JUVENILE REENTRY IN CONCEPT AND PRACTICE

Models for Change DMC Action Network

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Strategies for Reintegration/Reentry Programming

Key Dimensions of Promising Practice

1. Evidence-based, research-driven intervention/treatment modalities (“What Works” approach)

2. Structural characteristics and features for transitional/reentry delivery of services and supervision (Reintegrative Continuum)

3. Personnel/leadership/training Issues

4. Case management framework (essential elements for informed decision making, continuity, and consistency across the programming continuum)

5. Requirement for multi-agency collaboration
Reentry Defined

Key Dimensions of Promising Practice

Reentry refers to those activities and tasks that:

- Prepare out-of-home placed juveniles for re-entry into the specific communities to which they will return
- Establish the necessary arrangements and linkages with the full range of public and private sector departments/organizations and individuals in the community that can address known risk and protective factors
- Ensure the delivery of prescribed services and supervision in the community

As this definition implies, the residential facility and the community have a critical role to play in reentry.
Reintegrative Continuum

Point of Reentry

Facility

Transition

Community
Critical Structural Considerations in Reentry

The Continuum of Intervention for Youth Corrections

CONFINEMENT

1. Pre-release Planning
2. Structured Re-entry

TRNSITION

Community Reentry

NORMALIZATION

Community

Successful Termination

3. Reintegration Activities
Reintegration Continuum

Point of Reentry

Institutional Transition

Community Transition

Transitional Phase

Institutional Phase

Community-Based Phase

Commitment to Correctional Confinement

Completion of Community Aftercare
# Reintegration Stage and Stakeholder Matrix

<table>
<thead>
<tr>
<th></th>
<th>Facility Staff</th>
<th>Transition Coordinator</th>
<th>Probation or Parole Officer</th>
<th>Provider 1</th>
<th>Provider 2</th>
<th>Mentor</th>
<th>More columns</th>
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<tbody>
<tr>
<td><strong>Stage I</strong></td>
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<td><strong>Stage II B</strong></td>
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<td><strong>Stage III A</strong></td>
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Targeting Factors Predictive of Reoffending Behavior

Assessment

Facility
- Family Issues
- Substance Abuse
- School Conflict/Performance
- Peerage
- Other Problems/Need Areas

Transition

Community
- Completion of Community Supervision
Risk & Protective Factors: Seven Domains

1. Family and Living Arrangements
2. Peer Groups and Friends
3. Mental, Behavioral, and Physical Health
4. Substance Abuse
5. Education and Schooling
6. Vocational Training and Employment
7. Leisure Time, Recreation, and Avocational Interests
# Program Design Features in the Three Segments

<table>
<thead>
<tr>
<th>Institutional Phase</th>
<th>Transitional Phase</th>
<th>Community Follow-up</th>
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<tbody>
<tr>
<td>1. Pre-release planning</td>
<td>1. Testing &amp; probing of re-entry prior to placement in community</td>
<td>1. Provision of multi-modal treatment services</td>
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<tr>
<td>2. Involvement of outside agencies &amp; individuals in institutions</td>
<td>2. Structured step-down process using residential placement or intensive day treatment</td>
<td>2. Discrete case management services</td>
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<td>3. Targeted community activities during confinement period</td>
<td>3. Use of graduated sanctions &amp; positive incentives</td>
<td>4. Provision of supervision &amp; surveillance beyond ordinary working hours</td>
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<td>4. Provision of supervision &amp; surveillance beyond ordinary working hours</td>
<td>5. Reduced caseload size &amp; increased frequency of client contact</td>
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<td>6. Multi-stage decompression process</td>
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The Decompression Process in Reentry

- Structured Transition Phase
- Point of Community Reentry
- Decreasing Emphasis on Formal Mechanisms of Social Control by Juvenile Justice
- Increasing Emphasis on Informal Mechanisms of Social Control by the Community
- Termination of Formal Aftercare Status
- Community Involvement
Evidence-Based Building Blocks

- Continuity of Care
- Cognitive-Behavioral Approach
- STAFFING, TRAINING & QUALITY ASSURANCE
- OVERARCHING CASE MANAGEMENT
Continuity of Care Components

1. Continuity of Control
2. Continuity in Range of Services
3. Continuity in Service Content
4. Continuity of Social Environment
5. Continuity of Attachment
COGNITIVE-BEHAVIOR APPROACH AND SKILL TRAINING

- Managing anger & handling conflict pro-socially
- Assuming responsibility for actions/reactions
- Empathy
- Solving problems & setting goals
- Acquiring life skills geared to community setting
Case Management: 5 Components

- Assessment and Classification
- Individual Case Planning
- Surveillance/Service Mix
- Incentives and Consequences (Graduated Responses)
- Brokerage and Linkages
Assessment and Classification

- Eligibility: targeting populations
- Static Factors
- Dynamic/Criminogenic Factors
Individual Case Planning

- How will risk factors be addressed?
- How are strengths and assets tied to social networks?
- How will personal goals be structured?
- How will the total picture be addressed in reintegration?
Individual Case Planning

- High risk – high needs
- High levels of accountability
- High levels of service provision
Surveillance and Service Mix

- Advances in diagnostic procedures
- Intensive Supervision Issues
- Carefully targeted service provision & treatment matching
Graduated Responses:
Incentives and Consequences

**Key Principles:**

- Catch them being good
- Have a ready continuum of reinforcements and sanctions
Graduated Responses:
Incentives and Consequences

- Planned responses
- Behavioral contracts
- Shift responsibilities to youth and family
- Continuum of responses
- Must have most stringent sanction available
Service Brokerage and Linkage to Social Systems

- Contractual arrangements: accessing public and private services
- Partnerships with community-based organizations
- Community linkage and embeddedness
- Faith-based groups
Obstacles to Case Management

- Inadequate Funding
- Institution Based Resources
- Large Case Loads/Low Staffing
- Established Work Hours and Habits
- Poor Supervision Standards
- Insufficient Attention to Pre-Release Issues
- Distance Between Institution and Community
- Professional and Organizational Rigidity
- Crisis-Driven Management
Implications/Solutions

• Directly link institutional and community corrections:
  ❖ Structure
  ❖ Policy
  ❖ Programs
  ❖ Practices

• Keep deterrence in check when it creates identifiable impediments to law-abiding self-sufficiency
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