



Virginia Adult Re-entry Initiative

~The Four Year Strategic Plan~

Executive Summary

July 2010 – June 2014

Virginia Department of Corrections

EXECUTIVE SUMMARY

Background

In Virginia, the average state prison sentence is 45 months long and over 90 percent of offenders are eventually released back into local communities. Only 10 percent of incarcerated offenders will spend their lives in prison. As of June 2010, 37,300 state responsible offenders were incarcerated in the Virginia Department of Corrections (VADOC) prisons or in local jails; further, 60,773 offenders are supervised by VADOC in the community on probation or parole. Each year, 33 percent of incarcerated felons – over 13,000 state responsible offenders – complete their sentences and return to local communities.

Public safety remains the highest priority for the VADOC; one in which the VADOC has excelled as demonstrated by its top national safety rating compared with other states. Among other states in the nation, the VADOC boasts a low prison escape rate and low incidents of offender and staff assaults. The VADOC's Division of Community Corrections is ranked 8th in the nation for its supervision completion rate, with 72 percent of offenders successfully discharged from probation, parole or post release supervision.

Additionally, the VADOC recidivism rate is low compared with other states. Among the 38 states that report felon recidivism as re-imprisonment within three years of release, Virginia ties for the sixth lowest recidivism rate of 28.3%. Although Virginia can be proud of this rate, it also means that over a three year period more than 10,000 offenders recidivate, either because they have committed new crimes or because they have failed to comply with the conditions of probation or parole supervision. This number represents new victims, higher taxpayer costs associated with police and court processes and re-incarceration, unsupported families on public assistance, and other negative social implications.

Public Safety is Governor Robert F. McDonnell's top priority. A cornerstone of Governor McDonnell's public safety initiative is to reduce victimization, improve outcomes for offenders returning to their communities, and favorably impact recidivism by strengthening the Commonwealth's prisoner re-entry program. More effective re-entry also reduces costs to state and local governments and as well as taxpayers. On May 11, 2010, Governor McDonnell signed Executive Order Number Eleven establishing the *Virginia Prisoner and Juvenile Offender Re-entry Council* and tasked the members with developing collaborative re-entry strategies. (*Illustration A* shows the Virginia Re-entry Structure established by the Governor.) The Virginia Prisoner and Juvenile Offender Re-entry Council will tie together the re-entry initiative across state agencies, local agencies and community organizations. The Governor has directed that the VADOC take a proactive leadership role in the re-entry initiative.

In keeping with the Governor's initiative, and building on accomplishments already achieved, the Secretary of Public Safety convened a task force to develop a

comprehensive Virginia Adult Re-entry Initiative (VARI) for corrections. The VARI strategic plan, presented to Governor McDonnell on July 1, 2010, introduces fundamental changes to the current VADOC re-entry programs, and provides a comprehensive unified strategic effort to prevent crime, minimize victimization, and improve public safety in communities throughout the Commonwealth.

DEVELOPMENT OF THE VARI Strategic Plan

In developing the VARI strategic plan, the VADOC considered national best practices of re-entry to guide its work. The most comprehensive approach is presented by the National Institute of Corrections in its Transition from Prison to the Community (TPC) Model. The model is based on evidence based practices research about how to effectively manage the re-entry challenge. The model has been tested by several states. The TPC model encourages strategic system changes and new correctional business practices to reduce recidivism and victimization through successful offender re-entry. (*Illustration B* shows the TPC Model.)

After selecting the TPC model as a guide, VADOC tailored the model to address Virginia's specific issues and needs. Movement of an offender through the VADOC system was examined from first contact at sentencing through incarceration in state prison facilities and post release supervision in the community. (*Illustration C* shows the Virginia Adult Re-entry Program Model.)

The Department of Correctional Education (DCE), although a separate state agency, participated in the development of the VARI plan. DCE is a unique correctional partner because its educational resources are primarily delivered to offenders within state correctional facilities.

A vision for re-entry programming, services, and aftercare was created. To implement the vision, the re-entry mission and fundamental principles were identified. After comparing VADOC and DCE practices with the desired system of re-entry services, and gaps in services were identified. Existing programs were examined to determine benefits as well as whether they are cost effective. Recommendations were made to address service gaps as well as to improve the VADOC business plan to support re-entry efforts. Barriers to re-entry that are beyond the purview of the VADOC were identified for consideration by the Virginia Prisoner and Juvenile Offender Re-entry Council. In all, VARI includes seven goals to improve re-entry with over 120 specific recommendations.

The VARI plan sets forth a strong re-entry focused business plan for VADOC, including streamlining services, shifting some organizational practices, and establishing new ways to measure achievement. The business plan integrates offender re-entry preparation with traditional public safety practices throughout the correctional supervision continuum.

Further, the VARI plan includes a strong emphasis on partnerships and collaborations with other agencies and community groups. Successful re-entry cannot be conducted in a vacuum within VADOC. Accordingly, involvement of key correctional and non-correctional stakeholders is a major focus of VARI. Effective re-entry requires the full participation of other state agencies, local governments, non-profit organizations and localities to ensure support services and success for the offender in the community. VADOC seeks collaborations and partnerships with all stakeholders to achieve common public safety goals.

The Governor has strengthened the VADOC's proactive role in the criminal justice system. Traditional correctional risk control tools combined with long term risk reduction strategies provide the strongest correctional practices. These concepts are integrated throughout the VARI strategic plan. It is important to recognize that the results of these fundamental changes will not be realized immediately. With the commitment, support, and leadership from Governor McDonnell, VADOC is well positioned to embrace the re-entry challenge and its inherent risks, and move strongly forward using proven effective strategies to prepare offenders for full reintegration into communities after release.

VARI Strategic Plan Summary

Vision:

The vision of the VARI is that every offender transitions successfully from prison to his or her neighborhood as a law-abiding, productive member of the community.

Mission:

The mission of the VARI is to promote public safety and reduce crime by preparing offenders for success through a continuum of services and supervision, in collaboration with state and local partners, from the time of the offender's entry into prison through his or her transition and reintegration in the community.

Principles:

The continuum of re-entry services are founded upon the following eight values and principles:

- Re-entry begins when an offender is sentenced to a VADOC facility and continues through release from community supervision
- Offender case plans are based on actuarial risk and needs assessment, involving offender input and building on offender strengths

- Fiscal responsibility and cost effectiveness are promoted by targeting resources towards offenders with higher criminal risks
- Operations and programs are research-based for correctional populations
- Services are provided to address transitional needs
- Collaboration with non-profit organizations, local governments, communities, and other state agencies is essential for re-entry success
- Offenders must be provided with a system of graduated release with lessening correctional control as offender responsibility increases
- On-going process and outcome evaluations are conducted to inform updated practices

Goals:

- Goal 1: To enhance public safety by shifting the organizational culture from a primary focus on risk control to include risk and recidivism reduction through offender change
- Goal 2: To implement an integrated re-entry focused case management system from admission to prison through release from community supervision
- Goal 3: To employ a system of research based practices and programs that reduce the criminal thinking and behaviors of offenders
- Goal 4: To teach offenders functional, educational, and vocational competencies based on employment market demand and public safety requirements
- Goal 5: To develop a method of monitoring, evaluating and updating the agency's re-entry knowledge and processes
- Goal 6: To foster a communication process that ensures stakeholders have a full understanding of the re-entry initiative
- Goal 7: To identify barriers beyond the control of the VADOC and engage collaboration of key stakeholders and representatives in the implementation of the plan

Service Components:

- The VADOC will implement the goals and recommendations in VARI over the next four years. Once the implementation is completed the re-entry continuum will operate as described below.

- The Re-entry process starts the day the offender comes into contact with the VADOC, whether that is during the sentencing phase or at a prison reception center. It continues through prison until completion of supervision in the community. (See *Illustration C.*)

Community Corrections/Institutions: Initial Interface

- Re-entry preparation will begin when the offender has first contact with VADOC and continue through all aspects of correctional supervision. The first VADOC operating unit to have contact with the offender conducts an interview to obtain social and criminal history information necessary to manage the offender during incarceration and prepare for re-entry.
- The information will be entered in the VADOC automated offender management system on a Social History screen. Information collected includes current criminal offense, prior criminal record, family, health, education, employment, military history, and substance abuse and/or mental health histories. This is a *significant change* for VADOC because until this point, Community Corrections and prisons have used a separate offender case file system. Both Divisions using one shared offender file will provide for improved continuity of care and supervision as offenders move through the correctional system.
- The point of first contact between an offender and VADOC may be prior to sentencing if the court orders a Pre-Sentence Investigation (PRI) to be completed. This occurs in about 45% of cases, and when it occurs, the PRI is written by Probation Officers and entered into the VADOC automated offender management system. Once entered, the information becomes available through the Social History screen and can be accessed by staff in the prison system. If a PRI report is not ordered by the court, as in 55% of the cases, the first contact between VADOC staff and the offender is at reception into a state prison facility. When offenders are received to prison directly from a jail without a PRI report, a prison counselor will interview the offender and enter criminal and social history information into the automated Social History screen. After the information is entered, it will be available for future reference by Probation Officers.
- Throughout the term of correctional supervision, the automated case file on the offender will continue to be built and information will be added regarding the offender's changing needs, program participation, and progress. Additionally, re-entry plans will be recorded. Real time data on offenders will be available to support re-entry efforts.

Reception into VADOC

- Generally, offenders received into the VADOC prison system are processed through a reception center. The reception process generally takes 60 days. During that time, offenders are assessed by various professionals from different disciplines including

mental and medical health providers, counselors, and educators. A thorough review of offenders' security needs is conducted and a standardized reception program provides basic information to offenders about VADOC operations. Short term programming is provided to motivate offenders to participate in services during incarceration. Under the VARI, programming will include strategies for offenders to begin to take responsibility for developing a re-entry preparation plan to include:

- Basic orientation information on prison operations
 - Visitation and family orientation guides
 - COMPAS Risk and Needs Assessment
 - Health and mental health assessment
 - Educational assessment
 - Social history information review
 - Re-entry Case Plan development
 - Education on the Gang avoidance
 - Importance of re-entry preparation
 - Motivation for change program (e.g., Breaking Barriers)
 - Counseling on Healthy relationships
 - Beginning a Re-entry Savings Plan¹
 - Payment plan for court ordered financial obligations
 - Identifying special re-entry needs
- At reception, the COMPAS Risk and Needs Assessment instrument is administered to determine each offender's risks for recidivism as well as program needs in order to mitigate risk. An initial Re-entry Case Plan is developed based on all sources of information available; including the results of the Risk and Needs assessment, criminal and social history, and input from the offender. The Re-entry Case Plan follows the offender through the entire continuum of VADOC supervision. The Re-entry Case Plan is updated at least annually and at key points throughout supervision. Any special re-entry issues noted at reception are identified, such as if the offender is known to have a disability, so that planning to address those needs can occur before the offender's release.
 - Offenders are encouraged to begin a Re-entry Saving Plan. The Re-entry Saving Plan permits offenders to take responsibility and plan for their eventual re-entry by saving a portion of funds received from family or through prison work. The funds that accrue in savings accounts will be given to offenders at the time of parole or discharge. Offenders will also begin a process to pay a portion of court ordered financial obligations.
 - Under VARI, family support is a special focus during all phases of correctional supervision. At reception, families will be provided a brochure on how to support

¹ Re-Entry Savings Plan will require legislation. Until such time however, offenders will be encouraged to participate in a personal savings account which can be distributed to the offender upon parole or final discharge.

their loved one during incarceration. Family members will be encouraged to support program participation and preparation for re-entry. Family information will be uploaded into the data system to confirm and expand family history information provided by offenders. The information will be used for re-entry programming during incarceration.

- Assignments to permanent facilities involve consideration of security needs, all assessment results, Re-entry Case Plan needs, and the re-entry home plan.

On-going Assessment and Case Planning

- All offenders are assigned a prison counselor once they are transferred from a reception center to an initial prison assignment. Counselors will meet with offenders, update the COMPAS Risk and Needs Assessment and Re-entry Case Plan, and refer the offender to available programs and services based on individual Re-entry Case Plans. All counselors are trained to use effective communication skills to help offenders understand their criminal risks and treatment needs, and motivate them to participate in programming.
- Re-assessment and case planning occurs any time there is a significant change (such as program completion). At least once per year, the counselor documents offender progress and performance in the automated data system, and accordingly updates the COMPAS Risk and Needs Assessment and revises the Re-entry Case Plan with new program objectives.

Programs and Services

- All programming within the VADOC will be research based and proven effective for corrections populations to meet the assessed criminogenic needs of offenders. An array of services will also be available including recreation opportunities, faith based activities, and AA/NA support groups.
- As shown in *Illustration D*, 85% of offenders will be able to participate in the general programs track. Approximately 15% of offenders have mental health issues and follow a mental health services track. Some offenders move between programming and mental health services depending on their level of functioning.

Programs

The outcome goals for programming are: 1) recidivism reduction; 2) improved prison behavior; and 3) measurable progress on specific needs identified via the Risk and Needs Assessment.

- Under the VARI, all offenders will complete research-based cognitive behavioral program Thinking for a Change within the first months of arrival at a permanent prison. Thinking for a Change is a 22 session program available at no cost through

the National Institute of Corrections. The program helps offenders identify unproductive criminal thinking habits and teach them new law abiding ways to think and behave. The program uses practical every day exercises and feedback. Thinking for a Change has been demonstrated to reduce the criminal behavior of participants.

- After completing the Thinking for a Change program, offenders will participate in bi-weekly peer support groups throughout the term of incarceration to reinforce thinking skills and behaviors learned in the program. Near the end of incarceration, offenders will receive an intensive refresher course in Thinking for a Change with scenarios based on situations they will encounter upon release in the community.
- In addition to Thinking for a Change, offenders will be referred by counselors to other programs based on their COMPAS Risk and Needs Assessments score. Other programs available include:
 - Anger Management
 - Substance Abuse Cognitive Therapeutic Community
 - Healthy Relationships and Parenting
 - Employability Skills
 - Support services for veterans
 - Gender responsive programming for females
 - Literacy tutoring
 - Adult Basic Education and GED (DCE)
 - Vocational training (DCE)
 - Post-Secondary Education (DCE)

Mental Health Services

- Offenders requiring on-going mental health services will be identified by assessment and provided a continuum of services (Acute Care, Residential Treatment and Outpatient) to meet their needs while incarcerated. Specialized assistance will be provided in planning for their release to the community. Mental health services begin at the Reception and Classification Centers where each newly received offender is assessed. The results of this assessment include the identification of the offender's strengths and resources, recommendations for services, and the assignment of a Mental Health Classification Code which reflects the offender's current mental status and necessary treatment. This code is dynamic in that it is reviewed and updated on an on-going basis to reflect changes in the offender's status.
- Programming for offenders receiving mental health services is geared towards their special needs and includes:
 - Individual and group therapy
 - Psychoeducational and therapeutic services
 - Cognitive behavioral programming (e.g., Thinking for a Change)
 - Sex offender treatment services

Re-entry Service Continuum

- As offenders move through the prison system, their re-entry needs vary based on their proximity to release. The VARI identifies three groupings of incarcerated offenders based on their sentence length. Each group presents different risks and needs, and requires different re-entry preparation strategies as they move through their sentences. The grouping allows resources to be most effectively used. Those groupings are:
 - Lifers: Offenders who are likely, because of lengthy sentence and age, to spend their lives in prison
 - Five years or more: Offenders who will eventually return to the community but who have significant prison time to serve
 - Less than five years: Offenders who are nearing release

Lifers

- Lifers are defined as offenders whose combined length of sentence and age total more than 80 years. These offenders are likely to live out their life in prison. Intensive and expensive program resources do not target these offenders other than as needed to help them function well in prison. Lifers will receive the Thinking for a Change program to promote a positive and useful adjustment to prison life. Lifers will also continue to receive services related to their ability to function and be healthy in prison. These programs include basic literacy programming, mental health treatment, and medical care. Lifers participate in vocational programs only if it is directly related to prison work. Participation in constructive faith-based activities is encouraged.
- Maintaining contacts with family and other positive community support systems is encouraged to support stable prison adjustment. Prison incentive programs operate at higher security prisons and help maintain offender motivation for good behavior. Lifers who adjust well to prison have a stabilizing influence on younger, more volatile incarcerated offenders. An example of a prison incentive program is video visitation. This is the use of closed circuit television visits between well behaved offenders and their families to maintain supportive family connections and reinforce positive adjustment.

Five years or more

- Offenders with five years or more before release will complete the Thinking for a Change program shortly after arriving at their permanent prison. They will also participate in on-going Thinking for a Change support groups to reinforce learning and practice new skills. Work assignments are a major focus to help offenders learn “employability” skills, work discipline, and good habits. Offenders with five years or more to serve will continuously be encouraged to focus on re-entry planning. Programming and information will be provided to offenders to help them maintain family ties and develop support systems for re-entry planning purposes. Visitation and video visitation programs will be used to promote family interactions. Offenders

will be required to complete a range of programs as identified by the COMPAS Risk and Needs Assessment and Re-entry Case Plan, including mental health services. At least annually, the home plans for these offenders will be updated by the counselor. The educational priority for offenders with five years or more to serve will be participation in literacy and GED academic programs. Participation in constructive faith-based activities will be encouraged.

Less than five years to serve

- Re-entry will be the primary focus for offenders with five years or less to serve. Offenders will complete Thinking for a Change if they have not already done so, and will participate in on-going bi-weekly peer support groups. Counselor meetings with offenders will be increased in frequency to support release preparation. When program resources are limited, offenders closer to release will be prioritized for admittance to education classes, and other programs based on the COMPAS Risk and Needs Assessment scores.
- Offenders with significant need for substance abuse treatment will be referred to Cognitive Therapeutic Community programs 28 months *before* release. Offenders will be provided in-prison constructive work opportunities to help them learn positive work habits and “employability” skills. VADOC will provide work skills training in food services through the ServSafe program and through Virginia Correctional Enterprises shops, and other skill-based work programs. VADOC work foremen will be trained to provide apprenticeship education and supervision in specific trades involving prison work assignments.
- These offenders will be eligible to participate in DCE vocational training and apprenticeship programs designed to provide skills based on realistic employment opportunities in the community. DCE Adult Basic Education and GED preparation classes will be a priority for this population. At some prisons, post-secondary educational programs will be made available.
- Parenting programs will be offered and offenders will be encouraged to maintain or establish family or social support systems necessary for re-entry. Visitation and video visiting programs will be used to facilitate family contact. Video conferencing will also be used for job interviews, seminars from remote locations, parenting trainings, and connecting these offenders with community based services. Offenders will be encouraged to participate in faith-based re-entry mentoring programs where they are available.

Preparing for Re-entry Phase I

- When offenders are within 12 months of release, they will be transferred to prison-based Intensive Re-entry Programs at security Level 2 and 3 prison facilities located strategically throughout the state. (See *Illustration F*.)

- Eligible offenders will be placed at facilities closest to their release home plan. The Intensive Re-entry Programs operate as residential units under the Cognitive Community program model. The Cognitive Community model is a blend of evidence based therapeutic community program techniques and the Thinking for a Change program elements. The programs create a social environment that simulates the values, interpersonal interactions, decision making, and behavior expectations of society. The programs will be staffed primarily with counselors (case managers), Therapeutic Counselors (program specialists), DCE Offender Workforce Development Specialists, and treatment officers (correctional officers who have been trained to deliver programming), and have consulting Qualified Mental Health Professionals. The full program component includes:
 - Opportunities to practice pro-social behaviors 24 hours a day and receive feedback
 - Complete a Thinking for a Change booster session and attend bi-weekly support groups
 - Attend AA, NA or secular substance abuse support groups
 - Attend specialized groups based on identified needs
 - Computer assisted peer tutor learning, such as basic computer skills or DMV driving tests preparation
 - Complete the life skills class Productive Citizenship: A Vision Beyond Survival
 - Complete the PREPS (Preventing Recidivism by Educating for Parole Success) a program that addresses the emotional aspects of re-entry
 - Attend sessions presented by probation officers
 - Receive intensive Local Re-entry Council involvement
 - Work Keys/career readiness certificates (DCE)
 - Community job search using secure internet tools
 - Family reunification and seminars, assisted by faith-based volunteers
 - Faith- based program mentoring (where volunteers are available)
 - Continue the Re-entry COMPAS Risk and Needs Assessment
 - Re-entry portfolio development to include accomplishments during incarceration
 - Apply for identity documents and benefits
 - Receive information about resources available in the local community via a local district web-page
 - Obtain the assistance of area-based Community Re-entry Specialists in home plan development
 - Continue payment of court ordered financial obligations
 - Continue Re-entry Savings Plan

Preparing for Re-entry Phase II

- A specialized 90 day pre-release phase operates within the five prison-based Intensive Re-entry Programs located closest to the metropolitan areas of Tidewater, Northern Virginia, and Richmond. (See *Illustration H.*) Probation Officers will work with eligible offenders in the pre-release phase more intensely and will escort carefully

screened offenders on community transition visits to obtain employment, housing, and social services in preparation for release.

- Eligible offenders, who qualify for work release programs in local jails, will be identified at 36 months before release and transferred to participate in the prison Intensive Re-entry Programs. After completing the Intensive Re-entry Program, the offenders will be transferred to re-entry participating jails with enough remaining time to participate in work release.
- In all prison-based Intensive Re-entry Programs across the state, counselors will work directly with the Probation Districts that will supervise offenders upon release. They will collaborate on home plan development and other services. When development of home plans is difficult due to violent or sexual offenses, lack of housing, or medical or mental health issues, counselors and probation officers will solicit the help of area-based VADOC Community Re-entry Specialists, who are experts in community resources, to develop viable plans. (See *Illustration E.*)
- Under the VARI, all eligible offenders will go through an Intensive Re-entry Program before release. However, there are cases where offenders' prison behaviors are problematic and they pose a safety risk or security. These high risk offenders will be placed in a Re-entry Pod program at a higher security level facility. In the Re-entry Pod programs, re-entry focused services will be provided but group meetings and interactions with volunteers or community agencies will be more restricted. Release planning will occur as described above with counselors and probation officers directly collaborating on home plans. (See *Illustration G.*)

Re-entry Phase III

- Research demonstrates that recidivism is lowered when offenders gradually enter the community through non-prison based centers, such as halfway houses, where they can obtain real community jobs but return to the facility at night. After evaluation of the five pilot Pre-Release Phases operating in Intensive Re-entry Programs near metropolitan areas, Community Corrections operated Re-entry Centers will be established in geographic areas with the highest volume of offenders released. Ninety (90) days before discharge from their prison sentences, offenders will transition in a pre-release status from the prison-based Intensive Re-entry Programs to Community Corrections operated Re-entry Centers. The Re-entry Centers will be located strategically throughout the Commonwealth as noted in *Illustration H.*
- The 90 day programming in the Re-entry Center will include:
 - Thinking for a Change peer support groups
 - Intensive work and planning with Local Re-entry Councils
 - Community employment (if possible)
 - Transition visits (if eligible)

- Job interviews
- Family reunification seminars
- Payment of court ordered financial obligations
- Re-entry Case Plans
- Case assignment to a probation officer
- Faith-based and other mentoring programs
- An individualized schedule of appointments that the offender will follow upon release

Community Supervision

- Offenders will transition from Intensive Re-Entry Programs or higher security prison Re-Entry Pods (and eventually from proposed Community Re-entry Centers) to live in the community under supervision of a Probation District. Given the gradual release process, home and Re-entry Case Plans will be well developed. When a viable home plan cannot be developed, the district will receive sufficient notice to prepare for temporary housing.
- Under the VARI, the offender will arrive at a Probation District prepared to make a successful transition into the community. Preparation includes the offender having:
 - Identity documents necessary to obtain a DMV ID
 - Housing
 - Employment or job prospects identified
 - A schedule of appointments
 - Providing adequate supply of medicine as necessary
 - Ensuring appropriate medications are provided upon release
- The probation officer will access the offender's prison records through the automated offender management system and receives complete information, including the offender's prison performance, the Re-entry Center Risk and Needs Assessments, Re-entry Case Plans, and progress notes. The probation officer will use motivational interviewing techniques to obtain the offender's input in updating the COMPAS Risk and Needs Assessment and adapting the Re-entry Case Plan based on community resources. The Re-entry Case Plan will become a key tool for supervising the offender and will be regularly discussed and adjusted as progress is made.
- As soon as possible, the probation officer will meet with the offender's family or other positive support persons to engage their support in transitioning the offender to law abiding life. The offenders will be referred to community treatment programs based on the Re-entry Case Plan. Treatment services are evidence-based as required by VADOC contracts with program providers. Thinking for a Change peer support groups will be held at districts so offenders can continue practicing and maintaining newly learned behaviors. *Illustration I* shows how with re-entry success, correctional control decreases, and the offender's responsible behavior increase.

Special Populations

There are special populations that do not fit neatly into the Re-entry Initiative as outlined above. While the key elements of the re-entry preparation will be provided to these offenders, the points of their re-entry may vary. These populations include:

Geriatric Offenders – Due to special needs geriatric offenders may transition from a VADOC geriatric facility to special nursing homes or health care facilities.

Seriously Mentally Ill Offenders – Mentally ill offenders may be transitioned from VADOC to a state mental health hospital.

Psychopaths – Offenders who are a high risk for reoffense and not amenable to programming are identified. Information is shared at release with local law enforcement and Community Corrections so the offenders can be intensively monitored.

Highest Risk Sex Offenders – Offenders who meet criteria for civil commitment follow the existing legal process to be reviewed. They may be civilly committed and placed in a Department of Behavioral Health and Developmental Services treatment facility.

Cultural Issues – Hispanics and Asians are rapidly growing populations and will need case by case consideration of language barriers, cultural and ethnic issues, and family matters.

CONCLUDING COMMENTS

The VARI is a comprehensive strategic plan that presents a vision, goals, and objectives to enhance public safety by offenders successfully returning to and reintegrating into our communities.

This is an opportune time to enhance the mission of the VADOC. Virginia's correctional environment embraces evidence based practices, performance based management, ethical standards, and professionalism. The quality and level of expertise of VADOC staff is at an all time high and the VADOC is a dynamic organization that aspires to on-going improvement and evaluation of its services and operations. Though there are risks associated with the new correctional business plan to include offender re-entry, the greater risk is when offenders are released from prison unprepared to return to our communities and unprepared to become contributing members of society.

Success of this initiative will depend on the commitment and involvement of other key stakeholders. On-going partnerships and support from state agencies, the legislature, local governments, service providers, and non-profit and faith based groups are essential to achieving the VARI goals and objectives. The strategic plan, though ambitious and challenging, can result in benefits to the Commonwealth that far outweighs the effort required to implement it.

Illustrations Section

Illustration A: Virginia Re-entry Structure

Illustration B: Transition from Prison to the Community (TPC) Model

Illustration C: Virginia Adult Re-entry Program Model

Illustration D: Programs and Re-entry

Illustration E: Re-entry Specialist Areas

Illustration F: Intensive Prison Re-entry Programs

Illustration G: Intensive Prison Re-entry Programs (High Security Level)

Illustration H: Pre-release Phase Programs in High Re-entry Localities and Proposed Community Re-entry Areas

Illustration I: Correctional Control and Offender Personal Responsibility

Virginia Prisoner & Juvenile Offender Reentry Council

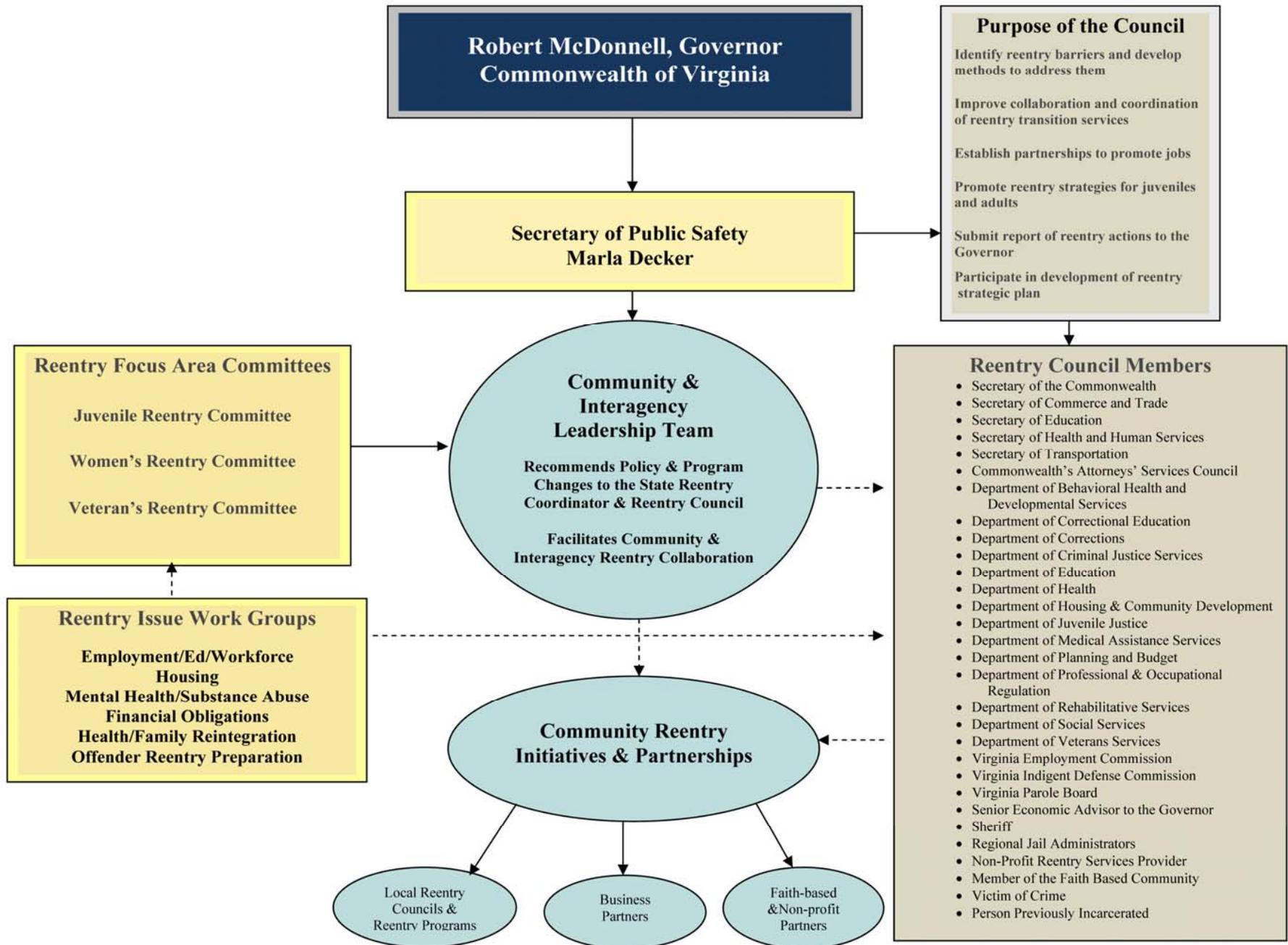
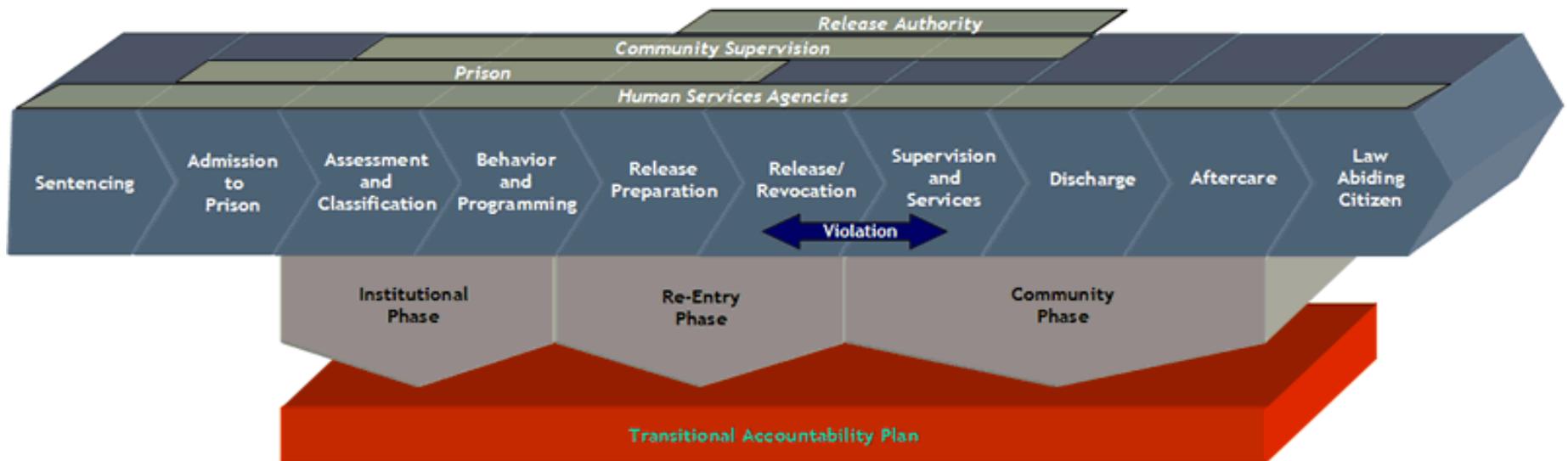


Illustration A

The TPC Model

Transition From Prison to Community



Transition from Prison to Community Model
U.S. Department of Justice, National Institute of Corrections

Illustration B

Virginia Adult Re-entry Program Model

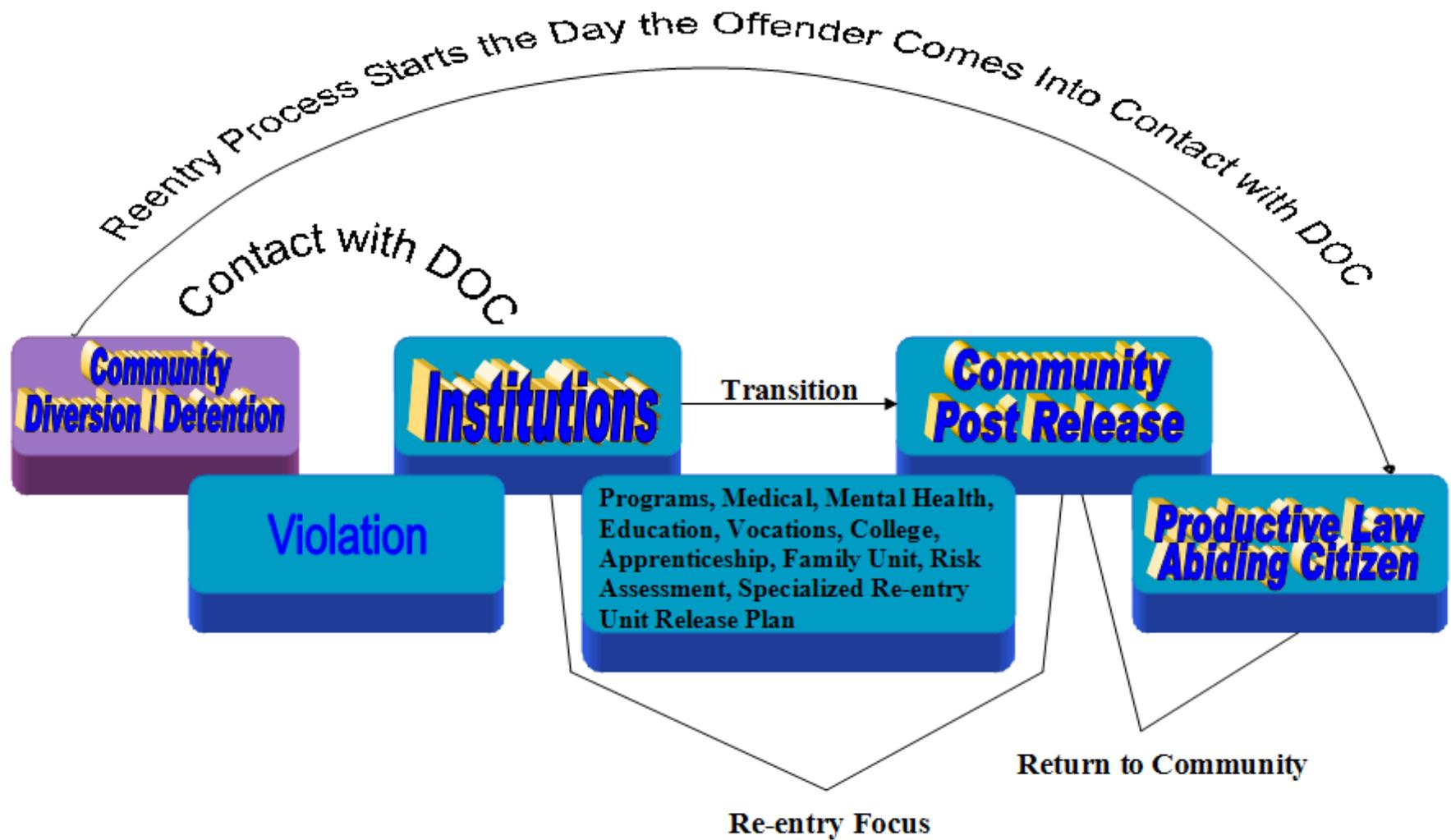


Illustration C

Programs and Re-entry

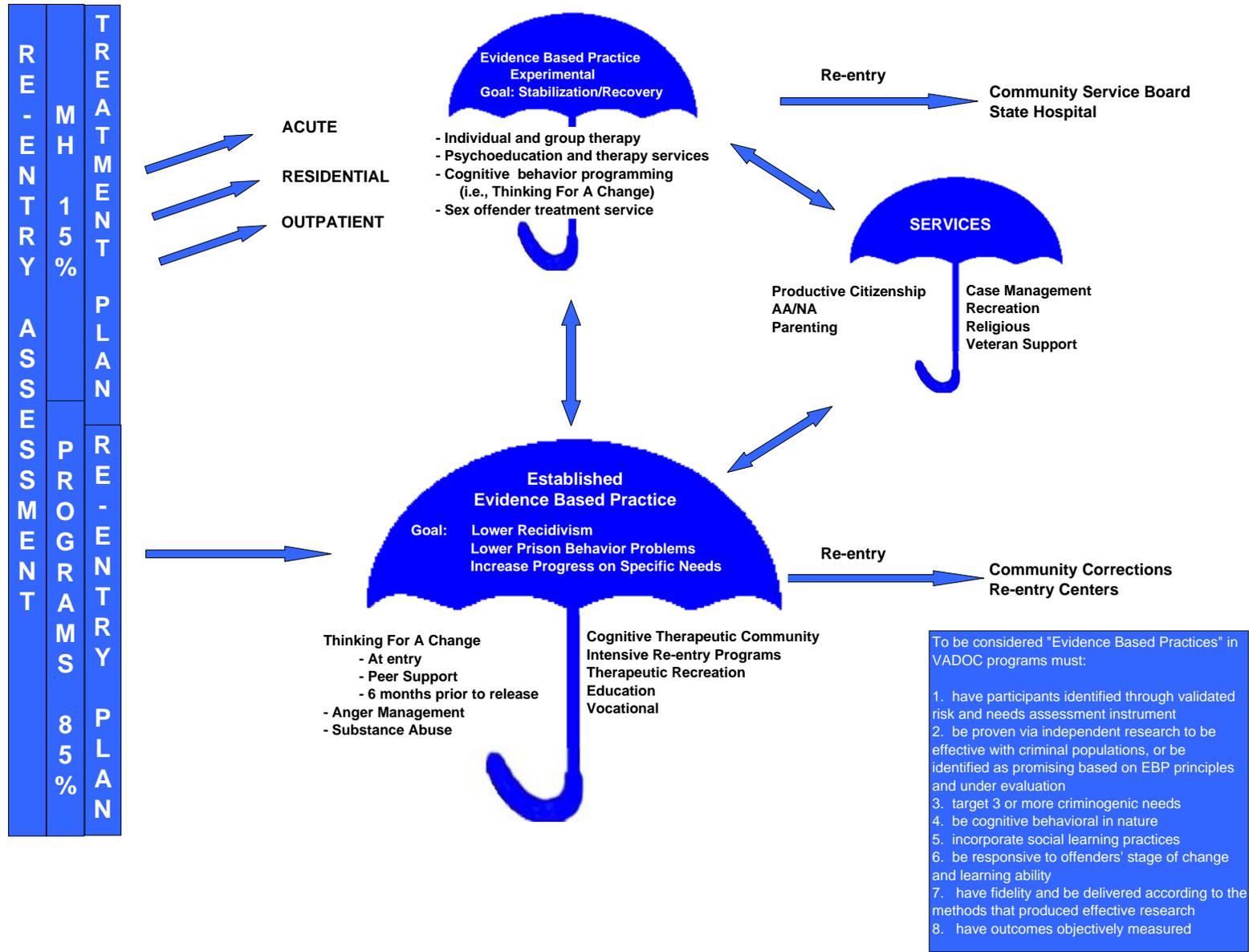
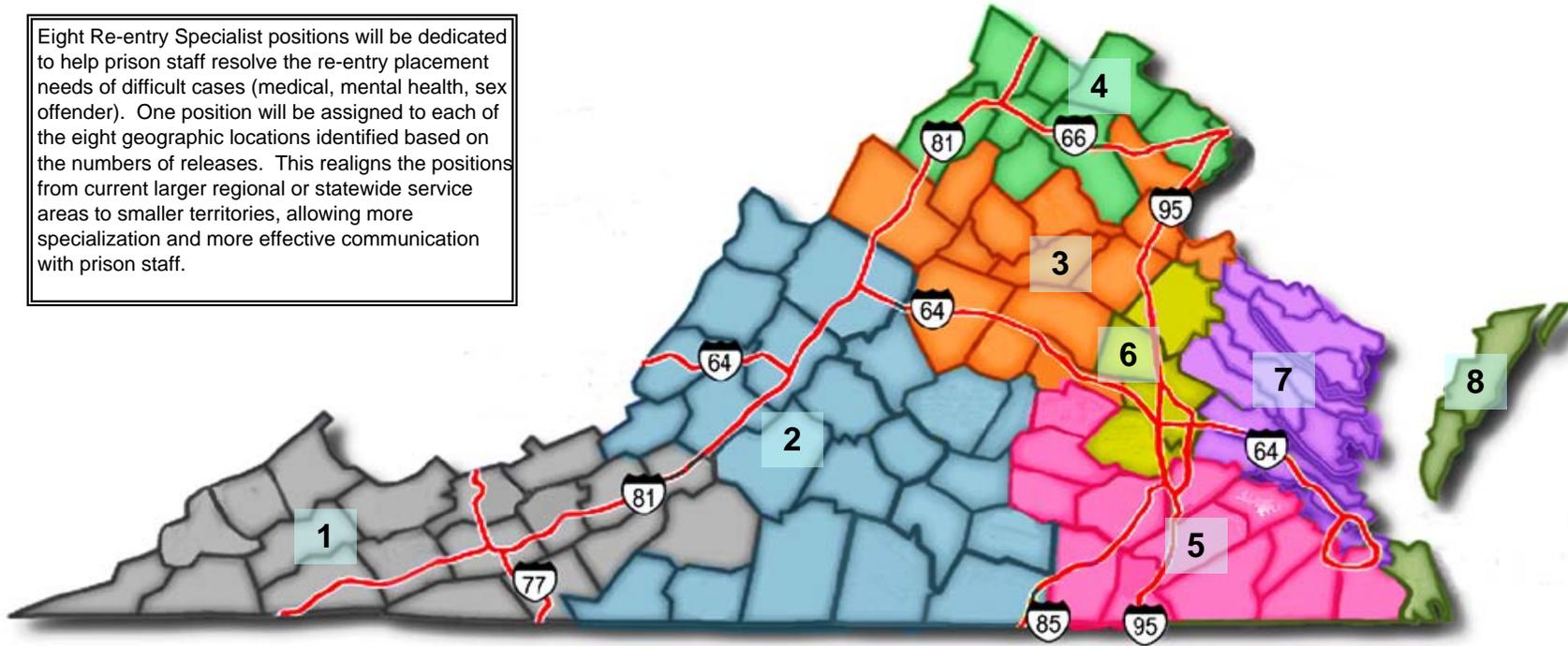


Illustration D

Re-entry Specialist Areas

Eight Re-entry Specialist positions will be dedicated to help prison staff resolve the re-entry placement needs of difficult cases (medical, mental health, sex offender). One position will be assigned to each of the eight geographic locations identified based on the numbers of releases. This realigns the positions from current larger regional or statewide service areas to smaller territories, allowing more specialization and more effective communication with prison staff.

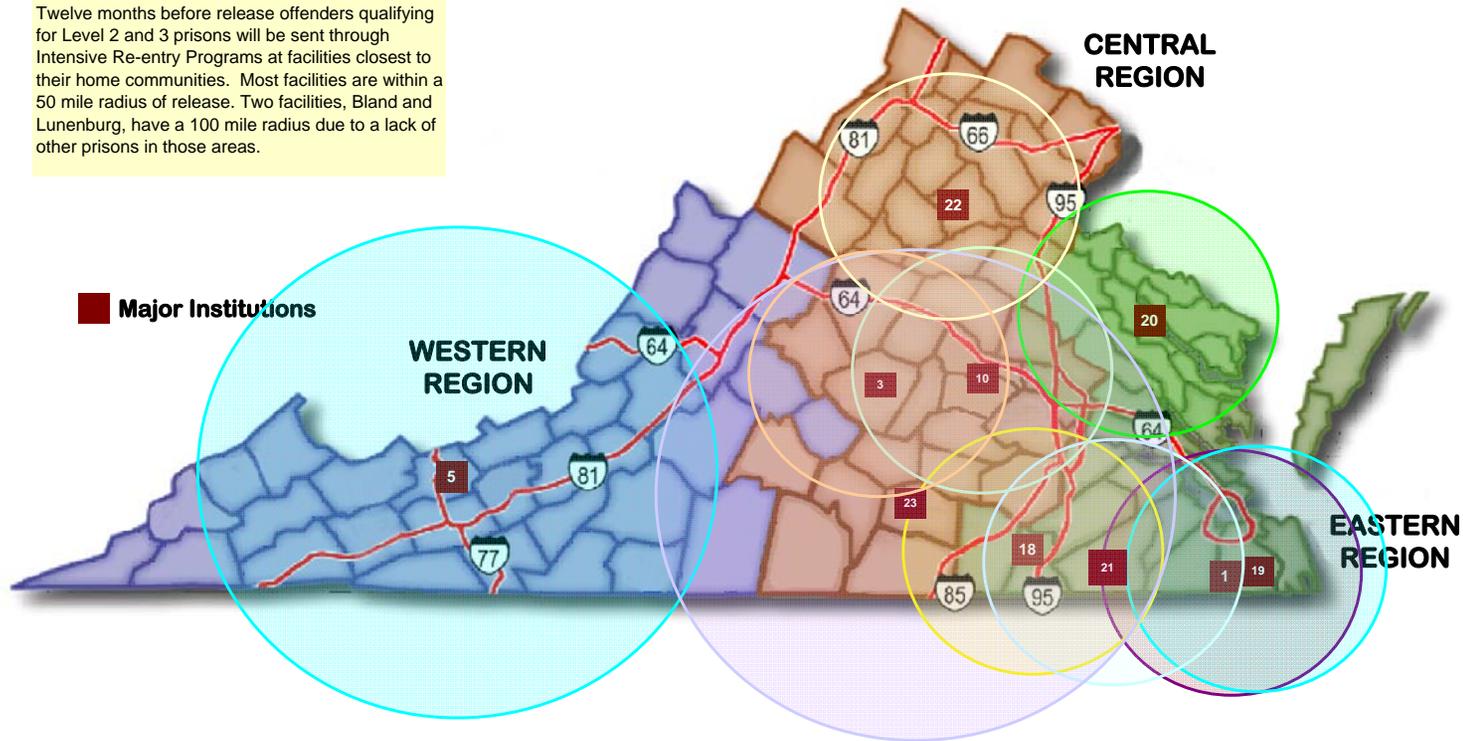


AREA 1	AREA 2	AREA 3	AREA 4	AREA 5	AREA 6	AREA 7	AREA 8
15 Roanoke 392	08 South Boston 156	09 Charlottesville 341	10 Arlington 283	06 Suffolk 248	01 Richmond 696	03 Portsmouth 427	02 Norfolk 989
16 Wytheville 177	12 Staunton 263	21 Fredericksburg 557	11 Winchester 245	07 Petersburg 302	27 Chesterfield 382	05 Gloucester 108	04 Accomac 100
17 Abingdon 320	13 Lynchburg 345	26 Culpeper 127	25 Leesburg 259	31 Chesapeake 556	32 Henrico 443	19 Newport News 416	23 Virginia Beach 645
18 Norton 260	14 Danville 290	35 Manassas 354	29 Fairfax 514	38 Emporia 309	41 Ashland 156	30 Hampton 386	
28 Radford 245	20 Bedford 50	39 Harrisonburg 203	36 Alexandria 136	42 Franklin 100	TOTAL 1677	33 Warsaw 120	TOTAL 1734
37 Rocky Mount 104	22 Martinsville 216		TOTAL 1437	TOTAL 1515		34 Williamsburg 276	
43 Tazewell 270	24 Farmville 151					TOTAL 1733	
TOTAL 1768	40 Fincastle 108	TOTAL 1582					
	TOTAL 1579						

Illustration E

Intensive Re-entry Programs Level 2-3 50 Mile Radius Except Lunenburg and Bland

Twelve months before release offenders qualifying for Level 2 and 3 prisons will be sent through Intensive Re-entry Programs at facilities closest to their home communities. Most facilities are within a 50 mile radius of release. Two facilities, Bland and Lunenburg, have a 100 mile radius due to a lack of other prisons in those areas.



Major Institutions

Western Region

5 Bland Correctional Center, Bland VA (Radius 100 miles)

Central Region

- 22** Coffeewood Correctional Center, Mitchells, VA
- 10** Deep Meadow Correctional Center, State Farm, VA
- 3** Dillwyn Correctional Center, Dillwyn, VA
- 23** Lunenburg Correctional Center, Victoria, VA (Radius 100 miles)

Eastern Region

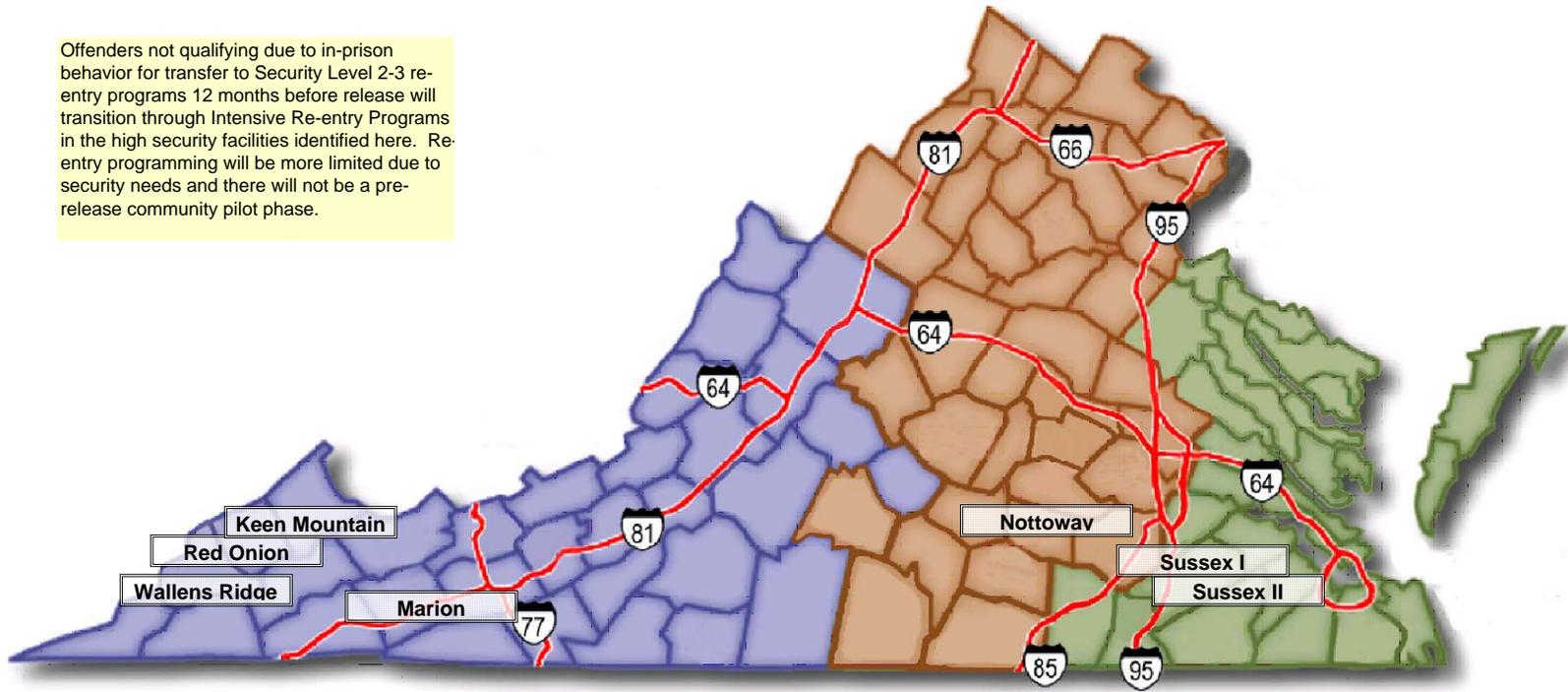
- 21** Deerfield Correctional Center, Capron, VA
- 18** Greenville Correctional Center, Jarratt, VA
- 20** Haynesville Correctional Center, Haynesville VA
- 19** Indian Creek Correctional Center, Chesapeake, VA
- 1** St. Brides Correctional Center, Chesapeake, VA

* Brunswick Receiving & Pre-Release Center, Central Virginia Correctional Unit, Fluvanna Correctional Center and Virginia Correctional Center for Women will operate as Institutional Re-entry Centers.

Illustration F

Intensive Re-entry Programs Level 4-5 and ROSP

Offenders not qualifying due to in-prison behavior for transfer to Security Level 2-3 re-entry programs 12 months before release will transition through Intensive Re-entry Programs in the high security facilities identified here. Re-entry programming will be more limited due to security needs and there will not be a pre-release community pilot phase.



Western Region

- Marion Treatment Center
- Red Onion
- Wallens Ridge
- Keen Mountain

Central Region

- Nottoway

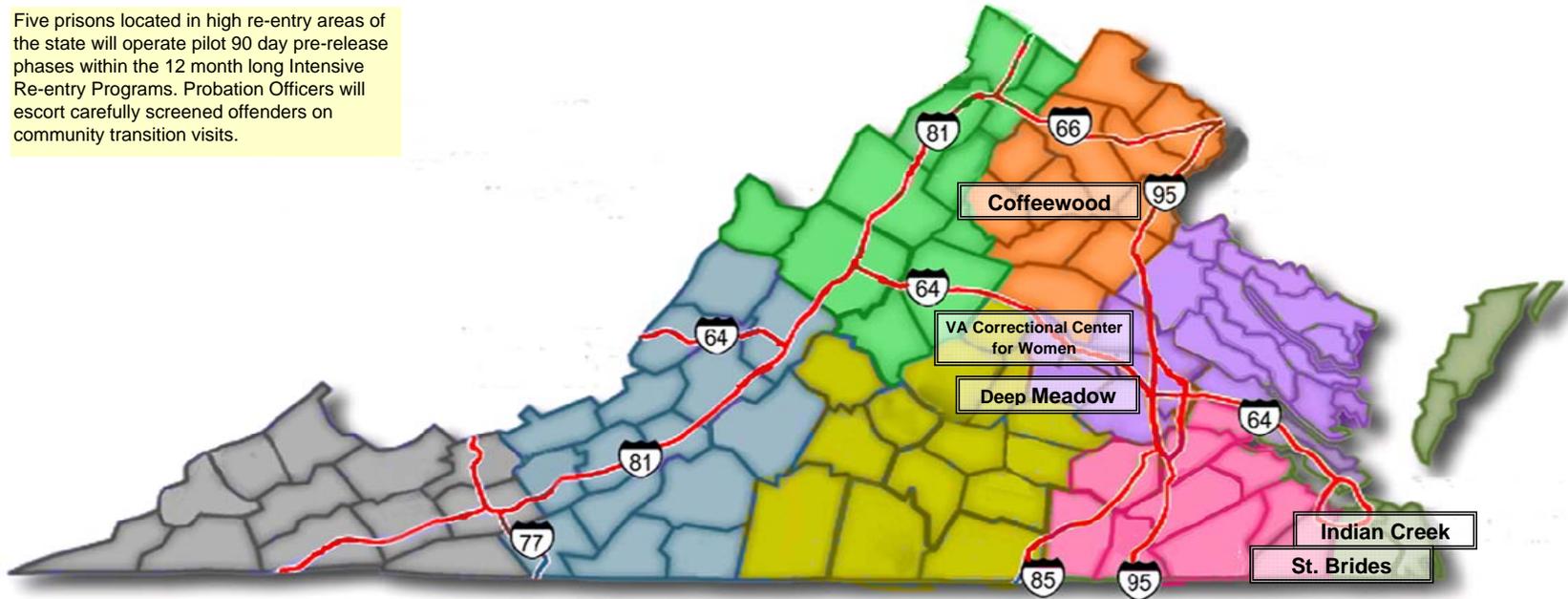
Eastern Region

- Sussex I
- Sussex II

Illustration G

Pre-Release Phase Programs in High Re-Entry Localities and Proposed Community Re-entry Areas

Five prisons located in high re-entry areas of the state will operate pilot 90 day pre-release phases within the 12 month long Intensive Re-entry Programs. Probation Officers will escort carefully screened offenders on community transition visits.



District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8
4 Bland	19 Alleghany	61 Albemarle	19 Amelia	83 Alexandria	17 Caroline	36 Brunswick	25 Accomack
30 Bristol	3 Bath	46 Augusta	30 Amherst	125 Arlington	155 Chesterfield	9 Charles City	276 Chesapeake
33 Buchanan	1 Bedford	73 Charlottesville	10 Appomattox	Coffeewood	Deep Meadow	34 Colonial Heights	159 Hampton
13 Dickerson	26 Botetourt	5 Clarke	13 Buckingham	31 Culpepper	14 Essex	18 Dinwiddie	Indian Creek
20 Grayson	9 Buena Vista	29 Frederick	50 Campbell	220 Fairfax	29 Gloucester	7 Emporia	179 Newport News
44 Lee	16 Carroll	12 Greene	6 Charlotte	2 Falls Church	16 Goochland	7 Franklin City	460 Norfolk
32 Russell	4 Covington	7 Harrisonburg	94 Danville	42 Fauquier	53 Hanover	29 Greensville	22 Northampton
24 Scott	2 Craig	9 Nelson	13 Fluvanna	65 Fredericksburg	206 Henrico	47 Hopewell	213 Portsmouth
46 Smyth	8 Floyd	25 Page	27 Halifax	73 Loudoun	6 King & Queen	18 Isle of Wright	St. Brides
31 Tazewell	43 Franklin	32 Rockingham	15 Lunenburg	45 Louisa	22 King George	8 James City	320 VA Beach
30 Washington	2 Galax	32 Shenandoah	38 Mecklenburg	8 Madison	10 King William	75 Petersburg	61 Williamsburg
26 Wise	17 Giles	29 Staunton	14 Nottoway	6 Manassas	8 Lancaster	26 Prince George	
20 Wythe	38 Henry	28 Warren	63 Pittsylvania	23 Orange	3 Mathews	32 Southampton	1715 Total
	3 Lexington City	40 Waynesboro	30 Prince Edward	151 Prince William	4 Middlesex	94 Suffolk	
	95 Lynchburg		3 South Boston	5 Rappahannock	11 New Kent	3 Surry	
	49 Martinsville	428 Total	425 Total	31 Spotsylvania	179 Newport News	17 Sussex	460 Total
	52 Montgomery			106 Stafford	8 Northumberland		
	29 Patrick			29 Winchester	12 Powhatan		
	51 Pulaski			1045 Total	16 Richmond		
	32 Roanoke				326 Richmond City		
	31 Roanoke City				VA CC Women		
	25 Rockbridge				8 Westmoreland		
	17 Salem				29 York		
	572 Total				1132 Total		

Illustration H

Correctional Control Decreases As Personal Responsibility Increases

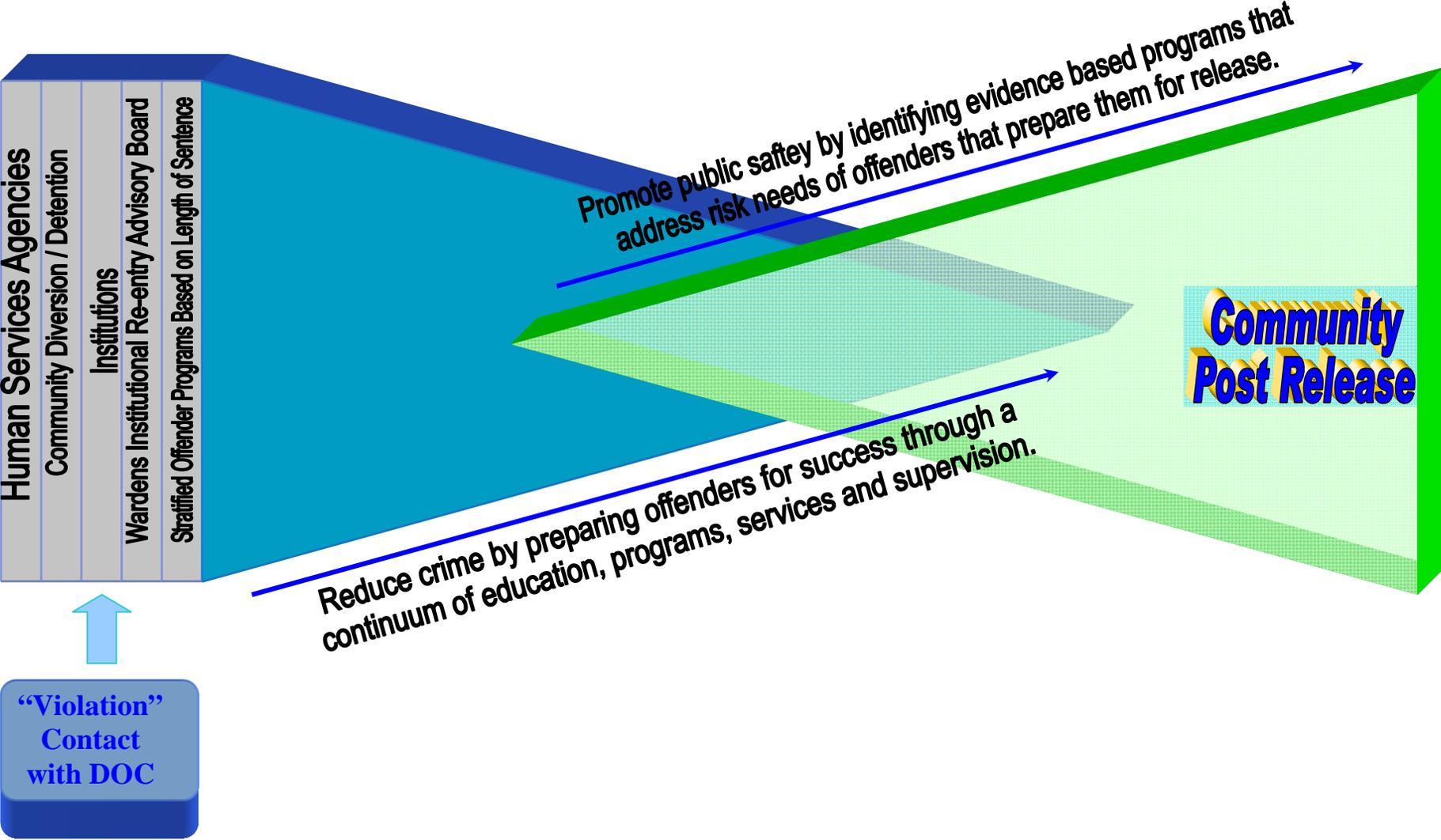


Illustration I