

PROGRAM NARRATIVE

In 2011, Georgia embarked on an ambitious reform of its criminal justice policies spearheaded by Governor Nathan Deal and the bipartisan Special Council on Criminal Justice Reform for Georgians (the Council). The first phase of the reform culminated in the unanimous passage of HB 1176 (2012), the result of the Bureau of Justice Assistance (BJA) Justice Reinvestment Initiative, which focused on sentencing reform, expansion of accountability courts, probation services, and data-sharing among agencies. The second phase focused on juvenile justice reform and resulted in the unanimous adoption of HB 242 (2013). The third phase of reform, and the subject of this grant application, aims to improve public safety by reducing crimes committed by citizens returning to their communities upon release from prison. Governor Deal created the Governor's Office of Transition, Support and Reentry (GOTSR) to implement this third phase of reform. In November 2013 the state launched the Georgia Prisoner Reentry Initiative (GA-PRI). The mission of the GA-PRI is to improve public safety by reducing crime through the implementation of a seamless plan of services and supervision that is developed with each returning citizen from the time of their entry to prison through their successful transition and reintegration into the community and delivered through state and local collaboration. The proposed Enhanced Supervision Project will augment the GA-PRI by building the capacity of post-prison supervision staff and community reentry partners to implement improved supervision practices through evidenced-based risk-need-responsivity skill training. The project will reduce the recidivism rate and improve the success rate of citizens returning from state prisons beginning in Georgia's five largest urban areas – where violation and return to prison rates are highest. A total of 4,625 prisoners were released to these five counties with 4,388, or 96%, on community supervision and 238, or 5%, who maxed out without supervision.

PART ONE: STATEMENT OF THE PROBLEM

Scope of the problem. At the start of 2011, Georgia’s adult correctional system was operating at 107 percent of capacity, and the incarceration rate—1 in 70 Georgia adults behind bars—was the fourth highest in the nation. The Georgia Department of Corrections’ (GDC) annual budget for prisons and probation topped \$1 billion. Without a course change, Georgia’s prison population was expected to increase another eight percent within five years, and taxpayers would face \$264 million in new costs to accommodate the growth. Georgia’s recidivism rate of 26.5 percent (former state prisoners reconvicted within three years of release) has remained virtually unchanged for over a decade. Since 2005, the number of prisoners released to the community has consistently been on the rise. In 2005, there were 18,119 prisoners released compared to 21,166 in 2013. This represents a 16% increase. Of the 21,166 prisoners returning home in 2013, 20,156 were under community supervision and 1,014 “maxed out” with no supervision. The Governor, the Council, the GOTSR, and the SPB acknowledge that the state’s return-to-prison recidivism rate must drop in order to protect public safety and not undo the success of the first two phases of the state’s criminal justice reform efforts. The stakeholders in Georgia are aware of the research findings that show that implementation of evidence-based practices with the benefit of expert guidance leads to a much higher success rate much more quickly¹. The first phase of Georgia’s criminal justice reform initiative, HB 1176 passed unanimously in 2012, is expected to avert this expected growth and accompanying budget initiatives invested more than \$17 million into the expansion of accountability courts and strengthening of probation supervision. However, Georgia lacks the resources to support large-scale capacity- and skill-building for effective implementation of evidence-based practice.

Size and demographic makeup of the target population. The target population for the

GA-PRI and the Enhanced Supervision Project are Georgia's returning citizens. Of the 21,166 prisoners released to Georgia's communities in 2013, 95 percent (20,156) fell under some form of community supervision² and five percent (1,014) maxed out with no supervision. The majority of people currently receiving parole or post-prison supervision are men (58 percent) and under 40 years old (66%)³. Nearly a third of Georgia's prisoners return to the state's five major metropolitan counties (Fulton, Chatham, Savannah, Richmond, Muscogee, and Bibb).

Baseline recidivism rate. Approximately 27 percent of individuals released in 2010 received new felony convictions within three years of release.⁴ For the five urban counties targeted for this project, the rates were higher: Fulton (Atlanta), 35%; Chatham (Savannah), 32%; Richmond (Augusta), 28%; Muscogee (Columbus), 34%; and Bibb (Macon), 32%. Violation rates in Georgia are historically low at 27% but the five urban counties have some of the highest technical violation rates in the state. For purposes of this project, Georgia will conduct Time to Failure methodology to compare three variables: the reconvictions, return to prison rates and successful completion of post-release supervision. This methodology will compare the relative time to failure of a prior year's group of releases, as well as releases from Georgia counties which are not part of the pilot project, to cohorts of offenders released as part of the GA-PRI. These three variables will be stratified using low, moderate and high-risk categorizations in order to present the most useful information.

Management structure of post-prison supervision. Post-prison supervision in Georgia is overseen by two state agencies, SPB and GDC. The SPB is responsible for parole release decisions, the subsequent community-based supervision of those released on parole, and the decision to revoke them back to prison. The five-member Board assigns release conditions that are incorporated into a supervision plan that is managed by one of 418 sworn staff in its Field

Operations Division. Parole officers have an average caseload size of 87, up from 84 in FY13. The GDC operates the state's prisons, transition centers, day reporting centers, and probation offices. There are currently 157,499 felony offenders on probation supervision with 335 of these (51,470) on post-prison supervision. For the state's 868 probation officers, the average caseload is 242, with Standard Level caseloads exceeding 300 and Special and High caseloads capped at 50. Specialized caseloads allow for different levels of supervision and services and more efficient caseload management based on risk levels.

Evidence-based strategies. Georgia has distinguished itself as a national leader in implementing evidence-based policies, practices and programs. The corrections agencies have long-used risk/needs assessment instruments and have made significant efforts to follow the risk, need and responsivity model. In 1998, SPB deployed a computerized case management system to track and document supervision activities. In 2003, the Parolee Re-Arrest Risk Instrument was implemented; this instrument is an automated, locally validated and reliable tool that updates each parolee's risk score nightly based on the case management system data. GDC had been using the COMPAS risk and needs instrument for many years but in 2013 transitioned to the new Next Generation Assessment (NGA), a risk and needs assessment approach created using Georgia's data that is validated, gender-specific risk. The NGA also identifies responsivity factors to inform prison and community-based programming decisions.⁵ The NGA will be used by SPB and the community service providers engaged in the GA-PRI.⁶

The GA-PRI is focusing on implementing Transition Accountability Plans (TAPs), which are driven by the NGA and the Parolee Re-Arrest Risk Instrument. The TAPs describe goals for each returning citizen and set out the expectations for the returning citizen, prison staff, the releasing authority, community supervision staff, and partnering reentry services agencies. The

TAP spans agency and community boundaries to ensure a continuity of services and collaborative supervision. The TAP informs decisions at four critical transition points: at prison intake, at the release decision, upon reentering the community supervision, and at discharge.

Improving the delivery of supervision. The skill-training provided by the Enhanced Supervision Project will prepare supervision staff and collaborating reentry service providers to better triage, motivate, and support sustained behavior change among returning citizens. Both the SPB and the GDC already use validated risk and needs assessment instruments. The training provided by this project will teach probation officers, parole officers, and community reentry service providers effective intervention and five Core Correctional Practices to enhance supervision success: (1) the appropriate use of authority, (2) appropriate modeling and reinforcement, (3) skill-building and problem solving strategies, (4) effective use of community resources, and 5) relationship enhancement factors. The new skills will blend the supervision and case management roles necessary to monitor, refer, and follow-up with sufficient dosages of treatment and other behavior-change interventions, as well as maximize the collaborative working relationships necessary to achieve efficiencies and improved outcomes.

Need for funding. Georgia has dedicated significant resources to criminal justice reform since the beginning of the reform initiative in 2011. Millions of dollars are being spent on expanding accountability courts, developing new assessment tools, and providing additional mental health and drug treatment services. The new GOTSR is adequately staffed and funding for outside technical assistance is being provided. Funding for an independent evaluation is available. Georgia has been fortunate to receive additional funding through the Justice Reinvestment Initiative and the Statewide Recidivism Reduction grant (See Attachment No. 1 *Disclosure of Pending Applications*). The missing piece is funding for intensive skill-based

training that will build the capacity of post-prison supervision staff and community reentry partners to implement enhanced supervision practices. Without additional resources, it will be many years before Georgia can afford the level of intensive training and coaching needed to capitalize on the present opportunity to translate the principles of evidence-based supervision into practice and embed new practices as standard operations.

PART TWO: PROJECT DESIGN AND IMPLEMENTATION

In November 2013, the Council launched the Georgia Prisoner Reentry Initiative (GA-PRI) with the *vision* that every returning citizen released from prison will have the tools and support needed to succeed in the community. To turn this vision into a reality, the *mission* of the GA-PRI is to improve public safety by reducing crime through the implementation of a seamless plan of services and supervision that is developed with each returning citizen from the time of their entry to prison through their successful transition and reintegration into the community and delivered through state and local collaboration.

In January 2014, the Council adopted the GA-PRI Framework, which provides state agencies and local partners with the tools to move from planning to implementation. For 2014, the main priority of the GA-PRI is to improve the transition accountability planning process, with an emphasis on safe, affordable housing and employment and driven by the NGA. GA-PRI is being piloted in 2014 in Georgia's five largest urban counties with additional counties planned for implementation in 2015 and beyond until the effort is statewide and up to scale. Each county is engaging in reentry planning through local reentry councils, and each county has the support of a local coordinator as well as a reentry housing coordinator provided under GA-PRI funding. While the framework is in place for thoughtful and evidence-based reentry planning, success will largely depend on the interactions between the citizens returning to the community and their

respective community supervision officer and service providers. The Enhanced Supervision Project described in this proposal aims to improve these interactions and ensure they are based on evidence-based principles.

Project goals. The goals of the project are to reduce recidivism rates and increase the success rates among citizens returning from prison to Georgia's largest urban counties by 1) enhancing the capacity of community supervision staff and community-based partners to implement evidence-based supervision strategies, 2) expanding collaboration among agencies in order to develop a continuum of service delivery from prison to the community by institutionalizing a comprehensive individualized transition accountability plan, and 3) evaluating the impact of these evidence-based supervision strategies.

Collaboration and commitment. The commitment among the relevant state agencies to achieve these goals is evident in the broader, ongoing statewide criminal justice reform efforts described in Part One. The Council includes every agency and association in the state that touches prisoner reentry. The Governor created and the Council supports the new GOTSR. In its report to the legislature in January 2014, the Council endorsed the GA-PRI and the adoption of TAP. (See Attachment No. 2 for *Letters of Commitment and Support* from the Governor, the Georgia Department of Corrections, the State Board of Pardons and Paroles, the Center for Justice Innovation, and the Department of Behavioral Health and Developmental Disabilities).

Use of grant funds. The Enhanced Supervision Project is a comprehensive skill-based training plan that is grounded in the risk-needs-responsivity model. The grant funds will be used to increase the capacity of Georgia probation and parole agencies and selected service providers to deliver evidence-based supervision to people leaving prison and returning to the community. Grant funds will also be used for business process analyses and changes that support the use of

evidence-based strategies and will largely focus on training – provided by both a vendor selected through a competitive process and by trained staff (See below). Importantly, between the GA-PRI and the funds from the Smart Supervision Project, Georgia will be addressing *each* of the other allowable costs in the solicitation.⁷ The comprehensive training program will focus on the skills needed to maximize behavioral change opportunities with those being supervised. Students will be schooled in relationship skills, cognitive behavioral techniques, motivational interviewing, ways to assess and target criminogenic needs using the results of validated assessment instruments, problem-solving techniques, and ways to target and increase dosage hours. A train-the-trainer approach will be used in order to ensure that the skills and expertise developed during the training program remains in Georgia. Furthermore, to address the ongoing challenge of fidelity, the training program will incorporate extensive coaching and feedback sessions. The trainers will not only be able to lead training sessions, but also provide the coaching and booster sessions that will initially be provided by the selected trainer. Grant funds will be used for a Project Coordinator as well as to engage Applied Research Services, Inc. (ARS) to measure the impact of the Project.

The Enhanced Supervision Project will use the grant funds in Year One to train 200 probation and parole officers, supervisors and community partners in enhanced supervision skills including 10 who will receive additional training to become trainers (Train the Trainer) as *Enhanced Supervision Training Adjuncts* (ESAs). In Year Two grant funds will be used for two classes of 40 officers, supervisors and community partners, including 10 additional ESAs. In addition in Year Two, the trained ESAs we will provide five trainings for 150 officers, supervisors and community partners for a total of 230 trainees in Year Two. In year three 2 *Enhanced Supervision Master Trainers* (ESMs) will be chosen from the pool of 20 ESAs – one

for SPB and one for GDC – who will provide supervision over the ESAs as well as guarantee inter-agency collaboration, cross-training, training fidelity and quality assurance moving forward. In Year Three grant funds will be used for one class for 40 officers, supervisors and community partners and the training will be incorporated into Basic Probation and Parole Officer Training where 90 additional staff will be trained. In addition, the ESAs will train another 150 officers, supervisors and community partners across the state for a total of **280** trainees in Year Three. There will also be five classes of 30 that will initiate training provided by second cohort of ESAs in year three but will not complete the coaching during grant cycle. All total over the three year life cycle of the grant, 710 supervision staff, supervisors and community partners will be trained (320 trained by the selected vendor, and 390 trained by ESAs) and additional 150 individuals will initiate training. As a result, it is projected that as many as 3,000 returning citizens will benefit from this grant each year, for three years, for a total of 9,000 returning citizens affected, half of which will be high risk/high need.

Project performance. Project performance measures include documenting re-conviction and return to prison rates as measurements of increased public safety through the reduction of recidivism and successful completion of community supervision. The recidivism reduction will be measured in comparison to the baseline recidivism rate, calculated using the process described in Part One, as well as Part Three. The proposed research methodology has process and outcome components for documenting program activities and assessing the performance objectives and outcomes of the project. This comprehensive evaluation and research methodology will allow the state to address infidelities to the project model and any disparities in the availability or quality of reentry services and treatment providers in the community, both across and between study sites.

Project research partner. ARS has a rich history of competent, independent expertise in

evaluating criminal justice policies, practices and programs, and has long-standing relationships with Georgia's criminal justice agencies. ARS developed Georgia's Parolee Re-Arrest Risk Instrument which updates each parolee's risk score nightly based on the case management system data. ARS also developed the GDC's new risk tool, the Next Generation Assessment, which was based on thousands of local profiles. For the Enhanced Supervision Project, ARS will assist with data collection, problem assessment, and strategy development, and will also conduct a comprehensive process and impact evaluation.

PART THREE: CAPABILITIES AND COMPETENCIES

The Enhanced Supervision Project will be part of the GA-PRI, which is managed by the GOTSR in collaboration with the Council, Georgia's main justice agencies (the SPB, GDC, and Department of Juvenile Justice), other state departments (the Department of Behavioral Health and Developmental Disabilities, the Department of Community Health, and the Department of Human Services, statewide human services organizations, and faith-based groups). The GOTSR manages the GA-PRI Implementation Steering Team (IST) that will guide prisoner reentry reforms through local work groups and department-based resource teams which will spearhead the GA-PRI throughout the state in a unique, diverse and robust state/local partnership.

If awarded Smart Supervision funding, a project coordinator for the Enhanced Supervision Project will be hired and report to the director of GOTSR. The Project Coordinator's primary responsibilities will be to: (1) Manage the collaboration and coordination of project training, supervision and services across the five pilot sites, including cross-training and information-sharing that will assist in achieving the performance-based goals and objectives of the project; (2) Consult and collaborate with state and local agencies, organizations, and community leaders and experts in the areas of post-prison release decision-making, reentry, and

community supervision to improve probation and parole operations as they affect the success of returning citizens; (3) Identify barriers that may hinder the successful implementation of the project and recommend to GOTSR and the IST policies, procedures, and programs to overcome such barriers; (4) Act as liaison with professional associations, volunteer and faith-based organizations, and local treatment and rehabilitation agencies to collaborate on the GA-PRI and; (5) Oversee the data and reporting required by the Bureau of Justice Assistance; and (6) Work with ARS to design and monitor data collection and the project evaluation.

The executive director of GOTSR, Jay Neal, will provide the leadership and strategic vision for the GA-PRI and the Enhanced Supervision Project. Mr. Neal resigned as a representative of the Georgia House of Representatives to accept Governor Deal's appointment as director of the GOTSR. Mr. Neal served in the legislature for nearly a decade and was one of the key supporters of the Council's criminal justice reforms in 2012 and 2013. Previously, Mr. Neal was the director of a faith-based recovery facility in northwest Georgia. Mr. Neal is passionate about prisoner reentry and experienced and highly skilled in cultivating relationships, reaching consensus among diverse stakeholders, and collaborating with multiple state agencies.

The GA-PRI and this project will receive additional support from the Center for Justice Innovation, which is already under contract with the GOTSR and created the framework upon which the GA-PRI Model is based (See Addendum No. 1, *The GA-PRI Framework Summary*). The director of the Center, Dennis Schrantz, has over 30 years of experience in managing large scale projects, including the Michigan Prisoner Reentry Initiative, which became a nationally-recognized success story by reducing recidivism by over 36 percent for 17,000 moderate to high risk returning citizens.⁸ Mr. Schrantz will not draw down any grant dollars but, as part of his contract with GOTSR, he will assist with the supervision of this project. Georgia also benefits

from a great deal of technical assistance from national organizations, which are engaged in Georgia for other, related projects: the Vera Institute for Justice provides assistance to the Council and the GDC under Phase II of the Justice Reinvestment Initiative; the Council of State Governments is working with the SPB and GDC as part of Georgia's Statewide Recidivism Reduction Grant, the Annie E. Casey Foundation is helping to implement the juvenile justice reforms, and The Pew Charitable Trusts is a long-standing partner of many of the state's criminal justice agencies. (See Attachment No. 3, *Position Descriptions and Resumes* for key personnel including the Project Research Partner).

Qualifications of the research partner. For 20 years, Applied Research Services, Inc. (ARS) has specialized in complex research design and analysis to support public policy, programming, and legislative decisions. ARS relies on state-of-the-art survey, analytical, data mining, simulation, and business intelligence tools to provide decision support and has extensive experience in analyzing corrections and court data for the purposes of designing risk/needs assessment instruments, developing population forecasting models, designing and evaluating interventions for correctional populations, planning future staffing needs and capital outlay, and working with problem solving courts.⁹ ARS has a long history working in partnership with Georgia's criminal justice agencies. Among other projects for Georgia, ARS: developed the risk/needs tools used by both the SPB and the GDC; built the correctional system simulation model to support Georgia's JRI effort; conducted the only known time-in-motion study, using simulation technology to model a large state prison to guide architects and engineers in the re-design of Georgia's diagnostic/classification prison, which annually processes over 21,000 inmates; and recently completed an evaluation of the implementation of Georgia's Probation Options Management Act, which established an administrative process to sanction probation

violators. ARS works on Justice Reinvestment Initiatives for local jurisdictions, providing data analysis and building local population projection models and has built state correctional system simulation models in Alabama, Georgia, Missouri, South Carolina, Pennsylvania, Maryland, and Tennessee. ARS is currently supporting the Canadian correctional system to build a new forecast model. ARS typically employs an action-oriented, participatory, mixed-methods evaluation design. (See Attachment No. 4, *Research and Evaluation Independence and Integrity*; and Attachment No. 5, *Letter of Commitment from ARS*¹⁰).

PART FOUR: PERFORMANCE MEASURE DATA COLLECTION AND REPORTING

The Enhanced Supervision Project Coordinator will be responsible for collecting the relevant data and submitting quarterly performance metrics through BJA's Performance Measurement Tool. The project coordinator will work closely with ARS, the GOTSR, all of the supervision agencies and providers, and the local pilot sites to design an efficient data collection and reporting system. The data collection plan will be finalized within the first 180 days of the grant period, and it will include a detailed process for the collection, analysis, and reporting of the required quantitative and qualitative performance measures. The project coordinator, with assistance from ARS, will develop reporting templates that each relevant stakeholder or agency will complete on a monthly or quarterly basis. The templates will include performance measures that are required by BJA as well as data relevant to the evaluation.

PART FIVE: IMPACT/OUTCOMES, EVALUATION AND SUSTAINMENT

Project goals and objectives. The goals of the Enhanced Supervision Project are to reduce the recidivism rate and increase the success rate among citizens returning from prison to Georgia's largest urban counties. This project complements the work of the GA-PRI, which is focusing on implementing transition accountability plans in the five pilot sites. Through

comprehensive training on evidence-based strategies, the Enhanced Supervision Project will better equip probation and parole officers to motivate, encourage, support and model pro-social behavior and attitudes with high risk/high need post-release returning citizens. The training program delivered in this project will lay the groundwork for community supervision staff to become “change agents” and transform the way community supervision is provided in Georgia. Trained officers will be: (1) More effective in motivating returning citizens in a prosocial change process by engaging in and guiding the change process; (2) Better able to apply sanctions consistently while delivering more positive reinforcement; (3) Better able to identify and impact individual criminogenic needs of those at greatest risk to recidivate; and (4) Better prepared to support ongoing culture change among supervision staff from a monitoring/punishment culture toward a blend of monitoring/punishment and prosocial behavior change.

Preliminary evaluation plan. Led by ARS, the evaluation of the Enhanced Supervision Project will include process, fidelity of implementation, and outcome components. The process components will address the “who, what, where, when, how, and how much” associated with the comprehensive training program. Specifically, characteristics regarding the selection, training, and relevant experience of participating community supervision personnel will be documented in significant detail, in order to specify who received training, how much and what types of training and supervision were provided, an assessment of attitudes, knowledge and perceived skills pre- and post-training, and officers’ perceptions concerning the training, its effectiveness, and the impact they perceive it having on their work with offenders. Process data will also focus on the delivery of services to supervised individuals, including the characteristics of program participants and documenting the number, nature, setting, and length of officer contacts with those on post-release supervision, as well as the amount and nature of other programming

provided to participants. Information regarding assessed offender risk, needs, and responsivity will be used, and the degree to which interventions are applied specifically to match assessed needs will be documented. Fidelity of Implementation (FOI) components will be used to assess the degree to which the program is being implemented within and across pilot sites in accordance with the intent of its designers. Assessment of FOI is critical, as even the best-designed programs are unlikely to result in intended outcomes if not applied with a high degree of fidelity. ARS will modify its oft-used interactive FOI Goal Attainment Scaling approach for purposes of this study. FOI assessment also provides data that can be readily incorporated into a process of continuous quality improvement, helping stakeholders ensure that the program is on track towards achieving its intended outcomes and objectives. Outcome components will analyze the impact that the training has on proximal outcomes (cooperation with supervision, attendance and participation in ancillary programming), results of drug tests, completion of assigned tasks and interventions, and employment and residential stability; as well as distal outcomes (violations of conditional release, new arrests, new convictions, revocations of conditional release, and return to prison).

Integration and sustainability. The Enhanced Supervision Project is completely integrated into the GA-PRI and will benefit from existing and on-going planning, funding, implementation and monitoring and is a major component of GA-PRI implementation (See Attachment No. 6, *Project Timeline*). By using a train-the-trainer model, and with the state continuing funding for the Master Trainers, sustainability is ensured as supervision officers and community providers within Georgia become local experts and coaches. Further, given the mandate by the Governor and the Council, and the commitment to criminal justice reform evidenced by the unanimous bi-partisan support for criminal justice reform over the last several years, the sustainability of the activities funded under this grant is assured.

ENDNOTES (Not counted in 15 page limit)

¹ Dean L. Fixsen et al., *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network, 2005. Research also shows that clearer guidance is needed in the field on how to implement research findings and how to successfully replicate well-performing programs in prisons and parole agencies and their human service delivery partners in the community. See, for example, Thomas E. Feucht and Christopher A. Innes, “Creating Research Evidence: Work to Enhance the Capacity of Justice Agencies for Generating Evidence,” in *Contemporary Issues in Criminal Justice Policy*, eds. Natasha Frost, Joshua Freilich, and Todd Clear, 7 - 16. (Belmont, CA: Wadsworth, 2009).

² Of the 14,821 returning citizens under some form of community supervision, 2,259 returned on parole supervision, 8,728 returned under split sentences of parole then probation post-release supervision, and 3,834 maxed out of prison to probation supervision.

³ .01 percent are 19 years old and younger; 58 percent are between 20 and 39 years old.

⁴ This recidivism rate likely underestimates the actual recidivism rate due to GDC having had significant data entry problems between 2007 and 2009 creating an inability to distinguish between technical revocations and new conviction revocations. The data entry issue was corrected in 2010 and some additional analysis is being conducted to insure the integrity of the 2010 recidivism data. Moving forward, the state will be conducting Time to Failure methodology to compare the reconvictions, return to prison rates and successful completion of post-release supervision. This methodology will compare the relative time to failure of a prior year’s group of releases to cohorts of offenders released as part of the GA-PRI. These three variables will be stratified using low, moderate and high risk categorizations in order to present the most useful information.

⁵ The responsivity scale of motivation allows the practitioner a measure of ones level of motivation to change – those with higher levels of motivation should receive priority placement into programs over those with less motivation.

⁶ The NGA consists of three risk scales, eight needs scales, and a responsivity scale. risk scales include: (1) likelihood of re-arrest for any offense, (2) likelihood of re-arrest for a felony offense, (3) likelihood of re-arrest for a violent offense); needs scales include: (1) criminal thinking, (2) education, (3) employment, (4) peer associations, (5) mental health needs, (6) substance abuse, (7) ACES scale (traumatic experiences during childhood), (8) residential and employment stability; the responsivity scale used is for motivation.

⁷ The impact of the GA-PRI and the funds from the Smart Supervision Project address each of the other allowable costs in the solicitation without drawing down grant funds to do so. These include:

- **Test new policies and strategies in community supervision and treatment to increase public safety and generate savings:** The GA-PRI will test innovative strategies to help agencies better target resources to the continuum of low to high risk supervisees (including the priority target of high-risk/high-needs returning citizens for intensive intervention and supervision activities). GA-PRI strategies include the use of information sharing technology to bolster interagency cooperation. The results of these activities will be documented by an objective third-party evaluation or assessment partner. Successful strategies will be promoted nationally.
- **Analyze and implement changes to policies and practices that guide community supervision conditions and revocation procedures:** The GA-PRI will use its state and local organizational structures (See Addendum No. 1) to work with our partners in the judiciary, prosecutor’s offices and the parole board to identify policies and practices in place that determine supervision conditions, incentives and sanctions, and revocation. It is the intent of the GA-PRI that supervision conditions and the use of a range of administrative sanction options will be based on risk and criminogenic needs assessments.

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- **Promote the use of evidence-based programs and strategies by service providers that provide treatment, aftercare, reentry services, and alternatives to incarceration to those on supervision:** The ARS evaluation will assess the extent to which service providers are using validated risk assessment tools, serving medium- to high-risk supervisees, and implementing evidence-based programs and strategies with fidelity. It is the intent of the Project stakeholders to provide training in evidence-based practices to service providers under contract with state and local justice agencies.
 - **Plan and strategize for how expanded options for access to healthcare can enhance outcomes for supervisees:** The GA-PRI plans on developing and implementing strategies for expanded Medicaid eligibility, behavioral health parity, and connection to subsidized private health insurance options through the health insurance marketplace to increase access, service use, and outcomes. The state has set aside funds for this development process.
 - **Expand collaboration and strategic partnerships between community supervision agencies and law enforcement:** The GA-PRI includes in its design strategies to help state, local, and tribal law enforcement and community supervision agencies consolidate risk assessment tools and share information more effectively. This includes strategies for helping state, local, and tribal law enforcement and probation or parole agencies integrate their resources to supervise “high-risk” supervisees. The Governor fully expects the GA-PRI to become a national model in this regard.
 - **Evaluate the results of the new strategies and tools tested through this initiative:** The ARS evaluation focuses on how well the interventions developed and policy changes implemented have helped the five urban pilot sites manage the growth of their corrections populations and improve integration of community supervision resources concentrated in these sites. The evaluations also will assess how well the pilot sites have implemented policy recommendations and will help identify any issues or concerns regarding their implementation.