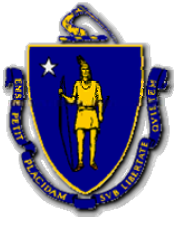


Rethinking Reentry: A Massachusetts Imperative

A Future Search Planning Meeting

May 2012

FINAL REPORT



The Commonwealth of Massachusetts

Executive Office of Public Safety and Security

One Ashburton Place, Room 2133
Boston, Massachusetts 02108

Tel: (617) 727-7775

TTY Tel: (617) 727-6618

Fax: (617) 727-4764

www.mass.gov/eops

Deval L. Patrick
Governor

Mary E. Heffernan
Secretary

Timothy P. Murray
Lieutenant Governor

Successful reintegration of incarcerated offenders back into the community and mainstream life is vital. It is not a journey the offender can easily make alone, it is one that requires support from not only staff, treatment, program providers, and families, but our society as a whole. We all have a role in creating the solution. This is a perfect time to move forward and embrace, as a community, the need for the education, training, programming and treatment which will give "returning citizens" the opportunity to rehabilitate and reenter society. Increased focus on job skills, unhindered employment opportunities and more readily available housing options will also bolster returning citizens' chances for a successful transition. Improving those opportunities will further increase their chance to remain out of prison, become contributing members of society and ultimately enhance public safety.

"Rethinking Reentry: A Massachusetts Imperative" and the Future Search conference description reflected herein effectively captured this pivotal concept. The impressive gathering of so many perspectives critical for the successful reintegration of individuals returning from prison to our communities is exactly the type of initiative needed to develop the best process for making successful reentry happen. The range of key stakeholders from across the Commonwealth, such as legislators, service providers, criminal justice agencies, victim advocates, housing and employment specialists, the faith-based community, academics and perhaps most significantly, formerly incarcerated individuals who have returned to our communities as "returning citizens," stressed the significance and magnitude of the work that was accomplished.

It is clear that conference participants worked closely together during this three day journey toward improving the reentry continuum in the Commonwealth. The work accomplished, as evidenced in this report, is a solid foundation upon which the future of prison reentry will continue to be shaped. The soon to be released strategic plan will detail the steps the Commonwealth will pursue to obtain our goals of lower recidivism and increased public safety. In coordination with the Criminal Justice Commission established by Outside Section 177 of Chapter 131 of the Acts of 2010, I am excited about the collective effort to create an efficient, strategic statewide reentry initiative that is informed by solid research, data, and national best practices.

I congratulate all those who worked so hard to make this conference happen and those who participated in the conference itself. We are all affected by the future of our fellow citizens as they are released from prison. The work and great strides being made in improving this process leads to productive "returning citizens," less crime and victimization, and tremendous enhancements to our collective public safety for everyone.

Thank you for your continued endeavors in this regard.
Sincerely,

Mary Elizabeth Heffernan, Secretary
Executive Office of Public Safety and Security

Acknowledgements

This conference would not have been possible without the leadership and vision of Sandra McCroom, Undersecretary of Criminal Justice in the Executive Office of Public Safety & Security and Luis Spencer, Commissioner of the Department of Correction. Through their efforts and the unwavering support of Public Safety Secretary Mary Elizabeth Heffernan the funding needed to support such an undertaking and the pursuit of a statewide reentry task force would not have been realized. In order to plan, implement and follow-up a three day conference, a great deal of effort is required by many talented, hard working individuals. Individuals involved in this endeavor brought varying levels of input and skills all of which was vital to the success of the conference and our continuing work on reentry. The talent, dedication and commitment of the people listed below are overwhelming and so appreciated. The Commonwealth of Massachusetts is better because of your many contributions. Thank You.

Acknowledgments:

Deval L. Patrick, Governor
Mary Beth Heffernan, Secretary, EOPSS
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Sandra Janoff, Ph.D, Future Search Co-founder
Daniel Winslow, Representative, Massachusetts House of Representatives
Hollie Matthews, Senior Research Analyst, Massachusetts DOC
Holly Rossi, Program Coordinator I, Reentry Division, Massachusetts DOC
Jennifer Parkhurst, Program Coordinator III, Reentry Division, Massachusetts DOC
Jim Walsh, Executive Director, Massachusetts Sheriff's Association
John O'Malley, Legislative Director, Massachusetts DOC
Joseph Early, District Attorney, Worcester County
Josh Wall, Chair, Massachusetts Parole Board
Linda Griffin, Executive Assistant, Strategic Planning & Research, Massachusetts DOC
Lisa Morales, Administrative Assistant, EOPSS
Liz Curtis Rogers, Executive Director, Interagency Council on Housing & Homelessness
Liz O'Connor, Strategy Matters Consulting
Luis Spencer, Commissioner, Massachusetts DOC
Matt Murphy, Attorney, Foley, Hoag LLP
Michael Bellotti, Sheriff, Norfolk County
Michael Christopher, Manager of Public Policy & Public Affairs, EOPSS
Natalya Pushkina, Grants Manager, Massachusetts DOC
Nurys Camargo, Senior Policy Advisor, EOPSS
Rhiana Kohl, Executive Director for Strategic Planning & Research, Massachusetts DOC
Ron Corbett, Commissioner, Probation
Rosemarie Pfefferle, Clerk for Research & Planning, Massachusetts DOC
Sheridan Haines, Executive Director, Governor's Council on Sexual Abuse & Domestic Violence
Susan McDonald, Senior Research Analyst, Massachusetts DOC
Will Luzier, Executive Director, Interagency Council on Substance Abuse

Prologue

In 2009, the corrections community in Massachusetts hosted a Future Search conference: “Partnership for Safer Communities: A Shared Responsibility,” bringing together teams of stakeholders impacting corrections in the Commonwealth. Even then participants recognized and requested another conference to build on what had been achieved, recognizing it would be most beneficial. Through a Second Chance Act grant awarded to the Executive Office of Public Safety & Security and the generous dedication of Department of Correction (DOC) resources, we were able to host the Future Search conference: “Rethinking Reentry: A Massachusetts Imperative” in 2012.

Having had the good fortune of being involved in the planning, implementation and writing of that 2009 conference report, I learned a great deal regarding the difficulty of organizing such an event and capturing the important ideas that surface and evolve with the process. So many great ideas and insights are voiced over the course of three days, without careful planning, it is difficult to capture the richness of what is expressed. As a result we captured a wealth of information reflecting what was accomplished, providing value for those who participated in the process and those who did not. The very nature of the Future Search methodology is one that takes participants on a journey that builds upon itself. The Future Search process allows for participants with varying perspectives in the room, including those which may be in conflict, to work together to achieve common ground. This report was written keeping in mind that journey and the reality not all readers were present to take part.

Despite the variety of perspectives represented at the conference, there was still a fair amount of “inside language” used that may take on a different meaning outside of the prison reentry context. For example, an “Institution” or “Facility” is repeatedly used to describe the place in which inmates reside in prison. Effort was made to minimize any confusion, balanced against the need for brevity. In that same vein, effort was made to respect what individuals and groups conveyed in their original voices, bearing in mind this report was never intended to provide a comprehensive coverage of all that was discussed and presented over the course of three days.

Thus, this report is intended to provide value as a reflection of what was achieved and a resource in the pursuit of what will be achieved in the important work of prison reentry in the Commonwealth of Massachusetts.

Rhiana Kohl, Ph.D., Executive Director of Strategic Planning & Research
Massachusetts Department of Correction

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What is a Future Search Conference?

By Sandra Janoff, PhD and Marvin Weisbord

Future Search is a unique planning method used world-wide by hundreds of communities and organizations. The method enables large diverse groups to (1) validate a common mission, (2) take responsibility for action, and (3) develop commitment to implementation. The method is especially useful in uncertain, fast-changing situations when it is important that everyone have the same large picture in order to act responsibly. Because it is largely culture free, Future Search is used in North and South America, Asia, Africa, Australia, Europe and India to create umbrellas for social, technological and economic planning.

A Future Search may involve 60 to 80 people and sometimes 100 or more. People work in small groups as “stakeholders” (shared perspectives), and in mixed groups that are a cross-section of the whole. Every person has a chance to speak and listen. This makes possible a shared picture based on the experience of all those present. The meeting also is managed so that the entire group can be in dialogue when necessary. The minimum length is four sessions of half a day each, spread across three days to allow for “soak time.” One intensive Planning Meeting often sets the stage for projects that continue with high involvement for years.

How Future Search Works

Future Search follows tested principles derived from six decades of research and experimentation with what it takes to enable people to act cooperatively without having to defend or sell their own agendas or give up cherished values. The first principle involves “getting the whole system in the room” - meaning people with authority, resources, expertise, information and need. The second involves putting the focal issue in global perspective, helping each person to see a bigger picture than usual. The third requires seeking common ground and desirable futures, while treating problems and conflicts as information, not action items. The fourth asks people to manage their own small groups and take responsibility for acting on what they learn. Future Search features working sessions among a wide range of parties who together have what is needed for principled action if they choose to take it.

The Meeting Agenda

There are five sessions labeled Past, Present, Future, Common Ground, and Action. Each involves creating a data base, sharing understandings in small groups, reports to the whole and large group dialogues. Sessions are cumulative and the product is an action plan and follow-up structure. People begin with a history of the situation that brought them together. They then build a map of world trends affecting their issue. Each stakeholder group tells what it is doing now about key trends and what its members want to do in the future. Small groups then devise preferred *future scenarios*. People identify their *common ground*, key themes that appear in every scenario. The final session is given over to action plans, an implementation strategy and accountability.

Changing Assumptions

Many Future Search participants come with justifiable skepticism based on past experiences in unproductive meetings. In Future Search they often will set aside stereotypes and untested assumptions as they discover what can be accomplished in this new setting. Most Future Search participants, given access to information, resources, and people in authority who usually are not available all at once, will create effective action plans none of them thought were possible.

Future Search Associates

sjanoff@futuresearch.net, mobile +1 610 909 0640, www.futuresearch.net

Planning Process

This Future Search conference held in May of 2012 was conceived of in the context of a Second Chance Act (SCA) Planning Grant from the Department of Justice's Bureau of Justice Assistance. The grant funding was dedicated to the planning of a statewide reentry task force and development of its strategic plan. The idea to use the Future Search concept came from a successful 2009 Future Search Conference on Corrections, which served as an excellent foundation for the creation of the Massachusetts Department of Correction (DOC) first multi-year strategic plan, successfully implemented in 2010. The success of the first Future Search endeavor encouraged the DOC to provide the necessary matching funds for the SCA grant to support the implementation of "Rethinking Reentry: A Massachusetts Imperative."

Initially, the planning process included representation from the Executive Office of Public Safety & Security (EOPSS), Department of Correction (DOC), Massachusetts Sheriff's Association, Interagency Council of Housing & Homelessness, Interagency Council on Substance Abuse, Massachusetts Parole Board, and Probation.

Simultaneously, the fiscal year 2012 budget through Outside Section 189 of Chapter 68 of the Acts of 2011 established a special commission to study the Commonwealth's Criminal Justice System. The Commission's mandate is to "review the Commonwealth's criminal justice system, the Commission shall examine a variety of areas including, but not limited to: the prisoner classification systems, mandatory minimum sentences, sentencing guidelines, the provision of cost-effective corrections' healthcare, the probation system, the parole system, the operations of the sheriffs' offices, overcrowding in prisons and houses of correction, recidivism rates, the treatment of juveniles within the criminal justice system, the role that mental health and substance abuse issues play, and best practices for reintegrating prisoners into the community..." To organize and manage the work, the Commission established three (3) subcommittees. One of the three subcommittees identified was on "Post Release, Reentry & Supervision." Because the scope of the work clearly overlapped, the work was coordinated to ensure that there was no duplication of efforts. As a result, the statewide reentry planning team merged with this subcommittee. This proved to be an effective approach to meet the needs and goals of each group while maximizing the time and energy of its members.

The successful completion of the Future Search conference is only one important phase in the process of planning and implementation of the statewide Reentry Task Force, preparation of its Strategic Plan and action anticipated to build on the commitment and vision of all those involved in the formal planning process.

Conference Participants

In keeping with the format of the Future Search framework, approximately 80 people were identified via a thoughtful and deliberate process. Participants were organized by “stakeholder” groups taking into consideration statewide geographic areas (urban, rural, etc.), gender, race, policy/decision makers, practitioners, public and private organizations, ex-offenders, religious leaders, etc. to ensure that participants truly reflected the “whole system”, with many who attended representing multiple perspectives relevant to reentry. A balance was achieved so that while participants were limited to a manageable level, there was a representative from each stakeholder group to participate in the mixed working groups.

The nine stake holder groups selected for the purposes of this conference were:

1. Legislators
2. Criminal Justice Agencies
3. Faith Based/Community Based Organizations
4. Employment
5. Housing
6. Policy/Academia
7. Returning Citizens (Ex Offenders)
8. Service Providers
9. Sheriffs

For a complete list of participants see Appendix 1.



Rethinking Reentry: A Massachusetts Imperative

Conference Agenda

Conference Managers: Sandra Janoff and Sarah Balthaser

MONDAY, MAY 14, 2012

11:00 am	Registration
11:30 am	Lunch
12:30 pm	Welcome and Overview
	Focus on the Past: Highlights and Milestones Focus on the Present: External / Internal Realities
5:30 pm	End of Day 1

TUESDAY, MAY 15, 2012

8:00 am	Check in and Coffee
8:30 am	Focus on the Present continues
	What we are doing now; What we want to do
12:30 pm	Lunch
1:30 pm	Focus on the Future: Preferred Scenarios
	Discover Common Ground: What we want
5:30 pm	End of Day 2

WEDNESDAY, MAY 16, 2012

8:00 am	Check in and Coffee
8:30 am	Confirm Common Ground
	Next Steps and Commitments
12:30 pm	Working Lunch
1:15 pm	Next Steps continues
3:00 pm	Meeting Closes

Overview of Conference

Mary Beth Heffernan, Secretary of the Executive Office of Public Safety and Security (EOPSS), opened the conference with a brief statement of welcome. Secretary Heffernan spoke of the timeliness of this conference in light of the need to find solutions in the realm of reentry and reintegration. There is currently a three prong approach on the topic existing in Massachusetts, including the Corrections Master Plan, sentencing reform and reforms relating to supervision in the community.



Sandra McCroom, Undersecretary of Criminal Justice for EOPSS, having led the planning of the conference, kicked off the session providing information and statistics on a National and State level. Undersecretary McCroom commenced with background information regarding the Obama administration signing into law the Second Chance Act (SCA), legislation designed to improve outcomes for those returning to communities from prisons and jails, in 2008. This Act authorized federal grants to government agencies and nonprofit organizations to provide services such as employment assistance, substance abuse treatment, housing, family programming, mentoring, victims support, and others in an effort to assist in the reduction of recidivism. In keeping with the spirit of this legislation and being cognizant of the hardship labels can bring to a situation, Undersecretary McCroom suggested using the term “returning citizen” – a term said to originate from a previously incarcerated woman based on her negative experience with the label of “ex-offender” in another state.

Undersecretary McCroom noted the multitude of successful reentry initiatives throughout Massachusetts, such as Suffolk County Sheriff’s Boston Reentry Initiative, the work being conducted by the Sheriffs in Hampden, Essex, Hampshire and Norfolk Counties to just name a few. This year EOPSS was awarded a small SCA planning grant to develop, implement and sustain a statewide Reentry Task Force, with the Future Search conference being the stepping stone toward creating the task force and its strategic plan. The establishment of a statewide Reentry Task Force will not only provide an organizational framework, but will better position the state to receive federal grant funding to continue and expand reentry efforts, as such a task force is often a criteria to obtain grants of this nature.

The special commission to study criminal justice issues was acknowledged as being established by Section 189 of the Acts of 2012 – to review the entire criminal justice system and tackle the larger issues. One of the three commission subcommittees (on reentry) was combined with the conference

planning committee to avoid duplicative efforts and increase successful collaboration. A major part of the commission's work has been to secure the work of the PEW Foundation, cost-free, to become one of 13 states working to conduct a cost-analysis of evidence-based programs using information gathered by a cross-section of criminal justice agencies to complete a cost-benefit analysis model. This process was begun with a two day training held in March 2012, including researchers from the Department of Correction (DOC), State Police, Department of Youth Services (DYS), Parole, Probation and the Sentencing Commission.

The Undersecretary shared many of the striking statistics associated with prison reentry, recidivism, the needs of the inmate population and the enormous challenges met by those who work with them. According to the Bureau of Justice Statistics at least 95% of state prisoners will be returning to their communities at some point. More than four in ten offenders returned to state prison within three years of their release as reported by the Pew Center on the States. The National recidivism rate is estimated at about 40% while the Massachusetts Department of Correction 2007 recidivism rate was 43%. The incidence of serious mental illnesses is two to four times higher among prisoners than among the general population. Nationally, two of every five prisoners lack a high school diploma.

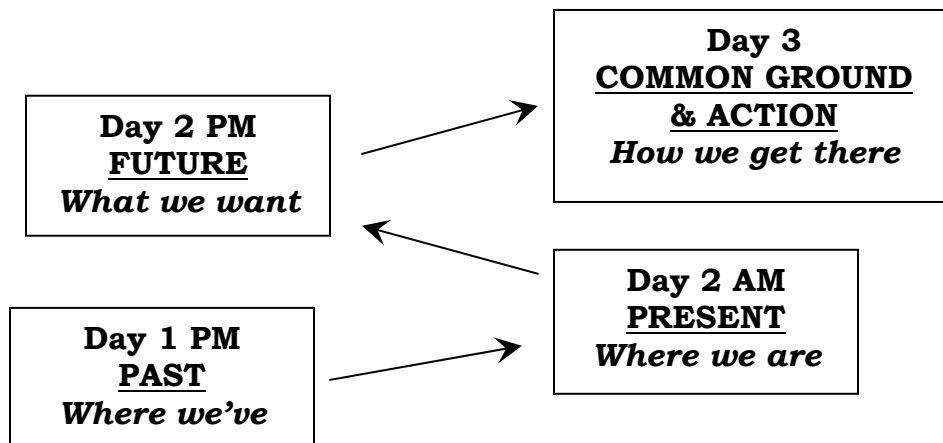
The hard work put into the conference was acknowledged and participants were informed reports will be forthcoming including a summary of the conference, the development of the task force and the related strategic plan.



Overview of Future Search Principles and Methodology

Dr. Sandra Janoff, conference manager and co-developer of the principle-based methodology called “Future Search,” presented the agenda, outlining the conference in general, along with specific principles and information relevant to the conference process.

Agenda



Dr. Janoff covered four principles that make up the framework for Future Search to be used throughout the conference, which are not typical of traditional strategic planning:



- 1) “*Whole system*” is in the room, acknowledging the complexity of the “system”, with perspectives represented not typically present at such meetings—those with authority, resources, expertise, information and need;
- 2) Put the focal issue in ***Historical and Global*** perspective. Who is in the room (attending the conference) is the context for local action;
- 3) The focus being on the future and ***Common Ground*** versus past problems and conflicts; and
- 4) ***Self-management*** of the work and the use of ***Dialogue***, helping each other do the task, taking responsibility for actions and perceptions.

The “task” for the group was “Reentry in Massachusetts.” The prelude to the action that “we will be doing” is what’s happening in the world and how it impacts reentry in Massachusetts.

Stakeholder Groups

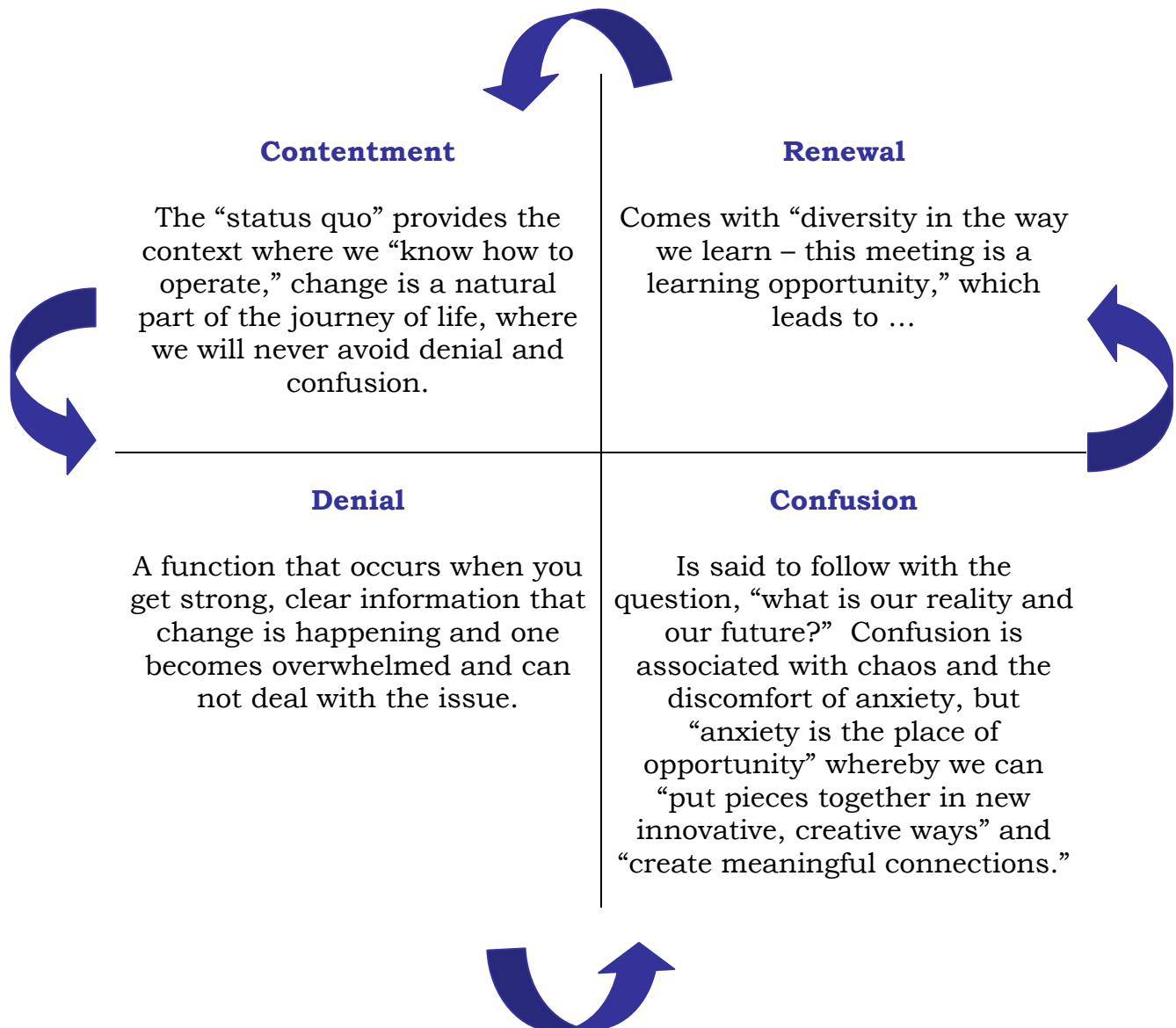
The stakeholder concept was explained and each group member was introduced by their pre-determined group. Stakeholder categories included:

- | | |
|---|-----------------------|
| 1. Legislators | 5. Housing |
| 2. Criminal Justice Agencies | 6. Policy/Academia |
| 3. Faith Based/Community
Based Organizations | 7. Returning Citizens |
| 4. Employment | 8. Service Providers |
| | 9. Sheriffs |

Four Room Apartment

Claes Janssen

Dr. Janoff relayed a model developed by Swedish psychologist, Claes Janssen, called the “Four Room Apartment”, which reflects four stages of change. This is a cycle that occurs throughout life.



Day One

The first day of the conference began a journey for participants from the past into the present. The three exercises completed during the day were designed to create a tangible path from the way things were, by exploring personal, global and reentry specific experiences and events; finding a common connection with the past and tying these perspectives into implications for reentry; and moving forward into the present by acknowledging external trends affecting Reentry in Massachusetts.

Focus on the Past

The first two tasks were thematically linked together and involved the creation of three timelines to be used to understand reentry in the broadest possible context and determine the implications of the past to shape the work the participants would be doing surrounding reentry in the present and future. The timelines spanned from 1980 to the present and each represented one of the following perspectives:

- 1) **Personal:** Key experiences that have shaped our lives
- 2) **Global:** World events that have shaped society
- 3) **Reentry in Massachusetts:** Critical events and milestones

After completing the first task of individually documenting experiences and events in the timeline under each perspective (See Appendices 2-4 for the complete lists), the participants moved on to the second task which involved taking the information recorded on each timeline and creating the “story” of each perspective including implications for the work to be done (See Appendix 5) for complete “stories”.

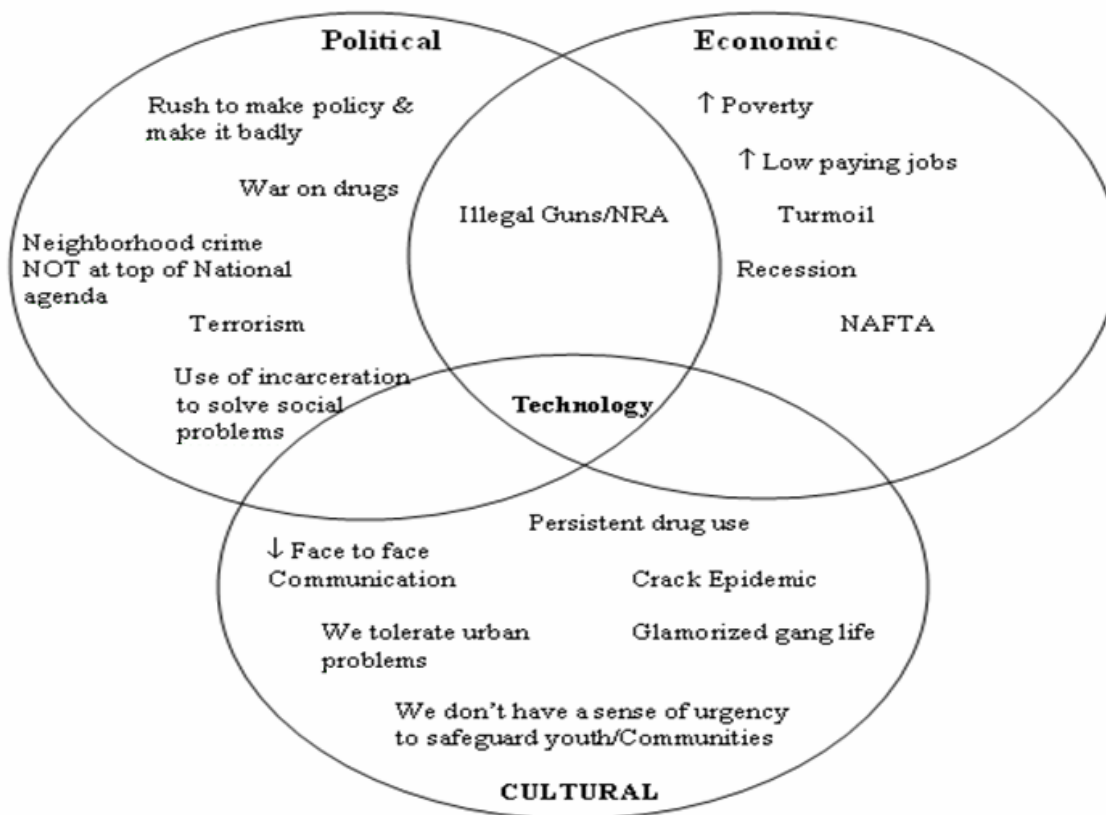
The **personal** timeline “story” showed that in the midst of tremendous diversity of experience there are many shared themes. Throughout the timeframe provided participants were starting families, careers (legitimate and criminal), either continuing education or dropping out, experiencing life altering events involving tragedy, trauma or death (family/friends), being effected by drugs (personally or family/friends), and gaining experience in corrections (starting a career, serving time or knowing someone serving time).

The implications of the personal timeline include the number of people affected by incarceration, the opportunity to make new positive connections, the need to overcome “labels” and “stigmas”, the role substance abuse and recovery plays in lives personally and professionally, a shared sense of loss (tragic events) and success, and the need to help returning citizens achieve positive

milestones while acknowledging that incarceration leads to the potential loss of opportunity of realizing milestones and events that mark their lives.

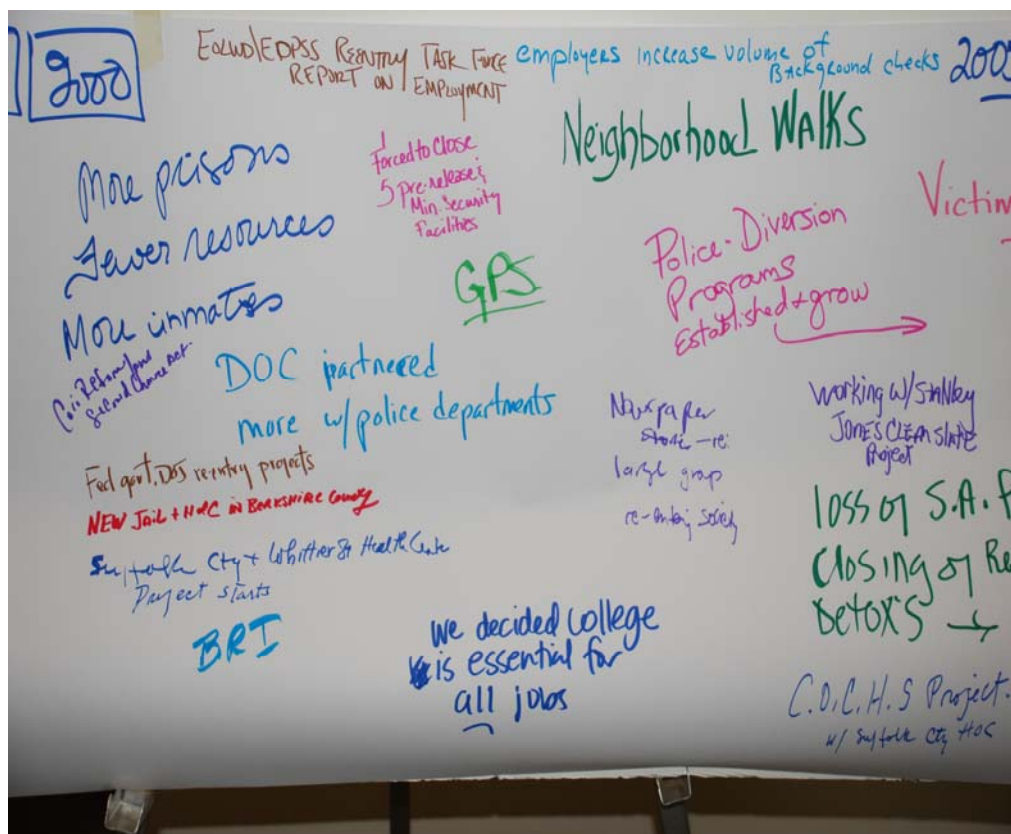
In the “story” told by the **global** timeline three themes emerged: political, economic and cultural. Politically, demographic changes influenced the make-up of cities; the impact of “wars”, from the cold war through the Gulf War to 9/11 and beyond, resulting in racial profiling and anti-immigrant views; and the “War on Drugs” beginning in the 1980’s led to drug policies resulting in mass incarceration with racial disparities. Economically, there were cycles of recession and depression, increased poverty, and tax policy shifts. Culturally, the “tough on crime policies” resulted in the warehousing and isolation of inmates with less support for rehabilitation in prison and probation. This resulted in the release of offenders without skills; reactive and fearful public perceptions leading to increased sentences, and the over-criminalization of substance abuse, social issues, and entrenchment; and finally, on a positive note, acknowledging reentry as an issue, due largely to unsustainable prison costs, but also an effort to move towards what is “Right on Crime.”

Technology was a subject that was tied into all three themes. Advances in technology increased the ease of communication and the pace of and reaction time to change; as well as impacting not only the job market and the flow of information, but also methods of committing crimes and the rise of identity theft. The implications of the Global timeline include the following:



The **reentry** time line told a “story” about policies and legislative changes having both negative and positive impact. Reactive policies inspired by major events negatively impacted furloughs, pre-release and treatment in prison; mandatory minimum sentencing and Truth-in-Sentencing legislation had a disparate impact on poverty, race and immigration issues; the distribution of CORI information became a barrier to employment/housing; and “De-institutionalization” led to “*trans-institutionalization*” of mental health care. On a positive note, increased data on the importance of transitions and the obstacles caused by programming without linkages inspired new strategies to emerge in the realm of transitional services including Drug and Mental Health courts, the Second Chance Act, and private foundations. New reentry programs and *specialized* services, such as SPAN, Forensic Treatment (FTT), 10-Point coalition in Boston, and Operation Cease Fire (Boston Police Department & Probation) have also emerged.

The implications of the Reentry timeline include the importance of awareness of the reactionary cycle; acknowledgement that reentry starts with diversion; evidence based practices and outcome driven programs are a good foundation for reentry; seeing a return on investment; blending/braiding funding; political overlay; and the development of shared policies



A general discussion combining all three timelines (**personal, global** and **reentry**) produced a “story” showing that while these themes are different, they are interconnected and overlap. Foundations are formed whether as the start of a personal and professional evolution; a world event or economic change; or change in policy, legislation, or public viewpoints. Barriers, loss and tragedy happen at the same time as opportunity and gain. Drugs and economic change appear in each theme. Adverse economic trends, fewer jobs for high school educated workers, and the changing availability of work result in the drug trade becoming more inviting. Advances in technology proliferate this issue with employment opportunities requiring higher education and advance training. It is important for the business community be part of the reentry discussion, particularly in regards to the resources and protection to hire inmate population who need to be held accountable as well.

Discussion:

In the debriefing discussion following the timeline exercises, participants noted that the problem of reentry is really the culmination of a long historical process with three separate parts:

- 1) **Process of system change** which involved changes in sentencing regulating drugs and the proliferation of long sentences for violent crimes.
- 2) **Process of social change**, the backdrop, and economic socialization. Many men have no education and low economic opportunity, which is closely connected to the increase in incarceration.
- 3) **Process of policy and political change** where voters and policy makers saw punitive incarceration as the solution to variety of social problems. Fragile politics are subject to setback. Reform efforts have suddenly been reversed when volatile events have occurred. The challenges are to overcome fragile politics.

There is a need to boil down factors and to find what drives people to work together and not in silos. It is important to acknowledge the need for collaboration and to measure outcomes along with the vulnerability of the reform process on policies. Outcome measures will bolster against the political forces by providing and backing up compelling arguments with performance measures showing the success or failure of an initiative. Racial disparity and the negative presentation of criminal justice issues in the media are two additional issued that need to be acknowledged and addressed.

Focus on the Present

Toward the end of the first day of the Future Search conference, the focus transitioned from the past to the present. In the final exercise of the day, *Trends Affecting Reentry*, participants brainstormed as a group and collectively built a picture of the “world we are living in and the impact it has on all of us” using the process of mind mapping.

A mind map is a type of diagram that is used as a visual outline of information created around a single word or concept placed in the center. Major ideas associated with the central concept are radiated outward with related ideas as sub-branches off of the larger branches. For the purposes of this exercise, the central concept was Reentry in Massachusetts. The “map” was built on what impacts reentry, seeing the issues on a systems level first and then how they connect. The formal question presented was **“What are the external trends affecting reentry in Massachusetts that we all need to be aware of?”**

Participants were first asked to make statements of trends related to reentry, indicating whether the trend reflected an increase or decrease directionally. Social, spiritual, economic impacts and any experience that has a day to day influence could be a trend. With the world rapidly changing, trends impacting reentry continuously, draining or adding energy. The mind mapping process allows for the multi-dimensional nature of the system.

Thirty-three main trends were identified, many of which had at least four sub-trends. For example, an “Increased Focus on Data and Accountability” included sub-trends: increases in data driving renewed interest in effective reentry; frustration; cost of incarceration; number of agencies engaging in reentry; revolving door of returning citizens; and systemic approaches to reentry. Complete lists of the items included on the “Reentry Mind Map” for Massachusetts are found in Appendix 6.

Day Two

The first exercise on day two continued to focus on the **present**. Each stakeholder group was tasked with creating a smaller version of a mind map connecting the key trends of greatest concern to the group, what is currently being done, and what actions to take in the future. The key trends identified are listed below. Appendix 7 presents comprehensive results of the exercise.

Legislature Group:

Trends identified

- Lack clarity on current effectiveness of reentry/correctional system
- Global recession increased being reactive and defensive
- Interest in Habitual Offender Bill and general sentencing reform
- Dehumanization of people (addicts, mentally ill, people of color, poor, etc)
- Desire for “real data”, issues of access and assessments



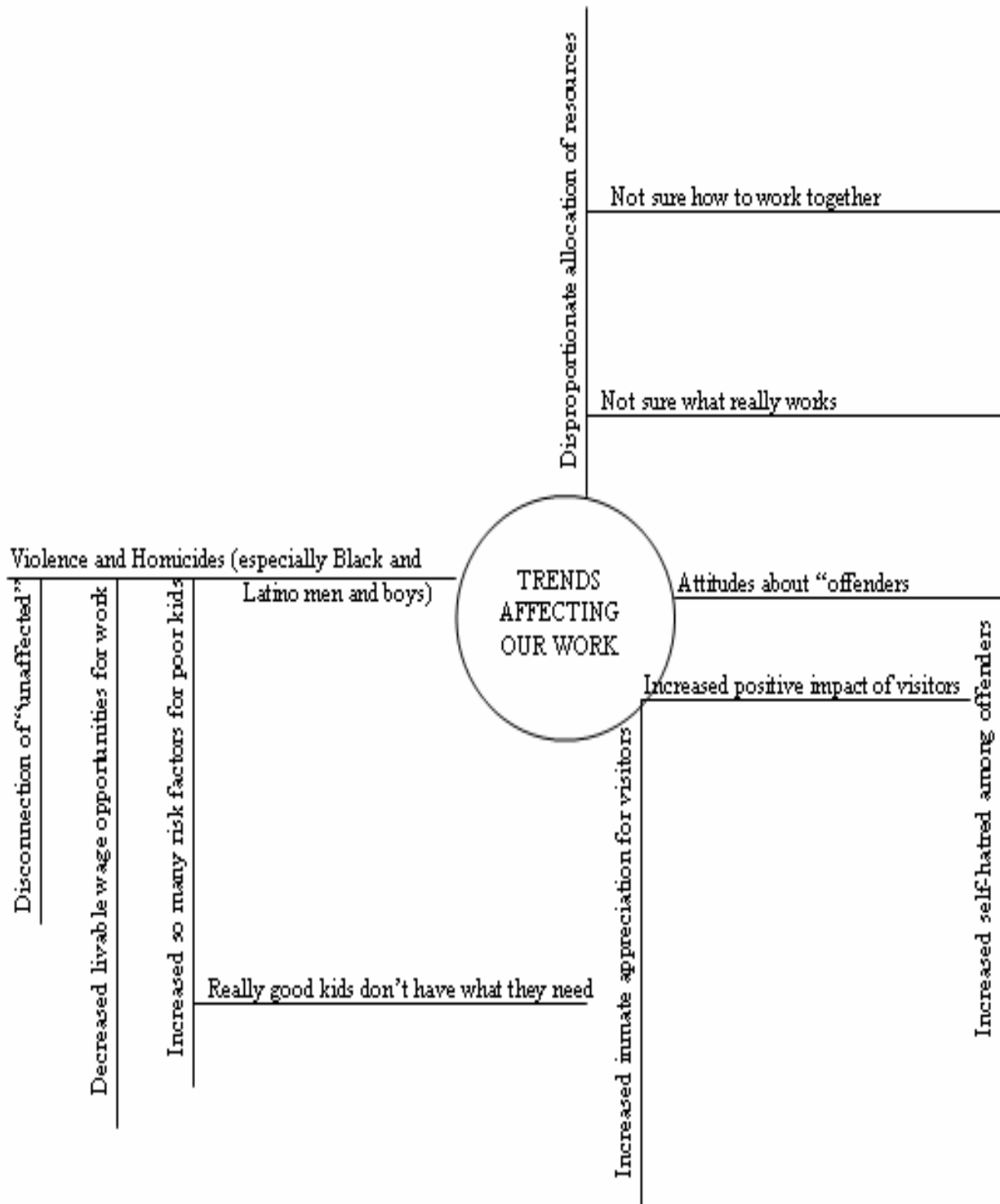
Criminal Justice Group (Sheriffs comprised separate group):

Trends identified

- Lack of uniformity in relation to defining reentry (i.e. when does it start/stop), different approaches and concept as continuum
- Coordination of community resources (i.e. substance abuse treatment)
- Fragmentation of community resources
- Barriers, such as CORI, for eligibility of services and other resources
- Balancing access to services with public safety
- Homelessness via lack of access to shelters and appropriate housing, federal v. state. Local restrictions, flexible v. rigid rules, and restrictions for special populations such as sex offenders
- Limited employment options: need for vocational skills and living wages
- Trust in “reentry” system; not enough credit is given for work being done

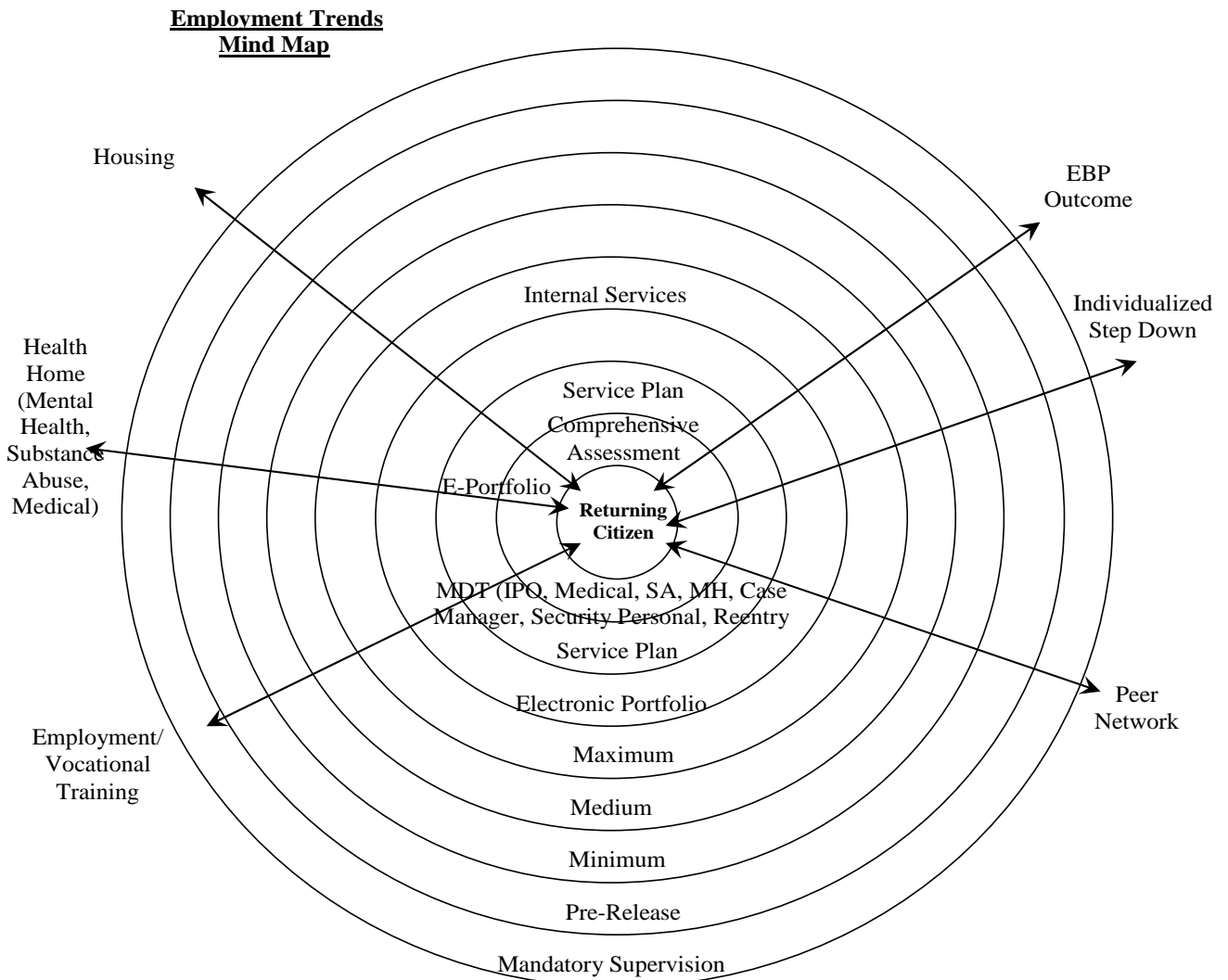
Faith/Community-Based Organizations Group:

Trends identified



Employment Group:

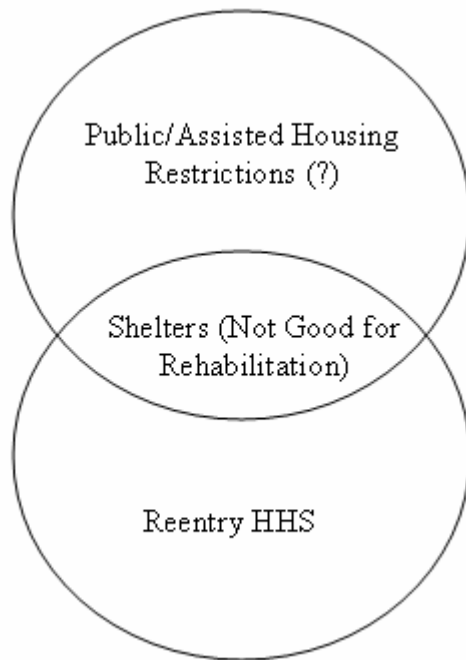
Trends identified



- Need to improve credentials of returning citizens in the job market, such as driver's license, vocational certificates, job referrals, and case management (mentoring, accountability)
- Need for foundational and pre-employment skills, such as how to engage with people appropriately
- Mismatches between what institutions offer and clients need
- CORI's need to be reviewed in advanced, clarifying how to explain on the "outside" a CORI's contents
- Mismatch in employer education, what they need to know to make returning citizens a good hire

Housing Group:

Trends identified



- “Step down” from highest security levels of incarceration to least restrictive oversight
- Make housing returning citizens a higher level of priority
- Housing developers need to be more involved
- Public versus private housing and associated restrictions
- Jail/prison to shelter transitions
- No place to put returning citizens
- Particular challenges in finding housing for sex offenders

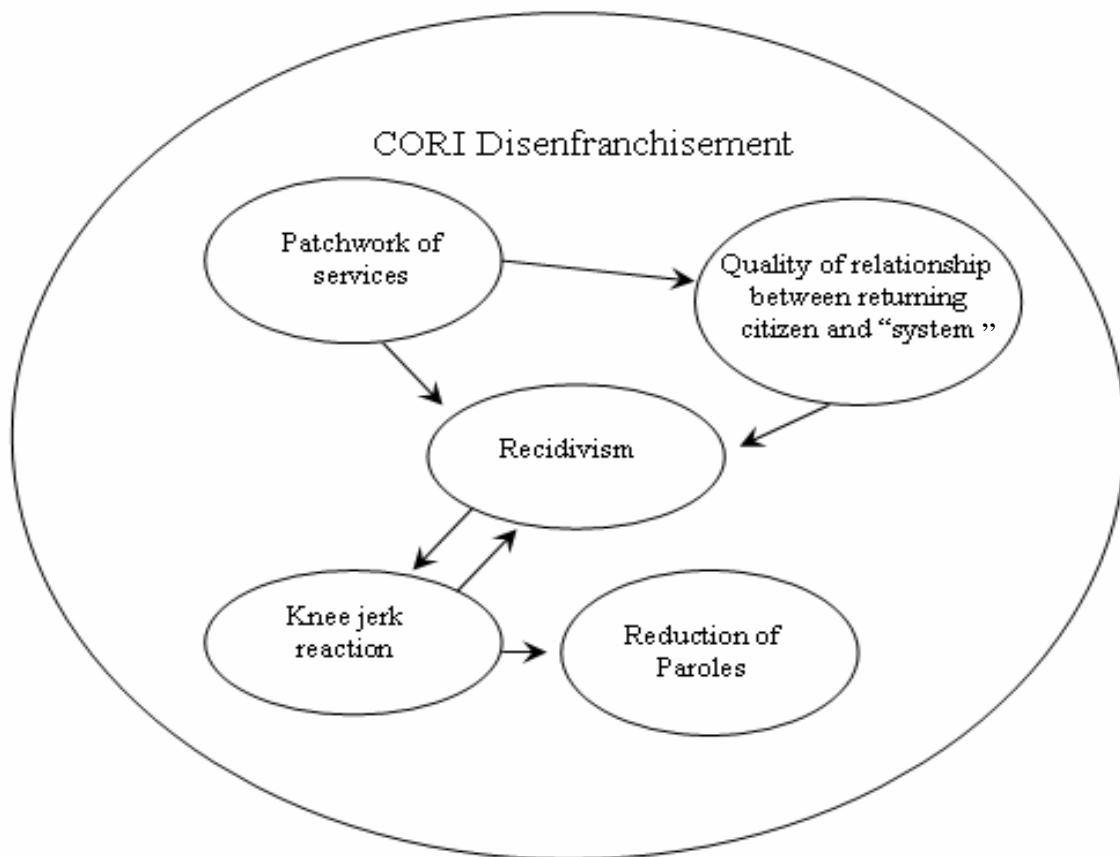
Policy/Academia Group:

Trends identified

- Increase in substance abuse with treatment unavailable (opiate-rate driven) and funding declining
- Decline in graduation rate in urban areas and decrease in educational opportunities in prison
- Differential impact of criminal justice system (i.e. race, women with children, sex offenders, etc)
- Increased incarceration rates despite reductions in violent crime rates: spending and costs of incarceration increase, recidivism rates increase, impact of paying more and getting less
- Reflection in the media/politics/culture of resentment and revenge, controversial demonizing and polarization
- Decrease in revenues for state government; demand for more accountability

Returning Citizens Group:

Trends identified



- Returning citizens don't always know where to find help
- Reduction in supervision (parole) decreases assistance available

Service Providers Group:

Trends identified

- Lack of trauma informed systems
- Lack of substance abuse, mental health, medical need
- Impact of CORI and criminal histories, in general
- Special populations: lack of standardization regarding Evidence-Based Practices (EBP), systems and communication as well as continuity of care specific to unique populations
- Service providers less connected with Sheriffs and jail population than statewide agencies

Sheriff Group:

Trends identified

- Increased need for information sharing, but inconsistently available
- Budget challenges include problems associated with using grant funds for operational items and being given unfunded mandates
- Variation in philosophies of reentry and resources as an example, only 9 of the 13 Sheriffs were represented at the conference
- Variations among Sheriffs in their population size, and types (urban, suburban, and rural)

Discussion

In the debriefing discussion following the trends exercise, participants pointed out a number of actions to be taken that they felt were of particular importance. The first involved increasing step down of inmates from the DOC to County facilities and their access to community-based services. To best accomplish this, it was deemed essential to build on existing regional connections already in place on the community level, as well as to fill gaps where these connections do not exist. Looking at the broader perspective, by coordinating these regions in line with the state (DOC), a whole system of core values could be established and maintained, regardless of “who is in the helm.” Thoughts were that to achieve this objective, legislative action would be needed.

The second action brought up with the consensus of participants was the need for increased accountability, expressed largely in terms of consistent outcome measures aligned with funding. This will be difficult to achieve given the gaps and differences in assessment tools used (and not used). Assessments are also key in matching services properly, and prioritizing use of limited services and resources. Similarly, better and more consistent assessments were expressed to be needed among special populations, such that if needs are not accurately and appropriately identified they can not be properly addressed. While a better understanding of these specialized populations is needed with services tailored to their needs, it is also important to be prepared to have the services required available.

The Housing Group raised the issue that even now that the shelters have become part of the reentry dialogue there was a sense of not having the same “leverage” felt from the criminal justice system. There remains a need for a better connection between shelters and those coming out of prison while they are still “behind the wall.” Shelters are unaware of what happens in prison and what is being done to prepare inmates for release, they essentially feel they are starting from scratch and there needs to be a better connection.

After looking at key trends and what participants are doing now and would like to be doing in the future in regards to the trends discussed above, the final exercise still focusing on the **present**, involved taking responsibility for what participants are doing and not doing with regards to reentry in Massachusetts, in a session called:

Prouds & Sorries



In reflecting on what they are presently doing in relation to reentry, each stakeholder group was asked to explore and list areas in which they were “proud” and “sorry,” taking responsibility for actions without blaming or complaining about other people. Perhaps one of the more challenging tasks therein was to identify the top 3 areas for which they were most proud and sorry.

Legislature Group:

<i>PROUD’S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • \$10 million for DOC in House Budget • Efforts to get colleagues to be smart on crime • Solidarity around the death of Trayvon Martin has engaged youth around legislation 	<ul style="list-style-type: none"> • Have not done enough to change big bureaucratic institutions (i.e. Education, DOC, Police) • Have yet to create more jobs • Have not convinced enough colleagues to be smart on crime

Criminal Justice Group (Sheriffs comprised separate group):

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • Commitment to reentry, putting it on the map with other agencies, using those partnerships to improve reentry efforts • Increasing expertise and training across agencies, moving from “old school” to “new school” in the process of reform (i.e. using risk/needs tools) • Commitment to evidence-based practices and the ability to use research and develop internally to guide and measure what we do (i.e. Pew Cost Benefit Model study) 	<ul style="list-style-type: none"> • Tighten up fidelity to evidence-based practices to keep measuring and continuing to change as needed • Not yet reaching and building partnerships with certain “pieces of the puzzle;” still trying to connect better with some Sheriffs to form uniform reentry continuums and to better co-ordinate and identify regional differences • Lack of focus on educating the public on our reentry work and our commitment to reentry; get in front of the education curve BEFORE there is a crisis

Faith-based/Community-based Organizations Group:

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • We advocate for troubled youth • We teach inmates work skills and trades; we teach in prisons • We use data to meet our goals 	<ul style="list-style-type: none"> • We do not do mental health work • We (as a community) do not support those who need it most • We do not do enough for families and victims

Employment Group:

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • We give people hope by showing them an envisioned path of success • We are working together to solve those important issues • We get people employed 	<ul style="list-style-type: none"> • We wish we could “scale up” our programs and replicate them within other communities and the country, everywhere! • We are sorry we don’t make enough time to meet with other stakeholders (i.e. politicians, other community-based organization leaders, funders) • We turn so many people away; we cannot see everyone – not enough space, time or volunteers

Housing Group:

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • Low threshold housing has worked • Success with case management • Given 1/3 of St. Francis House participants are sex offenders, no problems with re-offending 	<ul style="list-style-type: none"> • The issue of reentry is not high enough on the state housing system agenda • Regarding data, tracking and accountability, have not asked for resources to collect data needed to plan for and understand the population reentering gateway cities in terms of where they are going, where they came from, etc. • We are behind other states in utilizing evidence-based practices and innovating when it comes to housing returning citizens (for example, Connecticut and Texas)

Policy/Academia Group:

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • Policy activism, such as CORI reform and uncovering patronage in Probation • Research activism helped to contribute to reform conversation in the state and nationally along with partnerships with corrections, service providers, policy-makers and academics often promoting data driven policies • Partnerships with universities, agencies, practitioners, policy advocates and policy makers, in general and specific to reentry studies 	<ul style="list-style-type: none"> • Ineffective communication about what we have done, know works and targeting more diverse audiences • Need to do more work on crime and victimization; make restorative justice more central to our work • Need more political courage

Returning Citizens Group:

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • 65% of returning citizens were released from <u>lower</u> security in the county system • We are still out of prison regardless of the challenges and actively making a difference – haven't become recidivists • Successful work in 2010 to change mandatory minimum laws and to work to push back on "3-strikes" legislation 	<ul style="list-style-type: none"> • Not implementing accountability systems, such as built in incentive systems where returning citizens want to participate • Failed to shift the public "offender" mind set of dehumanization of offenders and rename returning citizens • We are sorry for our human failings

Service Provider Group:

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • Diversity of services • Some great collaborations 	<ul style="list-style-type: none"> • Have not been able to build into one system, still individually based • Have not been able to reach everyone, ALL agencies, inmates, and institutions • Have not made our programs more individual centered

Sheriff Group:

<i>PROUD'S</i>	<i>SORRIES (to do better)</i>
<ul style="list-style-type: none"> • Positive impact on public safety which includes Parole, Probation and the Courts • We are an integral part of the community through community ties, victim services, etc. • Willingness to engage in regional collaborations [i.e. Emergency Service Units (ESU's), Women's services, transportation and WMEAC] 	<ul style="list-style-type: none"> • Still lacking unilateral commitment to reentry by all 14 Sheriffs (including DOC reentry) • Failure to operationalize proven evidence-based programs and continued reliance on grant funding • Inability to work, prioritize, and gather resources to reestablish regional treatment centers (like WMCAC and substance abuse in other regions)

Discussion

In the debriefing discussion following the “Prouds” and “Sorries” exercise, several themes were brought forth by participants for further consideration. One pervasive theme was the need to educate more audiences about reentry, what IS being done effectively and to target more diverse audiences. “Getting the word out” was repeated, especially in regard to countering the reactive and fear inducing portrayal often projected by the media. Along the same line was the issue of “fearing negative press” impacting the work accomplished.

Another common theme was the political imperative to reach out statewide to work with more organizations, providers, and agencies. Particularly, victims and formerly incarcerated persons need to be more a part of the process and the development of solutions, to ensure a better understanding of what they are going through so policies can be shaped more effectively. In that same context, the trauma of the victims and the offenders needs to be dealt with as well as how their experiences impact their needs.

In the end, most agreed it was about having the political courage to advocate for what changes and resources are needed. While “criminal justice folks can lead the way, at the end of the day, when things go bad, we all need to stand up and be counted.” It was determined that there was so much more that participants from all stakeholder groups “agreed on than disagreed on”. Examples of progress and accomplishments were abundant, including how our language reflects attitudes, such as no longer calling correction officers “screws” and the consideration for calling “ex-offenders” and “cons”, returning citizens.

Focus on the Future

After an in depth look at the trends of the present (what is currently being done, should be done, is being done well and needs improvement) the focus of the conference shifted to the future.

The first task (in mixed stakeholder groups) was to develop a scenario where participants put themselves ten years (2022) into the future and created a shared vision for reentry as they believed it should ideally be. The scenario was to include “structures, programs and policies that support” desired reentry systems, changes since 2012, the outcomes achieved, how stakeholders collaborated and shared information, and ways participants



were held accountable. The final part of the task was to discuss the main roadblocks that had to be overcome from 2012 to create the system as it would be in 2022.

This was the one exercise during the conference where groups were encouraged to be as creative as possible with their presentations. Although some groups presented in a standard fashion, there were a few groups that took advantage of the opportunity and presentations included a sermon, a game of “Jeopardy”, and a Royal Reentry Panel. See Appendix 8 for visions in their entirety.

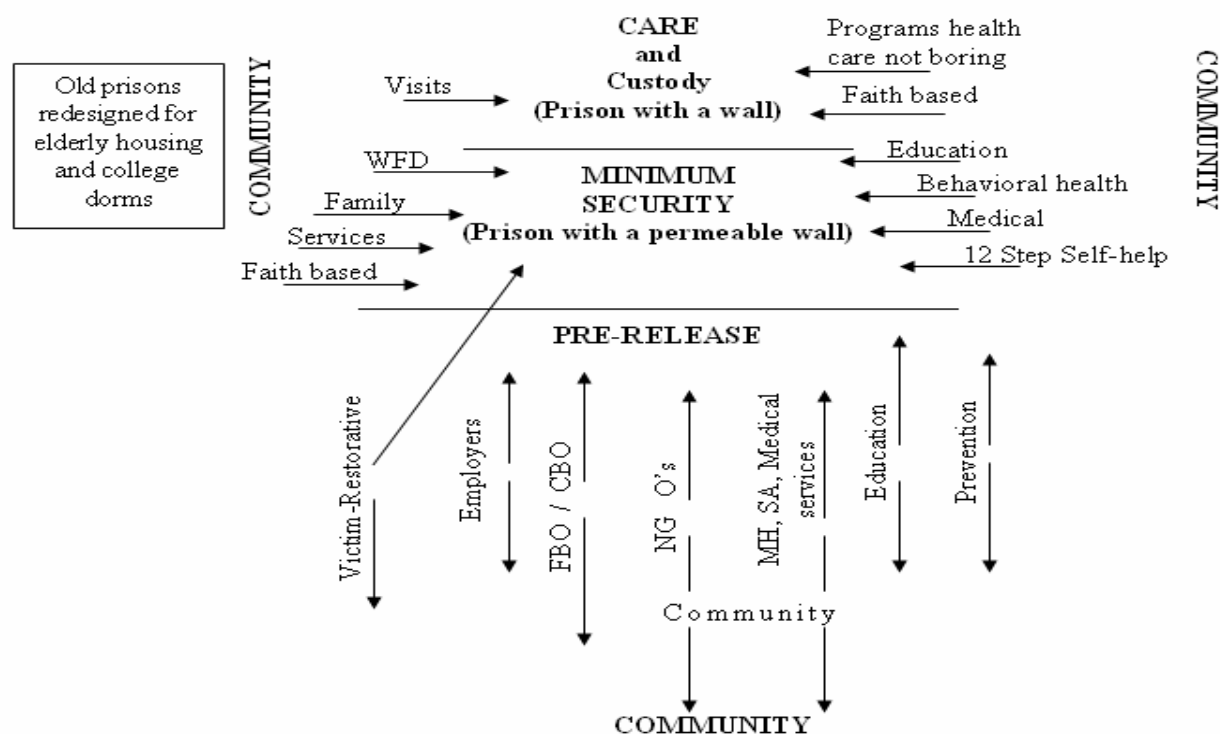
Group A vision

Group A’s future scenario portrayed the process by which reentry begins at the point of intake into prison with every inmate meeting with a multidisciplinary team for assessment, including medical and mental health providers and an individual probation officer. From this assessment a service plan is developed which wraps around all of the inmate’s needs and follows them throughout incarceration and when s/he becomes a returning citizen. In 2022 all inmates step down to pre-release and have mandatory post-release supervision, supporting all their need areas. All services will employ evidence-based practices with full funding for them in prison and in the community with a mechanism tying them all together. A shift in the paradigm will put the punitive aspects in the past and switch to healing and making people whole again.

Three creative elements in this scenario taking place in 2022 include:

- An Electronic portfolio (bar-coded) with data including assessments, service plans, and tracked outcomes that will follow the inmate throughout their incarceration into the community minimizing duplication
- A “2022 Returning Citizen Guide” with checklists, and resources for housing, mental health, education, training and other information, all color coded, will be provided to every inmate at the point of release
- A peer network connecting returning citizens with mentors for support

Group B vision



Group B's 2022 future scenario depicted the criminal justice system pyramid tipped upside down with the majority of the prison population in "pre-release" versus higher custody as it was in 2012. Pre-release facilities are also used as an intervention tool to prevent traditional incarceration and two-thirds of the population that would have been in prison in 2012 will be addressed in the community. In 2022, money saved from the high cost of incarceration is diverted to community based services such as education, job development, treatment on demand, mental health services, schools and placements in other programs as needed. Participation in these services would be established and when possible started prior to release. Outcome measures are used to prove the effectiveness of these strategies.

All stakeholder work in collaboration; sharing information and accountability is a by product of service delivery, agreed upon goals and shared measurements (possible blended/braided funding), and consolidated state information systems. An integral part of this future scenario was a complete change in culture of the criminal justice system with less focus on punishment and more on rehabilitation and activity; from finger pointing blame to that of learning with attitudes and perceptions changing across the board including in the community. In 2022 incarcerated people are now seen as part of the community in need of assistance.

Group C vision

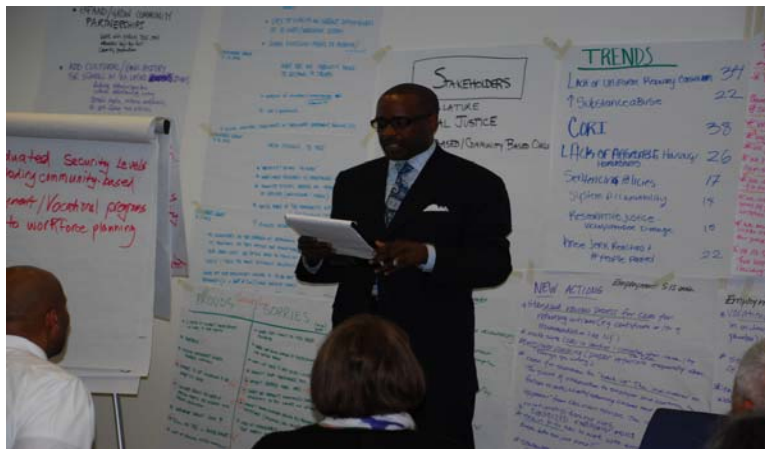
The focus of this future scenario was the elimination of the dehumanization of the inmate population. In 2022 the court system has changed considerably including how incarceration, parole and probation are handled. The process has “slowed down” at the front end to allow judges to acquire as much information as possible to make better and more individualized decisions. There is more diversion of non-violent drug offenders and other individuals so that they no longer spend the majority of their time in jail, eliminating the collateral consequences of incarceration such as losing a driver’s license or membership on registration boards needed for employment.

Reentry starts the first day of entering prison; criminogenic behavior is reviewed including treatment, education, housing, employment, family and other needs at the onset of incarceration. There is no more idle time in prison.

In 2022 statewide standards for sharing information are established and implemented. A system has been put in place compiling all information obtained regarding the inmate prior to, during and post-incarceration in one electronic file to assist an assigned treatment coordinator in seamlessly connecting all agencies (i.e. parole, probation, etc.) and service providers to avoid unnecessary duplication of services. This continuum of care relies on services, including improved addiction and mental health services, to be initiated during incarceration, even those that will continue post-release. A process is in place to insure housing and employment are secured in advance of release. More respect for confidentiality will be used, whereby only necessary/relevant information is shared. There is more coordination with families and victims. Who are more a part of the process to improve their trust in the system and show them that it does work for them. Evaluation tools are used to measure the effectiveness of process.

Group D vision

Group D presented their “future” in the form of a sermon portraying a single justice system that follows offenders from jails through the court to the DOC including the creation of individual plans beginning the day of arrest and intakes/action beginning the day of commitment. This collaboration has led to significantly reduced recidivism. A risk/needs assessment and plan for each inmate follows them throughout the system. All data/information is coordinated and shared in a centralized fashion from the point of assessment at the “front door” through post-release for each individual, with private and public resources matched to a person’s assessed needs.



Massachusetts-specific research on cost-benefit analysis/effectiveness drive a well informed system with individual responsive classification and plans/services. Prison spending has been reduced in 2022 with a decrease in incarceration rates and savings being used to provide reentry resources

post-release. Everyone comes out of prison with everything they need including identification, a portfolio, and an insurance card.

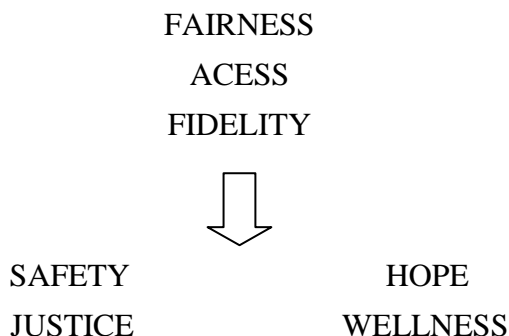
Group E vision

Group E created a future scenario that took the form of a royal reentry panel for 2022. A main tenant of their vision was that you “can’t treat everyone the same”. The scenario included diversion programs for juveniles and adults; the elimination of mandatory minimum terms; and a restorative justice system involving the victim. While incarcerated, inmates received improved services with mandatory education and programming for all and increased in-prison job training eliminating idleness. A step down program was in place including the local community, Sheriffs, Parole and Probation where inmates gradually moved down security levels to half-way houses or Sheriff run facilities. There is in-reach available for all including incentives, resources available, and instruction on how to reach them. After release there is mandatory post-release supervision, incentive supervision, access to low threshold housing, and connections to a job, family, a home and faith-based programming for spiritual motivation. In 2022 Legislative initiatives were enacted to allow for the flexibility where needed and to eliminate barriers.



Group F vision

Group F's scenario for 2022 is based around the following tenant, which is considered at each step of the reentry process:



Elements reflecting this tenant include ensuring laws are sensible, reasonable and allow for community restorative justice and accountability; depicting the true reflection of stories taking things in a more positive light and a fairer picture of what is happening with the help of the media; question all actions taken every step of the way; and consider returning citizens, victims, family and the community as a whole when taking action.

Group F's future scenario is based on 5 Stages of Reentry:

- 1) Alternatives to incarceration (treatment, education, recovery); 2) Pre-trial;
- 3) Incarceration; 4) Step down; and 5) Post-release supervision

The group visually demonstrated the reentry process by walking through the phases of the system, symbolized by carrying an electronic portfolio which would follow the inmate throughout the entire process. In 2022, a validated (risk/needs) assessment tool is utilized throughout the process for mental and physical healthcare, treatment, mentorship inside (for inmates who have embraced accountability), mandatory education/GED, and housing. Treatments are tailored to individual needs based on assessments, not “cookie-



cutter” based. The system is streamlined through research, cost benefits, program evaluation, and analysis of the whole system based on individual needs. A centralized database keeps everything organized in one place with access for all involved agencies and providers. CORI is redefined as a Community Resource Initiative.

Group G vision

Group G presented the future changes in the context of a “Jeopardy-like” game where categories and questions focused on issues related to reentry in Massachusetts. A reduction in the incarceration population and recidivism rates was noted, due largely to the repeal of mandatory minimum drug terms allowing judges to divert people to drug treatment and services for the mentally ill; as well as to improvements in housing, jobs, education, mentoring, healthcare insurance and treatments for substance abuse, and mental health. Major renovations to the design of prisons changed facilities to be more like classrooms with high tech resources. Lower security/pre-release facilities become the majority of where inmates are housed and released from; looking more like cottages than warehouses. Day one of prison starts the reentry process with assessments and individual plans rather than a one size fits all approach. Each inmate is given a counselor that helps transition them through prison and the transition out of prison.

In 2022, improved communication technologies are utilized to maintain connections and interactions among providers, between staff and inmates, and linkages to the “outside.” Examples of these applications include being able to e-mail, Skype or text family and explore job searches. Technological advances and applications impact medical services being



provided remotely and better transferring of records among providers. Inmates are mandated to participate in programming and given a job upon release. A message came from the housing authority in 2013 that housing can no longer be denied based on CORI's and references that are so difficult to obtain when you are poor. CORI laws have been changed to consider inmates need to be given a second chance at life.

Group H vision

The future scenario presented by Group H was made possible in large part by the collaboration of many stakeholders including the Governor and Lieutenant Governor, bringing criminal justice to a place where there was a decrease in the incarceration rate due in part to the instigation of diversion initiatives, as well as a significantly lower recidivism rate leading to the closing of prisons that are no longer needed. County jails, pre-release and step down programs are a major part of the success achieved as well as better connections to local resources. The use of half-way houses provides the opportunity for offenders to return to their community sooner where they have access to local agencies and resources.

In 2022, standardized assessment tools are used by all involved agencies including the courts. A centralized statewide offender management system database attached to a common biometric identification utilizing fingerprint records replaced traditional Identification cards to improve communication amongst agencies enhancing the continuum of care and decreasing duplication of services.

In the realm of employment, a pool of funding is available to the future Commonwealth with monetary incentives (must hire to access funds) and penalties for not hiring “returning citizens”; liability protection is available for businesses hiring these former offenders; and subsidies are available to companies who provide training and vocational work in prison facilities. Medicaid resources cover these new hires for two years to ease the burden of employers for a further incentive to hire.

Lastly, in 2022, evaluations are done by third parties to measure success, with evidence-based initiatives driving funding to ensure outcomes are being met and funds are being moved around appropriately. Success stories are promoted via public relations to validate how funds are spent and policies are changed.

Discovering Common Ground

The final task on day two, “Discovering Common Ground”, was an exercise to establish the principles and key features desired by all participants on which to build a living strategic plan for effective statewide reentry. In the first part of the exercise, groups prepared a list of common ground elements reflecting what the group believed everyone in the room would want. This could include values, norms, structures, programs and procedures. The main theme being, “A reentry model built on a framework which includes everyone here to be used statewide.” After these lists were completed, the entire group met to discuss and organize the common ground elements brought forth to narrow down these themes through a consensus, without coercion, as to what the most important themes should be.

The themes agreed upon at the completion of this task were as follows:

- ▶ Returning citizen centered individualized assessment plan
- ▶ Community awareness/involvement/support
 - Restorative justice includes victims
 - Holistic approach to justice
 - Policy reforms (i.e. sentencing, CORI, etc)
 - Reentry system that accounts for and meets needs of victims, families, employers and housing
- ▶ Continuum of care with supportive case-management
 - Continuity and collaboration of services (education, employment, treatment, housing)
 - Coordinated community resources with all involved aware of what's available
- ▶ Common assessment
 - One common record communicated through the system
 - Information sharing and access to good data is reliable and available to only those who need it (including returning citizens), while respecting privacy
- ▶ Reentry begins at...
 - sentencing, continues through probation and incarceration
 - admission to prison
- ▶ Positive reentry begins with an evaluation of medical, mental health and safety, followed up with classification plans that include assessment of programmatic, treatment, education, housing and employment needs
- ▶ Evidence-based practices
 - Using what research has shown to be “best practices”
 - Need to know what works, pay for it, publicize it and get buy-in
- ▶ Step down -- including pre-release
- ▶ Accountability and performance-based
- ▶ Fair and just system; no disparities
- ▶ Education of staff and the incarcerated in prevention of recidivism



DAY THREE

The third day began with a brief discussion acknowledging that this conference was just the beginning of a shift in direction and paradigm. This will be different than the status quo. A small group of diverse people who are all pieces of the picture gathered together to create a base to build from.

A quote from Machiavelli (15th century) was shared that seemed to capture the sentiment in the room:

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new.”

Final Common Ground Statements

Participants continued to discuss the “Common Ground” themes established at the end of the second day and agreed upon the following eight final “Common Ground” statements that will become the focus of the work of the Reentry Task Force:

- 1) **Reentry begins at admissions**
- 2) **Comprehensive communication system and information sharing, including common assessment tools**
- 3) **Individual (returning citizen) centered reentry system**
- 4) **Continuum of care**
- 5) **Evidence-based practices**
- 6) **Step down**
- 7) **Performance-based/Accountability**
- 8) **Community awareness, involvement, support (restorative justice)**

For the final major group task of the day, conference participants were asked to select one of the common ground areas, create statements describing the group’s common ground vision and thereafter decide on action steps to be taken to work toward a common agenda. The multi-faceted task included short and long term action planning: Creating action over the next year and then over the next 3 years: What? How measured? Help needed from? Due Date? People responsible?

Group Action Planning:

Reentry Begins At Admission

Group members: True See Allah, Daniel Gordon, Mary Kelly, Marty Lyman, James Petrosino, Jack Quinn, and Alan Spencer

Statement: We are committed to developing positive reentry that begins at the time of sentencing to probation or incarceration. It starts with evaluation of the individual's medical and mental health and safety, followed by a classification plan that includes assessment of programmatic, treatment, employment and housing needs. This is rooted in the belief that the individual should be an active participant in the reentry process.

What: Asking stakeholders to agree on a universal intake process, includes development of MOU's (Memorandum of Understanding) to be implemented by the Statewide Reentry Task Force (Year 1); Development of Individual Service Plans (ISP's) for returning citizens in relation to resources available in their respective communities.

How to measure success: (1-3 years) Recidivism rate; Standardized outcome measures process to rate effectiveness.

Help needed from: "Experts" to form committee to create "standard definitions of acronyms commonly used in the realm of reentry." Those identified were: Christopher Mitchell (DOC), Rhiana Kohl (DOC), Marty Lyman (Hampden Sheriff), Mary Kelly (Norfolk Sheriff), Sheila Dupre (Parole), Ron Corbett (Probation) and Lyn Levy (SPAN).

People responsible: Commissioners (leaders) → DOC, DYS, Probation, Parole, Sheriffs.



Comprehensive Communication System And Information Sharing – Common Assessment Tools

Group members: Rhiana Kohl, Christopher Mitchell, David Sullivan, Josh Wall

Statement: We strive to inform our actions, decisions, and policies with systemic empirical evidence. This involves broadly surveying best and promising practices without bias, ongoing data collection, and continuous self-study and evaluation. These data will be broadly shared and disseminated with the purpose of educating the public, assuring effectiveness and promoting transparency.

One Year Action Plan:

What	How Measure Success	Help Needed From	Due Date	People Responsible
Survey of what is being used by DOC, Parole, Probation, Sheriffs (risk/needs assessment tools and practices	Survey completed and determination made reflecting evidence-based practices	Having right representation from each of criminal justice agencies on what using and how not just written “survey”	September 30, 2012	Reentry Subcommittee and Criminal Justice Commission
Identify best practices to learn from each other and provide forum for training	How many then using tool effectively	Every agency (leadership) involved	June 1, 2013	Reentry Task Force (RTF)
Explore avenues on how to share information in meaningful way and to whom	How many assessments and personalized program plans were shared with next agency or provider in continuum (% of ?)	Everyone in reentry continuum (includes community provider)	June 2015	RTF and IT
Ensure efficacy of assessment through a process evaluation and norming study	Study outcome	Academia/NIC	June 2015	RTF

INDIVIDUAL (RETURNING CITIZEN) CENTERED REENTRY SYSTEM

Group members: Lyn Levy, Leslie Walker, Sheridan Haines, Sandra McCroom, Mark Connor

Statement: We are committed to ensuring community safety by designing a reentry system that has at its center, a plan for each returning citizen. The plan is comprehensive, flexible, and evolves based upon the individual's skills, abilities, needs and interests. Our goal is to maximize each returning citizen's ability to be a stable contributing community member. **(Noted:** Individual evidence-based reentry plans begin at admission to prison and continue through an integrated corrections system. Need to include focus on family reunification)

What: 1) local regional reentry task forces directed to develop collaborations, holding meetings in correctional facilities to include returning citizens; 2) address special populations; and 3) increase the number of communities that have task forces by three

How to measure success: Develop collaborations with returning citizens, DOC and HOC staff, Labor, Parole, Probation, community-based organizations (CBO's), including individual centered plans

Help needed from: Local CBO's, law enforcement, families, returned citizens, victims, home owners, and others that drive reentry; Other states who have task forces that work and have returning citizens actively participating

Due date: 12 months
(June 1, 2013)

CONTINUUM OF CARE

Group members: John McGahan, Tom Brigham, Patricia Morris, William Lucier, Robin McCrory, Debra Pinals, Rore Mayhis, Mindy Cady, Ed Powell, William Dickerson, Wilbur Commodore, Patricia Edraos, Patrick Parker-Roach, Julian Tynes, Jennifer Sordi, Jim Karr



Statement:

Each of us has responsibility for a different segment of the reentry process. What needs to be in place to assure that different agencies have some consistency of approach as returning citizens progress through a continuum of care? The implementations of validated risk/needs assessment tools are necessary to promote consistency in the continuum of care. Risk/needs assessments are the foundation for personalized program plans that direct consistent services for the individual as s/he moves through the criminal justice system and the community. Reliable, accurate and current information needs to be shared among agencies and providers so we know what happened at previous stages, we can report our work to the next stage and should be shared in an automated manner and made appropriately accessible.

What:

- 1) Develop county-based Reentry Task Force with a direct connection to the statewide Reentry Task Force, so there is comprehensive representation and participation
- 2) Identify necessary services and partners to coordinate and maximize resources
- 3) Examine innovative funding strategies for efficient utilization
- 4) Step down (three year pilot plan)

How to measure success: Recidivism rates are the output of success

Help needed from: Identify financial needs and available financing; help needed from state government

Due date: Year goal to pilot step down and evaluate through the county systems

People responsible: Service providers, law enforcement, non-profits, faith-based community, criminal justice agencies, victim service agencies and other government agencies

EVIDENCE-BASED PRACTICES

Group Members: Ron Corbett, Bruce Western, Andrea Leverentz, Hillary Jacobs, Sean McAdam, Patti Onorato, Laura Winig

Statement: We strive to inform our actions, decisions and policy with systematic empirical evidence. This involves broadly surveying, developing and implementing best practices without bias, ongoing data collection and continuous self-study and evaluation. These data will be broadly shared and disseminated with the purpose of educating public and assuring effectiveness, transparency and accountability.

One Year Action Plan:

What:

In 1 year: Create a road map; convene working groups to: 1) survey data systems; 2) survey best practices; and 3) survey current programs in Massachusetts. Identify useful elements of existing programs

In 3 years: Develop (revised) information technology systems; establish consistent new measures for current/new programs. Incentivize use of evidence-based programs and promising practices and evaluation. Create a communication/dissemination plan. Engage and complete a number of evaluation studies, follow-up studies with returning citizens and case studies. Establish a yearly “State of the State Reentry” report on the Web. Establish a University consortium.

Help needed from/People responsible: DPH, DMH, DOC, All Sheriffs, EHS, IT, EOPSS, Community Health Centers, Governor’s office, Labor, Medicaid, Housing, Probation, Parole, Universities, Returning citizens and program providers.

How to measure success: data integration and sharing; program and other evaluations

STEP DOWN

Group members: Karen LaFranzia, Steve Wheeler

Statement: We believe reentry utilizes an effective step-down program placing returning citizens into the least restrictive setting with an ultimate goal that everyone appropriate leaves through the community they will live in.

1. Create action over the next year:

What	How Measure Success	Help Needed From	Due Date	People Responsible
Understand what step down exists today	Survey	Affected agencies	6 months	EOPSS
Define what laws, regulations, sentencing guidelines present obstacles	Survey	Stakeholders	6 months	EOPSS
Define effective step down based on evidence based success	Survey of existing research	Stakeholders/National Organizations	8 months	EOPSS

Design systematic step down to achieve objective including better integration between DOC-counties	Plan Complete		6-12 months	Task Force
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2. Action over next 3 years:

What	How Measure Success	Help Needed From	Due Date	People Responsible
Capacity DOC and County resources programs	Availability slots matches flow	Legislative Funding, EOPSS, DOC #'s	18 months	Sheriffs
Program of DOC transfer to counties	Appropriate DOC inmates go to county	Legislative DOC and County	2 years	EOPSS Task force

PERFORMANCE BASED/ACCOUNTABLE

Group members: Luis Spencer, Lydia Downey, Josh Wall, Paul McDevitt, Ann Lambert, John Larivee, Wilbur Brown

Statement: We strive to provide effective reentry through a performance based and accountable system that eliminates disparities and ensures public safety.

One Year Action Plan:

What	How Measure Success	Help Needed From	Due Date	People Responsible
1. State interagency workgroup to review policies that prevent successful reentry (Housing, employment, DHCD, DOC, EOPSS, DDH, DMH, Judiciary, DYS)	Policy change agenda	Governor, Public Safety, County and municipal associations	1 Year	EOPSS
2. Develop annual report card on reentry system	Bench mark data established	EOPSS Judiciary	5 months	EOPSS
3. Set reduction goals	Develop reasonable reduction targets	EOPSS	6 Months	EOPSS
4. Public review community. →Annual Report	Data is disseminated widely	Reentry state and county	1 year	EOPSS
5. Money tied to performance	Money moves from incarceration to community base services	Advocates Press Legislature	2 Years	Governor Legislature EOPSS

RESTORATIVE JUSTICE, COMMUNITY AWARENESS, INVOLVEMENT/ SUPPORT

Group members: Erin Gaffney, Charmane Higgins, Joann Della Guistina, Jim Greer, Wayne Daley, Barb Dougan, Lanny Kutzakoff, Katia Santiago-Taylor, Rosie Hunter



Statement: We are committed to a reentry system that helps meet the needs of and effectively communicates with various populations, including victims, returning citizens, families, employers, housing providers, communities, policymakers, etc. We are committed to communication within and across correctional facilities to better enable community involvement inside and outside the facilities. We are committed to ongoing

discussions between providers who work with returning citizens, providers who work with victims and families, policy makers, and the media.

Goal 1: Standardized, respectful process to allow volunteers into facilities

What: Review current policies; training correctional staff, including union leadership regarding the importance of volunteers and its effect on recidivism; training that includes volunteers talking regarding problems with no inside/outside contact; establish clearinghouse to connect returning citizens and volunteers; educate and spread the word regarding benefits of such volunteering.

How to measure success: Number of volunteers, Number of hours volunteered, Number of inmates who worked with volunteers

Help needed from: Volunteers, Sheriffs, Commissioners and Superintendents

Due date: 1 year for the training; 3 years for new policy that makes changes to no inside and outside services and continues connection with volunteers into the community

People responsible: Volunteers to help with some of the training

Goal 2: Build up restorative justice programs like victim-offender dialogues

What: Ongoing community discussions between those who work with returning citizens and policy-makers.

Due date: May 1, 2013

Goal 3: Ongoing discussions between providers who work with returning citizens and those who work with victims, families, policy-makers and the media

What: Schedule and organize communication sessions between victims' services providers and reentry service providers

Help needed from: Central coordinators

Due date: May 1, 2013

People responsible: Providers



Feedback & Follow-up

The conference concluded with the whole group sharing where they personally stand after the conference and what commitments they are willing to take regarding the common ground agenda going forward. Feedback was positive as participants appreciated the opportunity to attend and learned a great deal in the process, especially in regard to the different perspectives in the room. There were commitments to share what was experienced and learned with staff and peers, to “get the word out”, and the majority of participants expressed a desire to stay involved and follow-through on what was begun at this conference and with the work of the statewide Reentry Task Force.

Closing remarks

In her final statement, Undersecretary Sandra McCroom acknowledged and expressed appreciation for the work and commitment of all participants. She noted that while work has begun to develop the organization, reporting and governing structure for a statewide Reentry Task Force, participants should take initiative and pass on information gained during the conference and continue to challenge the process to make it better. The foundation of relationships has been gained and should be built upon. This is the beginning, not the end.

With the conference completed, the following are next steps:

- A contact list of attendees/participants will be sent out in the next few days;
- a report of the Future Search conference will be written by Rhiana Kohl, Executive Director of the Strategic Planning and Research Division at the Department of Correction;
- completed copies of the conference report will be disseminated, to include all participants;
- working groups will be established based on the common ground statements from the conference and facilitated by Liz O'Connor of Strategy Matters Consulting in the process of developing a statewide reentry strategic plan;
- committee members and chairs will be identified and participate in the development of objectives for the Reentry Strategic Plan, also facilitated by Ms. O'Connor; and
- a final Massachusetts Statewide Reentry Strategic Plan will be issued and disseminated when completed.

“Take this and run with it—sprint!”

APPENDIX 1: Conference Participants

Legislators

Gloria Fox	House of Representatives, State Representative
Carlos Henriquez	House of Representatives, State Representative
Rosie Hunter	House of Representatives, Assistant to E. Malia, State Representative
Elizabeth Malia	House of Representatives, State Representative
Christopher M. Markey	House of Representatives, State Representative
Dan Winslow	House of Representatives, State Representative

Criminal Justice Agencies

Ronald Corbett	Office of the Commissioner of Probation, Commissioner
Brian Jansen	Massachusetts Correction Officers Federated Union, President
Rhiana Kohl	Massachusetts Department of Correction, Executive Director of the Office of Strategic Planning & Research
Glenn MacKinlay	United States Attorney's Office, Assistant United States Attorney
Sandra McCroom	Executive Office of Public Safety & Security, Undersecretary of Criminal Justice
Luis Spencer	Massachusetts Department of Correction, Commissioner
Josh Wall	Parole Board, Chairman
Geline Williams	District Attorney's Association, Chairman
Martha Wyatt	United States Attorney's Office, Community Outreach Coordinator

Faith Based/Community Based Organizations

Dana Betts	ROCA, Coordinator of VIA
Marci Diamond	Massachusetts Department of Public Health, Director Sexual Assault Prevention & Survivor Services Unit, Co-chair Massachusetts Coalition Sex Offender Management
William E. Dickerson II	Greater Love Tabernacle, Pastor
James Greer	Archdiocese of Boston, Deacon/Director of Health Care Ministry
Sheridan Haines	Governor's Council on Domestic Violence & Sexual Assault
Kevin Lambert	Executive Office of Veteran Affairs, Director of Special Populations
Liz O'Connor	Strategy Matters Consulting, Consultant
Katia Santiago-Taylor	MOVA, Director of Victim & Community Services

Employment

Daniel Cordon	Haley House, Director of Transitional Employment
Brian Doherty	Massachusetts Building Trades
Charmane Higgins	Strive Inc., Executive Director
Jennifer James	Executive Office of Labor & Workforce Development, Undersecretary of Workforce Development
James Karr	MassCor – Massachusetts Correctional Industries, Executive Director
Lyn Levy	SPAN Inc., Executive Director
David Sullivan	Division of Career Services-Department of Work Force Development, Director of Reemployment
Steve Tolman	Massachusetts AFL-CIO, President
Laura Winig	Venturing Out, Executive Director

Housing

Tom Brigham	Mass Housing & Shelter Alliance, Housing First Coordinator
Wilbur Commodore	Boston Housing Authority
Lyndia Downie	Pine Street Inn, Executive
Arthur Jemison	Dept. of Housing & Community Development, Deputy Undersecretary
Karen LaFrazia	St. Francis House, Executive Director
Paul McDevitt	Modern Assistance Programs, Inc., President & Founder
David McMahon	Dismas House, Co-Director
Patricia Morris	Mass Housing, 504/ADA Coordinator
Emily Stewart	Casa Esperanza, Executive Director

Policy/Academia

Thomas Coury	Shaw Foundation
Jo-Ann Della Giustina	Bridgewater State University, Assistant Professor of Criminal Justice Dept.
Robert Gittens	Northeastern University, Vice President, Public Affairs
John Larivee	Citizens Resource for Justice, Chief Executive Officer
Andrea Leverentz, Ph.D.	College of Liberal Arts, Director of Graduate Certificate in Forensic Services UMASS Boston, Assistant Professor
William Luzier	Interagency Council on Substance Abuse & Prevention, Executive Director
Jack McDevitt	Northeastern University, Director of the Institute on Race & Justice
Ed Powell	Boston Foundation/Street Safe Boston, Executive Director
Greg Torres	MassINC, President
Julian Tynes	Commission Against Discrimination, Commissioner
Bruce Western	Harvard University, Sociology Professor

Returning Citizens

Wilbur Brown
Mark Connor
Kate DeCou, PhD, MSA

Barbara Dougan
Ann Lambert

Patrick Parker-Roach
Aaron Tanaka
Delia Vega
Leslie Walker

Luminosity Behavior Health Services, Outreach Coordinator
Retired from Hamden Co. Sheriff's Dept (Western MA) ,
member of the GCSDV
FAMM, Massachusetts Project Director
American Civil Liberties Union of Massachusetts, Legislative
Counsel

Boston Workers Alliance, Executive Director
EPOCA, Executive Director for Local & State Organizing
Prisoner Legal Services, Director

Service Providers

Marilyn Anderson-Chase

Edward J. Dolan
Patricia Edraos

Chuck Faris
Hilary Jacobs

Lanny Kutakoff
John McGahan
Patti Onorato

Debra Pinals, M.D.
Steve Wheeler

Office of Health & Human Services, Secretary of Children,
Youth & Families

Department of Youth Services, Acting Commissioner
Massachusetts League of Community Health Centers,
Health Resources/Policy Director

Spectrum Health Systems, President & CEO
Bureau of Substance Abuse Services (BSAS) /Dept. of Public
Health, Interim Director

Partakers, Executive Director
Gavin Foundation, President & CEO

UMass Medical School/Commonwealth Medicine, Deputy
Chief Operating Officer

Dept. of Mental Health, Director of Forensic Science
MHM Services, Inc. Massachusetts Regional Office, President

Sheriffs

True-See Allah

Melinda Cady

Erin Gaffney

Mary Kelley

Marty Lyman
Sean McAdam

Robin McGrory

Rosemary Mok
James Petrosino

Jack Quinn

Jennifer Sordi

Suffolk County, Director of Boston Reentry Initiative

Hampshire County Jail & House of Correction, Assistant
Deputy Superintendent/Director of Treatment
Massachusetts Department of Correction, Director of Victim
Services

Norfolk County Sheriff's Office & Correctional Center,
Assistant Deputy Superintendent of Classification & Reentry

Hampden County, Research Director

Middlesex County, Superintendent

Plymouth County Correctional Facility, Director of Program
Services

Franklin County Sheriff's Dept., Transition Planner

Essex County Correctional Facility & Sheriff's Headquarters,
Assistant Superintendent

Berkshire County Jail & House of Correction,
Superintendent

Hampden County, After Incarceration Support Systems
Program

APPENDIX 2: “Personal” time line 1980 - 2011

1980-1984:

- Crack coke
- Visiting Rikers Island, NY
- Drop out of High School
- Boston busing
- Volunteer with wounded knee
- College education
- First professional job
- 1st child
- Teaching inside the walls/teaching outside the walls
- First child born
- First mgmt position?
- Moved Detroit to Massachusetts
- Civil rights activist
- Living in single family household in poverty
- Camp Atwater
- Black history class
- Graduated college
- Completed law school
- Bought a home
- Finished law school and obtained trade assn job?
- Started representing low income clients
- US Coast Guard
- Birth two boys
- 2nd child
- Literacy education
- Language education
- Married
- Had 2 boys
- Birth of daughter
- Incarcerated July 1990
- Moved from clinical to administrative
- Graduated college
- Married
- Moved to Massachusetts
- Bridge UB Counselor
- Intro into CJ “DOC”
- Death of parent
- I was born
- AIDS/founding AIDS action committee
- Becoming a manager
- 81-87 entered Boston Latin school
- Graduated high school

1985-1989:

- 1st child is born
- 1st child born
- 1st executive job
- Played basketball, youth games Alabama
- Graduated high school
- Learned impact of literacy education on adults, integration and lifetime value
- Going to graduate school, studying poverty and employment in Europe and US, learned the importance of education and social justice
- Medical training- HIV and Prozac
- Training, social work school, union theological NYC, walling at Boston City (now BMC)
- First job
- Left public service
- College
- Started at BHS?
- 1st visit to downtown Holyoke
- Boston U.B.
- 1st disciplinary hearing Walpole
- Space station proposal RAM
- Discharged military, return to DOC, 1st child
- 10years married
- 2nd child is born
- Son born, everything changes
- Moved to Boston, joined church
- Started elementary school
- Graduated college
- College
- Army
- Moved to France
- Learned another system, lived outside MA
- Got sober
- Got GED
- Graduated High School
- High school grad
- Started work in law enforcement

1990-1994:

- 3rd child is born
- Began to expand into corrections
- Major case litigation for BHA?
- Return to school
- Travel
- Got sober
- Married
- Volunteer at Plymouth county correctional facility
- Became involved in national association

- 1st job in corrections
- Began working with inner city youth, saw impact of violence 1st hand
- Entered recovery
- High school teacher, children change!
- Completed doctorate
- Began work providing expert testimony and forensic evaluations
- Daughter born
- Came out
- Almost shot
- College
- Finish college
- Became a child of incarcerated parent
- Tasked reversing community. correcting due to public concerns
- Develop MA boot camp
- Experienced loved ones being incarcerated
- Wife works in prison
- Out of prison
- Federal mandatory minimums
- Entered recovery field
- 2nd son born
- Hired at Plymouth county correctional facility
- Graduated college
- Good friend murdered at an after party
- Graduated with MCP?
- Took job at Boston police department
- Taught Boston public schools

1995-1999:

- Rose anchor anti-poverty policy
- Sentenced to life at age 20
- Became VP of Dean College
- Began state career
- Million man march
- Broke neck
- Marriage
- Attended “critical passage” conference
- Ran for city council
- Worked at Bridgewater State Hospital
- 1st home
- Kids out of college, no more tuition
- Son born
- 1st real job
- 2 cousins murdered at after party
- Grad from law school
- Return to grad school
- Implemented AISS program
- Began working in methadone treatment

- 1st child
- Illness/could not work/surgery
- Moved/stress
- Started work as civil rights lawyer
- Started transitional home
- Almost arrested
- 2nd child
- Visiting inmates in NY county jail
- Company begins serving prisons
- 1st child
- Work in state senate
- 2nd child
- CILU/CLPU?
- Started horseback riding
- Secured my first apartment
- Divorce
- Work with female offenders
- Went “corporate” began developing corporate university
- Tranquility
- First kid was born
- Began working w/ adolescent in recovery
- Agency merger
- Work in DA’s office

2000-2005:

- Graduated high school
- Had children
- Dialogue as large scale change in eucharis training?
- Accepted call to ministry
- Great job
- Received doctorate
- Began career in corrections
- 2nd child born
- Watched 9/11 unfold
- Started volunteering in MA prisons
- Married
- E.O.H.H.S. labor employment counsel
- Internship at Pernet family Health Systems
- 1st job out of school with spectrum health systems
- Work w/DHS
- Career at Roca
- Began re-entry group at Suffolk county house of corrections
- Began recovery
- Working at a community development corp.
- Co-owned hiding stable
- Became CEO
- My dream job/job no longer a job/ much more

- Experience with probation/ parole officers
- Teaching/training
- Left corporation to work for ten point (BRI)
- Met my late husband
- Started working in federal system
- Hire 1st ex-con
- Interview returning men, women
- 1st child
- Marriage
- Grad school
- Found my calling
- Substance abuse counselor
- More children
- Started as ED at Partakers
- Father is released from prison and deported
- **2005-Now:**
- ICSAP
- Got the best dog in the world
- Met with DOC to develop formal relationship between DOC & partakers
- Had grandchildren
- Joined the army deployed to Iraq for 16 months
- Parents died
- NAACP
- Moved to MA
- Had loved ones who were returning citizens return home
- Began teaching in prison
- Corrections
- Policy making experiences
- Inmate/mentoring contract
- Daughter married and graduated grad school
- Saw play *Exonerated*
- Marriage
- Mentor retired
- Hire 2nd ex con
- Marriage/kids= struggle with cost of living
- ED-LCSAD
- Downsized our home, moved
- Became an ED
- Released April 25, 2008
- Married 30 years
- Commission rethinking re-entry and seek community involvement
- Got married
- DOC executive volunteer
- Dialogue series
- Run and workout daily and feel great
- Great opportunity to mentor to others

- 25 years married
- House burned down
- Ordained deacon
- Daughter born
- Injured self, learned about chronic pain
- Married 30 years
- Talked with an inmate for first time
- Appointment
- Teach domestic violence to female inmates
- Had baby
- Lost both parents
- Daughter born
- Hire 3rd ex-con
- Got promoted to director, peer to peer program

Appendix 3: “Reentry” time line 1980-2011

1980

- Affordable Housing. Rules
- Pre-Releases ↑
- Halfway houses ↑
- No Super Max
- Few Community Resources
- Lots of Substance Abuse
- Inmates non (?) MCI-C
- Mandatory minimums for drug offenses enacted
- ← Public Schools do not teach special needs kids effectively → School to prison pipeline →
- Gangs
- Victim Bill of Rights
- ← Crack →

1985

- Guns in the inner city on rise
- Explosion of Crack Cocaine
- Juvenile Court Clinics
- “Deinstitutionalize “far from a process! Psychiatric hospitals closed
- Mandatory minimums for school zone offenses enacted
- ~~Apartheid~~ overturned
- Marketization of personal data like credit scores & criminal records
- Crack Cocaine! AIDS
- 1st Day Reporting Center
- Incarceration Rates Soar. U.S. incarcerates highest % of its population in the world
- & most # of people of any country
- Furlough Program Abolished
- Willie Horton
- Charles Stuart Case (was Willie Bennett case!)
- Violence
- Len Bias dies – Federal Drug Laws
- DOC established DSU (?JSU)

1989

- Drug Laws
- Mandatory Sentencing
- Fewer pre-releases & HWH (halfway houses)
- All lifers come back behind the walls

1990

- VINE (victim information notification everyday) implemented
- W F Weld & Breaking Rocks
- Parole rates drop
- DOC loses staff & leadership

- Crack vs. Cocaine sentencing disparity
- Bill Weld < ordered MA Boot Camp!
- Forgot the '60's & 70's'
- Non-gang member
- Murdered/Violence
- Morning Star Baptist Church
- Rising Homicide Rate
- Ten Point Coalition
- Sex Offender Registry Board Established
- Truth-In-Sentencing Passed

1995

- Janet Reno puts reentry on national stage!
- ← Prison over crowding →
- Technology
- Operation Cease Fire
- Established DMH Forensic Transition Team
- Specialized Intensive Parole for Sex Offenders
- Operation Cease Fire
- Increase in Probation "after" Sentences
- Super Max Opened SBCC (you build it – you fill it)

1999

- Operation Home Front
- Hampden County Brightwood & Holyoke Community Health Center projects started?
date

2000

- More Prisons
- Fewer resources
- More inmates
- Cori Reform Laws
- Second Chance Act
- DOC partnered more w/police departments
- Federal government DOJ re-entry projects
- New jail & House of Correction in Berkshire County
- Suffolk County & Whittier Street Health Center Project Starts
- BRI
- EOLWD/EOPSS Reentry Task Force Report on employment
- Forced to close 5 pre-release & minimum security facilities
- GPS
- We decided college is essential for all jobs
- Employers increase volume of background checks
- Neighborhood walks
- Newspaper stories – re: large group re-entering society

2005

- EOLWD Pilot Grants (\$1.2 M) on reentry Employment
- Customers at one stop career centers who are returning citizens
- Victim offender dialogue
- Police-Diversion Programs Established & Grow
- Mentoring Programs
- Working w/Stanley Jones Clean State Project
- Loss of S. A. funding, closing of Residential Detox's →
- C.O.C.H.S. Project fizzles by 2008 w/Suffolk County HOC
- Western Mass Women's Correctional Center Opens
- Government Budgets → in Decline
- UMass C.H. Referrals to Community Health Centers Project begins
- Many MA cities/town adopt residency restrictions for Sex Offenders
- CORI Reform
- EOPSS/CSOM Sex Offender Policy Assessment Project & Recommendations Report
- High penetration of returning citizens receive MA Health Cards
- DOC/Volunteer Dialogue Series
- "Three Strikes"
- 1 in 100 incarcerated
- CIT police training as new diversion strategy

2010

- Some county prisoners serving mandatory minimums for drug offenses become eligible for parole
- Participated in Future Search Program w/Commissioner Clarke
- Sheriff's budgets cut
- Veterans Court diversion program
- Mental Health Courts
- SBCC only Max security facility (Walpole Close)
- Re-entry Research
- League of Comm. Health Centers enters into MOU with UMass Correctional Health for PCP & MH Services
- DOC inmates reenter thru county HOC in Hampden County
- SSYI funding (communities working together to do intervention sheriff dept., police dept. & CBO)
- Federal Offender Re-entry Grants

NOW

- Dominic Cinelli →lower parole releases
- Resources drying up
- More Heroin Addition
- People afraid to act "reprisals"
- Ten Point partners with BPHC to train churches on various community issue/needs

Appendix 4: “Global” time line 1980-2011

1980’s

- Reagan elected
- Reaganomics
- Reagan breaks air-traffic controller strike
- Attempted assassination of President Reagan
- 1982- Budget cuts
- Mean anti-social welfare rhetoric policies
- R.I.C.O. Statute
- Drugs
- Drug Epidemic Accelerates
- “Nothing Works” attitude
- Pan Am 747 Lockerbie, Scotland
- Soviet Union
- HIV-Aids
- Genocide Africa
- Communism overthrown Romania
- A trend in more incarceration for drug crimes
- Insanity Defense Reform
- Crack Epidemic (2nd the motion; 3rd the motion)
- Federal Drug Laws re: Crack → Racial Disparities
- Gang Culture Explodes
- Movies Influence i.e.: Colors, Menace II Society, Boyz N Hood
- War on Drugs “Just Say No” masquerades as drug policy
- “Tear Down the Wall” RR
- Bush “Tough on Crime”
- “Conspiracy Law”
- Epidemic of Crack breach (?) of families
- HIV Affecting Community of Color
- Computers
- Internet
- US vs. Hart
- Did away with parole in federal system
- Falling of Berlin Wall
- US=highest incarceration rate in the world as #/1,000 citizens. Also highest # of people incarcerated.

1989

- Implosion of USSR
- HIV
- End of Cold War
- Birth of Evidence Based Practices
- “Three Strikes”
- “War on Drugs”

1990

- Gulf War
- Rodney King
- Infusion of Resources – RSAT
- Cheap manufacturing worldwide → of sharing & decline of “middle” skill jobs w/HS diploma
- Advent of technology in large commercial market → changes nature of job market (↓ demand for tech skills)
- Welfare Reform Placed Strict Time Limits
- More Prisons Built
- NAFTA
- OJ
- Whitey Bulger supposedly protects his neighborhood, heroin use & OD’s skyrocket
- ’94 Crime Bill
- Rodney King
- President Clinton
- Gulf War
- Cell Phones
- OK City (?) bombing
- We start to rely more on email than phone
- “Old” new law reform 85%
- World AIDS Epidemic
- Clinton Impeached
- One Strike
- World Drug epidemic
- Children Soldiers
- Redlining of banks in Communities of Color
- One Strike Policy

1999

- Trauma Informed Care begins to be talked about

2000

- Web economy = job growth (↓ demand for high/tech skills)
- Economic Recession/Depression
- More jobs require HS Diploma (+) Post-Secondary
- Oxy
- 9/11 (4 times circled)
- Disputed 2000 elections Governor Bush
- Harm Reduction
- Global Economy
- Foreclosures Lack of Affordable Housing
- Euro Currency
- Bush Tax cuts

- US Afghanistan War begins
- Supreme Court upholds “One Strike”
- Internet... Porn Explodes – Violence = Sex Child Idleness
- Violent Crime/Homicide Rates Declining
- 2nd Gulf War (“War on Terror”)
- “New” Law imposed w/supervision
- Employers step up background checks
- 2002 – Huge State Budget Cuts
- SJC upholds “One Strike”

2005

- Subprime lending LAAF (?) Foreclosure Crisis (??)
- Focus on
- Olmstead
- Housing First
- Gay Marriage (MA)
- Facebook takes over
- Patrick/Murray Elected
- Economic Decline
- The Age of Twitter & Facebook
- Prescription Drug Abuse More SAS for Doc’s
- Began working w parole
- Barack Obama Elected (2nd this motion)
- Adam Walsh Act
- Recession
- Returning Military from Iraq
- Crash & Recession
- Tea Party Emergence
- People Tweet
- Budget Crisis
- Arab Spring
- Occupy Movement (stick figures drawn)
- Bin Laden ↓

NOW

- Romney Probability
- Obama –Gay Marriage (Equality)
- Privacy concerns
- Lightening speed information exchange
- Reentry Beds
- European Debt Crisis
- ↓ in # incarcerated ? (?)

FUTURE

- Barack Obama Reelected ☺ ☺

Appendix 5: Timeline “Stories” Task (Personal, Global, and Reentry)

Using the **personal** time line (Appendix 2), the **story** told by those at the conference included:

- range of experiences in corrections (worked in corrections or served time in a correctional facility)
- recurring themes of life altering events, such as tragedy (death, murder, & incarceration) as perpetrators and/or victims
- references to education i.e. entering or dropping out
- mention of children/getting married
- people started their professional careers
- 1st job in criminal justice system
- people begin working inside or “go inside”
- diversity of age, experience
- personal/familial experience with incarceration
- people grouped as part of families, survivors who transcended things, self/shared trauma, people of service; all part of our collective story, people helping people
- 1980 – 1985 people beginning professional careers and changes in careers; getting into criminal professions.
- ties into what’s going on in the world
- war on drugs and introduction of crack (tied in drugs/criminal issues over time)
- wide variety of education; e.g. high school, graduate and school of hard knocks
- deaths of friends and family
- diversity of experiences (got sober, went to prison, graduated)

Implications:

- Tremendous diversity of experience
- Shows how many people affected by incarceration
- Opportunity to make new positive connections
- Overcome “labels” and “stigmas”
- The role substance abuse and recovery plays in lives personally and professionally
- Shared sense of loss (i.e. tragic events)
- Shared sense of success
- We mark our lives through events, successes and milestones, so important to help returning citizens achieve positive milestones; implication of incarceration is the potential loss of opportunity to realize milestones and events.

Using the **global (world events)** time line (Appendix 3), the **story** told by those at the conference included:

- Demographics in cities have changed, such as more higher income residents
- Economic cycles of recession/depression have occurred each decade
- A series of “wars” from the cold war to the Gulf War to 9/11 and now Afghanistan
- Advances in technology significantly impacted the job market, ways to commit crimes, identity theft, and a faster information flow; Globalization
- Crack epidemic began in the 1980’s, while the “War on Drugs” and ensuing drug policies resulted in mass incarceration with racial disparities
- Less support for rehabilitation in prison, more warehousing inmates → release without skills → no probation, just jail/prison
- Shifts in tax policies to reduce taxes and decrease expectations of government; elimination of county government → more state oversight

Implications:

- 9/11 → trickles down to prison system: racial profiling; anti-immigrant views
- “Tough on crime” policies resulted in the isolation of people in prison
- Reactive and fearful public perceptions → longer sentences, more prisons and less reentry preparation and follow-through
- Over-criminalization of substance abuse and social issues
- Politically driven entrenchment (Willie Horton incident)
- Technology: easier to communicate with each other; pace of change is faster; reactions to change come quickly
- Progress in acknowledging reentry as an issue, largely due to unsustainable prison costs, but also effort to do what’s “Right on Crime.”
- Need to formulate plans that are reliable and will transcend political eras and continue in a linear progression versus cyclical.
- Operation in times of fear and anxiety; crime is low while incarceration is high
- 3 Main topic types emerged: political, economical and cultural

Using the **reentry** time line (Appendix 4), the **story** told by those at the conference included:

- Reactions to major events forced changes between incarceration and liberties with reactive policies, which impacted policies on furloughs, pre-release and treatment in prison; pendulum of creating and cutting programs
- Mandatory minimum sentencing and Truth-in-Sentencing had a disparate impact on poverty, race and immigration issues

- “De-institutionalization” led to “*trans-institutionalization*” of mental health care
- Increase in gangs, guns, homelessness and the AIDs epidemic all correlated with an increase in crime
- New reentry programs and *specialized* services, such as SPAN, Forensic Treatment (FTT), 10-Point coalition in Boston, Operation Cease Fire (Boston Police Department & Probation)
- Programming without linkages; increase data on importance of transitions
- CORI was protection of privacy became barrier to employment/housing
- Continuum of reentry has limited access for victims
- Drug-Related issues: Drug use, decrease prevention services and increased barriers to re-entry; New strategies emerging (*equals more transition services*)
 - Drug Courts
 - Mental Health Courts
 - Second Chance Act
 - Private Foundation

Implications:

- Awareness of reactionary cycle
- Reentry starts with diversion
- Evidence based practices; outcome driven programs and Return on Investment (ROI)
- Blending/braiding funding
- Political overlay
- Development of shared policies

General discussion on all 3 “past” time lines - **personal, global** and **reentry combined (Appendices 2-4):**

- Barriers, loss and tragedies happen at same time as opportunities and gains
- Foundations formed → personal and professional evolution
- Crack cocaine impact for decades as well as overall drug policies on incarceration rates
- Sex crimes become issue in 1990’s – no reference to them prior
- There have always been “reactionary” cycles – the cycles are getting deeper
- No distinction between juveniles and adult
- Criminalization of poverty and substance abuse
- Economic and Technological globalization: adverse economic trends, fewer jobs for high school educated workers; changing availability of work; drug trade becomes more inviting
- Business community has to be part of the reentry discussion, particularly the resources and protection to hire inmate population who need to be held accountable as well

(NOTE: Numbers in parentheses indicate those “trends” that were identified by participants as being most important, with the numbers representing the number of conference participants who selected that trend as one considered a priority)

- Increased demand in offender accountability (5)
- Increase in retiring re-entry workers (1)
- Increase restrictive conditions of incarceration (3)
 - Increased lockup
 - Decrease programs
- In family unit, single parent homes (9)
 - Generational lock-up
- Increase in hip-hop culture (2)
- Increase in substance abuse, opiates and prescriptions (22)
- Right on crime sentencing (17)
 - Increase in harsh sentencing policies
- Increased attempts to pass new voting requirements
 - Example, photo ID to vote
- Increased unemployment for men of color (5)
 - Increased economic deregulation
- Decrease in number of people paroled (22)
 - Increase in aging out population w/ inadequate services
 - Increase knee-jerk reactions/ public communication
- Increase awareness of victim issues and services (5)
- New national policy on re-entry
- Increase difficulty keeping families together (2)
- Decrease in skills based training (3)
- Increased focus on data and accountability (14)
 - Increase frustration
 - Decrease case management
 - Increase cost of incarceration
 - Data driving renewed interest in effective re-entry
 - Increase in number of agencies engaging in re-entry
 - Decrease coordination
 - Increase revolving door of returning citizens
 - Increase in systemic approaches to re-entry
- Creation Sex Offender Registry Board (SORB) (6)
 - People cannot find housing/employment
 - Terminal effects for people re-entering
 - Increase community awareness
- Lack of re-entry continuum uniform (34)
- Increase in evidence based practices for co-occurring disorders (4)
- Increase in groups pushing for stand your ground type laws
- Impact of health care reform (7)

- Inconsistent linkage of recovery to health care entitlement. Positive impact and success stories, among faith based organizations (4)
- Increase in privatized prisons (2)
 - Increased marketing to keep prisons full
- Increased sub-culture of violence (13)
 - Acceptable/ not-acceptable
 - Increase in homicide rates amongst black/brown boys
- Decrease in employment opportunities (38)
 - Increased CORI
 - Increased attempt to correct erroneous records
 - Lack of working skills needed for employment
 - Individuals disenfranchised- employment, housing, voting, etc
- Increased interest in restrictive justice
 - Slow movement toward victim offender dialogue
- Lack of affordable housing (26)
 - Failure of government planning
 - Increased homelessness for returning citizens
- Dehumanization through lack of interpersonal contact (7)
 - Increased loss of sense of community
 - Incarceration out of sight, out of mind
 - Increased outrage over loss of life
- Increased cutbacks in education K-12 (12)
 - Cutbacks in financial aid for college
 - Decreased support for sports and programs
 - Increased criminalization of ordinary school offenses
 - Increased school drop-out rate
- Trickle down corrections (8)
 - Persistent lack of resources for female returning citizens, example: Aid to Incarcerated Mothers (AIM)
 - Lower educational achievements
 - Increased anti-social behavior
 - Increased incarceration
- Increased attention to special population (9)
 - Females, veterans, trauma survivors, aging population, mental health, Transition Age (TAY)?
- Increased recovery and peer orientation
- Decrease in veteran services (2)
 - Collaboration between Veteran's Affairs (VA) and the State Department of Veterans Services (DVS)
- Increase in severely mentally ill incarcerated (6)
 - Decrease funding for public mental health

Legislature Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Working with fellow legislators and stakeholders in the community on reforms (i.e. CORI and Sentencing)
- Helping individual constituents in relation to economic downturn (i.e. foreclosure, other housing needs, employment, etc.)
- Advocate for funding and services/programs
- Lead and shape policies based on trends
- Empower and organize constituency groups by listening to them
- Collaborate with Governor, Speaker and Senate President on policies

What new actions looking to do in the future

- Better identify and define “reentry”
- Work with and meet regularly with stakeholder groups; inviting more of the community into the conversations, especially returning citizens
- Honestly discuss impacts of racism (individual and institutional)
- Push businesses to be more involved in reentry
- Identify, support and fund prevention
- Through staffing and training, develop the work of police and correction officers, especially in relation to mental health and diversity issues
- Incorporate youth, schools and after-school education about criminal justice
- Enlist experts to shape and inform budgets and policy

Criminal Justice Group (Sheriffs comprised own group):

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- New forums for information sharing and coordination between DOC, Probation and Parole: increasing dialogue and building relationships—to include Sheriffs, police departments and other key stakeholders
- Enhanced the release process from DOC to improve employability by developing portfolios with inmates to include important documents (social security cards, birth certificates, resumes, etc)
- Parole’s focus on a new consistent approach to gain employment
- Participating and encouraging further implementation of regional (and soon statewide) reentry task forces
- Building on involvement of current new leadership and high levels of commitment to develop and implement new approaches

What new actions looking to do in the future

- Enhancing vocational and educational training during incarceration focusing on skills that are sustainable for employment
- Interagency information sharing, especially on risk/needs assessments, program participation, using performance measures to validate positive outcomes and success
- Effectively combining resources and data; working in collaboration on Pew Center Cost-Benefit Model
- Better understand new CORI laws and monitor their impact
- Continue to build on relationships and dialogue amongst criminal justice community and other stakeholders

Faith/Community-Based Organizations Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Expand/grow community partnerships, working with the police, DOC, DYS, courts, probation, etc.
- Add cultural/ethnic history for schools in African American and Latino studies, reducing offensive slang through cultural understanding; breaking the cycle of reducing acceptability of self-hating talk and activities while providing relatable success stories
- Building self-esteem and diminishing self-hatred via counseling, employment, work, peer support through visits and making prison facilities more visitor friendly

What new actions looking to do in the future (“game changers”)

- Wrap around supports based on establishing and continuing employment to include addressing CORI barriers, teaching soft-skills (i.e. resumes, interviewing), and connections to mentors
- Support and expand victim-offender dialogue, helping offenders “name their own pain” and making room for both “sides” to be humanized, with less of a pariah status for returning citizens
- As a community, reach out to help offenders feel more connected
- Support men’s groups that foster the exploration of issues facing offenders in their own lives; support responsible fathering

Employment Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Considering range of focus from cradle to grave
- Gearing programs to trends in the job market, credentialing according to marketable skills

- Entrepreneurial skills versus just vocational programs
- Dialogue about how referrals are made, not always best candidate/fit, and ability to back up referrals

What new actions looking to do in the future

- Need for stronger conversations with returning citizens, stressing accountability to self, family and community
- Vocational training in prisons needs to transition someone, for example, from being a drug dealer to working in a legal profession (i.e. plumber) to become a productive, tax paying citizen
- Standardize review process to insure CORI's are correct from moment of incarceration though entrance into the community
- Consider changing after period of proof of success, even consider getting rid of CORI's under specified circumstances
- Promote self-employment
- Coach employers on how to look at a CORI and what's relevant
- Take CORI "off of the backs of employers" by changing liabilities associated with hiring persons with CORI's
- Subsidize employment models
- One stop job shopping with Probation

Housing Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Providing mitigating information for CORI
- Support housing in rental assistance
- Provide services to individuals
- Low threshold housing
- Training in regards to mitigating circumstances with non-traditional references

What new actions looking to do in the future

- Regionalize housing authorities to better tailor them to area needs with variation of rules by community
- More low threshold housing vouchers and new development service plans
- Target supportive halfway out/back housing
- Get better "real time" data to improve ability to set up households where available
- Increase step down from state (DOC) to county (Sheriff) facilities

Policy/Academia Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Prison based education and link to the “outside;” Gateway Cities to address achievement gaps: Governor’s youth violence initiative mentoring programs, and DESE graduation rate action plans
- Brokering partnerships between victim advocates and “offender” treatment groups
- Academia collaboration with DOC on research to track returning citizens and housing, employment, family relations and so on
- Educating legislature, college students and general public to humanize the inmate population

What new actions looking to do in the future

- More specialized assessments, programming, treatment and education, specific to sub-populations, such as sex offenders, substance abusers, etc.
- More partnerships between colleges, including community colleges with prisons/jails
- More focus on the juvenile system on education completion and achievement
- Building non-partisan coalitions to promote justice reform
- Make research results more accessible to policy audience
- Become more politically skilled so those with the research can help politicians insulate themselves from non-evidence based demands

Returning Citizens Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Working to engage a “single point” of services to better address needs in a more comprehensive manner
- Challenging housing authorities, following up from HUD letter and Secretary to have more discretion to deal with homelessness and have more options on what can be done to help

What new actions looking to do in the future

- Continue to work on the “single point” of contact to include wrap around services
- Services in the community and all those involved in the transition out of prison need to be more trauma informed and have agencies readily equipped for referrals under these special circumstances

- Invest more effort into the “front end” to prevent more individuals from surging into “the system.”

Service Providers Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Increased collaboration among those who provide substance abuse treatment, mental health and medical services (DPH, DMH & DOC)
- Within the DOC, mental health and medical services working to identify higher risk patients to develop a continuum of care plan (many MOU's)
- DMH is linking their forensic mental health team with community-based services
- Partnership among DMH/DOC/DPH offers female offenders services through a Second Chance Act grant increasing their linkages to health care
- DPH and BSAS working on jail diversion to substance abuse treatment, recovery home reentry programs, a hepatitis project and greater access to recovery DPA
- Volunteers provide mentoring “inside,” providing preparation for housing, employment training, and CORI education with clients and employers
- In the area of trauma, work is being done to assess need levels, provide inmate peer programs, more training in and outside of prison
- Work with special populations has been enhanced through partnerships with the Veteran’s Administration (VA) and the Department of Veteran Services (DVS) regarding special programs

What new actions looking to do in the future

- More CORI education and preparation
- More research and evaluation to enhance evidence-based program knowledge
- Standardized trauma information systems and training
- Increase in vocational training, utilizing peer support
- “Health Homes” for criminal justice population
- Decrease the fragmentation (“silos”) among agencies and organizations and dedicate resources to the criminal justice population
- Standardize the system for prison release dates
- Joint program planning between the criminal justice system and services providers

Appendix 8: Visions of the Future (2022)

Sheriff Group:

What stakeholder group is doing now (alone or with others) to anticipate or respond to above trends

- Carrying the message that “good reentry” is “good public safety”
- Good risk management and ability to absorb “bad press”
- Step down
- Community collaborations and notifications to probation, parole, police, and service providers, etc.
- Collaborations with community service providers help maximize use of limited resources, while also helps community agencies qualify for funding
- Increased use of GPS, getting better results

What new actions looking to do in the future

- Better coordinate and break through silos, stopping territorial behaviors inside and outside of jails/prisons (i.e. uniform v. non-uniform staff)
- Better utilize volunteers in general and for inmate programs
- Work through Massachusetts Sheriffs Association to help each Sheriff to develop reentry plans
- Have representation on the statewide reentry task force from all regions, types and sizes of Sheriff Departments
- Increase DOC inmates stepping down to Houses of Corrections (HOC's) at the end of their sentences
- Consider reentry starting at “day one” upon admission to prison with assessment, classification, individual service plans and release plans

Group A vision

Group A portrayed the process by which reentry begins at the point of intake into prison where every inmate meets with a multidisciplinary team for assessment, including medical and mental health providers and an individual probation officer. This assessment initiates everything and is recorded in an electronic portfolio “ID card” with a barcode, which has the inmate’s needs on it to be used throughout incarceration and when s/he becomes a returning citizen. A service plan that wraps around all of the inmate’s needs also becomes part of the electronic portfolio. All inmates step down to pre-release and have mandatory post-release supervision, supporting all their need areas.

A shift in the paradigm will put the punitive aspects in the past and switch to healing and making people whole again. Peer networks will be utilized with individualized step down plans that follow them throughout the process. All services will employ evidence-based practices with full funding for them in prison and in the community with a mechanism tying them all together. A

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“Returning Citizen Guide” will provide resources, checklists, housing, mental health, education, training and other information, all color coded, to every inmate at the point of release.

Highlighted elements:

- Electronic portfolio (bar-coded) with data, tracking outcomes, minimizing duplication
- Institutional Probation Officer (IPO) in every facility
- Mandatory post-release supervision with full support and wrap-around services
- Diversion at pre-trial
- Connecting returning citizens to community-based “health homes”
- Peer network connecting returning citizens with mentors
- Better data on release dates
- Centralized database available on housing information
- Sufficient health/behavioral health and employment/vocational services

Group B vision

In 10 years the criminal justice system is tipped upside down. The majority of the prison population would be in “pre-release” versus higher custody as it was in 2012. Pre-release facilities would also be used for intervention tool to prevent traditional incarceration. We would have learned from Europe in how individuals who do have to be kept behind the wall are incarcerated, in communities, with visitors, canteens, books, music and other comforts. Families are free to visit with no restrictive hours set. Buildings that were once prisons would be used for elderly housing and college dorms.

Two thirds of the population who were once in prison would now be addressed in the community. Money saved from the high cost of incarceration would go to education, job development, treatment on demand, mental health services, schools and placements in other programs as needed. There would be no recidivism and sentence lengths would be low. Inmates would be tied into and participate in community services prior to being released from prison.

We could no longer to afford what was being done in 2012, money was needed to keep individuals in their communities and prevent entering prison in the first place. Residential beds were made available, communities were safer and businesses were operating at full tilt. The culture of the criminal justice system was completely changed as well as the attitudes and perceptions across the board; outcome measures were used to prove the effectiveness of these strategies.

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Highlighted elements:

- Less focus on punishment, more on rehabilitation and activity
- Reduction in prison population through better treatment of mental illness and substance abuse
- Redirection of costs saved from prisons to community-based services
- Comprehensive centers of care in the community are flexible and meet the real needs of clientele (i.e. roaming counselors)
- Community sees incarcerated people as part of the community and takes responsibility for the “system;” culture of corrections changed from finger pointing blame to that of learning
- Stakeholder collaboration includes information sharing and accountability by product of service delivery, agreed upon goals and shared measurements (possible blended/braided funding) and consolidated state information systems

Group C vision

The focus of this scenario was the elimination of the inmate population being dehumanized. The 2022 court system changed considerably including how incarceration, parole and probation are handled. The process has “slowed down” at the front end to allow judges to acquire as much information as possible to make better and more individualized decisions. Non-violent drug offenders and other individuals no longer spend the majority of their time served in jail, which removes roadblocks, like losing their driver’s license while incarcerated. The incarceration rate is reduced from 342 per 100,000 in 2012 to 100 persons as it was in 1975.

There is a realization that victims must be part of the process; they have a trust in the system to ensure it works for them. Reentry starts the first day of entering prison; criminogenic behavior is reviewed including treatment, education, housing, employment, family and other needs at the onset of incarceration. There is no more idle time in prison; like in a track meet the baton is passed seamlessly.

The Apple Corporation provides all releasing inmates with an iPhone, which assists an assigned treatment coordinator in connecting all the systems (i.e. parole, probation) in a coordinated effort so no unnecessary duplication of services occurs. All the parts of the system are now one and loaded onto the iPhone. Services in the areas of addiction and mental illness are vastly improved. Part of this continuum of care relies on services, even those to occur post-release, which are initiated while in prison. Boston housing authority will open up affordable housing stock, with returning citizens completing applications through CORI prior to being released. So where they are going is all set ahead of time; a similar process to ensure employment in advance exists. Coordination with families will be addressed in light of the reentry

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transition as well. More respect for confidentiality will be used, whereby only necessary/relevant information is shared.

Highlighted elements:

- Elimination of collateral consequences by virtue of being incarcerated, such as losing driver's license or membership on registration boards needed for employment
- Treatment coordinators to ensure a seamless movement of information and needs being met among courts, corrections, probation and parole
- Statewide standards for sharing information are established and implemented
- Public safety agencies better manage problems related to mental illness and untreated addiction using non-criminal justice tools
- Everything is evaluated

Group D vision

This group presented their “future” in the form of a sermon, which was a natural fit for Reverend Dickerson and captivated all participants. He declared that this was “not about things, games or chains some find them selves in.” Staying in the context of a sermon in the future, he referenced having “stood together on that reentry trail as 2000 volunteers we have to walk the walk and talk the talk. This “caused harmonious collaboration to reduce recidivism over 50%. Labels are dropped, no more ex-offenders or felons. The judicial system will allow everyone who has committed a crime to be innocent until proven guilty. No more empty rhetoric; we will be on top of what is going on in the community.”

Individual plans begin the day of arrest; intakes and action begin the day of commitment. A single justice system follows from jails through the court to the DOC. A risk/needs assessment and plan for each inmate will follow them throughout the system. We will keep our communities safer “by holding each other accountable.” Education, self-improvement, parenting classes, civic duties and other skills will be influenced during incarceration. “We have seen the progress; our prayers, our action have made the difference.”

SPAN, Future Hope, and STRIVE have been expanded to all 50 states and are now going overseas. “Other countries are now calling us for help.” “Lives are being transformed because of unity. Liars are now transformed; ex-addicts are now businessmen. Ex-drug dealers are dealing hope instead of dope. Ex-inmates are now a part of the community, fighting the violence, gang-banging and illicit drugs. Youth are leaders. Parks are havens of peace. Let freedom ring. All races and faiths stand together free at last!”

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Highlighted elements:

- Every correctional facility will have GED and college programs for those in jail/prison; programs bring “outside classes” in; college programs are made available for returning citizens
- Way in which data/information is coordinated and shared is centralized across systems from point of assessment at the “front door;” for each individual, private and public resources are matched to person’s assessed needs
- Inclusion of everyone statewide (rural, suburban, urban—all regions)
- Massachusetts-specific research on cost-benefit analysis/effectiveness will drive a well informed system with individual responsive classification and plans/services
- Employers go into institutions to recruit/prepare inmates; there is subsidized employment outside of prison to access
- Able to reduce prison spending with decreased incarceration rates and use savings to provide reentry resources post-release
- Everyone comes out of prison with ID’s, portfolio, insurance card and all of what they need

Group E vision

The reentry panel for 2022 was comprised of the “Prince of Inside Programming,” “Queen of Fairness,” “King of Justice,” and “Prince of Outside Programming.” The 0% recidivism rate was achieved via the collaboration of many different areas:

- 1) Can’t treat everyone the same. Diversion programs for juveniles and adults. It is a restorative justice system, which involves the victim. Services would be tracked whether found guilty or not-guilty in a fair and just system.
- 2) People already in prison were given better services. No one was idle anymore; education and programming was mandatory for everyone. In-prison training for jobs was increased.
- 3) A think tank with legislative strategies was created and crucial to supporting the changes needed and implemented. Legislative initiatives enacted to allow for the flexibility needed so that gradual movement down security levels was put in place and existing barriers eliminated.
- 4) In-reach was crucial where incentives served to help that showed inmates what resources were available and how to work toward them.
- 5) Commissioner Spencer promoted a step down program including the local community, Sheriffs, Parole and Probation to engage in a shared vision. Through these collaborative efforts and community partners the dream of 0% recidivism can be realized, everyone has a place to live and work to do. Resources among faith-based, in the community were strengthened and increased with spiritual motivation playing an important role.

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- 6) The incentive of housing and access to other services to returning citizens was motivation to continue rehabilitation. Probation and Parole encouraged continued programming.

Highlighted elements:

- In-reach for all
- No mandatory minimum terms
- Low threshold housing
- Mandatory post-release supervision
- Incentive supervision
- Diversion
- Restorative justice
- Step down through half-way houses or Sheriffs
- Connected to a job, family and a home

Group F vision

5 Stages of Reentry:

- 1) Alternatives to incarceration (treatment, education, recovery);
- 2) Pre-trial; 3) Incarceration; 4) Step down; and 5) Post-release supervision

The group visually demonstrated the reentry process by walking through the phases of the system, symbolized by carrying an electronic portfolio. Started at the beginning with a validated (risk/needs) assessment tool, which will be utilized throughout the process for mental and physical healthcare, treatment, mentorship inside (for inmates who have embraced accountability), education/GED is mandatory, and housing. Treatments are tailored to individual needs based on assessments, not “cookie-cutter” based. Housing tied in with a support system allowing for access, preparation for the family unit to be accepted, safe for the victim and family.

At each step of the process the original tenant of fairness, access and fidelity is considered. The system is streamlined through research, cost benefits, program evaluation, analysis of the whole system based on individual needs. There would be a centralized database, which keeps everything organized in one place. CORI was redefined as a COmmunity Resource Initiative.

Highlighted elements:

- Ensure laws are sensible, reasonable and allow for community restorative justice and accountability
- With the help of the media, depict the true reflection of the stories, taking things in a more positive light and a fairer picture of what is happening
- At every step of the way question all actions taken

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- Consider returning citizens, victims, family and the community as a whole

Group G vision

Group G presented the future changes in the context of a “Jeopardy-like” game where categories and questions focused on issues related to reentry in Massachusetts. A reduction in the incarceration population and recidivism rates were noted, due largely to the repeal of mandatory minimum drug terms allowing judges to divert people to drug treatment and services for the mentally ill. Major renovations to the design of prisons changed facilities to be more like classrooms with high tech resources. Day one of prison starts the reentry process with assessments and individual plans rather than a one size fits all approach. Each inmate is given a counselor that helps transition them through prison and the transition out of prison. Inmates are mandated to participate in programming and given a job upon release. A message came from the housing authority in 2013 that housing can no longer be denied based on CORI’s and references that are so difficult to obtain when you are poor. CORI laws have been changed to consider inmates need to be given a second chance at life.

Highlighted elements:

- Lower security/pre-release facilities become the majority of where inmates are housed and released from; looking more like cottages than warehouses
- Increased diversion for drug addicts and mentally ill populations
- Significant decreases in recidivism rates, primarily attributed to improvements in housing, jobs, education, mentoring, healthcare insurance and treatments for substance abuse, and mental health
- Improved communication technology to maintain connections and interactions among providers, between staff and inmates, and linkages to the “outside,” such as being able to email, Skype or text family and explore job searches
- Technological advances and applications impact medical services being provided remotely and better transferring of records among providers

Group H vision

The scenario presented with the leadership of “Lieutenant Governor Spencer” and “Governor McCroom,” and the help of many to shut down prisons, decrease the incarceration rate and lower the recidivism rate 15%. County jails, pre-release and step down programs were a major part of the success achieved as well as better connections to local resources. Shifts from prisons to half-way houses in the counties were made, getting people back to their communities working with local agencies and resources. Use of common

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assessment tools, electronic medical records, a centralized database for an offender management system based on biometrics (replacing ID cards) and fingerprint records all enable agencies to know what is going on throughout the system. A focus on medical, mental health and dental needs are addressed via Medicaid resources (ObamaCare) and covered for two years to ease the burden of employers and increase their hiring those returning from prison.

Millions of dollars for employment is provided to the Commonwealth, whereby employers have to hire returning citizens or the state cannot access the funds. Penalties are made for not hiring ex-offenders. Companies are subsidized for providing training and vocational work in prison facilities. GED's, community college coursework, entrepreneurial training and vocational training is provided through in-reach from the community. All prison staff are trained to create a therapeutic, educational and treatment oriented environment. Third parties are hired to measure success, with evidence-based initiatives driving funding to ensure outcomes are being met and funds are being moved around appropriately.

Highlighted elements:

- Recidivism rate reduced to 15%
- Jobs are subsidized at transition from prison
- Better diversion initiatives reduces incarceration rate
- Standardized assessment tools used by all agencies including the courts
- County run halfway housing
- Liability protection for employers
- Returning citizens involved with volunteers providing peer support
- One common ID; statewide offender management system based in biometrics
- All victims receive standardized services
- Public relations machine regularly promotes success stories to validate how funds are spent and policy changes