



Module 1: Getting Started

Welcome to *Getting Started*, module 1 of the *Transition from Jail to Community* (TJC) Initiative's online learning resource. This document is the PDF version of the online TJC Implementation Toolkit, and will not necessarily reflect the changes and updates made to the toolkit. To view the latest and most complete version of this module, visit <http://tjctoolkit.urban.org/index.html>.

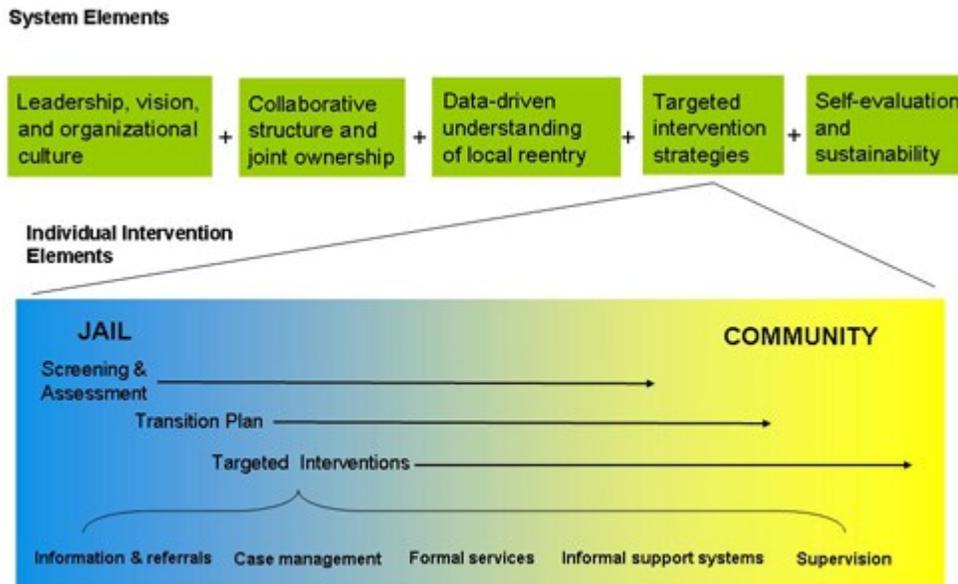
Over 9 million people pass through America's local jails each year, and these individuals often receive little in the way of services, support, or supervision as they reenter the community. In response to the need for jurisdictions across the country to address the jail-to-community transition, the National Institute of Corrections (NIC) (<http://www.nicic.org/JailTransition>) partnered with the Urban Institute (UI) in 2007 to launch the Transition from Jail to Community (TJC) Initiative (<http://www.urban.org/policy-centers/justice-policy-center/projects/transition-jail-community-tjc-initiative>).

Phase 1 of the TJC initiative was devoted to the development, implementation, and evaluation of a model for transitions from jail to the community. The TJC model represents an integrated, systemwide approach to delivering support and services to people released from jail. It involves policy and organizational change and the engagement of jail and community leaders in a collaborative effort. The goal of the TJC model is to improve public safety and reintegration outcomes. During Phase 1, six TJC learning sites were selected and received technical assistance in implementing the model. Their implementation experiences and lessons learned are presented in the Phase 1 process and systems change evaluation report and associated policy briefs, which are available here (<http://www.urban.org/policy-centers/justice-policy-center/projects/transition-jail-community-tjc-initiative/tjc-initiative-resources-field>). In 2012, six Phase 2 TJC learning sites were chosen to receive technical assistance over a 2 ½ year period, as well as two additional California jurisdictions that will receive TJC technical assistance to help them address the challenges associated with implementation of a package of policy changes known as Public Safety Realignment.

TJC Learning Sites:

Phase 1 Sites	Largest City	County Pop.	Jail ADP	Phase 2 Sites	Largest City	County Pop.	Jail ADP
Davidson County, TN	Nashville	626,144	2,604	Ada County, ID	Boise	400,842	829
Denver County, CO	Denver	598,707	2,009	Franklin County, MA	Greenfield	71,778	129
Douglas County, KS	Lawrence	114,748	155	Fresno County, CA	Fresno	942,904	1,923
Kent County, MI	Grand Rapids	605,213	1,254	Hennepin County, MN	Minneapolis	1,168,431	1,112
La Crosse County, WI	La Crosse	112,627	187	Howard County, MD	Columbia	293,142	319
Orange County, CA	Santa Ana	3,010,759	6,545	Duval County, FL	Jacksonville	870,709	2,929
AB 109 Site	Largest City	County Pop.	Jail ADP	AB 109 Site	Largest City	County Pop.	Jail ADP
San Diego County, CA	San Diego	3,140,069	4,630	Santa Barbara County, CA	Santa Maria	426,878	899

The figure below illustrates the TJC approach to effective jail transition and identifies the key components of the TJC model at both the system and intervention level. System change must be coupled with concrete intervention efforts.



Section 1: There are four main benefits of implementing the TJC model in your community:

Benefit 1: Long-Term Public Safety

Communities fail to maximize opportunities to enhance long-term public safety when those discharged from jail with high risk and need are not identified and prepared properly for release, supervised, or supported in the community.

Public safety TJC strategies include:

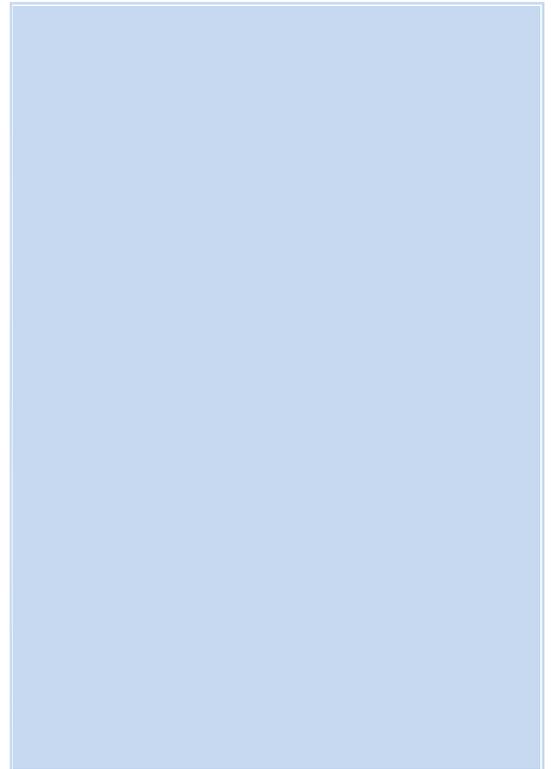
- Implement transition planning using validated screening, assessment, and evidence-based programming and interventions during incarceration to facilitate successful transition to the community when the person is released.
- Provide law enforcement with information on which releases from the county's correctional facility (jail) are on pretrial release, probation, subject to curfews, or have other conditions for which police officers can hold them accountable.
- Transition substance abusers directly to outpatient or residential substance abuse facilities. Every day addicts are sober is a day they will not resort to illegal activities to support their habits and a day they will manage their thoughts and actions to stay out of trouble.
- Provide regular forums to discuss needs of inmates transitioning from jails to communities.

Benefit 2: Cost Effectiveness

The TJC model allows you to use your dollars and your resources in a more cost-effective way by identifying partners for collaboration and allocating scarce resources wisely to best manage offenders based upon the level of risk they pose to your community. Sharing resources can save time and resources—particularly important in times of budgetary constraints. In the long term, collaborative partnerships that reduce recidivism and public health problems add up to substantial savings.

There are many examples of how the TJC model's focus on collaboration can reduce unnecessary costs:

- Partners can conduct joint training and purchase shared resources.
- Partners can coordinate service provision to target interventions for the most appropriate offenders,



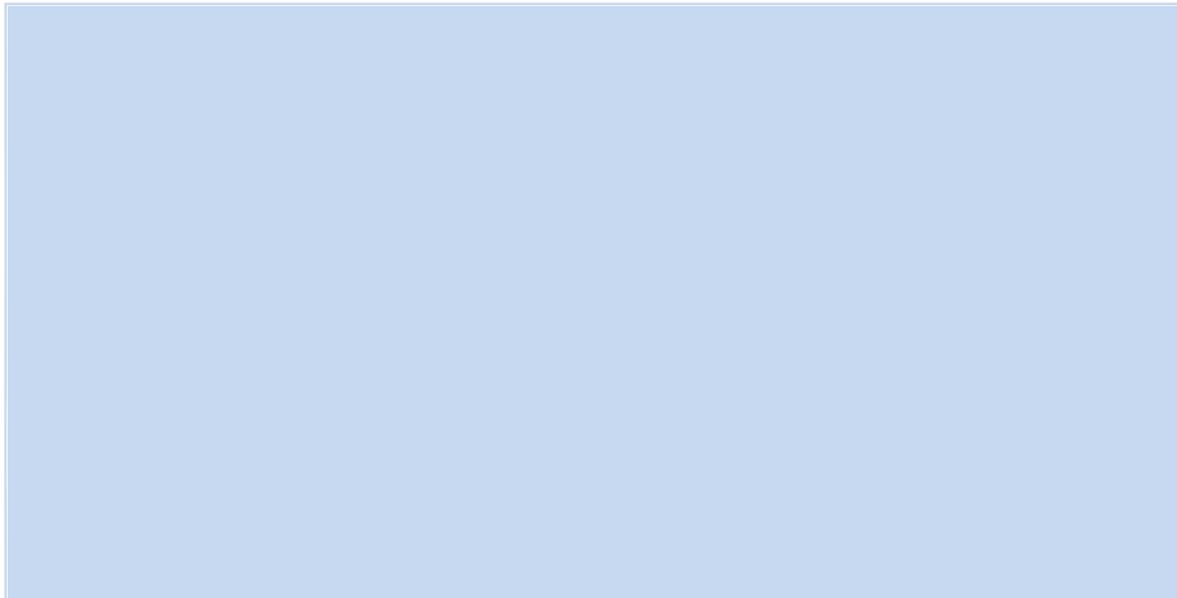
- address service gaps, and avoid service redundancies.
- Community options can be used to intervene with low-risk, high-need people, rather than incarcerating them.
 - Efforts for low-risk, low-need individuals can focus on enhancing prosocial engagement within jobs, communities, and relationships, rather than on incarcerating them and actually increasing their likelihood of reoffending.
 - Lower recidivism rates can reduce the need for costly jail beds.

Benefit 3: Improved Individual Outcomes

Many individuals in jails have co-occurring needs, so the TJC model is designed to put an infrastructure in place to motivate individuals to effectively address their risk and needs. Such an infrastructure at the agency level benefits recently released individuals who want to take ownership of their transition and recovery plans¹.

Benefit 4: Resource Expansion

“The whole is greater than the sum of the parts” describes the synergy that can occur when agencies adopt the TJC model. Agencies that operate in “silos” that don’t interact with outside partners agencies can’t compete with agency collaboration that pools knowledge and resources from across agencies and organizations. Jails can play a key role in this relationship, offering a framework that reinforces, regularizes, and rationalizes the notion of working together for the good of society.



¹ Robinson, M., and G. White. 1997. “The Role of Civic Organization in the Provision of Social Service: Towards Synergy.” Research for Action 37. Helsinki, Finland: World Institute for Development Economics Research.

Section 2: Goal of the Online Resource

The aim of this online learning resource is to provide you, our TJC partners and those interested in community transition efforts, with practical information to help you implement the model. The TJC learning sites were instrumental in the development and continued revisions of the Toolkit. Working with these sites throughout the last years allows us to tailor the Toolkit content based on the actual needs and reality jails and communities face when implementing a reentry initiative. **This resource has several purposes:**

- Give an overview of the TJC initiative.
- Help begin the process of implementing a reentry initiative in your community.
- Foster an understanding of the key elements necessary to implement the TJC model.
- Explain basic TJC concepts and terms.
- Provide resources for jail administrators, community providers, elected officials, and other stakeholders.
- Serve as an advocacy tool for community stakeholders interested in gaining support for the model.

This online resource is arranged in nine user-friendly modules based on the key components of the TJC model:

Module 1: *Getting Started* introduces the Transition from Jail to the Community Initiative and outlines how to use this online learning resource.

Module 2: *Leadership, Vision, and Organizational Culture* focuses on leadership, vision, and organizational culture in the success of your community's jail transition strategies.

Module 3: *Collaborative Structure and Joint Ownership* provides practical information to help you develop a reentry system where collaboration and joint ownership permeates the transition process.

Module 4: *Data-Driven Understanding of Local Reentry* provides you with information on how collecting reliable data, preferably in a management information system, is vital in successfully transitioning people from jail to the community.

Module 5: *Targeted Intervention Strategies* provides an overview of targeted intervention strategies to improve outcomes of people transitioning from jail to the community.

Module 6: *Screening and Assessment* focuses on the importance of identifying the risks and needs of your population as the starting point of any targeted intervention strategy.

Module 7: *Transition Plan Development* emphasizes the elements of an individualized written transition plan that lays out the intervention, treatment, and services for a person in jail and after release based on a prior assessment of the person's risk and needs.

Module 8: *Targeted Transition Interventions* concentrates on the development and implementation of appropriate jail transition strategies and follow-up services in your community.

Module 9: *Self-Evaluation and Sustainability* highlights the use of data and scientific evaluation to understand the effectiveness of interventions and system initiatives, determine their fit within a system of transition and reentry, and coordinate delivery of services.

In addition, two key documents, the **TJC Implementation Roadmap²** and the **TJC Triage Matrix Implementation Tool³** guided the content of this learning resource. The roadmap identifies the tasks, subtasks, participants, and associated milestones and products for implementing the TJC model. Included in the Implementation Roadmap is the TJC Implementation Tracking Tool to help you track your milestones and timeframe when implementing the TJC framework. The Triage Matrix Tool outlines implementation considerations related to the targeted intervention elements of the TJC model.

Additional resources providing more information on the TJC initiative are located at the TJC web site, including the TJC brochure, which provides a brief overview of the initiative and the model and the *Final Report: Process & Systems Change Evaluation Findings from the TJC Initiative* (<http://www.urban.org/publications/412670.html>), examining implementation of the TJC model across the six Phase 1 learning sites.

² http://www.datatools.urban.org/features/tjctoolkit/module1/TJC_Implementation_Roadmap_Phase_2_v2.xls

³ http://www.datatools.urban.org/features/tjctoolkit/module1/Triage_Matrix.xls

Section 3: Recommended Audience

The recommended audience for this online resource is stakeholders, administrators, and staff working with individuals returning to their communities after being discharged from jail:

- Sheriffs
- Jail administrators
- Correction officers involved in transition efforts
- Jail treatment staff
- Community corrections staff
- Pretrial services staff
- Reentry coordinators
- Community providers
- Social service providers
- Probation officers
- Government officials, including county board and legislative members and staff of the executive branch of local government
- Criminal justice coordinating council members
- Judges and officers of the court

Section 4: How to Use the Modules

While each module stands alone, they also build on one another in the order outlined in the TJC model, beginning with system-level elements of the initiative and then moving toward individual-level interventions. We recommend that you begin with Module 2: Leadership, Vision, and Organization Culture and work your way through to Module 9: Self-Evaluation and Sustainability

Each module should take between 20 to 30 minutes to complete and follows the same format:

- **Welcome Page:** includes the module's title, the focus of the module, a quote from a practitioner, average time to read the module, and the recommended audience.
- **Module Objectives:** include the specific information discussed in the module, the titles of each section, and the knowledge you should gain by completing it.
- **The Transition from Jail to Community Model:** visually highlights where the module fits in the TJC model.
- **Content Sections:** provides key information on areas of interest relating to the module's subject matter.
 - **Resources:** provides additional resources with links to content.
 - **Reentry Revisited:** after each section, one or two multiple choice or true and false questions are provided for you to test your knowledge of the information you've read. Your response is anonymous and your answer is not recorded.
 - **Summary:** a brief review of what the section covered.
- **Terms Used in the Field:** the last section in each module, where key terms and concepts are defined.
- **Conclusion:** a brief review of the main issues covered by the module as a whole

Section 5: Module Navigation

Throughout the modules there will be words and phrases that are hyperlinked to direct you to documents, other sections of the module, or that pull up “popup” windows with additional information. The hyperlinks are activated by clicking on the highlighted words or phrases.

The development of the TJC online learning resource was informed by the knowledge and expertise of a diverse group of advisors, including jail administrators, sheriffs, social service providers, community and victim advocates, formerly incarcerated individuals, corrections policy experts, and researchers.

Section 6: Authors and Contributors

Jeff Mellow is a professor in the Department of Criminal Justice at John Jay College and a member of the Doctoral Faculty in Criminal Justice at the City University of New York Graduate Center. He is a project team member of the National Institute of Corrections’ *Transition from Jail to the Community Initiative*, and site director in Manhattan for the Office of National Drug Council Policy’s *Arrestee Drug Abuse Monitoring Program*. His research interests primarily focus on program implementation and evaluation, developing effective correctional programs, improving the health care needs of justice-involved individuals, and community corrections. Dr. Mellow has conducted research and evaluations on a wide variety of correctional topics, including halfway back, reentry, and correctional health care programs. He is lead author of *The Jail Administrator’s Toolkit for Reentry* and has recently been published in *Crime and Delinquency*, *American Journal of Public Health*, and *Criminal Justice Policy Review*. Dr. Mellow earned his Ph.D. from the School of Criminal Justice at the University at Albany of the State University of New York. He can be reached at jmellow@jjay.cuny.edu.

Gary E. Christensen has worked within the correctional field for the past 35 years. He has researched extensively the premise of evidence-based or outcome-driven practice within a correctional milieu and initiated several innovative correctional programs, including the Dutchess County Jail Transition Program (DCJTP), which has been recognized nationally for significant recidivism reduction and the enhancement of general public safety. In addition to his responsibilities as jail administrator, Dr. Christensen also served in an advisory capacity to the Executive and Legislative branches of County Government as chair of the Dutchess County Criminal Justice Council (CJC) and authored legislation to counter the effects of police racial profiling and coordinated criminal justice system master planning and the implementation of system-wide, evidence-based criminal justice practice. For his many contributions to the field of corrections, Dr. Christensen has received recognition from numerous local and state entities and, in 2007, received national acclaim by being named the Jail Administrator of the Year by the American Jail Association. Since his retirement from public service, as president of Corrections Partners, Inc., Dr. Christensen continues to work with leaders throughout the field of criminal justice to enhance the implementation of evidence based practice throughout their systems of criminal justice. He has developed the Applied Correctional Transition Strategy (ACTS), a comprehensive software suite designed to enhance all aspects of daily jail transition as well as

provide policy-makers with essential information to ensure that allocated resources lead to the most productive and cost efficient outcomes. Dr. Christensen continues to serve on several national advisory boards investigating innovative responses to pressing issues within corrections and author publications for the field at large, inclusive of the Transition from Jail to the Community Implementation Initiative/Toolkit, Evidence-Based Decision Making Initiative, and the Prison Rape Elimination Act National Review Panel. Dr. Christensen is a Professor of Management, Leadership, and Organizational Psychology at the University of Phoenix, School of Advanced Studies, an Adjunct Professor at Marist College, and qualified as a Master Police/Peace Instructor by the State of New York.

Kevin Warwick began working in the field of Criminal Justice in 1981 and has over 33 years of experience working for a 2,000-bed county corrections facility. As assistant superintendent of community corrections, Mr. Warwick managed 15 community-based programs, including three partnership programs with probation, parole, and numerous community-based providers. In 1986, he designed and directed the first day reporting center in the country with the Hampden County Sheriff's Department in Massachusetts. Mr. Warwick developed all of the reentry programs in Hampden county. Mr. Warwick has worked with jurisdictions all around the country in 48 states developing reentry programs, jail overcrowding programs, and management solutions. He is the lead technical assistance provider for the NIC Transition from Jail to Community project. He is presently a consultant working for many counties around the country on reentry planning and program implementation. He has published numerous articles on community corrections, jail treatment, and reentry programs. Mr. Warwick has a master's degree in social work from University of Connecticut and is an adjunct professor at Western New England College, the University of Massachusetts and Community College of Vermont. He received the Jim Justice Professional Excellence Award in May 1994, presented by the Corrections Association of Massachusetts. Mr. Warwick is the president of Alternative Solutions Associates, Inc., providing various consulting services including training, development, evaluation of local criminal justice systems, and program design and development. He can be reached at warwickevin@msn.com.

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Additional information and links to our TJC Partners, materials, and other jail reentry relevant projects and resources are available on the TJC homepage (<http://www.jailtransition.com/>).

References

Robinson, M., and G. White. 1997. *The Role of Civic Organization in the Provision of Social Service: Towards Synergy*. Research for Action 37. Helsinki, Finland: World Institute for Development Economics Research.