Practicing Reentry at the Local Level: Montgomery County Department of Correction and Rehabilitation

House Special Committee on Drug and Alcohol Abuse
September 9, 2008
Annapolis, Maryland
DEPARTMENT OF CORRECTION AND REHABILITATION

Isiah Leggett
County Executive

April 10, 2008

Arthur M. Wallenstein
Director

Dear Colleagues:

Line correctional staff and administrators in the nation’s 3,000+ jails are embracing an expanded mission that recognizes our public safety obligation to focus on the release process and reentry preparation of the 12 million individuals who leave our facilities each year. Excellence in Care, Custody, and Control must always remain the foundation of our work, but as a field, we have now begun to add a fourth “C” to our mantra: Community. We recognize that our facilities are community institutions, and that many of our releases are at high risk for reoffending and causing greater victimization, have serious mental health problems, lack viable housing and job prospects, and can add to the instability of already fragile families and neighborhoods. We need to pay attention to not only what happens behind the wall, but our impact on our surrounding communities.

In an effort to build knowledge on the challenges and practices of reentry from jail, the U.S. Department of Justice’s Bureau of Justice Assistance invested in the Jail Reentry Roundtable Initiative, a joint project of the Urban Institute, John Jay College of Criminal Justice, and the Montgomery County (Maryland) Department of Correction and Rehabilitation. Over the last couple years we have commissioned seven papers, convened a Jail Reentry Roundtable and two national advisory meetings, conducted a “scan of practice,” and interviewed practitioners from around the country. Hundreds of correctional staff and other stakeholders have contributed directly to this Initiative. All of this material is available at www.urban.org/projects/reentry-roundtable/roundtable9.cfm

As chair of the Jail Reentry Roundtable Initiative, I am pleased to announce two new reports that synthesize what we have learned through these efforts. Life after Lockup: Improving Reentry from Jail to the Community synthesizes the unique challenges and opportunities of reentry from jail and highlights local reentry efforts around the country. The Jail Administrator’s Toolkit for Reentry is a practical guide for jail administrators and local correctional staff to address community reentry issues. These reports are the first national resources to address the millions of releases from jail each year, and join the larger literature on reentry that heretofore has focused exclusively on release from prisons.

On this topic, we have come far in a short period of time. On April 9, 2008 President Bush signed the Second Chance Act that explicitly includes jails in funding and research on promising reentry practices. This comes only five years after a pivotal meeting in Branson, Missouri of the Justice and Public Safety Steering Committee of the National Association of Counties where 100 elected county officials first publicly raised the importance of focusing on reentry from jail. Our progress owes a debt of gratitude to the dynamic leadership of the Bureau of Justice Assistance that has funded our work, and to the expert guidance and planning skills of organizations such as the Urban Institute and John Jay College. We still have a long way to go to infuse all of our nation’s jails with promising and evidenced-based reentry practices, but reports like those enclosed are pointing us in the right direction.

I am pleased to share these reports with you and applaud the leadership of jail staff across the country that are embracing our collective mission of Care, Custody, Control, and Community.

Sincerely,

Arthur Wallenstein
Chair of Jail Reentry Advisory Group
MONTGOMERY COUNTY
Address Locations of Inmates Released from Department of Corrections Custody
January 1, 2007 - December 31, 2007
(In-county addresses only)

Inmate addresses
by Gender
- Unknown
- Female
- Male

[Map showing Montgomery County with markers indicating inmate addresses by gender and map legend showing Interstate highways and other major roads.]

Data sources: Montgomery County Department of Corrections, Montgomery County Department of Technical Services
Montgomery County Correctional Facility
Re-Entry Unit “In House” Staff

- Re-Entry Unit Manager
  - Re-Entry Unit Social Worker
    - Social Work Interns
  - Employment Staff
  - Benefits Specialist
    - R.E.D. Correctional Officers
    - Faith Based Volunteers
Typical Re-Entry Client Needs

- Ongoing medications (physical and psychiatric)
- Ongoing mental health counseling
- Substance abuse counseling
- Domestic Violence Programs
- Shelter Referrals
- Food Stamps and food bank
- Access to community health clinics
- Job and educational programs
Jail Based Re-Entry

Jail Based Programming

Education
- JAS
- MRT
- CIU
- Work skills
- Life Skills
- Parenting
- DBT
- ESOL
- Work Force
- Faith Based

Sentenced Inmates (90 Day Minimum)

Coordinated Case Management

Transitional Housing

CRES

Crisis Center

CATS

OPD

Client Services

Addictions Treatment

Faith Based Community Reentry

Parole And Probation

IDENTITY

Latino Youth And Families

PATH

Benefits Specialist

Research

Data Collection And Mapping

Community Return
Collaborative Case Management Overview

Case Manager
Interviews Inmates
Meeting
Re-Entry Criteria

Cases are presented and discussed at Collaborative Meeting

Social Worker
Meets with Inmate to begin referral process

Cases are presented and discussed at Collaborative Meeting
Collaborative Case Management
Montgomery County Correctional Facility

- Meets Bi-weekly
- Key to post release planning
- Identification of resources
- Sharing Information
- Linkages are initiated
- Referrals are made
- Partnerships are initiated
- Formal and Informal networking
Partners in Attendance

- Parole and Probation
- Office of the Public Defender
- Police
- Mental Health Treatment Providers
- Substance Abuse Treatment Providers
- Crisis Center
- Faith Based Organizations
- Cultural-based organizations
- Medical Providers
- “In House” Case managers and treatment providers

On average we have 40+ direct service providers present!
Re-Entry ID Card

- Legal Photo Identification
- RIDE ON bus/Transit Pass
- Library Card for computer access

Sample Card
Why do ex-offenders need an ID?

- To get a job
- To access county based substance abuse and mental health treatment
- To access public health care clinics
- To ride the bus to and from appointments
Re-Entry Employment Development (R.E.D. Team)

A Quick Look Around
Preparing For Employment Success

Digital Imaging Shop  
Job Shop

Bakery Program Graduation  
Lifeskills Education
Digital Imaging Shop
Job Shop
Re-Entry Employment Services

Partners

Montgomery Works
Your Workforce Connection

CORRECTION AND REHABILITATION
Montgomery County, Md.
MCCF ONE STOP
Offender Employment Center
Jail-based One-Stop Career Center

- Resource Library
- Video Room
- Legal Identification Card
- Practice Interviewing Room
- Computer Lab
  - Labor Market Research
  - Self-Assessment
  - Work on resume, cover letters, and applications
  - Job Search
  - Travel information on getting to job
Community Corrections

Pre-Release and Reentry Services Division (PRRS)
Pre-Release and Re-Entry Services Division
Work Release

171-bed Residential
- Sited in 1978
  Rockville, Maryland
- ACA Accredited

45-Client Home Confinement
- Electronic monitoring
- Mobile field team
Montgomery County Pre-Release Center
Pre-Release Center location near Transportation and Jobs
Client Population

- **Sentenced Individuals within 1 year of release**
- **Local, State, and Federal incarcerants**

**Gender**
- 87% Male
- 13% Female

**Age (33.6 Median)**
- 32 years male
- 38 years female

**Race/Ethnicity**
- 54.4% Black
- 35.3% White
- 8.8% Hispanic

**Education**
- 36% HDS
- 20% GED
- 15% Some College
- 29% Drop outs
Offense Distribution Comparison 2005 vs. 1975

- **Person:** 13 (2005) vs. 20 (1975)
- **Property:** 23 (2005) vs. 54 (1975)
- **Sex Offense:** 9 (2005) vs. 1 (1975)
- **Drug/Alcohol:** 29 (2005) vs. 15 (1975)
- **Other Traffic:** 1 (2005) vs. 5 (1975)
- **Violation of Probation:** 25 (2005) vs. 5 (1975)
Services

- **Assessment (LSIR)**
- **Individualized reentry plans**
- **Evidenced-based programs**
- **Family involvement**
- **Community partners**
- **Faith-based mentors**
- **Education**
Welcome Home: Prison Outreach Ministry of the Archdiocese of Washington, DC

- Assigns mentors who are spiritually strong, value-centered role models to clients
- Provide educational tutoring, computer instruction, career guidance, resume preparation and other services matched to clients’ need
- Recruits from county’s Roman Catholic parishes and other faith-based organizations
- 54 mentors in 2007 who contributed over 1,800 hours of service to hundreds of clients
- NACO Achievement Award 2008

Contact: Melissa Hrin
240-773-4206
Level System of Privileges

- Six levels tied to “Reentry Action” steps
- No minimum time at any level
- Privileges include home passes, extended curfew, phone usage, leisure activity passes
Work Release Component

- Work is key requirement
- Expectation of Job within 3wks
- 1-week of job readiness training
- Clients conduct job search
- Approved jobs must be suitable with offense history
- Employer contract details rules of the job placement
- Work Release Coordinators (WRC) provide services to client and employers
Work Release Services

- Job Readiness training
- Career assessment/Career Counseling
- Documentation Assistance
- Career/Resource Room
- Job Placement
- On-going Support
- Employer Contact
- Retention Follow-up
Work Release Rules

- Job search (M-F, 8a.m. – 4:30 p.m.)
- Morning meeting
- Daily contact with WRC
- Appropriate dress
- No TV or recreation
- Secure employment within 3 weeks
- Employer contract
Types of Jobs
Work Release Job Placements
Montgomery County Pre-Release Center
4/1/05 Snapshot (n=82)
Accountability

- Program fees
- Approved passes
- 3 Drug tests/weekly
- 3 Alcohol test/daily
- On-site verifications for work & treatment
- Caller ID verification
- Electronic monitoring
- Escape prosecution
External Program Strengths

- **Relationship with Judiciary**
  - Program integrated into sentencing structure
  - Corrections determines eligibility for program
  - Support for harsh sentencing of escapees

- **Relationship with Judiciary**
  - $7.1 million operation ($1 million revenues)
  - Community partnership (agencies, non-profits, and faith-based organization) & Advisory Board

- **Location/Building Architecture**
  - Near county economic center and transportation hub
  - Contemporary style: space, light, and privacy
Internal Program Strengths

- **Staff**
  - 1:2:5 ratio staff/clients
  - Training and education
  - Dedication/tenure to services
  - Treatment/security Teamwork

- **Individualized Reentry Plan**
  - Case loads of 1:15 to 1:25
  - Balancing work, treatment, and education
  - Family involvement and home visits

- **Screening Process**
  - Exhaustive screening interview
  - Extensive criminal background check
  - Few disqualifiers by offense type

- **Accountability**
  - Client whereabouts known at all times
  - Frequent verifications
  - Swift sanctioning authority
  - “Walkways” are considered escapes
29% of sentenced population managed in community
84% program completion rate
87% released with employment
98% released with housing
$2 million in Gross Income
$367,000 taxes
$348,964 program fees collected
$193,000 family support
$10,000 Restitution
63,068 detention jail bed days saved
>13,000 verifications & >160,000 drug tests
10 escapes (all back in custody and charged)
Recidivism Study Proposal (CY’07)

- 1 & 3 year rates
- All sentenced incarcerants released to the street
- Survival Analysis & Hazard Modeling
- Data for program planning (not program evaluation)
Contact Us

Arthur M. Wallenstein
Department of Correction And Rehabilitation, Director
Phone: 240-777-9975
Arthur.Wallenstein@montgomerycountymd.gov

Robert L. Green
Warden, Montgomery County Correctional Facility
Phone: 240-773-9700
Robert.Green@montgomerycountymd.gov

Stefan F. LoBuglio
Chief, Pre-Release and Re-Entry Services
Phone: 240-773-4200
Stefan.LoBuglio@montgomerycountymd.gov

Gale Starkey
Re-Entry Unit Manager
Phone: 240-773-9769
Gale.Starkey@montgomerycountymd.gov

Montgomery County, Maryland Department of Correction And Rehabilitation