



Governor's Re-entry Council, Steering Committee Minutes – Meeting # 30 – September 7, 2011

Steering Committee Members Attending: Paula Bauer, Cindy Booth, Martin Burrows, Val Conley, Richard Harris, Ginger Martin, Pegge McGuire, Timothy Moore, Jay Scroggin, Ross Shepard, Paul Solomon, Scott Taylor, Patrick Vance

Guests: Kimberly Allain, Lorin Dunlop, Debra Giard, Sheriff Jason Meyers, Jeff Wood

Item	Discussion	Action
Welcome and Introductions		
Review of Minutes from the August 3, 2011 Meeting	Cindy Booth noted that Debra Giard, not Sue Blayre, was the person who distributed the copies of the magazine article about the SOAR program. There were no other edits for the minutes from the August 3, 2011 meeting.	
Announcements and Updates from Members	<p>Ginger Martin explained that in the 2011-2013 Legislatively Approved Budget, the Department of Corrections (DOC) has a Budget Note that provides \$1 million to “explore the design and implementation of a re-entry services pilot project”. Ms. Martin had asked people to respond by e-mail with descriptions of programs and criteria for needs. One question that needed to be clarified was whether or not the pilot project is to be custodial. Ms. Martin explained that services would have to start pre-release and continue after release in the community.</p> <p>Another DOC Budget Note directs the Department of Community Colleges and Workforce Development (DCCWD) and DOC’s Workforce Development Unit to create a Job Training Program for people releasing from prison. The Re-entry Steering Committee’s Employment and Education Workgroup is developing the criteria. The Workforce Development Unit and the steering committee’s workgroup are working together to put a pilot program together.</p>	
Roundtable on Re-entry News	<p>Ross Shepard noted that the Sentencing Reform Commission will be convening this fall. This commission was approved during the last legislative session. There will be four public meetings throughout the state. Mr. Shepard believes it would like Ms. Martin and Paul Solomon to testify before Senator Winters’ workgroup and the full commission as to what we’ve done, what we’ve found, what we know about reducing recidivism and increasing public safety. The Commission will make a report by December 15, 2011. Ms. Martin said she would present the idea to Director Max Williams since the Re-entry Council does not meet until November.</p> <p>Richard Harris would like to be on the agenda for the next meeting, regarding addictions, mental health and health reform. Bruce Goldberg is hoping to address the Re-entry Council in November.</p> <p>Lorin Dunlop of the Criminal Justice Commission mentioned the Request for Proposal is out for a re-entry grant. Two-million dollars is available and the deadline for application is October 7, 2011. The outcome should be evidence-based. It is attached to in-patient alcohol and drug treatment with continuing care. The link to the 2011-</p>	

Item	Discussion	Action
	<p>2013 Byrne/JAG Offender Re-entry Grant Program is: http://www.oregon.gov/CJC/docs/2011ReentryRFGPFinalRevised9-6-11.doc.</p> <p>The link to CJC's Offender Re-entry Programs evaluation report: http://www.oregon.gov/CJC/docs/Reentry_Eval_Final.pdf</p> <p>Ms. Martin received a proposal from a firm that works with organizations to improve their "messaging" on important issues. It is a thoughtful proposal and is intended to change the way people view offenders who are returning to their communities. Some national foundations have done some work on this issue. Patrick Vance suggested that now is a good time to pursue a broader public awareness on all aspects of prison, including sentencing reform mentioned earlier.</p>	
Employment and Education Workgroup Update	<p>At the May Re-entry Council's strategic planning session, a decision was made to combine the Education Workgroup with the Employment Workgroup because they are so closely connected and more can be accomplished with the full compliment of knowledge and experience. The newly expanded workgroup has met twice. During the last meeting, the Steering Committee's recommendation to work on the budget note that Ginger spoke about from the community colleges was discussed. A subcommittee of the Education and Employment Workgroup is now working on the budget note. The subcommittee has convened to develop criteria and process for selection. They need to ensure we are in compliance with federal requirements and budget note requirements. They need to iron out some of the potential Employment Department and DCCWD concerns. This links back to the DOC Workforce Development and Oregon Corrections Enterprises effort that is currently underway. The workgroup meets monthly and the subcommittee will meet prior to the next workgroup meeting in late September. The workgroup expects to be prepared to make a presentation to the Re-entry Council's November meeting after presenting to the Steering Committee on November 2, 2011. There are several private and non-profit organizations involved; also Marion County, community colleges, Department of Corrections, advocacy groups and Oregon Youth Authority.</p>	
Housing Workgroup Update	<p>Pegge McGuire presented the data and outcomes for resources and the legislative committee. There are future opportunities for pilot programs. Paul Solomon has offered to assist the Housing Development Team. They have been working on the concept of a Certificate of Rehabilitation, which would show that an offender has worked to change their lifestyle. Landlords and employers want to help, but would like to have less risk involved. It may be possible to partner with the Partnership for Safety and Justice. Entities outside of our state are using these concepts and it would be helpful to get their perspective to our questions early in the process.</p> <p>Ms. Martin said the DOC is cautious about making recommendations. A certificate would need to be carefully worded. Ms. Martin asked how many states use this process. Ms. McGuire said there are only a handful of communities, and for most it is not a statewide program.</p>	

Continuity of Care Workgroup	<p>Patrick Vance said that they have focused on two areas of health care. Dental care is a priority in DOC and Marion County. Continuity of mental health care is the other priority. Providing mental health care for all who need it is a challenge for communities statewide. Positive changes have been made, but the need continues for getting medication to those recently released, follow-up with providers in the community and planning for medications at discharge. The DOC pharmacy staff met with people from the Milbank Memorial Fund to discuss government and community coordination for health care delivery. This organization could be a catalyst to finding a solution.</p> <p>Richard Harris agreed. People will be held accountable for outcomes. Money will still be a huge issue regarding what type of health care is offered and what type of health care a person receives. Most treatments and interventions will be evidence-based best practices. Mr. Harris suggested the following website www.healthtransformation.net for information regarding current health care reform trends and progressions.</p>	
Marion County Re-entry Initiative (MCRI) Presentation	<p>Commander Jeff Woods and Sheriff Jason Myers presented a PowerPoint video of the Marion County Re-entry Initiative (MCRI). It focuses on high risk offenders and is a collaborative effort involving community corrections, education, law enforcement and non-profit agencies working together to rebuild lives; promote community safety and save the taxpayers money by breaking the cycle of criminal activity. It has been a very successful program. If you have successful re-entry, you have a safer community. The website address is http://marioncountyreentry.com</p>	
Governor's Re-entry Council Steering Committee: Agenda for October 5, 2011	<p>Issues suggested for future meetings</p> <ul style="list-style-type: none"> ● Youth Re-entry, OYA's Re-entry Project and Gap Analysis ● Richard Harris, OHA: Health Reform and Addictions and Mental Health -- Outcomes for target populations ● Messaging: Proposal from TOPOS 	
Next Meeting	The next Steering Committee meeting is scheduled for October 5, 2011.	



RE-ENTRY PROJECT NOTES

March 18, 2011

RATIONALE

Current corrections outcomes in Oregon are unsustainable, from any number of perspectives: e.g., budgetary, economic, public safety, moral, human capital, etc. A critical part of the solution is to increase the number of ex-inmates who successfully re-enter society.

A change in outcomes will require a fundamental shift in the common sense used by both policymakers and the public at large (neighbors and co-workers of re-entering inmates, as well as potential employers and landlords). This “culture shift” presents a serious challenge to reformers, given that public resistance to a more pragmatic and humane vision of corrections in general, and to re-entry in particular, is clearly both widely shared and emotionally charged.

Key to the shift is identifying a set of ideas that are culturally viable, i.e., able to stand up to a number of stubborn and unproductive ways of thinking:

For example, there is reason to believe that people often frame corrections as a morality play, in which the wicked are punished and sent to a very bad place for a long time. In this dynamic, each crime and punishment sequence is an opportunity for the media to retell a familiar, emotionally charged, and satisfying story. Anthropology has established that the more this sort of story is told, the more it makes sense, and the more the public wants to hear it retold.

In addition, it is clear that a number of false cultural models of “how the world works” prevent the shift to more productive ways of thinking and feeling about the issue. Starting points for our research would include the following possible models:

- Convicts themselves are ‘essentialized’ as inherently bad (and therefore irredeemable).

- Prisons are thought of as places that should be highly unpleasant because otherwise there is no punishment.
- Going to prison for a serious offense is, like going to Hell, a one-way journey.
- People who spend time in prison become irretrievably changed into monsters – who may look normal on the outside, but who cannot be trusted.
- Etc.

While these characterizations sound very simplistic, research across a wide range of issue areas confirms that even educated and sympathetic people often think in such terms *by default*. Though they can see things very differently upon careful reflection, it can be the default views that drive their choices.

And of course an additional element of the challenge is that the media so often reflect, amplify and reinforce these default mental pictures of an issue – and provide a powerful and recurring emotional charge.

Against these challenges reformers need to provide ways of thinking that are practical, moral, and rational – but also deeply intuitive and emotionally satisfying. We would like the public to accept the idea, for example, that the prison experience should not be punitive – the punishment is the loss of freedom, not the conditions. Or the simple idea that the state cannot afford to incarcerate everyone. Or that from a public policy perspective (including budget, economy, and health of both the public and inmates) it makes sense to plan for eventual re-entry. In other words, we need a new common sense on this issue.

What makes the Topos' approach different from conventional communications research is that we take into account the public's deeply held and widely shared beliefs, in order to identify narratives that lead both laypeople as well as policymakers to a more realistic picture of how the world works. In our experience, only by rethinking fundamental assumptions about how to talk about an issue can advocates make progress.

Because the “frame shifts” we look for tend to be basic, the research is typically applicable – with appropriate caveats – to broader demographics than conventional messaging. As a mission-driven organization, we always look for opportunities to apply the findings to other contexts, e.g., other states. The Oregon context has the potential to provide an “incubator” for a national approach to changing how the public thinks about the issue of corrections.

RELEVANT PRIOR RESEARCH

A number of prior projects have addressed topics that relate to Re-entry. The following are three of the most relevant.

Immigration

In work for a major labor union, Topos principals explored workers' current thinking about the topic of illegal immigration. The findings, which crosscut geography, education levels and political leaning, focused on a powerful response to “cultural disruption” – rational arguments about legality proved to be mere tools for expressing feelings about communities changing in disturbing and frightening ways (akin to a metaphorical “home invasion”). These feelings were most successfully countered with an equally resonant message that offered an entirely new perspective, in which both foreign and native-born workers are being “played” by businesses (and their political allies) who stand to profit from an employee pool that is too intimidated by public anger to stand up for themselves.

Transitional Work

In work for a regional advocacy group, Topos principals explored the public's current thinking related to transitional work programs that help those who are “hard to employ” for a variety of reasons (including prison history, as well as drug abuse, mental illness, language barriers, etc.). The findings focused on cultural models about Jobs, Workers and Workplaces, including the fact that thinking focuses most naturally on *individual* lives/trajectories (with no stakes for the broader community), and the fact that a capable worker is in some ways *synonymous with* a “good person.” One important shift was to help people think about *situations* rather than *individuals*.

Poverty

In work for a major national foundation, Topos principals explored Americans' default views about poverty and messages that can help people achieve new perspectives. One important finding was that many “sympathetic” stories about the topic end up backfiring by triggering a focus on the individual choices that led people into poverty. The most helpful messages ended up being those that effectively focused people's attention on broader economic forces, and the collective economic stakes for helping people at the low end of the economic ladder.

WORKPLAN

How does Topos help communicators create a “new common sense” about an issue?

The following is an overview of what an effective project to develop a new way of framing the topic might look like. The Topos approach includes multiple methods that, when used together, offer a clear picture of current thinking on the topic, as well as evidence of which reframes can effectively shift thinking and increase support.

Phase 1 – Exploratory

This stage of work is designed to uncover the current cultural dynamics on the issue, including the current “common sense” that is standing in the way of progress.

Media Review to Examine Current Narratives (Liana)

Advocate Roundtable

When possible, Topos projects begin with initial conversations with experts and communicators in the field – to explore what they know or believe about how to communicate about the issue, the questions they have, the challenges they face, and what counts as success in their work.

These discussions ideally happen in person, and accomplish several goals at once, including bringing researchers up to speed on the current state of play, and giving communicators an opportunity to learn from each other, as well as helping to create a “user community” for the research, and building buy-in for the process and what it can yield.

On-the-Ground (Ethnographic) Research

It is often particularly helpful and enlightening to have conversations with people in their own natural settings. Topos’s ethnographic research involves experienced researchers spending time in a variety of relevant locations, talking to dozens or hundreds of people in the places where they live, work, shop or relax.

For the topic of re-entry, ethnographic experience can be especially useful, since the topic relates so closely to how people feel about and relate to their surroundings (their homes, neighborhoods, work places, etc.)

The research would involve conversations with five categories of individuals – including open-ended exploration of their thinking about relevant topics, as well as their responses to various narratives.

- Public (neighbors/co-workers)

- Employers

- Landlords

- Ex-inmates

- Social workers / Probation officers

The conversations would happen in a number of communities around the state, not focusing on the Portland area.

Exploratory Focus Groups

In order to explore the give-and-take of conversation, as various perspectives are expressed, Topos projects typically include focus groups.

In earlier stages of the project the groups focus on learning about default patterns in group discourse.

Participants typically meet an “engaged citizen” profile, meaning people who are active in volunteerism or political involvement, for instance, and are comfortable expressing their views to others.

For this project we would envision 6 groups.

Phase 2 – Developing a New Narrative

The goal for the second phase would be development and testing of new ways of talking about the issue that have the proven ability to shift perspectives and conversations in more constructive directions.

This phase goes back and forth in an iterative way between two techniques.

TalkBack Testing

Topos’ projects typically include “talkback” testing of individual messages. The core of the talkback approach (which can include Internet, phone and in-person testing) is that people try to repeat a message back as though they were passing it along to a friend (as in the children’s game of telephone). This test sets a surprisingly high bar, as seemingly clear messages are routinely distorted based on misconceptions about the topic, or are simply misunderstood or not understood at all, because participants lack some assumed knowledge or perspective. Talkback testing also includes exploration of how well an idea “sticks,” how effective it is at shifting perspectives, how strong it is as an “organizing idea” for discussion, and how comfortable people are talking about it (in a way that can allow it to enter public discourse and create a “new common sense”).

Participants would include a diverse group of 250+ subjects, drawn primarily from Oregon, but also from other states to be determined in consultation with the clients, based on similar geography, demographics or other factors.

Legislator Interviews

One of the important purposes of the project would be to develop narratives that help legislators make the case for reform to their colleagues and constituents.

While the other research components will establish evidence that a particular narrative can help change minds, conversations with legislators themselves can also be helpful for shaping the narratives in ways that make them comfortable for a group that will hopefully be doing important work carrying the message.

Video

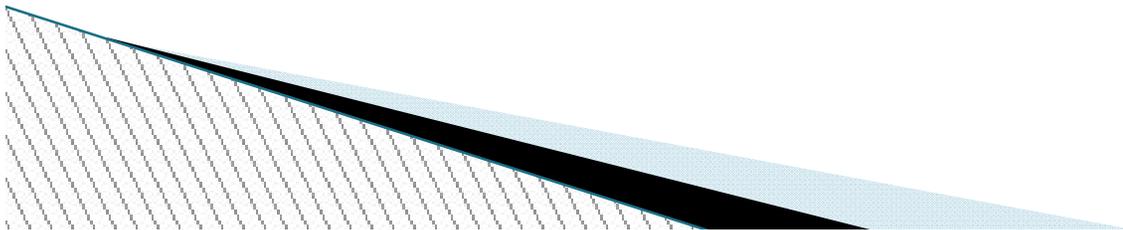
One of the most effective tools for both illustrating the resulting narratives and building buy-in among key constituencies of communicators, is brief videos illustrating how people talk when primed with a new narrative, as opposed to their default views of the issue. Topos videos are typically shot in “man in the street” style, demonstrating that a brief, but strategically effective message can quickly shift perspectives in a profoundly constructive way.

Phase 3 – Dissemination

A new narrative is only effective if communicators are comfortable using it and understand the best ways to employ it.

Topos’ projects typically include a phase of work focused on helping communicators reach this level of comfort, as well as providing them with starter tools to help begin developing new habits of thinking and talking about the issue. Dissemination work would typically begin with development of a set of materials reflecting communicators’ actual needs – e.g. speech, community presentation, op-ed, talking points, responses to challenging questions – as well as a set of meetings with key players on the issue, such as advocates and community groups.

Marion County Re-entry Initiative (MCRI)



The beginning

- ▶ 3,955 persons on supervision in Marion County
- ▶ 600 persons released from state correctional facilities to Marion County each year
- ▶ Recidivism rates –
 - ▶ Post-Prison: 26%
 - ▶ Probation: 23%
 - ▶ 22% Preparation or higher
 - ▶ 78% Pre-contemplative or Contemplative
- ▶ Institutional history of Marion County

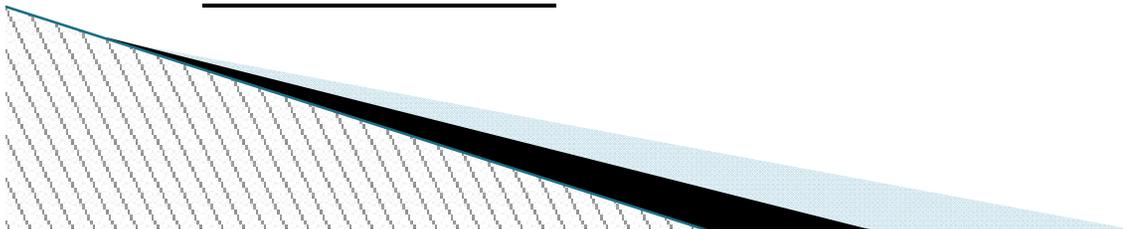
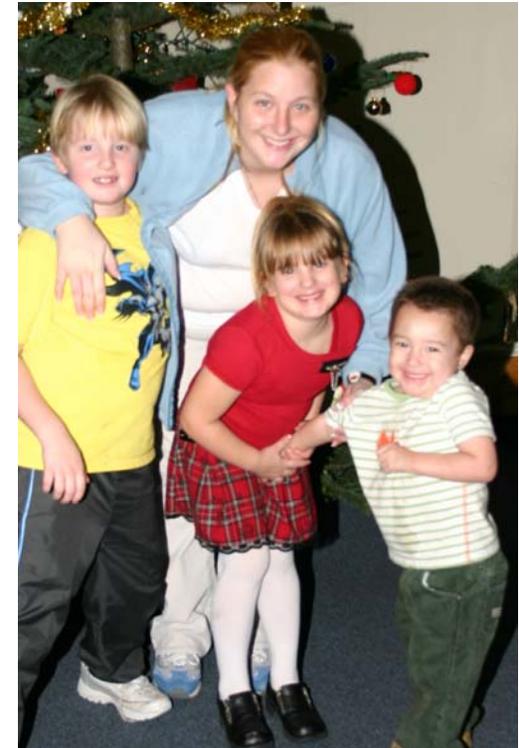


Background..

2007 Jail Survey:

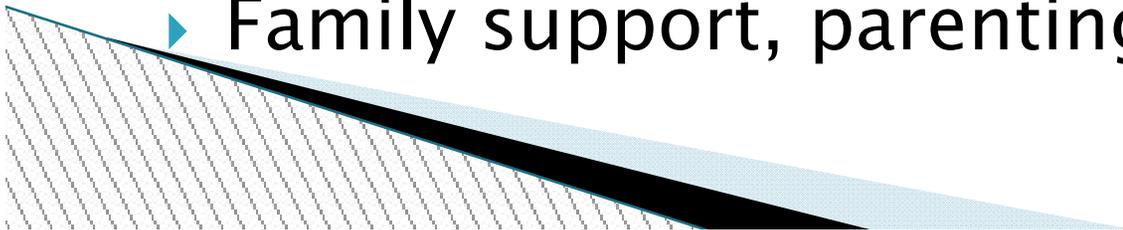
414 inmates had a total of

- ▶ 1,134 children
- ▶ 73% were parents
- ▶ 72% used methamphetamine
- ▶ 71.5% were high school dropouts
- ▶ Five key factors influence success after incarceration: housing, employment, education, substance abuse treatment and mental health treatment.



Evidence-based interventions

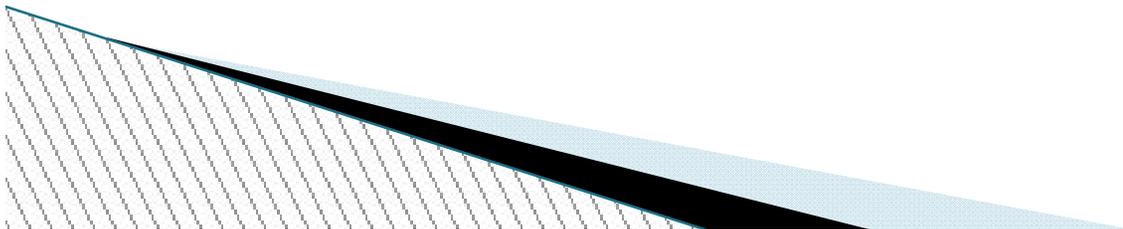
- ▶ We have learned a lot about “what works” – examples:
 - ▶ Assessments of risk and motivation
 - ▶ Manageable caseloads
 - ▶ Reach-ins and transition plans prior to release from prison
 - ▶ Cognitive classes increasing “readiness” for treatment
 - ▶ Help with finding employment, housing
 - ▶ Family support, parenting classes



The fundamental questions are ...

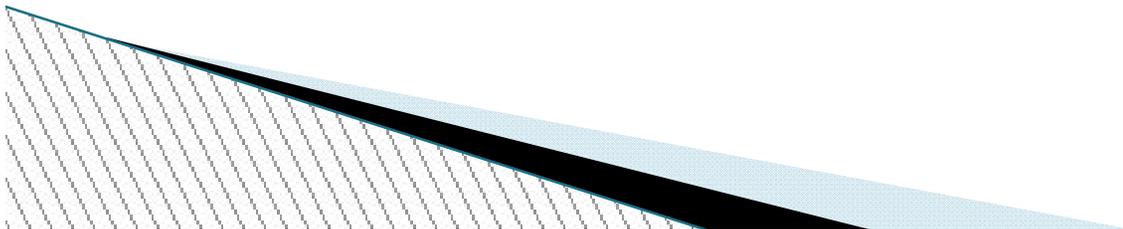
Do we believe that people can change?

- ▶ *Why should we care?*



Why we should care?

- ▶ ROI
- ▶ Fewer victims
- ▶ Less property damage
- ▶ Lower insurance premiums
- ▶ Less need for foster care and social services
- ▶ Fewer children needing special education and mental health services
- ▶ More taxpaying citizens giving back to their communities
- ▶ Everyone is safer; our community is stronger

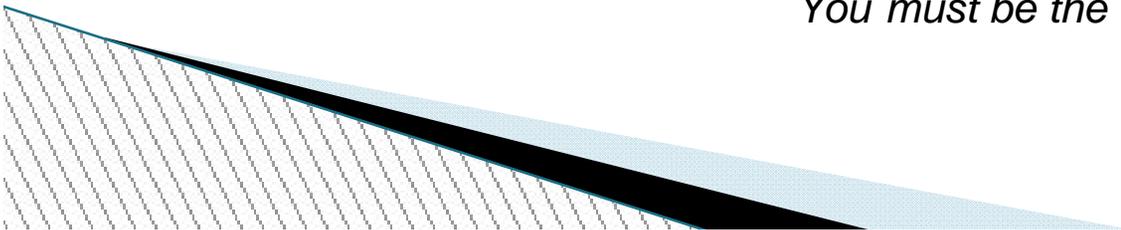


If we do believe people can change, how do we ...

- ▶ Convince the public that people can change?
- ▶ Connect community leadership with the re-entry initiative?
- ▶ Raise the dollars and recruit the volunteers needed to sustain and expand “what works”?

You must be the change you wish to see in the world.

-- Mahatma Gandhi



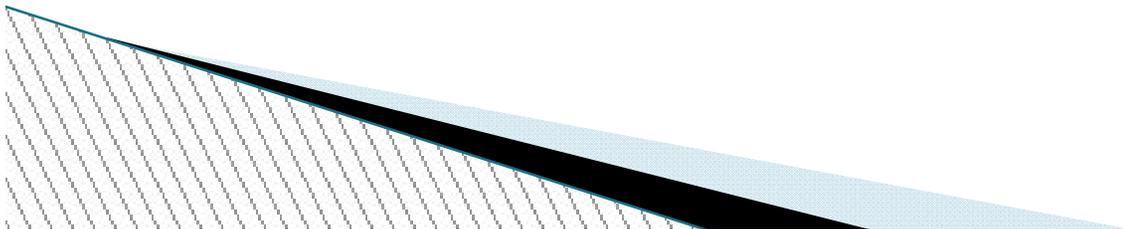
What is the Marion County Re-entry Initiative (MCRI)?

- ▶ A collaborative effort
- ▶ Involving community corrections, education, law enforcement and non-profit agencies
- ▶ Working together to rebuild lives, promote community safety, and save taxpayer money
- ▶ Breaking the cycle
of criminal activity



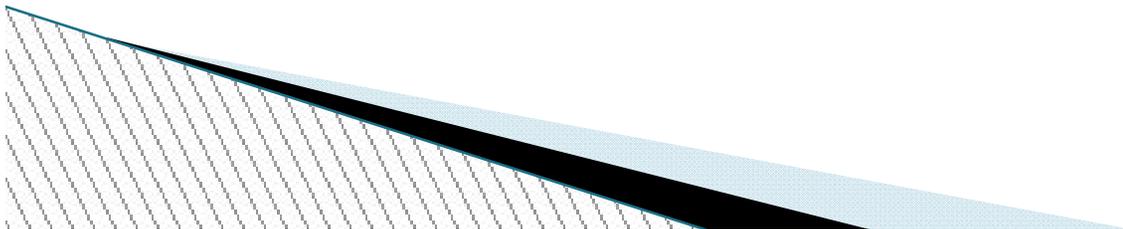
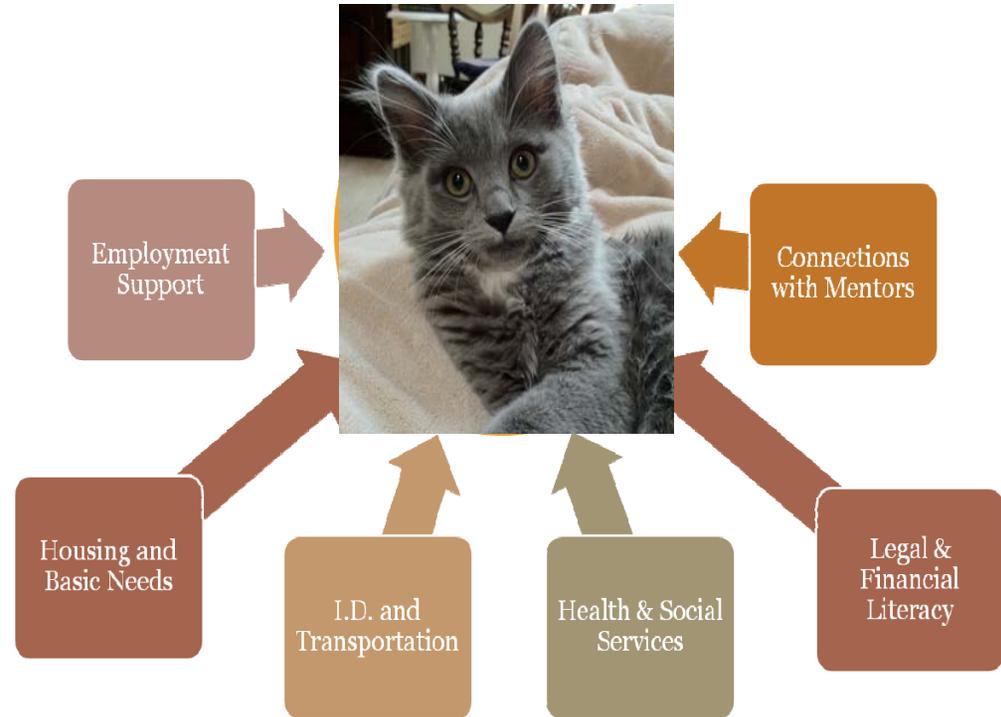
Giving people a second chance ...

- ▶ MCRI encompasses an individualized assortment of supervision, support, and services based on each offender's needs.



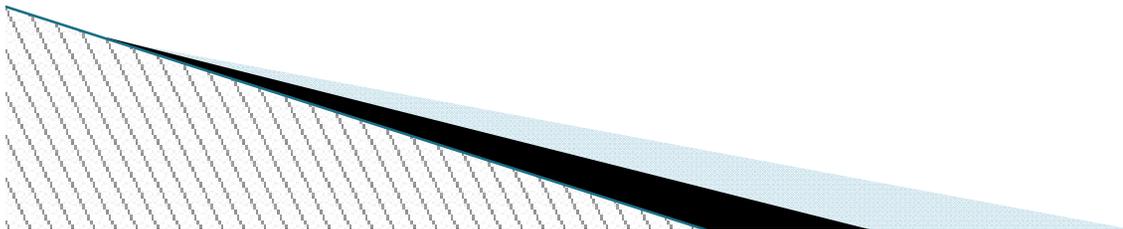
What's different?

- ▶ Evidence-based practices
- ▶ Collaborative relationships
- ▶ Community engagement



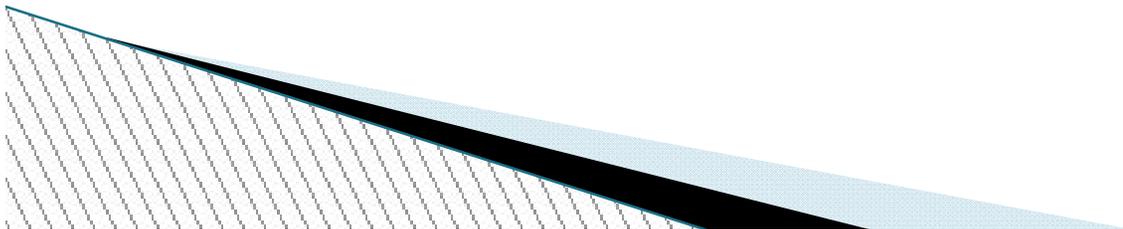
MCRI evolution

- ▶ 2003 – Children of Incarcerated Parents
- ▶ 2005 – Barrier Busters; sole source contract
- ▶ Fall 2007 – Center for Family Success
- ▶ Spring 2009 – Quest for Change
- ▶ Summer 2009 – SOAR planning
- ▶ August 2009 – Significant change in structure
- ▶ January 2010 – Second Chance Act Grants



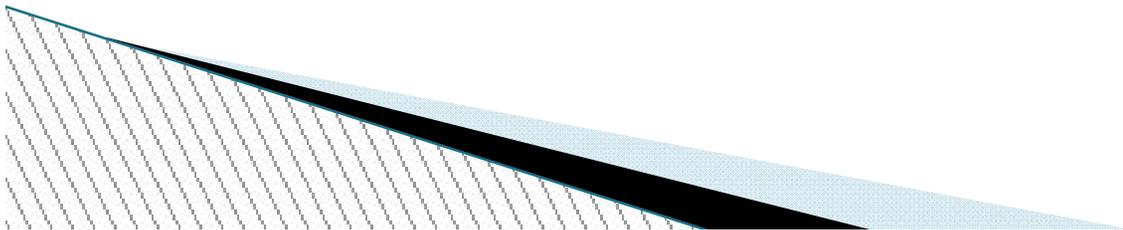
MCRI 2009–Present

- ▶ Diverse community–based collaborative:
 - ▶ Mid Valley Mentors
 - ▶ Community Action Transition Services
 - ▶ Chemeketa Community College
 - ▶ Health Department
 - ▶ Pathfinders of Oregon
 - ▶ DOC
 - ▶ Sheriff's Office



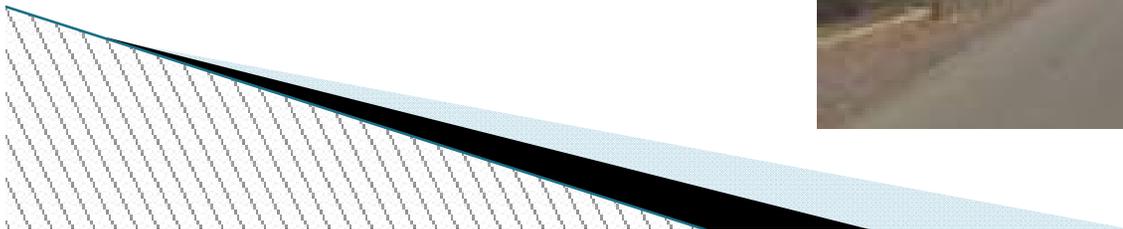
MCRI 2009–Present

- ▶ Reach–Ins (MVM, CATS, MCSO)
- ▶ Assessments (MCSO)
- ▶ Individualized case planning to address key risk factors (MCSO, CATS, MVM)
- ▶ Cognitive programming/treatment (MCSO, Pathfinders, Health Department)
- ▶ Mentoring (MVM)
- ▶ Housing (Quest for Change)
- ▶ Employment (MCSO, Chemeketa–SOAR)



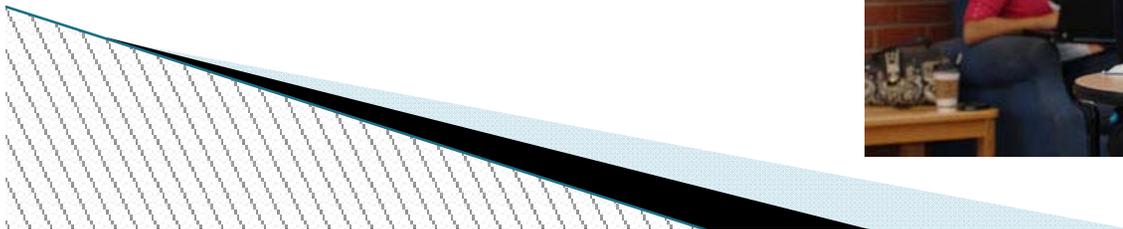
Quest for Change

- ▶ 12-bed transitional housing program
- ▶ High-medium risk transient offenders
- ▶ 90-day placements
- ▶ Resource Center and treatment referrals
- ▶ Pro-social treatment milieu
- ▶ All SOAR placements
- ▶ Wraparound services



Student Opportunity for Achieving Results (SOAR)

- ▶ Collaboration among Sheriff's Office, CATS, Health Department, Pathfinders of Oregon, and Chemeketa Community College
- ▶ 12-week intensive program addressing key criminogenics (drug/alcohol abuse, employment, cognitive, mentoring, and parenting)
- ▶ 260 hours of evidence-based programming
- ▶ Designed for pre-contemplative participants



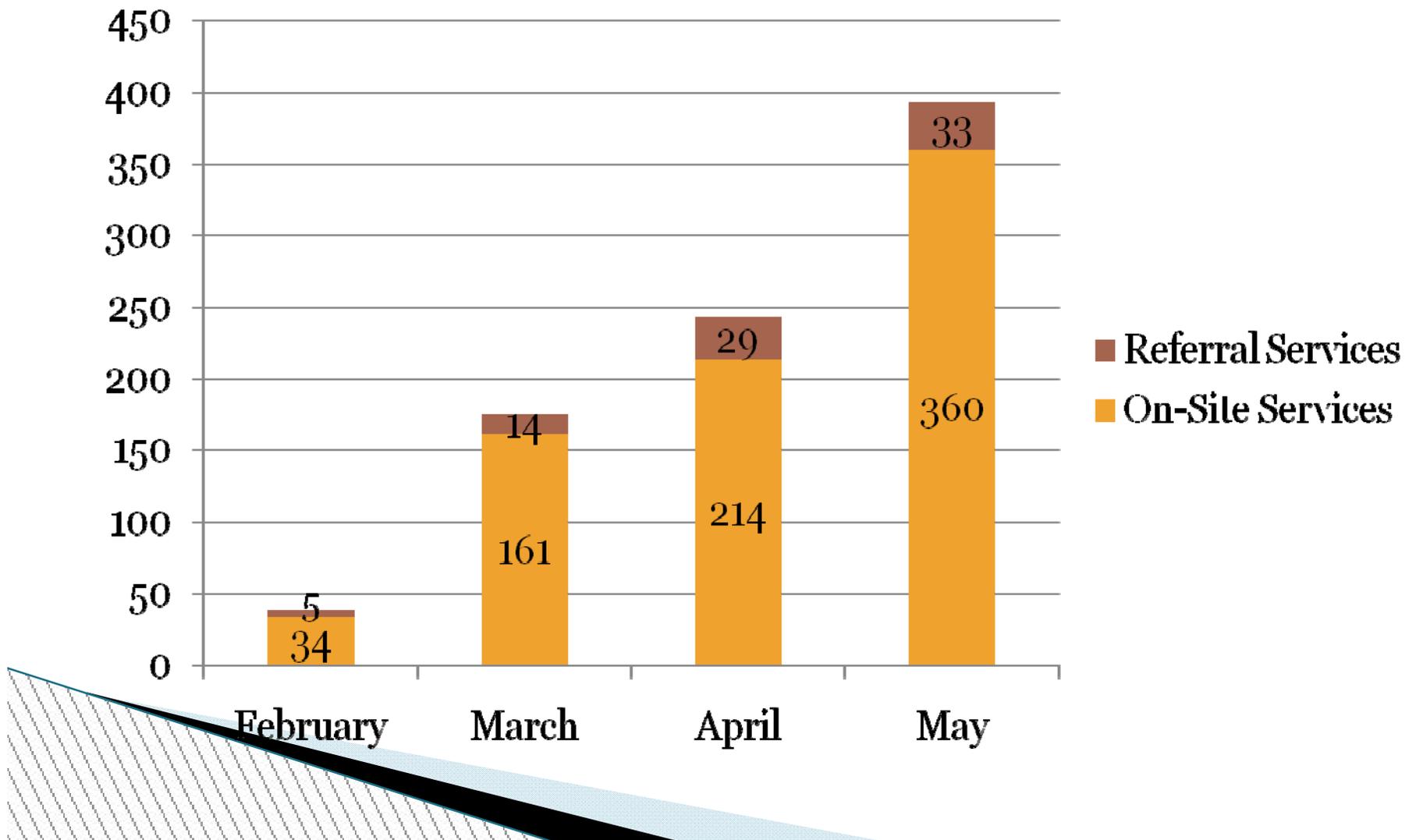
Pine Street Resource Center

- ▶ Employment
- ▶ Obtaining an I.D.
- ▶ Child and Family Services
- ▶ Transportation
- ▶ Financial literacy
- ▶ Basic needs (food, clothing)
- ▶ Legal issues
- ▶ Referrals (housing, education)
- ▶ Other services (veterans, disability)



Pine Street Resource Center

Expanding Access to Resources



Pine Street Resource Center

Matching Resources with Needs

Month	New Individuals Assisted	Services Provided*	Referrals Made**
February	21	34	5
March	75	161	14
April	67	214	29
May	98	360	33
Totals	261 unduplicated	769	81

*A class, workshop, job search, or coaching session provided on site

**Referral made to another community resource

Community Engagement

- ▶ Editorial board
- ▶ community breakfasts
- ▶ Rotary, State of the County presentations
- ▶ Meetings with congressional delegation
- ▶ Legislative testimony; bills
- ▶ Outreach to employers, landlords



- ▶ Discussions with key community leaders



Community Breakfasts October 2009 & 2010

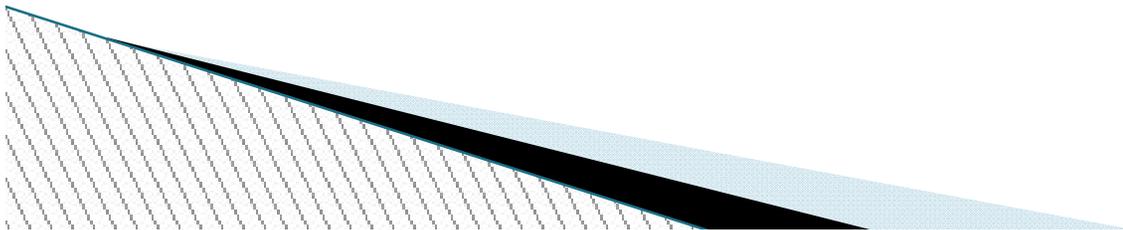
Attending: 320/360 people

Personal commitment of time: 72 individuals

Donations: \$6,191

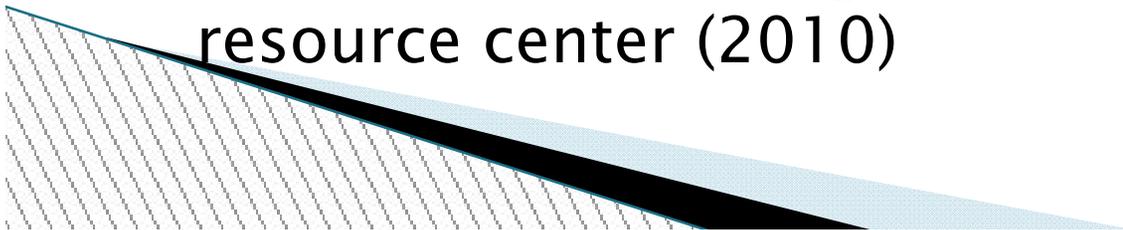
25 organizations and churches offering time to
speak to employees

Requesting more information on the initiative:
26 individuals



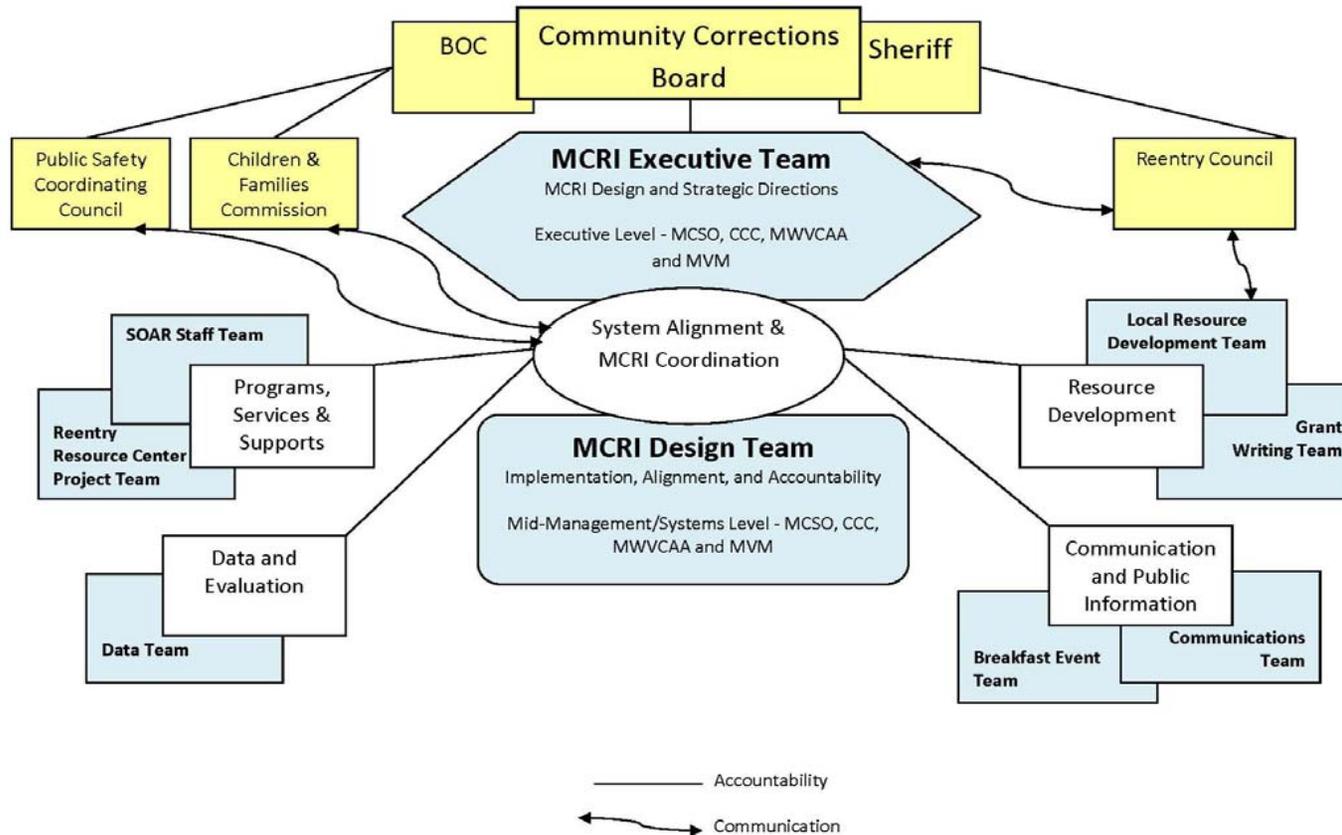
MCRI Funding

- ▶ Second Chance Act Grant – \$302,768; Quest, coordination, transition PO (2009); renewal est. \$400,000
- ▶ SCA Mentoring Grant – \$266,970; mentors, community outreach (2009)
- ▶ DOC Measure 57 – \$1,040,000; SOAR (2009)
- ▶ Earmarks – \$740,000 COPS; SOAR, mentoring, educator, coordination (2010)
- ▶ State Community Corrections funding – employment coordination and outreach
- ▶ Local/Private Funding – \$100,000; Pine Street resource center (2010)



MCRI governance

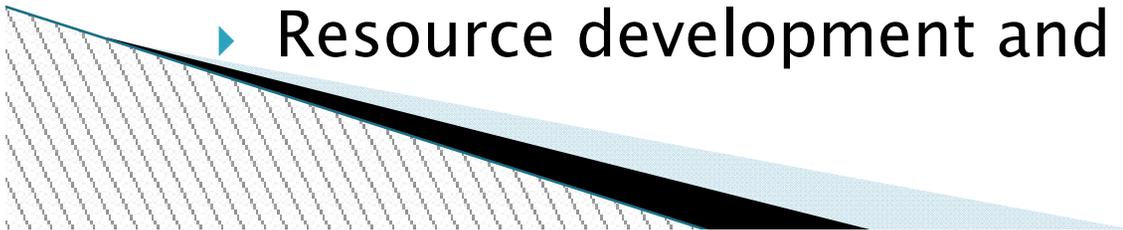
MARION COUNTY REENTRY INITIATIVE – ORGANIZATIONAL STRUCTURE



Marion County Re-entry Council

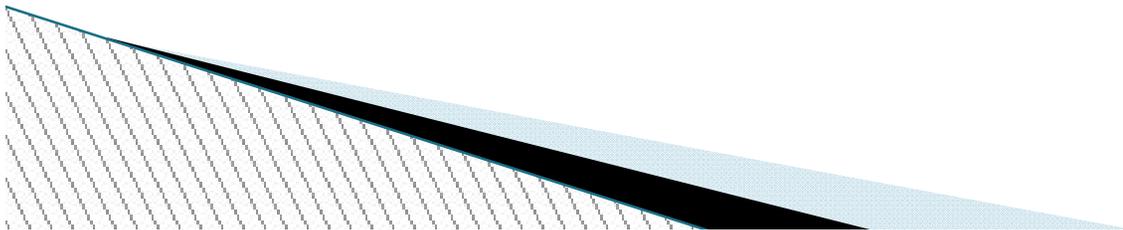
"The Marion County Re-entry Council is to advise the Marion County Sheriff's Office on policy matters related to persons re-entering Marion County communities from incarceration. The Council will provide support and leadership to the Marion County Re-entry Initiative and serve as an advisory board for the federal Second Chance Act Grants."

- ▶ Members appointed by the Sheriff to focus on:
 - ▶ Leadership
 - ▶ Governance
 - ▶ Community awareness
 - ▶ Sustainability and funding
 - ▶ Advocacy for reentry funding and programming
 - ▶ Resource development and removing barriers



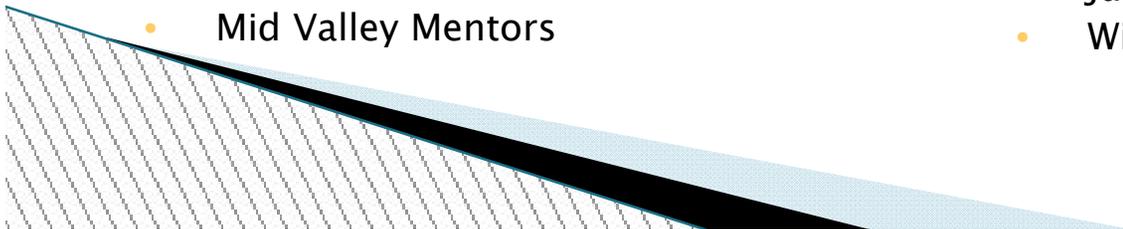
LPSCC role

- ▶ Review and approve Community Corrections Plan
- ▶ Legislative support
- ▶ Policy advice
- ▶ Review and approve supplemental funding; i.e., SOAR
- ▶ Updates and sharing of information
- ▶ Town Hall Forums in Marion County communities



Partner Organizations / Individuals

- Broadway Café
- Chemeketa Community College
- Chief Justice Paul De Muniz
- Children and Families Commission
- Community Action Agency
- Community Corrections Board
- Congressional delegation
- Creekside Counseling
- Epping Foundation
- Job Growers, Inc.
- Marion County Circuit Court
- Marion County District Attorney
- Marion County Health Department
- Marion County Juvenile Department
- Marion County Housing Authority
- Marion County Sheriff's Office
- Marion-Polk Food Share
- Mid Valley Mentors
- Mountain West Investment Corp.
- Oregon Department of Corrections
- Oregon Department of Human Services
- Oregon Employment Department
- Oregon Housing & Community Services
- Oregon Legislative Assembly
(Rep. Kevin Cameron, Sen. Jackie Winters)
- Professional Mortgage
- Public Safety Coordinating Council
- Salem Alliance Free Clinic
- Salem Housing Authority
- Salem Leadership Foundation
- Salem-Keizer School District
- SEDCOR
- Stepping Out Ministries
- Union Gospel Mission
- United Way
- U.S. Department of Justice, Bureau of Justice Assistance
- Withnell Motor Company



Is MCRI working?

SOAR

73 graduates of 111 enrolled (66% completion rate)

Recidivism rate: 5%

Employed and/or in school: 65%

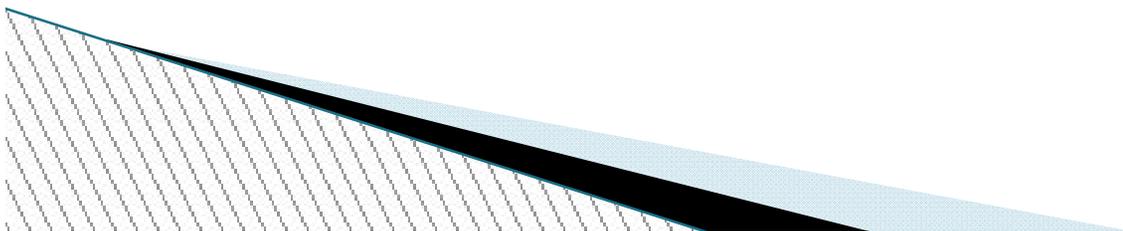
CPC Evaluation: "Very Satisfactory"

MCRI

Served over 600 people since October 2009

Recidivism: 8.5%

Employed and/or in school: 46%



Is MCRI working?

Quest for Change

71 Residents

Employed and/or in school: 76%

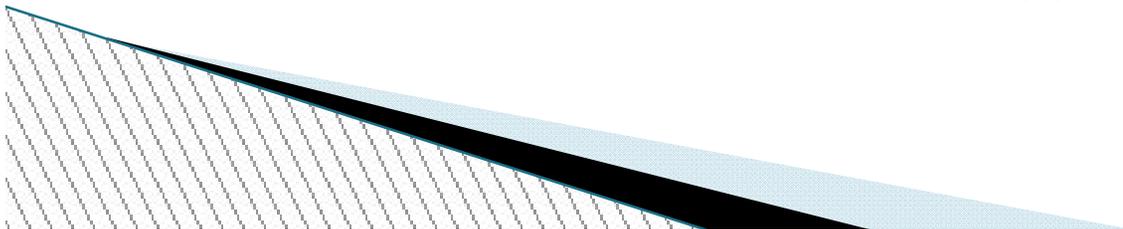
Completion rate: 64.5%

Reach-Ins

Pre-release contacts and release programming

Assessment of risk and criminogenic needs like housing, treatment, education, and mentoring

Historical no-show rate of 30% dropped to 1.8%



Marion County Re-entry Initiative
Giving People a Second Chance

Questions???

