/FINAL_State_Lessons_mbedit.pdf.
• The Council of State Governments Justice Center. *Reducing Recidivism: States Deliver Results*. New York: The Council of State Governments Justice Center, 2014. http://csgjusticecenter.org/wp-content/uploads/2014/06/ReducingRecidivism_StatesDeliverResults.pdf.

- Pew Center on the States. *State of Recidivism: The Revolving Door of America's Prisons*. Washington, DC: The Pew Charitable Trusts, 2011. http://www.pewstates.org/research/reports/state-of-recidivism-85899377338.
- Taxman, F. S., and A. Pattavina. *Simulation Strategies to Reduce Recidivism: Risk Need Responsivity (RNR) Modeling in the Criminal Justice System.* New York: Springer, 2013.

Supporting Resources: Evidence-Based Behavioral Health and Community Supervision Practices

Evidence-Based Behavioral Health Practices

- Aos, Steve, Marna Miller, and Elizabeth Drake. *Evidence-Based Adult Corrections Programs: What Works and What Does Not*. Olympia, WA: Washington State Institute for Public Policy, 2006. http://www.wsipp.wa.gov/ReportFile/924.
- Blandford, Alex, and Fred Osher. *A Checklist for Implementing Evidence-Based Practices and Programs (EBPs) for Justice-Involved Adults with Behavioral Health Disorders*. Delmar, NY: Substance Abuse and Mental Health Services Administration's GAINS Center for Behavioral Health and Justice Transformation, 2012. http://csgjusticecenter.org/wp-content/uploads/2013/04/SAMHSA-GAINS.pdf.
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- Center for Substance Abuse Treatment. *Overarching Principles to Address the Needs of Persons with Co-Occurring Disorders*. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2006. https://store.samhsa.gov/shin/content/PHD1132/PHD1132.pdf.
- Center for Substance Abuse Treatment. *Substance Abuse Treatment for Adults in the Criminal Justice System: Treatment Improvement Protocol (TIP) Series 44*. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2005. http://store.samhsa.gov/shin/content//SMA13-4056/SMA13-4056.pdf.
- The Council of State Governments Justice Center. *Report of the Re-Entry Policy Council: Charting the Safe and Successful Return of Prisoners to the Community*. New York: The Council of State Governments Justice Center, 2005. http://csgjusticecenter.org/wp-content/uploads/2013/04/1694-11.pdf.
- Covington, Stephanie S., and Barbara Bloom. "Gender-Responsive Treatment and Services in Correctional Settings." *Women and Therapy* 29, no. 3/4 (2006): 9–33. http://stephaniecovington.com/assets/files/FINALC.pdf.
- The National Judicial College. *Principles of an Effective Criminal Justice Response to the Challenges and Needs of Drug-Involved Individuals*. Reno, NV: The National Judicial College, 2012. http://www.judges.org/wp-content/uploads/DIO-monograph0113.pdf.
- Peters, Roger. "Addressing Co-occurring Disorders in Adult Court-Based Programs." Webinar held by The Council of State Governments Justice Center, New York, NY, August 24, 2012. http://csgjusticecenter.org/courts/webinars/webinar-archive-addressing-co-occurring-disorders-in-adult-court-based-programs/.

- Reuland, Melissa, Laura Draper, and Blake Norton. *Improving Responses to People with Mental Illnesses: Tailoring Law Enforcement Initiatives to Individual Jurisdictions*. New York: The Council of State Governments Justice Center, 2010. https://www.bja.gov/Publications/CSG_LE_Tailoring.pdf.
- Schwarfeld, Matt, Melissa Reuland, and Martha Plotkin. *Improving Responses to People with Mental Illness: The Essential Elements of a Specialized Law Enforcement-Based Program*. New York: The Council of State Governments Justice Center, 2008. http://csgjusticecenter.org/wp-content/uploads/2012/12/le-essentialelements.pdf.
- Substance Abuse and Mental Health Services Administration. *Integrated Treatment for Co-Occurring Disorders: The Evidence.* Rockville, MD: Substance Abuse and Mental Health Services Administration, 2009. https://store.samhsa.gov/shin/content/SMA08-4367/TheEvidence-ITC.pdf.
- Substance Abuse and Mental Health Services Administration. *Substance Abuse Treatment for Persons with Co-Occurring Disorders*: *Treatment Improvement Protocol (TIP) Series No. 42*. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2005. http://store.samhsa.gov/shin/content//SMA13-3992/SMA13-3992.pdf.
- Thompson, Michael, Fred Osher, Denise Tomasini-Joshi. *Improving Responses to People with Mental Illness: The Essential Elements of a Mental Health Court*. New York: The Council of State Governments Justice Center, 2008. http://csgjusticecenter.org/courts/publications/improving-responses-to-people-with-mental-illnesses-the-essential-elements-of-a-mental-health-court/.

Evidence-Based Community Supervision Practices
- Carter, Madeline M., and Richard J. Sankowvitz. *Dosage Probation: Rethinking the Structure of Probation Sentences*. Silver Spring, MD: Center for Effective Public Policy, 2014. https://s3.amazonaws.com/static.nicic.gov/Library/027940.pdf.
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Supporting Resources: Health Care and Other Benefits
- Community Services Division. *County Jails and the Affordable Care Act: Enrolling Eligible Individuals in Health Coverage*. Washington, DC: National Association of Counties, 2012. http://www.naco.org/sites/default/files/documents/WebVersion_PWFIssueBrief.pdf.   - The Council of State Governments Justice Center and the Legal Action Center. *Medicaid and Financing Health Care for Individuals Involved with the Criminal Justice System*. New York: The Council of State Governments Justice Center, 2013.

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APPENDIX B: DEVELOPMENT OF A LOGIC MODEL

A logic model demonstrates the causal relationships between goals, activities, and results. It is a useful tool to visualize the purpose and scope of proposed activities, including the resources needed and expected outcomes. If you have already completed a logic model for your program, please attach it to this guide. If not, please use the sample logic model below, which can be filled out with information from the previous sections of the guide. When noting outcomes, consider how you plan to measure those outcomes. Please note that goals and inputs/resources may correspond to multiple activities, outputs, and outcomes. For additional examples, templates, and information on developing a logic model please visit http://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide.

Sample Logic Model						
Project Goals	Inputs/Resources (Existing & Grant-Funded)	Activities	Outputs/ Process Measures	Short-Term Outcomes	Long-Term Outcomes	Sustainability
Implemennt Risk and/or Needs Assessment	BJA funds Correctional staff training funds	Integrate tool into intake process Integrate tool into reentry case planning	Number of assessments completed	Administer risk and needs assessment tool for all participants upon intake	Develop all case plans based on needs identified through assessment	Train all intake and reentry staff on tool
Enhance Supervision Practices	BJA funds to pay for .5 FTE supervision officer BJA funds to pay for .5 FTE corrections-based reentry staff	Train staff in motivational interviewing, case planning, and case management	Number of staff trained Number of training courses completed by staff Number of new case plans developed	All front-line staff are trained in motivational interviewing, case planning, and case management	Supervision and reentry staff conduct one-on-one meetings with participants Reduced recidivism	Train at least one staff member as a trainer Put new case plans into practice regularly

Logic Model Template (Add additional rows as needed.)						
Project Goals	Inputs/Resources (Existing & Grant-Funded)	Activities	Outputs/ Process Measures	Short-Term Outcomes	Long-Term Outcomes	Sustainability