

Missouri Department of Corrections

Community Reentry Funding

Round 5

2012-2013

Final Report

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EXECUTIVE SUMMARY

In August 2012, the Missouri Department of Corrections implemented the fifth round of the Community Reentry Funding Initiative. The Initiative was designed to address the needs of individuals under the supervision of Missouri Probation and Parole by providing the tools offenders need to be successful, law-abiding citizens. The goal of the Initiative is to provide access to these tools through vital services and programs that have been identified by local agencies, service providers, and Missouri Reentry Process (MRP) teams.

By connecting offenders with needed services and programs, the Initiative sought to reduce reoffense rates among participants. Services provided through the Initiative included; transportation, housing, basic essentials, employment, mental health treatment, substance abuse treatment, academic education, vocational education, and family assistance. The Initiative began with a pilot project in early 2009. The initial round of funding provided up to \$25,000 to local agencies to implement reentry services. Due to the success of Round 1, the Department of Corrections authorized a second and third round of funding that allowed organizations to apply for up to \$100,000. However, in its fourth year and recently completed fifth year, award amounts were reduced to \$50,000 due to state budget constraints.

In Round 5, thirty-nine awards were distributed totaling over \$1.8 million dollars. Awardees provided services to 4,250 individuals under the supervision of Missouri Probation and Parole, 317 of which were sex offenders. These participants received a total of 169,699 units of service in the last year. To evaluate whether the Community Reentry Initiative was effective at reducing reoffense, participating agencies were instructed to collect individual level data on the clients they served. Each agency was responsible for collecting names, DOC numbers, date of birth, program entry and exit dates, employment status, and county of residence. Agencies were also required to track the type and amount of services each offender was provided while enrolled in their programs. By tracking the services for each individual, the evaluators are able to assess the impact of each type of service.

Analysis of organizational and individual level data found that 13 of the awardees showed statistically significant impacts on reducing reoffense rates. Overall, participants in the program reoffended at a rate of 14.3%. A sample of offenders matched to participants on characteristics such as sentence type, supervision level, offense group, age, sex, and race had a reoffense rate of 15.4%. The difference of 1.1% was found to be a statistically significant reduction. The impact was largest among offenders on Level III supervision. This high risk group saw a reoffense rate reduction of 6.1%.

Data analysis also found that two types of service – transportation and academic – had a significant effect on reoffense rates when it was the only treatment an individual received. In addition, 7 of the 9 service categories were found to have a significant impact when they were combined with one additional service. The analysis also found that offenders who received more than one type of service showed a decrease in their risk of reoffense, regardless of the specific nature of those services. Lastly, the results showed that the more units of service an offender

received the less likely they were to reoffend. The trend that emerged from the analysis is that both the number of services and the intensity of those services impact the risk for reoffense. Therefore, a comprehensive approach to service delivery appears to be the most effective.

The organizations funded through this Initiative provided a significant amount of vital services to a difficult and high risk population. These services helped to stabilize offender's lives and improved their chances of success while under supervision. As a result, Round 5 of the Community Reentry Funding Initiative achieved its goal of reducing the reoffense rate of Missouri offenders.

In August of 2013, a sixth round of funding was authorized and distributed to selected agencies to continue vital programming in their communities.

INTRODUCTION

In 2009, the Missouri Department of Corrections launched the Community Reentry Funding Initiative to support offender reentry into communities throughout the state. Since that time, there have been four successful rounds of funding and in August 2012 a fifth round of Community Reentry funding was awarded. The Initiative was designed to provide funding to community organizations and programs to assist offenders while on supervision with the goal of reducing their risk of reoffending and returning to prison

Thirty-nine projects were selected for funding in the five DOC regions. TABLE 1 shows the number of awardees and the amount of money distributed by region. Funding was allocated to regions based on the offender population in those regions. For this round of funding, agencies were allowed to request up to \$50,000 for their program. Over \$1.8 million dollars was distributed throughout the state.

TABLE 1: REGIONAL AWARDS

Region	Number of Awardees	Total \$ Awarded
North Central	8	\$398,889.00
Eastern	11	\$524,159.00
Southeast	8	\$366,074.38
Southwest	6	\$224,742.00
Western	6	\$297,921.88
Total	39	\$1,811,786.26

The Department of Corrections is committed to using the allocated funds for programs that directly impact the supervised population. Therefore, to be eligible to participate in one of the funded projects, clients must be under the supervision of the Missouri Department of Probation and Parole. From August 2012- July 2013, 4,250 individuals received services, 317 of these individuals were sex offenders.

The Missouri Department of Corrections has contracted with the Institute of Public Policy, Truman School of Public Affairs at the University of Missouri (IPP) since the inception of the Initiative. IPP served as the funding managers and evaluators of the Community Reentry Funding Initiative and also provided technical assistance and guidance to agencies from the initial award through final reporting. IPP monitored organizations through quarterly progress reports and site visits to ensure the agencies were meeting their output and outcome goals and were effectively managing their spending.

IPP worked with the Community Reentry Funding Committee to conduct rigorous data collection and evaluation of the projects, the agencies, and the successes of individual participants. The extensive evaluation techniques utilized have allowed IPP to provide an in-depth analysis of the funded projects and the entire initiative.

This report provides the following:

- Overview of the funding processes and evaluation practices
- Description of the funded projects and awardees
- Summary of the final reports by the awardees
- Analysis of the success and impact of the Community Reentry Funding Initiative
- Comparison of Rounds 4 and 5
- Awardee feedback and observations from the Initiative

FUNDING PROCESS

For the fifth round of the Initiative the Department of Corrections utilized a funding process similar to the previous rounds. In April 2012, the DOC Community Reentry Committee began preparations for a request for application (RFA) to distribute funds to community organizations for the purpose of assisting individuals under the supervision of Missouri Probation and Parole.

The committee structured the 2012 RFA to award additional preference points to organizations that provided programming on issues of higher priority or need. Specifically, agencies that proposed providing sex offender housing or treatment were given 5 extra points during the scoring of their proposal by the review committee. The preference points were intended to encourage awardees to focus on these areas, deemed a priority by DOC.

The proposal review committee scored the submitted proposals on the following criteria:

- Identifying the gaps in the community
- Experience and expertise of the agency
- Program design
- Program outputs and outcomes
- Program implementation (timeline, budget, and budget narrative)

As in previous rounds of funding, applicants were asked to propose services that directly benefited the target population and to keep all other costs to a minimum. Applicants were also encouraged to propose programming that was consistent with the *Eight Evidence-Based Principles for Effective Interventions in Community Corrections*.¹ Eligible participants for funding included non-profit agencies, faith-based groups, and units of local government. All applicants were required to be 501(c)3 non-profit agencies to receive funding.

The request for applications was released in May of 2012 and a pre-bid conference was held on June 6th, 2012. The pre-bid conference was an opportunity for agencies to ask questions regarding the RFA and for the Department of Corrections to clear up any inconsistencies in the RFA language. Following the pre-bid conference, amendments were made to the RFA and released shortly after.

Proposals were due to the Department of Corrections at 2:00 pm on June 21st, 2012. Following the submission of proposals, they were reviewed by DOC Procurement for initial compliance. Fifty-eight applications were submitted and opened for review. All fifty-eight opened submissions met the criteria for compliance and therefore were considered by the review team.

The proposal review and evaluations were conducted by a small team of DOC staff with experience and knowledge regarding reentry. The application review team read the applications, made notes on the strengths and weaknesses of each proposal, and assigned a point value based on the substance of the application. At this time the review team also assigned preference points to eligible proposals that addressed sex offender housing or treatment.

Proposals were then ranked by their point totals and submitted to the DOC Community Reentry Committee for final review. The Community Reentry Committee accepted the recommendations of the application review team and made contract announcements on July 15th, 2012. Thirty-nine projects in the five DOC Regions were awarded approximately \$1.8 million dollars for reentry programs.

The Department of Corrections processed payments for 50% of the awarded amount to the agencies by the August 1st, 2012 start date. Agencies became eligible for the remaining payments in 25% increments following their quarterly reports. Quarterly payments were processed for agencies that demonstrated their programming and expenditures were in line with their proposals. The end date for the contracts was set for July 31st, 2013 to allow for an entire year of programming for the awarded agencies.

¹ ¹ Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention. April 2004 <http://www.nicic.org/pubs/2004/019342.pdf>

TIMELINE OF COMMUNITY REENTRY FUNDING INITIATIVE PROCESS

Aug. 1, 2012	Reentry Funding awards announced
Aug. 1, 2012	Evaluation packet and instructions e-mailed to awardees
Oct. 31st, 2012	1 st Quarter Ends
Nov. 15th, 2012	1 st Quarter Report Due
Nov 15th – 16th, 2012	Technical Assistance Session – MRP Conference
Jan. 31st, 2013	2 nd Quarter Ends
Feb. 15th, 2013	2 nd Quarter Report Due
March-April, 2013	Site visits conducted
April 30th, 2013	3 rd Quarter Ends
May 15th, 2013	3 rd Quarter Report Due
July 31st, 2013	Program end date
Aug. 15th, 2013	Final Reports Due
Aug. 15th, 2013	Data work for final report begins
Nov. 1st, 2013	Process and Impact Evaluation Report Due

EVALUATION

Similar to previous rounds, the Department of Corrections and IPP continued to use a rigorous tracking and progress reporting system for the awardees. This included a client tracking form, quarterly reports (including financials), and site visits. Together these tools allowed for substantial oversight and evaluation of awardees' success.

Client Tracking Form

In order to track the progress of individuals involved in Community Reentry funded programs, IPP required all agencies to collect the names and DOC numbers of the clients to whom they provided services. In addition, agencies were asked to track the number and types of services they provided by assigning a unit value to each service. For example, an agency that provided transitional housing to clients would count each day of rental assistance provided as one housing unit. Other examples of commonly reported units are as follows:

- 1 unit of employment = 1 hour of job skills training
- 1 unit of academic = 1 hour of GED class
- 1 unit of basic essentials = \$10 worth of basic essentials (food, clothing, etc.)
- 1 unit of mental health = 1 hour counseling (anger management, etc.)
- 1 unit of transportation = 1 trip for client to approved location
- 1 unit of housing = 1 day of housing provided
- 1 unit of family assistance = 1 hour of a parenting skills class
- 1 unit of substance abuse = 1 hour of substance abuse treatment
- 1 unit of vocational education = 1 hour of vocational training

Agencies captured all of this individual level data on a tracking sheet provided by IPP. The tracking sheet was also used for collecting data about program entry and exit dates, employment status, and county of residence. The tracking sheet serves two important purposes; 1) it supplies IPP with information regarding the amount of services provided by each awardee in relation to their stated goals, and 2) it allows for an in-depth analysis of the impact of specific types of service on reoffense rates. ATTACHMENT A is a copy of the unit definitions awardees used on the tracking sheet.

Quarterly Reports

The quarterly reporting requirements of funded agencies were not drastically changed from Round 4 to Round 5. Some questions in the reporting forms were slightly modified for clarity. ATTACHMENT B and C are the quarterly reporting template and the financial reporting template utilized in Round 5. Agencies were asked to report on the progress they had made in each quarter toward the completion of their output and outcome goals, detail the major accomplishments, and update the financial reporting forms with all expenditures made to date.

IPP closely monitored the quarterly reports of each funded agency to ensure goals were being met and money was being spent as proposed in their original contract. IPP identified the programs that were struggling to implement their program as proposed and reported that information to the Community Reentry Committee. IPP worked closely with DOC and the identified programs to provide technical assistance to address the issues they were facing with implementation.

Site Visits

Another evaluation tool that IPP continued to use in Round 5 was to conduct site visits to each of the funded agencies. Site visits were not carried out with those organizations that had been visited in the previous round of funding. These organizations instead received a phone call to discuss any potential problems or concerns that they may have. For those who did receive a site visit, it was conducted in March and April of 2013. IPP met with program directors and other key staff at the funded agencies. In addition, DOC liaisons in each area (often regional or district administrators) were asked to attend the site visit and provide the agency with any additional comments or suggestions regarding the funded project. ATTACHMENT D is a copy of the site visit protocol used during each site visit. During site visits IPP and the DOC liaison were often able to meet with clients who were served by the program, observe class recognitions and graduations, observe intake and enrollment procedures, tour housing facilities, and see newly purchased equipment.

Following the site visit, IPP compiled the notes and observations from the visit and forwarded the information to the DOC liaison for additional comments and feedback. Once the completed form was returned it was sent to the agency, the liaison, and the Community Reentry Committee for review. Site visit reports included a summary of the visit, awardee responses to protocol questions, and any additional action items or areas of concern that were identified by IPP and DOC liaisons.

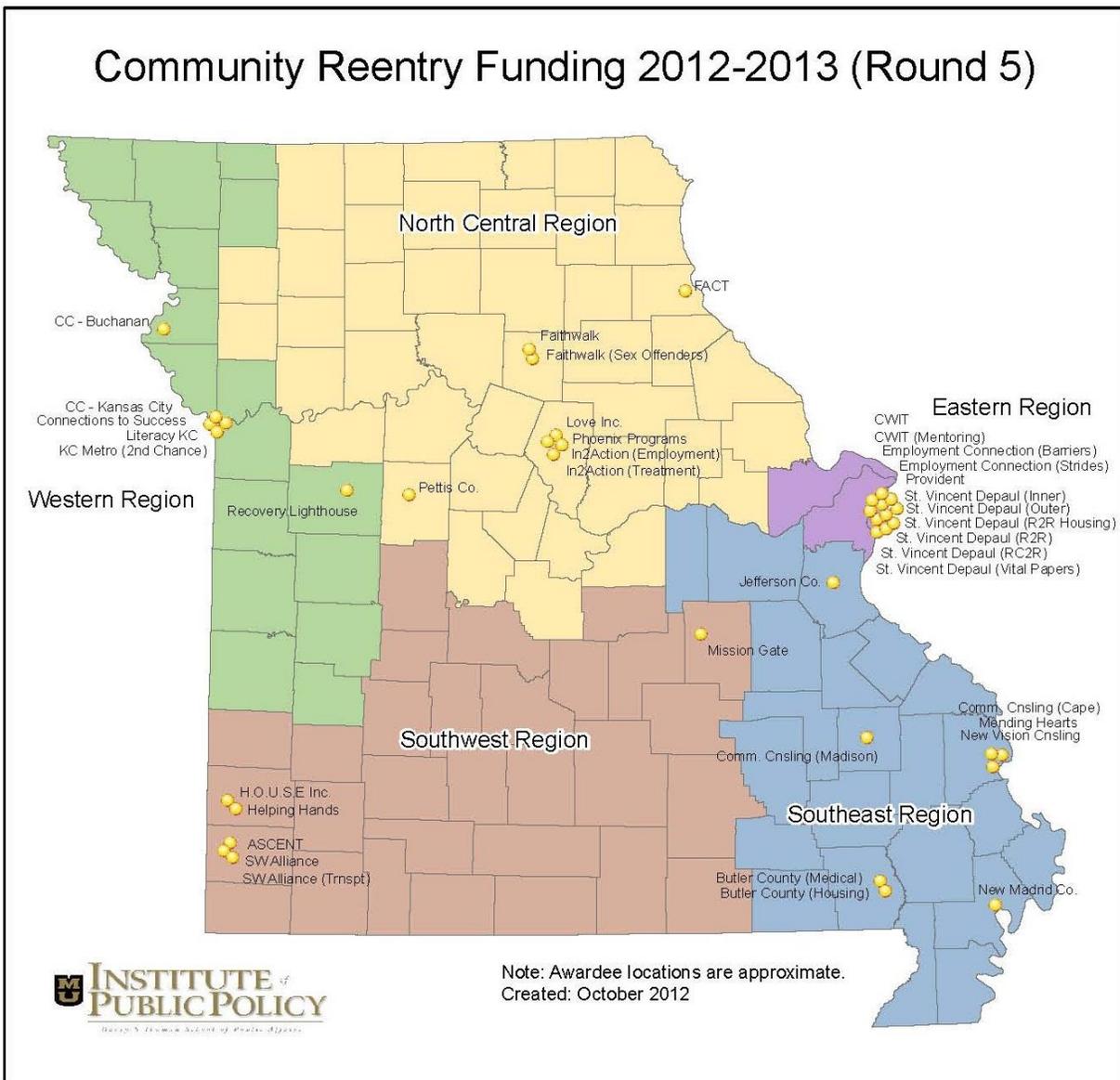
DESCRIPTION OF AWARDEES

TABLE 2 provides a description of the awardees with each organization's name, office location, amount of award, type of organization, and the types of services provided through this funding. While only the office location is identified in this table, many agencies served clients throughout the surrounding county or counties. Following the table is a map of the agencies that received Community Reentry Funding in Round 5.

TABLE 2: DESCRIPTION OF AWARDEES

Organization	City	Region	Amount of Award	Type of Organization	Type of Service
FACT	Hannibal	Central	\$49,620.00	Non-Profit	Comprehensive
Faithwalk	Moberly	Central	\$50,000.00	Faith-based	Comprehensive
Faithwalk (Sex Offender)	Moberly	Central	\$50,000.00	Faith-based	Comprehensive
In2Action (Employment)	Columbia	Central	\$49,678.00	Non-Profit	Comprehensive
In2Action (Treatment)	Columbia	Central	\$49,890.00	Non-Profit	Comprehensive
JobPoint	Columbia	Central	\$50,000.00	Non-Profit	Comprehensive
Love Inc.	Columbia	Central	\$49,701.00	Faith-based	Basic
Pettis Co.	Sedalia	Central	\$50,000.00	Non-Profit	Employment
CWIT	St. Louis	Eastern	\$47,865.00	Non-Profit	Comprehensive
CWIT (Mentoring)	St. Louis	Eastern	\$50,000.00	Non-Profit	Comprehensive
Employment Connections (Barriers)	St. Louis	Eastern	\$50,000.00	Non-Profit	Comprehensive
Employment Connections (Strides)	St. Louis	Eastern	\$27,058.00	Non-Profit	Comprehensive
Provident	St. Louis	Eastern	\$49,236.00	Non-Profit	Comprehensive
SSVD (Essentials-Inner)	St. Louis	Eastern	\$50,000.00	Faith-based	Basic, Housing
SSVD (Essentials-Outer)	St. Louis	Eastern	\$50,000.00	Faith-based	Basic, Transportation
SSVD (R2R Housing)	St. Louis	Eastern	\$50,000.00	Faith-based	Housing
SSVD (R2R)	St. Louis	Eastern	\$50,000.00	Faith-based	Comprehensive
SSVD (RC2R)	St. Louis	Eastern	\$50,000.00	Faith-based	Comprehensive
SSVD (Vital Papers)	St. Louis	Eastern	\$50,000.00	Faith-based	Counseling, Basic
Butler Co. (Basics)	Poplar Bluff	Southeast	\$49,949.00	Non-Profit	Comprehensive
Butler Co. (Medical)	Poplar Bluff	Southeast	\$49,998.76	Non-Profit	Basic
Community Counseling (Cape)	Cape Girardeau	Southeast	\$50,000.00	Non-Profit	Counseling
Community Counseling (Madison)	Cape Girardeau	Southeast	\$50,000.00	Non-Profit	Counseling
Jefferson Co.	Barnhart	Southeast	\$19,971.62	Non-Profit	Transportation
Mending Hearts	Cape Girardeau	Southeast	\$46,155.00	Faith-based	Comprehensive
New Madrid Co.	New Madrid	Southeast	\$50,000.00	Non-Profit	Comprehensive
New Vision	Cape Girardeau	Southeast	\$50,000.00	Non-Profit	Counseling
ASCENT	Joplin	Southwest	\$26,862.00	Faith-based	Comprehensive
Helping Hands	Carthage	Southwest	\$19,800.00	Faith-based	Comprehensive
HOUSE	Webb City	Southwest	\$28,080.00	Non-Profit	Counseling
Mission Gate	Chesterfield	Southwest	\$50,000.00	Faith-based	Comprehensive
Southwest Alliance (Housing)	Joplin	Southwest	\$50,000.00	Non-Profit	Comprehensive
Southwest Alliance (Transport)	Joplin	Southwest	\$50,000.00	Non-Profit	Transportation
CC (Buchanan)	Kansas City	Western	\$50,000.00	Faith-based	Comprehensive
CC(KC)	Kansas City	Western	\$50,000.00	Faith-based	Comprehensive
Connections to Success	Kansas City	Western	\$50,000.00	Non-Profit	Comprehensive
KC Metro	Kansas City	Western	\$50,000.00	Non-Profit	Housing
Literacy KC	Kansas City	Western	\$47,921.88	Non-Profit	Basic
Recovery Lighthouse	Warrensburg	Western	\$50,000.00	Non-Profit	Comprehensive

MAP 1: MAP OF ROUND 5 COMMUNITY REENTRY FUNDING AWARDEES BY REGION

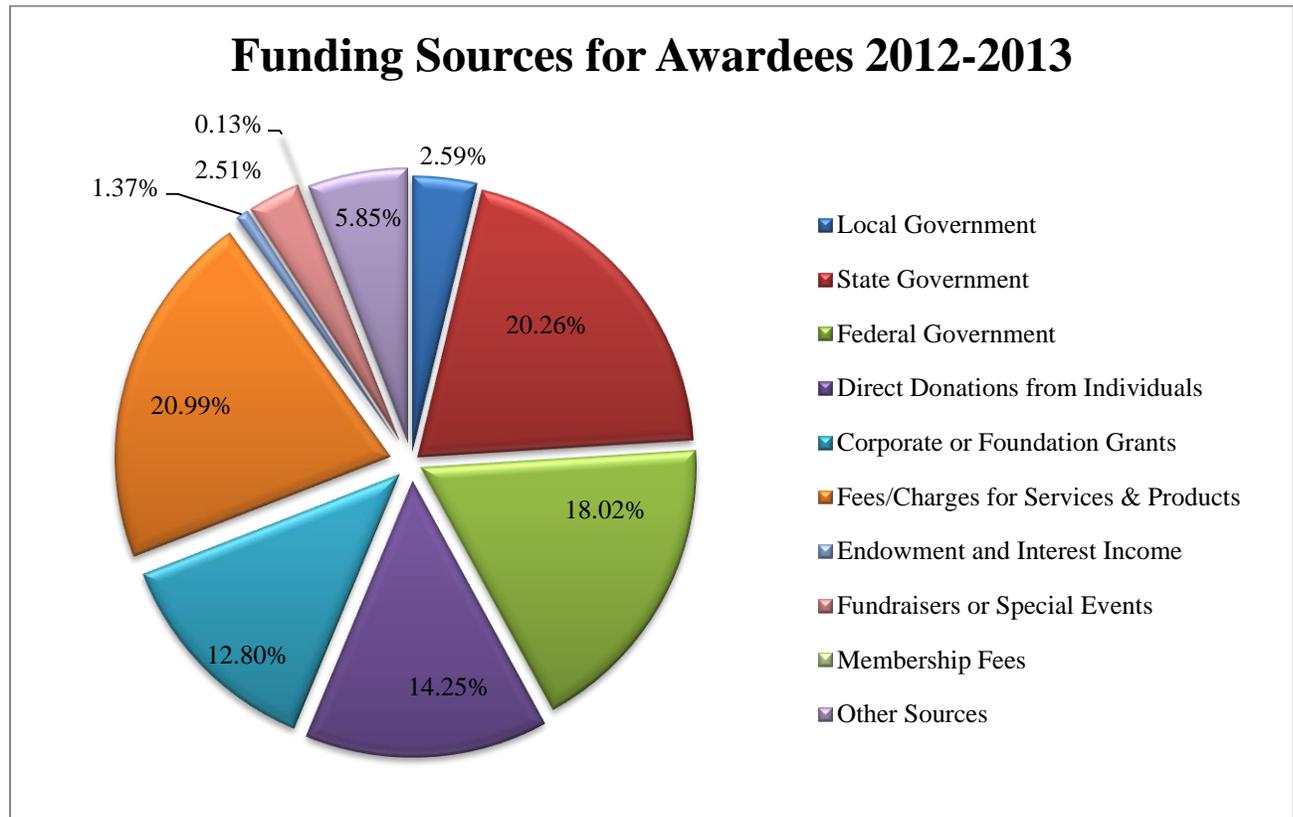


Organizational Information

Through an online survey IPP was able to collect information about the organizations participating in the Initiative. There were a total of 26 organizations that received an award and some received multiple awards. FIGURE 1 shows that on average awardees received about 21% of their funding from fees/charges for services. The next largest funding source was the state government at about 20%. Federal funding made up 18%, and this was followed by direct donations at 14%. Only seven of twenty-six organizations focus solely on offender reentry programming. Awardees averaged about 10 full-time employees and five part-time employees in their organization. Volunteers were used by all of the organizations that responded.

Awardees also reported that they have seen a moderate increase in the number of clients they serve in the last two years.

FIGURE 1: FUNDING SOURCES FOR AWARDEES



DESCRIPTION OF CLIENTS

This section highlights similarities and differences between the sample of program participants and the data set of all offenders under supervision during the funding time period. These numbers represent the population that was analyzed once the observations that had missing data on key variables were removed. This sort of descriptive statistical analysis allows for an important picture of the offenders served by the Initiative compared to the larger supervised population. If that picture happens to show an underserved segment of the population there may be actions to take to better serve that group. Also, the demographics of the sample group can impact the outcomes of the Initiative, which will be discussed in more detail later.

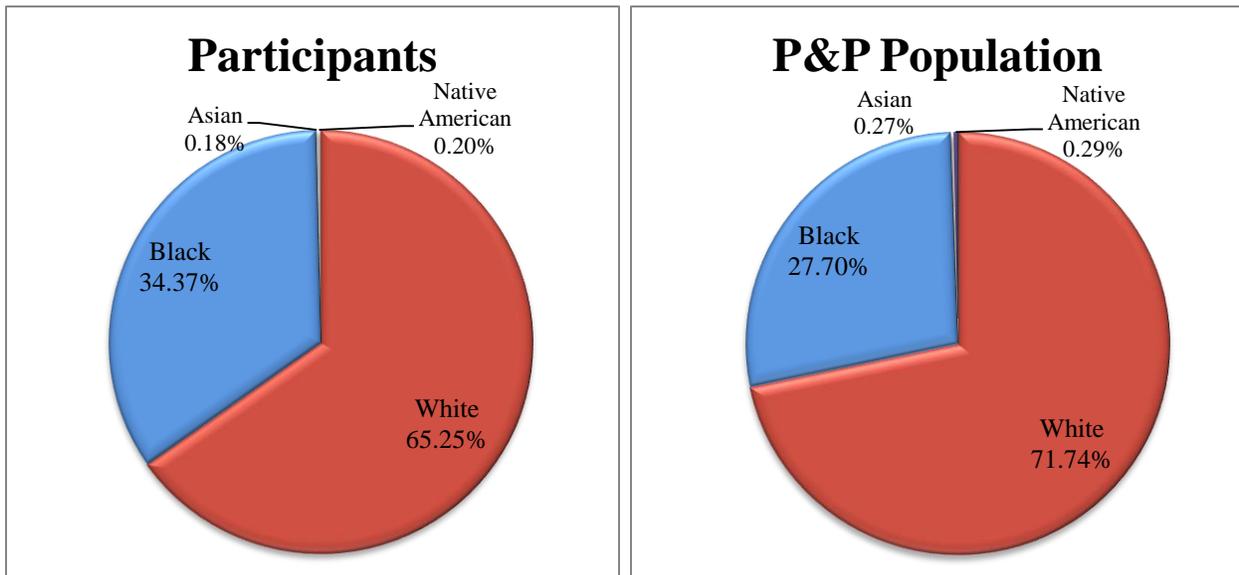
Offenders served under the Community Reentry Funding Initiative include essentially the same ratio of men to women as the total P&P population. However, there were about 5% fewer offenders in the program participant sample who were married. See TABLE 3.

TABLE 3: GENDER AND MARITAL STATUS

	Participants (%)	P&P Population (%)
Male	78.18	78.54
Female	21.82	21.46
Married	18.10	23.57
Unmarried	81.90	76.43

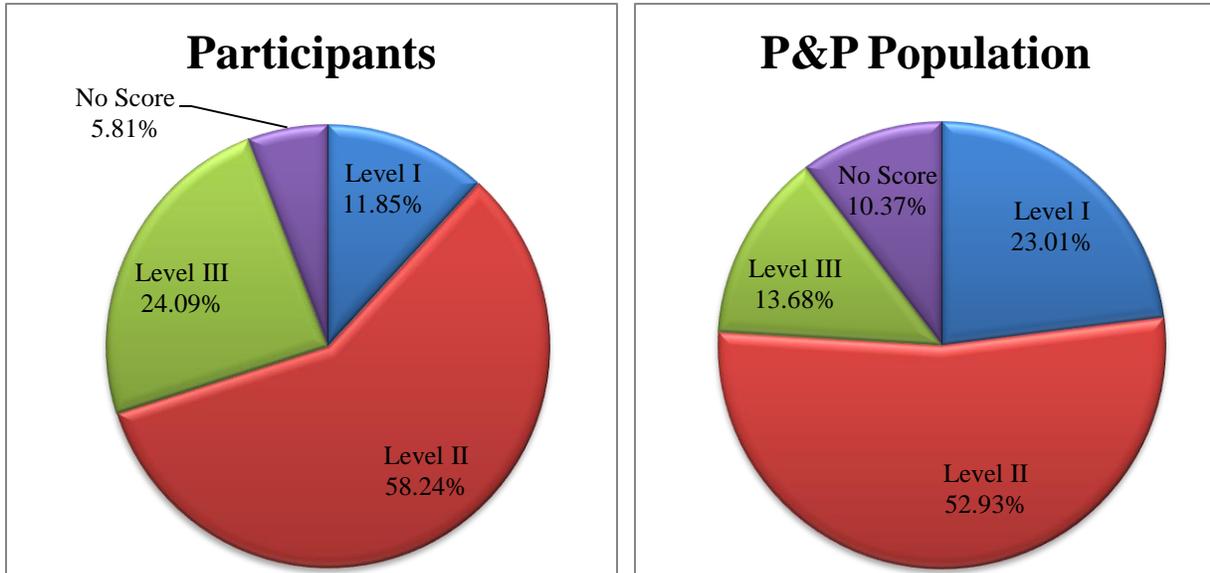
The Community Reentry Funding Initiative served a greater percentage of blacks than are found in the full population (please note, data on the Hispanic offender population were not collected.). See FIGURE 2.

FIGURE 2: RACE



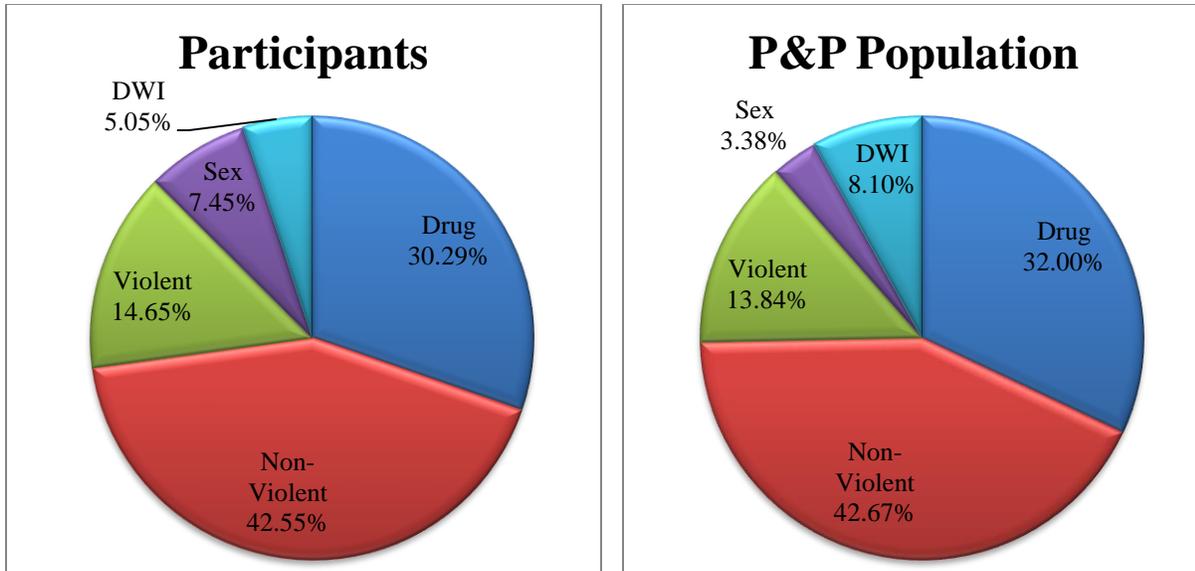
The offenders served under the Community Reentry Funding Initiative tend to be at a higher risk for reoffending than the P&P population at large. A significantly larger portion of program participants required the highest level of supervision (Level III) compared to the general population (24.1% v. 13.7%). In total, 82% of clients served through this Initiative were on either Level II or Level III supervision, compared to 66% of the general P&P population. See FIGURE 3.

FIGURE 3: SUPERVISION CATEGORY



Types of crimes committed by clients of the Community Reentry Funding Initiative seem to be somewhat similarly distributed between the five offense groups. The differences are a slightly greater proportion of sex offenders, and violent offenders among program participants than in the general population, and slightly fewer drug offenders. See FIGURE 4.

FIGURE 4: OFFENSE GROUP



SUMMARY OF FINAL REPORTS

Agencies submitted final reports on August 15, 2013 to the MU evaluation team for review and analysis. Throughout the funding cycle agencies were encouraged to include information about their program accomplishments, any barriers that they faced, and concerns they had about

achieving their output and outcome targets. Awardees routinely reported the individual successes of their clients and their programs as a whole. Many awardees expressed their gratitude for this type of funding which allows clients to bridge gaps in transportation, medication, and basic essentials.

Awardees reported some barriers to the implementation of the programs. Most of the barriers centered on current economic circumstances. Lack of employment opportunities continues to be a major barrier for clients and hinders their ability to meet their current needs. The other barrier consistently noted in final reports is the availability of sex offender housing.

FINANCIAL SUMMARY

The Department of Corrections awarded approximately \$1.8 million to Community Reentry programs across the state. IPP continuously monitored the expenses and financial reports of awardees throughout the Initiative, reviewed modification requests, consulted with DOC staff on any financial issues, and provided technical assistance to awardees regarding Initiative financial guidelines. IPP kept track of spending by awardees to ensure that additional money was not distributed to an agency that did not require the funds to complete their proposed services. Any agencies with unspent funds at the end of the award cycle were required to return those funds to the Department of Corrections Inmate Revolving Fund.

The table below (TABLE 4) is a breakdown of how money was spent by awardees. The first section of the table is the total expenses by service category. This shows approximately how much was spent for each type of service. The largest expense was basic essentials (food, clothing, medical expenses, hygiene products, etc.) at about \$436,237 spent. This was followed by housing assistance with \$278,058 spent on rent for offenders. Counseling, which includes substance abuse and general mental health, was the third largest category with \$188,136 spent. Transportation services accounted for the least amount of expenses at about \$75,551. It is important to note that while employment expenses were somewhat low, much of this service is provided through one-on-one guidance from a case manager. Therefore, it is accounted for in the 'Personnel' budget line. The total amount attributed to these five service categories is about \$1,082,234.69, which is 60% of the total amount distributed.

The second part of the table shows how much was spent on other expenses. The largest expense was personnel with 32 of 39 awardees utilizing funding to support either full-time or part-time employees. When you consider personnel along with fringe benefits, the total comes to \$625,946. The supplies category, which included items such as printing expenses, marketing materials, or training materials for offenders, accounted for \$29,066 of awardees expenses. The travel category here is defined as staff travel only and therefore does not include the transportation of offenders. In total, these other expenses came to \$707,887.69, or 40% of the total funding.

TABLE 4: FINANCIAL SUMMARY BY SERVICE CATEGORY

Expenses by Service Category	Amount Spent
Basic Essentials	\$ 436,237.39
Housing	\$ 278,058.41
Counseling	\$ 188,136.46
Employment	\$ 104,251.00
Transportation	\$ 75,551.43
	<i>Subtotal</i> \$ 1,082,234.69
Other Expenses	
Personnel	\$ 580,239.26
Fringe	\$ 45,707.44
Travel	\$ 32,864.89
Supplies	\$ 29,066.89
Equipment	\$ 20,009.21
	<i>Subtotal</i> \$ 707,887.69
	<i>Grand Total</i> \$ 1,790,122.38

ANALYSIS

IPP provides analysis of the Community Reentry Initiative through two sets of analysis: process evaluation and impact evaluation. The process evaluation ensures that funds were spent for the intended purpose, proposed goals and objectives were met, and that agencies carried out the programs they were funded to implement. The impact analysis examines the effects of the Initiative on the reoffense rate of the participants compared to the general P&P population.

Process Evaluation

The purpose of a process evaluation is to improve the quality and accountability of the programs. By utilizing the tracking sheet, awardees were able to collect data on the number of units of service they distributed in each of the designated service categories. TABLE 5 is a summary of the outputs provided to clients by the funded organizations. These numbers reflect a substantial amount of services distributed to thousands of clients throughout the state. The highest number of units was provided in transportation related services with about 62,079 units. Awardees distributed 36,631 units of basic essentials which included things like food, clothing, hygiene products, and medications. Over the course of the award, 26,339 units of housing were provided with each unit equal to one day of housing for an offender. For the mental health and substance abuse categories, a unit of service typically amounted to an hour of counseling. Combined, these two services provided about 24,357 hours of counseling. In total, there were about 169,699 units of service provided to offenders.

The third column in the table shows the number of offenders who received each type of service. It is important to understand that there is significant overlap in the services offenders received.

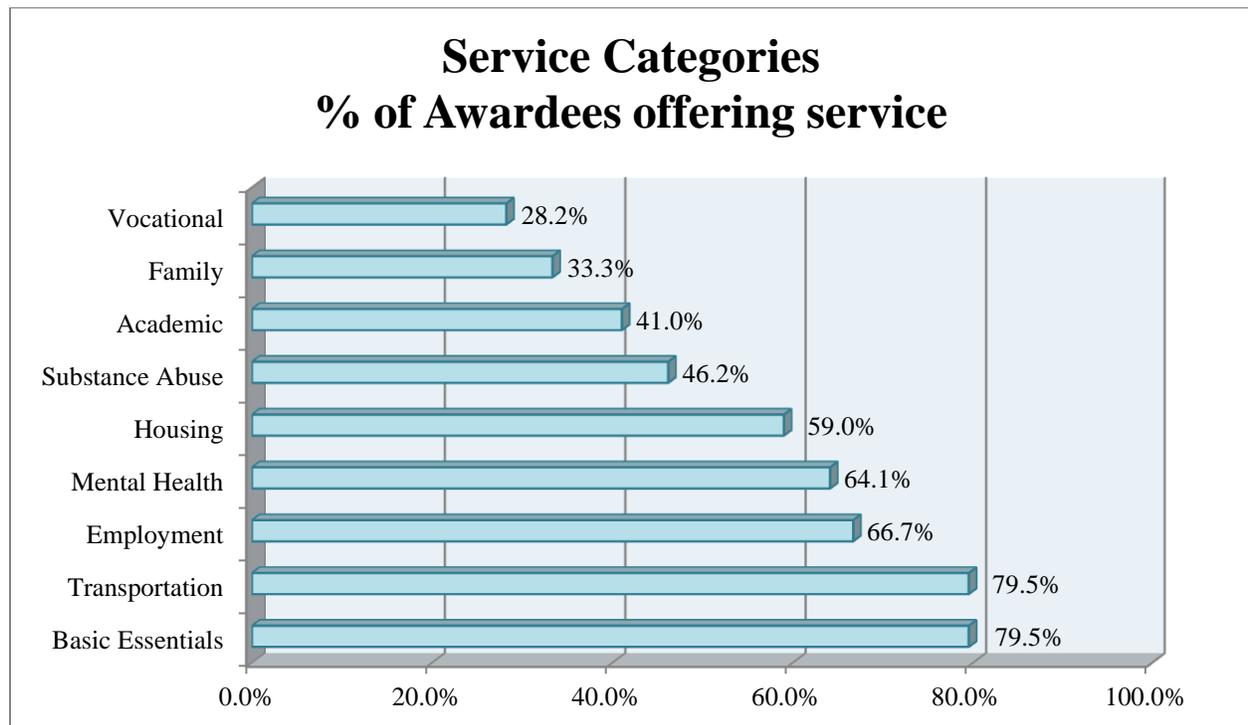
For example, offenders who received basic essentials most likely also received several other types of services.

TABLE 5: OUTPUTS OF COMMUNITY REENTRY FUNDING INITIATIVE

Type of Service	# of units	# of offenders
Transportation	62,079	2,461
Basic Essentials	36,631	2,553
Housing	26,339	557
Substance Abuse	13,831	747
Employment	12,458	1,565
Mental Health	10,526	648
Vocational	3,608	59
Academic	2,276	218
Family	1,953	256

FIGURE 5 is a graph indicating the percent of awardees who delivered each of the nine service categories identified by the Department of Corrections. Transportation and basic essentials were the most commonly provided services at 79.5% of the awardees. This is followed by employment services and mental health at 66.7% and 64.1% respectively. The least common service was vocational at just 28% of awardees. A possible take-away here is that a majority of the services were being provided by nearly half of the awardees. This may be an indication of the more comprehensive approach being utilized by many of the awardees.

FIGURE 5: CATEGORIES OF SERVICES PROVIDED



Impact Evaluation

Reoffense Rate Analysis

In this section an in-depth analysis of reoffense rates is conducted to determine the overall impact of the Community Reentry Initiative. In order to do so, IPP pulled data on the entire population of offenders on parole or probation in the state of Missouri between August 1st, 2012 and July 31st, 2013. After removing observations with missing data on key variables, the working sample for the analyses is 95,489 for the P&P population. For program participants, the number of observations is reduced from 4,382 to 4,250 after removing those with missing data. Although, the actual number of treated observations is typically much smaller than that number because the analysis examines the impact of single programs or service types, which are small subgroups of participants.

To determine the reoffense rate for the clients participating in this funding Initiative, IPP identified all offenders who were sent to prison after they had started one of the programs. This could be a result of either a technical violation of their supervision or because they had committed a new crime. As a comparison, for all offenders who did not receive services under this funding Initiative, the evaluation team looked at any person who had been on probation or parole as of August 1st, 2012 (the beginning of this round of funding), and have since then committed a technical violation or new crime that required a prison sentence.

The purpose of the analysis was to do a more detailed examination of reoffense rates to determine if they are influenced by 1) the participation in the reentry program, 2) the receipt of services from a particular provider, 3) the receipt of a particular service or combination of services, or 4) the total number of service units received. Because there are differences between program participants and the general P&P population, there is not a random selection of offenders into either program or service type. Instead, it is clear that certain offender characteristics, such as age, race, offense type, supervision level, and others, predict participation in certain programs, services, and dosages. This complicates the analyses because many of these characteristics also predict the likelihood of reoffense. For example, older nonviolent offenders are less likely to reoffend, so a program that serves a large number of those clients is influenced by the offender's characteristics and will likely show a lower reoffense rate.

In order to overcome these difficulties, a propensity score matching (PSM) technique is employed in subsequent analyses, which is the best technique for comparing treated and non-treated groups that are not randomly selected. It compares each person who received the treatment against the offender that was the most similar to them on the above characteristics, but did not receive treatment. For example, when IPP examined the impact of receiving housing assistance on reoffense, it ideally compares a 25 year old white man on parole for a drug offense

who received such assistance against only 25 year old white men on parole for drug offenses who did not receive such assistance.

Results of Propensity Score Matching

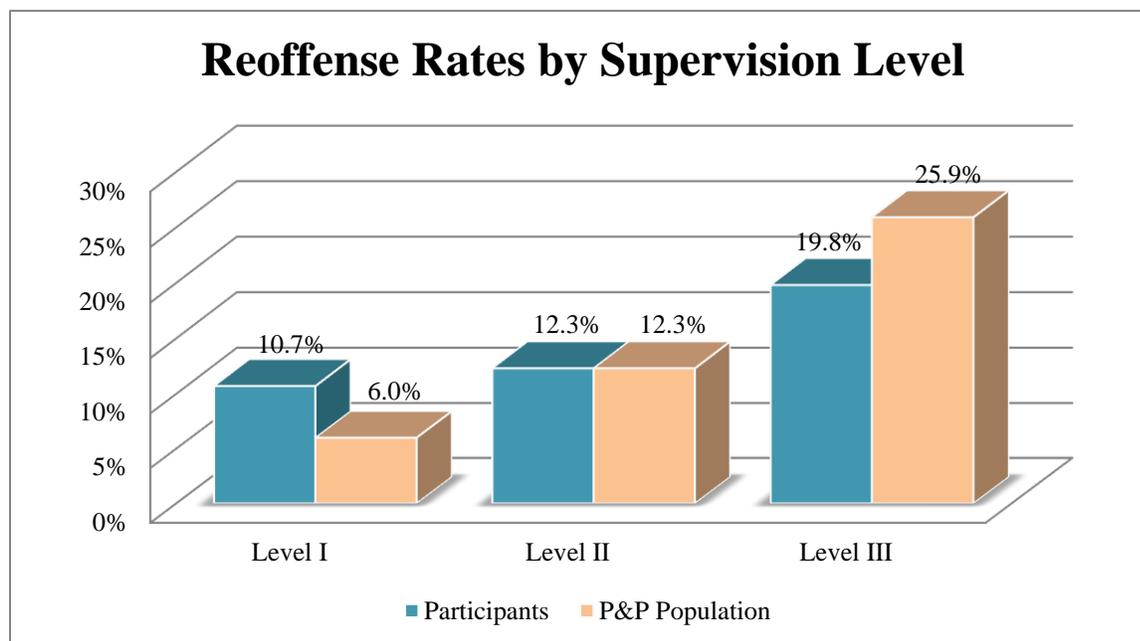
IPP began the analysis by assessing the impact of being a participant in the program on the offender's risk of reoffense. A comparison of overall reoffense rates was done through this process and program participants were compared to a group of offenders with the same demographic make-up. In this case, clients were matched to a sample from the population based on race, sex, age, offense group, sentence type, and supervision level. These are the strongest predictors of reoffense and therefore should deal adequately with the problem of selection bias.

The results suggest that simply being a client of any of these organizations significantly reduced reoffense rates when that group was compared to all other offenders in the state. In fact, being a client of any of the awardees decreased the risk of reoffense by 1.1%. The matched sample had a reoffense rate of 15.4%, while program participants reoffended at a rate of just 14.3%. This means that 1.1% fewer of awardees' clients reoffended when compared to a similar group from the larger population, which is a statistically significant difference.

FIGURE 6 shows the results of the breakdown of those rates by supervision level. For Level I offenders, the reoffense rate was 10.7% for participants and just 6% for entire P&P population. A possible explanation for this higher rate among participants is that the program is serving offenders who are higher risk within Level I. In other words, the Level I offender that ends up as our client is someone who has sought out or been recommended for assistance because of environmental challenges they are facing, which makes the individual less stable and puts them at higher risk of reoffending.

There was no statistical difference for Level II offenders. Both groups had a reoffense rate of 12.3%. The most notable outcome is that Level III offenders who received programming showed a reoffense rate of 19.8% compared to 25.9% for the P&P population. These high risk offenders were intentionally targeted by the Community Reentry Project, and therefore it is important to see such a positive result of the efforts made through this Initiative. For those individuals who did reoffend, 28% were for new crimes (rather than technical violations) in the general P&P population, but only 10% of the re-offenses by program participants were due to new crimes.

FIGURE 6: REOFFENSE RATES BY SUPERVISION LEVEL



Service Type Analysis

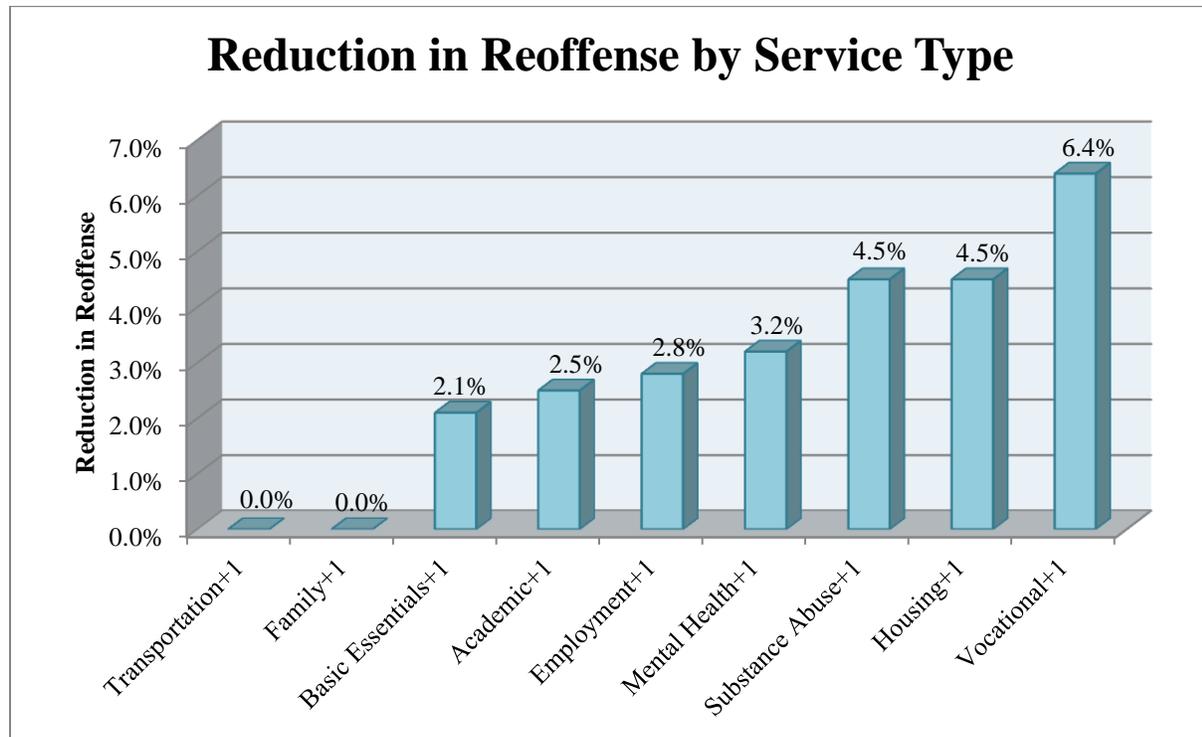
The next analysis examined if the receipt of specific services or a combination of services had a meaningful impact on reoffense. Three types of service had a significant effect when they were the exclusive treatment received by an offender. 4.3% fewer of the 609 persons who received only transportation assistance reoffended when compared with a similar group that received alternative services or no services at all. 12.4% fewer of the 138 clients who received exclusively academic service reoffended, while those that received only family services were 22.4% less likely to do so. It should be noted, however, that the latter result should be interpreted with great caution because only 3 people received family services exclusively, which likely makes comparisons with the larger group of offenders unreliable.

Offenders who exclusively received other services did not have a lower risk of reoffense compared with similar persons who did not receive those services. However, there were fewer individuals who received just one service in this round. Consequently, it was more difficult to isolate the effect of a single service and more likely that the impact of these other services will be seen when grouped with additional services, which is the next step in the analysis.

Initially, IPP attempted to analyze the impact of different services in combination. However, the analysis was unable to test the specific variations of service combination because the number of treated individuals became too small. In other words, it was not able to compare someone who received housing and family services to someone who received mental health and basic essentials. As an alternative, IPP tested for the impact of each of the services, but now combined

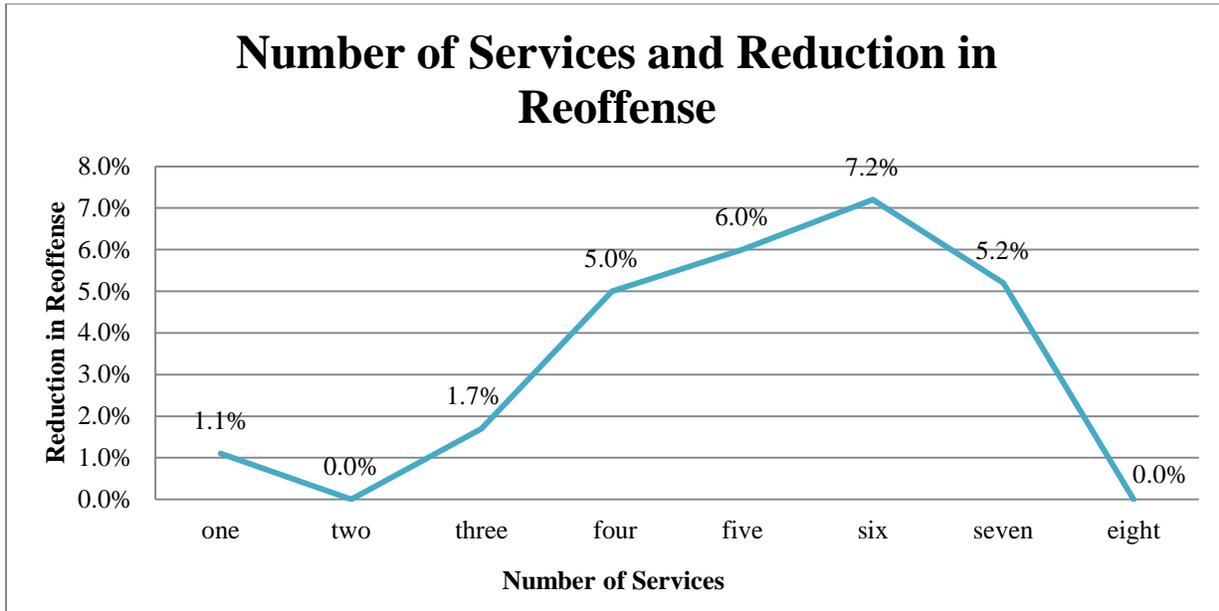
them with *any* other service. The findings from this analysis are quite encouraging. They suggest that 7 of the 9 service areas had a significant impact on reoffense when received in conjunction with at least one other service. The results are presented in Figure 7, and as the figure indicates, the impact went from a minimum value of 2.1% for basic essential programs combined with any other service, to a maximum of 6.4% for those persons who received vocational programming plus another service.

FIGURE 7: RISK REDUCTION BY SERVICE TYPE



IPP also tested for the impact of the different number of services received. It examined whether receiving 2 or more of any services decreased the probability of reoffense compared with those who received fewer services; then asked, did the receipt of 3 or more services further reduce that risk; etc. The findings illustrated in FIGURE 8 are quite interesting. Receiving a single service reduced the risk of reoffense 1.1%. The impact of receiving 2 or more services was not statistically different than 0. After that point, however, the impact of receiving additional services began to climb quite rapidly. 1.7% fewer of the people who received 3 services reoffended when compared with a very similar group who received less. That figure climbed further to 5% for four services and eventually to 7.2% for six services. After this point the impact began to drop and the impact for receiving 8 or more services was not statistically different from 0.

FIGURE 8: NUMBER OF SERVICES AND REDUCTION IN REOFFENSE



In a final analysis, IPP looked for a “dosage effect”, or the impact of the total units of treatment on reoffense rates. The effect was found to be rather large, with the analysis suggesting that a move from the minimum to the maximum number of units reduces reoffense by 13%.

Summary of Results

IPP believes that some interesting findings emerge from the analysis. Overall, participation in the program resulted in a 1.1% reduction in reoffense compared to a similar group of offenders who did not participate. The analysis of individual awardees showed that 13 of the 39 programs had a significant impact on the likelihood of reoffense. The impact of these programs ranged from a 4.5% reduction in reoffense rate all the way up to a remarkable 25.9%.

Results indicate that, received in isolation, only transportation and academic programming had a significant (and reliable) impact on reoffense rates. Family services had a significant impact in isolation, but, as noted above, the results from that analysis are probably unreliable given the very small number of clients in the family-only category. However, once combined with at least one other service, all but two services (transportation and family) significantly reduced the likelihood of reoffense.

As noted above, isolating specific program combinations is not feasible because of the small number of offenders in many such combinations. IPP did, however, analyze the impact of the total number of services received and saw a significant decrease in the risk of reoffense as the

number of services increased. More specifically, receiving only one service had approximately a 1.1% impact on risk, while receiving a combination of any 4 reduced that risk by 5% and receiving 6 services reduced it by 7.2%.

These findings, when combined with the observations that 1) services that were ineffectual individually, emerged as effective in combination with others, and 2) the total number of treatment units had a large impact on reoffense within the sample of enrollees, lead IPP to the conclusion that comprehensive programming is the most promising means for reducing the risk of reoffense among offenders.

COMPARISONS OF ROUND 3 AND ROUND 4

Comparisons between each round of funding provide a unique picture of the programs, clients, and reoffense rates of individuals served throughout the Initiative. It should be noted that there are variables related to both the offender and the environment that may not be accounted for in this analysis. For example, changes in the economy, new or discontinued programs not represented in this analysis, and regional unemployment are all factors that have an effect on clients served by the awardees, but are not necessarily represented in the analysis.

One of the similarities between Round 4 clients and Round 5 was the distribution of clients by supervision categories. FIGURE 9 breaks out the clients for each round by the category of supervision they were under at the completion of their programs. This comparison indicates that the clients served by the awardees through Rounds 4 and 5 continued to be offenders with higher risks and needs as demonstrated by their supervision level.

FIGURE 9: SUPERVISION CATEGORY ROUND 4 / ROUND 5

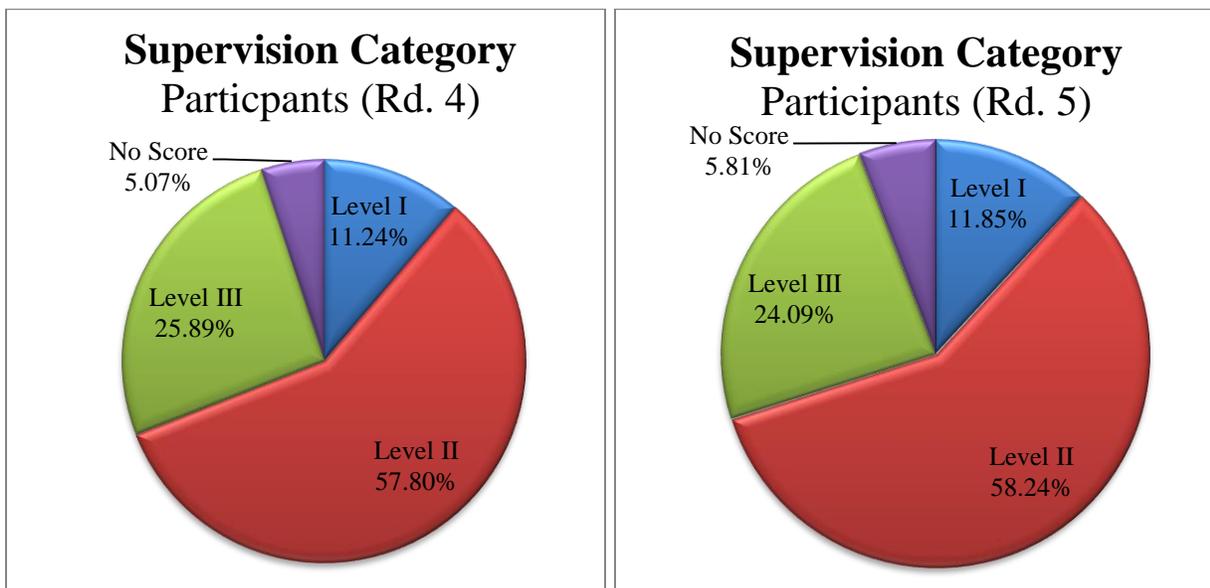
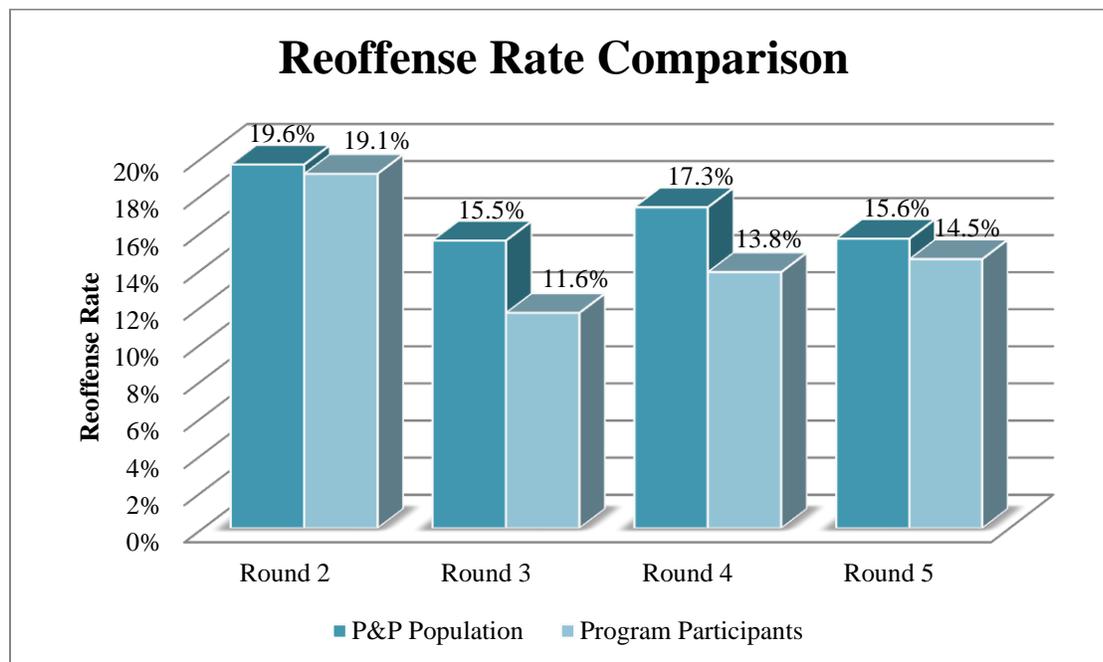


FIGURE 10 is a comparison of the reoffense rates for the matched sample from the general population and the reoffense rates of clients served by funded programs in Rounds 2 through 5.

FIGURE 10: REOFFENSE RATE COMPARISON



There were 786 clients who were served by funded agencies in both Rounds 4 and 5. This allowed these clients to receive continuous services to address their needs, which helped increase stability in their lives and led to lower reoffense rates.

When data were pulled for the Round 5 analysis, IPP was able to follow-up on the clients who participated in the program in Round 4. IPP wanted to see what the reoffense rate was for clients who had continued into the fifth round of funding versus those who had not. For those offenders who continued to receive services from Round 4 into Round 5 the reoffense rate was 19.2%. For those offenders who only participated in Round 4 the reoffense rate was 23%. This analysis indicates that clients who received continuous services through this Initiative were 3.8% less likely to reoffend than clients who ended services after Round 4.

THEMES FROM AWARDEE SATISFACTION SURVEY

An awardee satisfaction survey was created and distributed electronically to all awardees. The purpose was to seek feedback about the performance of Missouri DOC and IPP as well as the Community Reentry Funding Initiative as a whole. Awardees were asked to give their overall assessment of the performance of both the Missouri Department of Corrections and IPP. On a

scale of 1-5 (1 being very unsatisfied and 5 being very satisfied), Missouri DOC scored a 4.5 and IPP scored a 4.8. These scores reflect high satisfaction among awardees with both DOC and IPP.

Awardees were also asked for comments or suggestions about the application process and several organizations commented that the application process was relatively easy and straightforward. However, two organizations thought that more time should be given to complete the application and two more organizations commented that the timing of the announcement could be better. Specifically, they requested that the notification of award be made sooner so that community partnerships could be finalized and the necessary MOUs signed.

Awardees were also asked about the funding initiative as a whole. Several awardees cited the positive effects seen in communities due to the funding. Below are a few of the comments/suggestions provided by awardees.

“The funded services are very needed and we feel that we were allowed the flexibility needed to put the Basic Needs funds to best use.”

“I believe it is a great community service. The offenders who benefit from this funding are less likely to re-offend, thereby making our communities and state safer.”

“Enjoy the ability to provide this service to those offenders who are otherwise hard to serve. Has built relationships with organizations that otherwise would not have been at the level they are now. Opened many doors for those trying to do better.”

“In our case, this funding initiative provided much needed services to offenders - from basic needs to alleviate stressors to other forms of assistance to enable employment seeking and maintaining employment, housing, and transportation, medical and dental needs, etc. These were in addition to proactive reentry case management, and are needs that would not have been met from any other sources. We hope to continue to see support from DOC for programs that spend some of the dollars for direct expenses to offenders in order to help them on their path to successful reentry.”

When asked about IPP’s overall performance the responses were very positive. Below are a few comments provided by awardees.

“The MU evaluation team has been very helpful to our program with suggestions. The forms they developed are very helpful and instructions very clear. The reminder emails for reporting and informational emails are also very helpful.”

“The MU team has always been very supportive and timely in answering questions or concerns.”

“They were great to work with and very responsive to real life issues that arise during the implementation process.”

“No problems. They were very professional in their oversight of the program. The reminders were always timely and on schedule.”

Awardees were also given an opportunity to rate their relationships with their local MRP team and local probation and parole office. The ratings for their relationship with probation and parole were generally described as excellent. It was also reported that awardees had nearly daily contact with their local probation and parole office. Awardees rated their relationship with their local MRP teams as being very good. Comments provided by awardees indicate very positive relationships with both their local MRP team as well as with the local probation and parole office.

CONCLUSION

The primary goal of the Community Reentry Funding Initiative was to fund programs around the state that would reduce the many barriers that offenders face as they reenter the community. The Initiative is based on the theory that if these barriers are successfully addressed, offenders would have more stability in their lives and be less likely to reoffend and return to prison.

IPP analyzed many factors to determine the success of the Initiative. First, IPP conducted a process analysis to determine what the Department of Corrections received for their \$1.8 million dollar investment. **Over the course of the award, 169,699 units of services were distributed to 4,250 offenders, including 317 sex offenders.** Those services ranged from intensive substance abuse and mental health treatment to the simplest basic needs such as food, clothing, and identification cards.

Another factor used to determine the success of this Initiative was the impact on reoffense rates among program participants. Individual level data was collected on each participating offender so that a reoffense rate could be calculated and compared to the reoffense rate of the larger P&P population. For the purpose of this project, an offender was determined to have ‘reoffended’ if they either; committed a new crime or committed a technical violation that resulted in their return to prison.

Program participants were significantly different than the entire P&P population in their level of risk. Awardees were serving a sample of the population that had 5.3% more offenders on Level II supervision and 10.4% more on Level III supervision.

In order to account for the differences between program participants and the entire P&P population, IPP created a sample group that matched participants on several important factors such as age, race, sex, offense type, sentence type, offense type, and supervision level. The analysis of the reoffense rates with the matched sample show that being a participant of the Community Reentry Funding Project had a significant impact on reducing the risk of reoffense. The reoffense rate for program participants was 14.3%. The matched sample had a reoffense rate of 15.4%. This means that 1.1% fewer of the awardees' clients reoffended when compared to a similar group from the larger population, which is a statistically significant reduction. The breakdown by supervision level showed that the largest impact was for Level III offenders. This group of high risk offenders experienced a 6.1% reduction in reoffense rate compared to a similar group who were not in the program.

Individual programs were also analyzed to determine their impact on reoffense rates. The results showed that 13 of 39 programs had a significant impact on reoffense rates. An analysis was then conducted on the different service categories to determine their effect individually and in combination with other services. Transportation and academic services showed a significant effect on reoffense rates when it was the exclusive treatment received by the offender. Seven of the nine services proved to significantly reduce reoffense rates when they were combined with any other service.

The final analysis examined the number of services an offender received to find out whether reoffense rates are different for those receiving more types of services. Results showed a gradual decrease in the risk of reoffense as offenders received more types of service. A dosage effect was also found in that an offender's risk of reoffense decreased as they received more units of service.

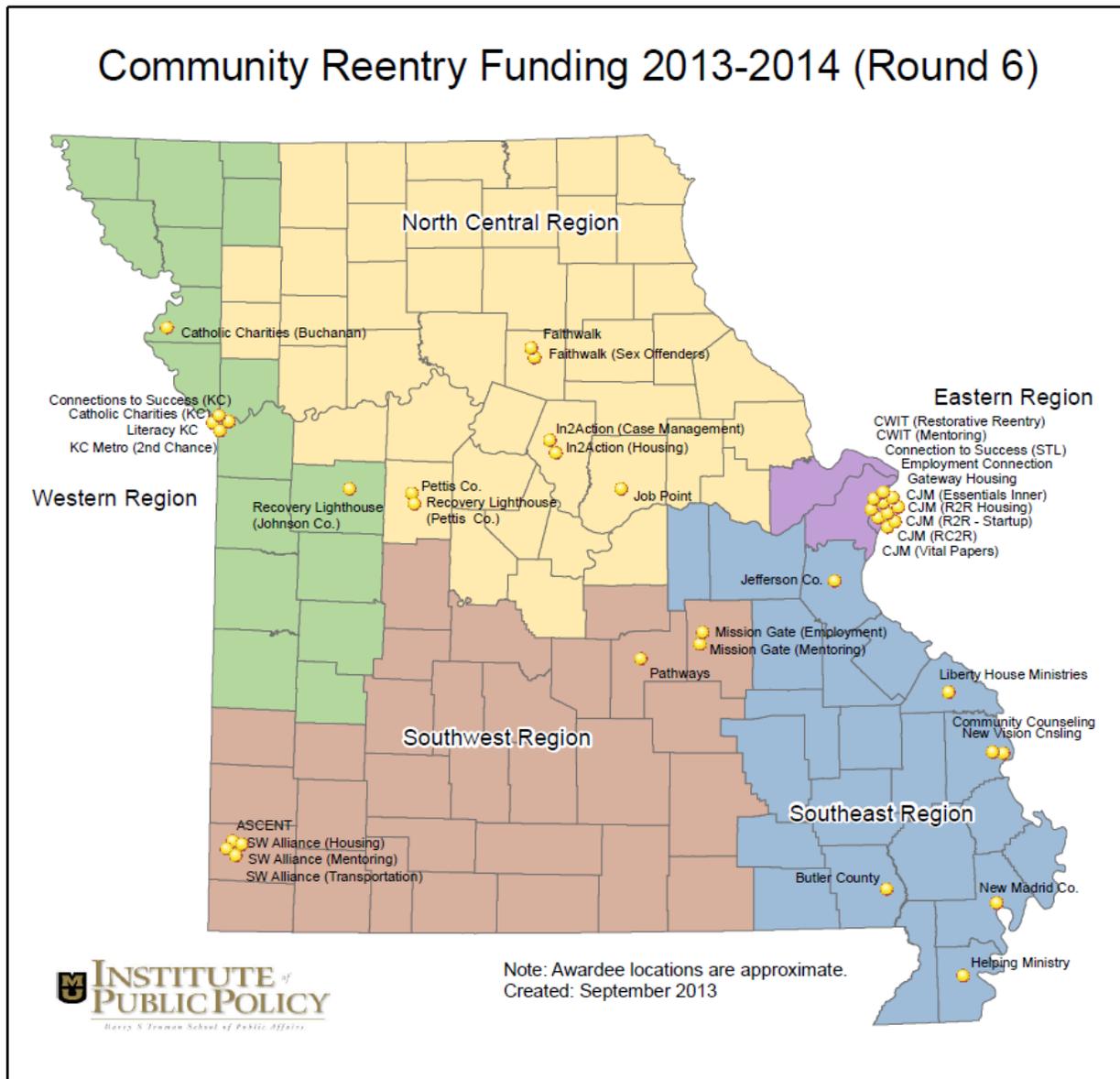
The Missouri Department of Corrections' Community Reentry Funding Initiative is an innovative effort to address the needs of offenders under the supervision of Missouri Probation and Parole. The Initiative allows local communities, counties, organizations, Missouri Reentry Process teams, service providers, and many others to propose targeted services to the clients in their areas. This model allows for statewide decision makers to direct valuable resources to address specific local issues, as identified by individuals and groups from those areas.

Community Reentry Funding has had a significant impact on individuals throughout the state by supplying much needed services, addressing local gaps in services, utilizing effective models for service delivery, and impacting the reoffense rates of participants. The Department of

Corrections is continuing to support offender reentry efforts by funding a sixth round of the Initiative, which began August 1, 2013. MAP 2 shows the agencies funded for Round 6 of the Community Reentry Funding Initiative.

The Missouri Department of Corrections has a strong commitment to support local reentry programs by providing valuable resources, which help agencies reduce the barriers to effective community reentry. By doing so, DOC invests in the programs that make an impact in participants' lives.

MAP 2: COMMUNITY REENTRY FUNDING RECIPIENTS ROUND 6



Instructions for completing the offender tracking sheet

The following guide provides instructions for the tracking sheet and examples of activities in each service category. It also identifies the quantity of an activity that represents 1 unit, 30 units, .5 units, .25 units, etc. By following this guide we hope to create some consistency in reporting across awardees. Only the units of service provided under this award (paid for by this funding) should be counted on the tracking sheet. Please review this guide in conjunction with your proposed program activities prior to the start of your project.

*****If you have any questions regarding the tracking sheet, or have difficulty determining the category or unit amount for an activity, please contact:**

Emily Johnson
johnsonemi@missouri.edu
(573) 884-5473



Client Name –

Date of Birth –

D.O.C. # – **It is vitally important to our data collection to be able to accurately identify each participant. Therefore, the D.O.C. # submitted for each participant must be correct. If the participant cannot be identified based on the information provided then he/she will not be counted toward the program’s stated outputs.

Employment Status– What is the employment status of each participant? Please respond with the following answers: Full-time, Part-time, Unemployed, Disability, Don’t know.

County of Residence – Report the county that the offender currently lives in. Please distinguish between St. Louis County and St. Louis City.

Program Entry Date – This date is simply the day in which the client entered your program. For those programs that are a one-time only service, this is both the entry date and exit date. For those programs that are more long term, this is the date in which the client first started receiving services. For those offenders who were enrolled in your program prior to the start date of the Community Reentry Funding Project (August 1st, 2010), input their entry dates as August 1st.

Program Exit Date – This is the date in which the client exits the program. This may be after successful completion of your program or simply the last time he/she received services.

Client Survey Completed – This column simply allows you to track those who have filled out the client survey and those who have not.

Service Units

Academic Education Unit – Academic units are considered to be any service that is academic in nature. For example, any literacy classes, GED classes, GED testing fees, or higher education classes being provided by your organization are considered academic education units.

Examples:

- 1 hour of GED class = 1 unit of academic education
- 1 hour of literacy tutoring = 1 unit academic education
- 1 hour class at local higher education institution = 1 unit of academic education
- 1 GED testing fee = 1 unit

Basic Essentials Unit – A unit for basic essentials should be recorded each time a client receives services for basic essentials. This includes but is not limited to: the purchase of medications, child care, emergency needs, clothing, and food. One unit of basic essentials should be counted for every \$10 spent.

Examples:

- 1 birth certificate = 1 unit
- 1 state I.D. = 1 unit
- \$10 worth of supplies (food, clothing, hygiene products, prescriptions, etc.) = 1 unit of basic needs
- \$10 worth of food assistance = 1 unit of basic needs
- 1 month of utilities paid = 30 units of basic needs
- Utilities reconnect fees = 1 unit

Employment Unit – For each day a client receives employment services, an employment unit should be recorded. Any service received in an effort to find and maintain employment for an offender should be considered a unit of employment.

Examples:

- 1 hour of job readiness classes = 1 unit of employment
- Purchase of job specific clothing or equipment = 1 unit of employment
- 1 hour of job search assistance = 1 unit of employment
- 1 hour of job application/resume writing assistance = 1 unit of employment
- 1 class on work place professionalism/respect = 1 unit of employment

Family Unit – Services provided to strengthen family relationships should be counted under the family unit category. Such services include; family counseling, marriage counseling, parenting skills classes, etc.

Examples:

- 1 hour of family counseling = 1 unit of family service
- 1 hour of parenting skills class = 1 unit of family service
- 1 hour of marriage counseling = 1 unit of family service

Housing Unit – For each day that housing services are provided to a client, a housing ‘unit’ should be recorded. For those programs providing on-site housing, each day the client lives in your facility is a unit of housing. For those programs providing rent assistance, a day of rent assistance is equal to a unit of housing.

Examples:

- 1 day of rental assistance = 1 unit of housing
- 1 month of rental assistance = 30 units of housing
- 1 day of housing = 1 unit of housing
- Providing the deposit for an apartment (equal to 1 month of rent) = 30 units of housing

Mental Health Unit – A mental health unit can be counted when the offender receives mental health services other than those considered to be substance abuse treatment. This can include anger management, sex offender treatment, etc.

Examples:

- 1 hour of counseling (other than substance abuse treatment) = 1 unit of mental health service
- 1 hour of anger management = 1 unit of mental health service
- 1 hour of sex offender treatment = 1 unit of mental health service

Substance Abuse Unit – Substance abuse units should be recorded when an offender is being provided substance abuse treatment by your organization. This includes in-house treatment, or simply assistance with treatment fees from an outside source.

Examples:

- 1 hour of substance abuse treatment/counseling = 1 unit of substance abuse
- ½ hour of substance abuse treatment/counseling = .5 units of substance abuse

Transportation Unit – Each time a client receives a transportation service a transportation unit should be recorded. If a client receives a bus pass for 15 trips, then they received 15 units of transportation. Each time a client is provided transportation to a meeting or appointment it is considered a unit of transportation (a round trip would be two units).

Examples:

- 1 one-way trip to approved location = 1 unit of transportation
- 1 week of bus vouchers = 7 units
- 1 month of bus vouchers = 30 units
- 1 cab ride = 1 unit
- \$5 on a gas card = 1 unit of transportation

Vocational Education Unit – This category of units is for those services that prepare offenders for a specific trade or occupation. One hour of vocational training would receive 1 unit of service. Or, assistance with certification testing fees would receive 1 unit.

Examples:

- 1 hour of vocational training = 1 unit of vocational education
- 1 hour of auto repair training = 1 unit of vocational education
- 1 certification testing fee = 1 unit of vocational education

1st Quarter Reporting Form

**Due November 15th*

Date: _____

Name of Organization: _____

RFA Award Number: _____

Project Reporting Period: Date of Award – October 31, 2010

1. What were your major accomplishments during this reporting period?
2. Please discuss the progress made toward your outputs **through October 31st**.
3. Please discuss the progress made toward your outcomes **through October 31st**.
4. Please use the attached financial form to describe your expenditures **through October 31st**. Please report any changes or modifications to your previous budget.
5. What problems/barriers have you encountered during the 1st quarter?
6. Is there any assistance the Department of Corrections or the M.U. Evaluation Team can provide to address problems or barriers to program implementation or fiscal management?
7. Please discuss any challenges presented by the use of the tracking sheet or client survey.
8. To ensure consistency in reporting across all awardees, please provide examples of how units of service are being counted by your program. (Answer all that apply)

Academic Education Unit: (Example: 1 hour of GED class = 1 unit of academic education)

Basic Essentials Unit: (Example: 1 basic essentials unit=1 GED testing fee for a client)

Employment Unit: *(Example: 1 employment unit=1 hour of job skills workshop)*

Family Unit: *(Example: 1 hour of parenting skills class = 1 unit of family service)*

Mental Health Unit: *(Example: 1 counseling unit=1 anger management session)*

Substance Abuse Unit: *(Example: 1 hr. of substance abuse treatment = 1 unit of substance abuse)*

Transportation: *(Example: 1 transportation unit=1 trip for client to approved location)*

Vocational Education Unit: *(Example: 1 hour of vocational training = 1 unit of vocational education)*

9. Other Comments:

FINANCIAL TRACKING FORM: Fill in your proposed budget numbers in the budgeted cost column; fill in actual cost to date in the final column.

Reminder: Keep all of your receipts for purchases made. The Department reserves the right to request an audit be performed at any time.

Budget Detail Worksheet			
A. Personnel		Budgeted	Cost to
Name/Position	Calculation of Cost	Cost	Date
	Subtotal		
B. Fringe Benefits		Budgeted	Cost to
Name/Position	Calculation of Cost	Cost	Date
	Subtotal		
C. Travel			
Purpose of Travel (include location and type)	Calculation of Cost	Budgeted Cost	Cost to Date
	Subtotal		
D. Equipment		Budgeted	Cost to
Item	Calculation of Cost	Cost	Date
	Subtotal		
E. Supplies		Budgeted	Cost to
Item	Calculation of Cost	Cost	Date
	Subtotal		
F. Contracts		Budgeted	Cost to
Item	Calculation of Cost	Cost	Date
	Subtotal		
G. Services		Budgeted	Cost to
Item	Calculation of Cost	Cost	Date
Total			
	Subtotal		

Summary			
A. Personnel			
B. Fringe Benefits			
C. Travel			
D. Equipment			
E. Supplies			
F. Consultants/Contracts			
G. Other			
TOTAL PROJECT COSTS			

Site Visit Protocol

Site:	Site Visit Date:
Site Visitors:	
Interviewees:	Title:

1. Please give me a brief overview of your program including your target population and overall strategies.
2. What aspects of your program seem to be most successful with participants? (if comprehensive approach) Why do you think this is the case?
3. What has been your greatest challenge so far under this award?
4. Please tell me who your partners have been in this process (community organizations/ groups of people) and how you use those partnerships in your reentry program?

-Which partner/collaborator has been the most vital to this project?
5. What success have you had getting participants and maintaining participants?
6. What challenges have you had getting participants and maintaining participants?
7. How has the broader community (i.e.- all citizens) responded to your project?

8. How have you educated the public about the activities of your organization?
9. How do you get feedback from your participants?
10. Is there anything else you would like to tell us regarding this project?

Budget: Review project budget in conjunction with project timeline.

Questions specific to evaluation:

**Explain what we are doing with the data – evaluating the Initiative as a whole. Main research questions: re-offense rates and units of service provided across the state.

1. What would be the most useful information for you to obtain from an evaluation of your project?
2. Can you tell us about your data collection process? What problems/obstacles have you encountered in regards to collecting/reporting data? Tracking sheet problems?
 - a. What data have you collected or plan on collecting?
 - b. How do you determine if your outputs and outcomes are being met?
 - c. How is the data kept and maintained?
 - d. Are you using data to assess your performance?
3. Are there specific evaluation related issues our evaluation team can assist you with?

**Ask for copies of data collections tools/instruments (anything outside of the tracking sheet provided).