

The Challenge & Promise of Reentry in Municipalities

BY TONY MCCRIGHT JR., JUSTICE REFORM FELLOW,
INSTITUTE FOR YOUTH EDUCATION & FAMILIES

City efforts to support effective return from jails and prisons—the process known as reentry—exist in a complex landscape shaped by direct service and coordination. Based on a landscape analysis, NLC offers several recommendations about next steps and new directions that cities can take to leverage additional partners, resources and achieve greater impact. Understanding the reentry landscape is the first step in developing effective programming and ultimately eliminating the over reliance on the criminal justice system.

Definition of Returning Citizen: the term ‘returning citizen’ replaces the stigmatized terms ‘ex-con’, ‘ex-felon’, etc., and refers to an individual who is returning home after being in prison or jail.

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The Challenge & Promise of Reentry

Almost 600,000 people return home from state and federal prisons yearly – that’s 10,000 residents returning to municipalities weekly. Nine million cycle through local jails, most for less than a month. In the face of these numbers, many jurisdictions across the country lack the capacity or services to ensure that returning citizens are positioned to make a successful transition back to their communities. These shortcomings are exacerbated when a jurisdiction bears more of the brunt than their neighbors. For example, 50% of all people released from Illinois state prisons return to Chicago.

Over two thirds of people released from incarceration are arrested within three years and almost half are re-incarcerated. By contrast, viewed through a local level public safety lens, strong reentry programs lead to reduced crime, reduced victimization, reduced strain on municipal budgets, and stronger communities and families.

In order to support returning citizens in their reintegration- cities, counties, states and the federal government have developed policy and devoted resources to address complex reentry issues. Cities, often using state and federal grants, have sought to build coordinating and direct service capacity. However, reentry programs fall into a policy gap with no clear designated level or responsible government agency. This leads to service fragmentation and lack of resources, likely contributing to the high rate of recidivism which in turn drains local taxpayer dollars and further destabilizes communities.

Federal Investments

The US Department of Labor, under both the Trump and Biden administrations, has awarded over \$175.5 million in grants over the last two years to improve the employment outcomes for returning residents. Most of these funds are directed to nonprofit service provider organizations and intermediaries and only rarely to city government. Whereas grantees operate in some 45 cities, the degree of coordination or involvement with municipalities is difficult to trace.

- ◆ Forty-two organizations that provide reentry services received funding from the Pathway Home grant which also support their efforts to provide training, education, case management, needs assessment, legal assistance and other services.
- ◆ Twelve organizations received awards under the **Young Adult Reentry Partnership grant** (YARP). These grants aid organizations in establishing relationships with community colleges in order to partner with young adults ages 18-24 who have been impacted by the criminal justice system. The funds will also help in developing educational programs and apprenticeships that focus on growing fields such as energy, IT, and healthcare.

The rollout of \$65.1 billion in local funding through the American Rescue Plan (ARP)—and President Biden’s summer 2021 announcement of the Community Violence Intervention (CVI) initiative—points to opportunities extending from 2021-24 to invest ARP funds to develop and strengthen reentry efforts. As a learning laboratory worth watching, the Administration has convened 15 jurisdictions that have already committed to using a portion of their ARP funds towards CVI initiatives.



Landscape Scan, Findings, and Recommendations for the Field

The NLC YEF Institute undertook a nationwide scan of the city reentry landscape over a six-month period in 2021. The principal methods consisted of internet research supplemented with virtual interviews and emails. Understanding the reentry landscape is the first step in developing effective programming and ultimately eliminating the over reliance on the criminal justice system.

Key findings of the scan regarding scale, scope, and emphasis of city efforts included identification of over 30 reentry offices or programs playing a variety of roles across the four categories listed below, and as displayed in the chart in the appendix.

City Approaches To Reentry

The landscape scan found that city approaches to supporting reentry fall into four categories:

- 1. **Direct** – the city reentry office manages all services provided to the client
- 2. **Indirect** – the city provides referrals, directing clients to services that are provided by private and non-profit organizations
- 3. **Combination of direct and indirect** - city office provides some services in house and refers clients to others
- 4. **Hub** – the city acts as an umbrella, coordinating city agencies and community organizations. Here the goal is to combine resources and increase efficiency by having all city, private, and non-profits work together

The landscape scan also identified seven key emerging opportunities for the city reentry field. These include:

- ◆ Improving expungement and other record sealing efforts.
- ◆ Connecting returning citizens to university-based credentialing and professional development programs
- ◆ Focusing efforts, to a greater degree, on young adults ages 18-25.
- ◆ Closing service and “handoff” gaps and similar measures to improve strategic coordination of the nonprofit-led efforts that dominate the field. Cities can take advantage of the infrastructure and network created by the organizations currently in the reentry space and submit joint applications for federal funding that emphasize coordinating or other roles.
- ◆ Including returning citizens in planning and implementation of services and coordinating efforts.
- ◆ Creating more cross-program and cross-agency collaboration with corrections, probation, sheriffs, jails, and the courts, to ensure that reentry supports begin

“behind the wall” and to minimize re-arrest and re-incarceration, particularly for technical and process violations.

- ◆ Collaborate with business leaders and other city agencies to identify housing, employment, and pathways to other opportunities.

The landscape scan also produced two other findings, stated here as recommendations:

- ◆ Cities and their reentry offices should pursue options to improve operations, demonstrate their impact, and describe their cost-effectiveness by placing a greater emphasis on tracking and sharing results. In addition, the reentry field needs concerted investment in evaluation and replicability of promising practices, to understand more deeply what works best.
- ◆ City reentry offices should consider joining cross-city efforts to heighten visibility, momentum, and connections across the field. They can do so by forming and participating actively in a national network of city reentry offices focused on sharing high-quality practices and policies, informed by persons with lived experience.

Hierarchy of Reentry Needs

BASIC/IMMEDIATE

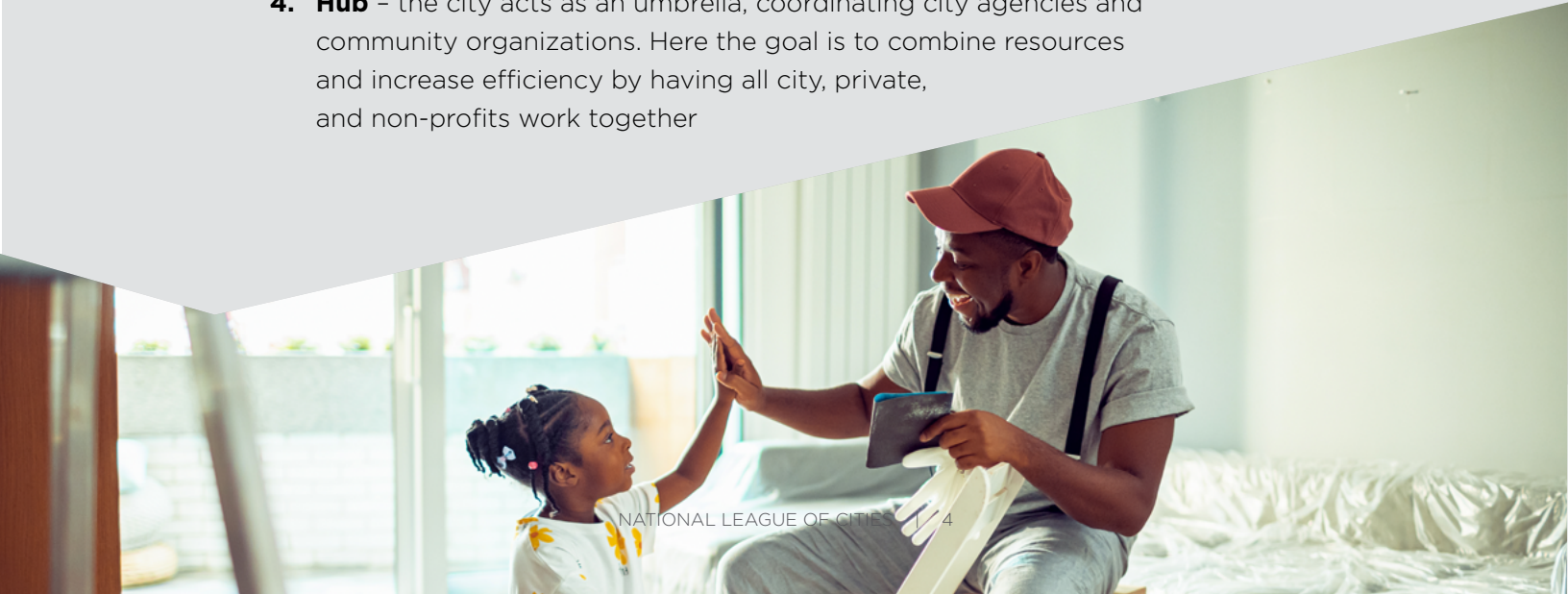
Employment, Housing, Physical & Mental Health Services, Social Services, Food & Clothing Assistance, Transportation

SUPPLEMENTAL

Legal Assistance, Education, ID and other Documents, Fines & Fees Assistance, Child Care

TERTIARY

Financial Literacy, Tech Training, Gender ID services



Promising Examples of Local Leadership for Reentry

San Francisco, CA (pop. 874,000) Takes A Therapeutic Approach Based on Evidence: Some municipalities have drawn upon evaluation of promising practices to make changes to their reentry approach. San Francisco's [Community Assessment & Services Center](#) (CASC) reflects this evidence and behavioral science-based approach in a therapeutic program. As a strategic way of coordinating multiple services, the city's Adult Probation Department teamed up with an array of community partners to provide comprehensive reentry support through CASC. The center operates as a one stop shop in which services put returning citizens on a pathway to self-sufficiency. In addition to transitional housing and vocational training opportunities, clients have access to numerous services including peer mentoring, one-on-one therapy, parenting and life skills, and a wide range of clinical support and case management services.

Albuquerque, NM (pop. 564,000) Uses A Center-Based Approach: In Albuquerque, the [Resource Reentry Center](#) (RRC), which operates as a program of Bernalillo County's Metropolitan Detention Center, reflects a reassessment and transformation undertaken in 2015. Prior to that, people released were dropped off at a random street corner with no resources or assistance. That changed after administrators attended a conference where they were introduced to behavioral health and other alternative treatments geared towards developing safer communities. The RRC now partners with local hospitals, science centers, and research institutes and implements programming based on evidence-based best practices in behavioral health care. The center is open 24 hours a day and ready to provide access to housing, employment, and health services for approximately 20,000 individuals.

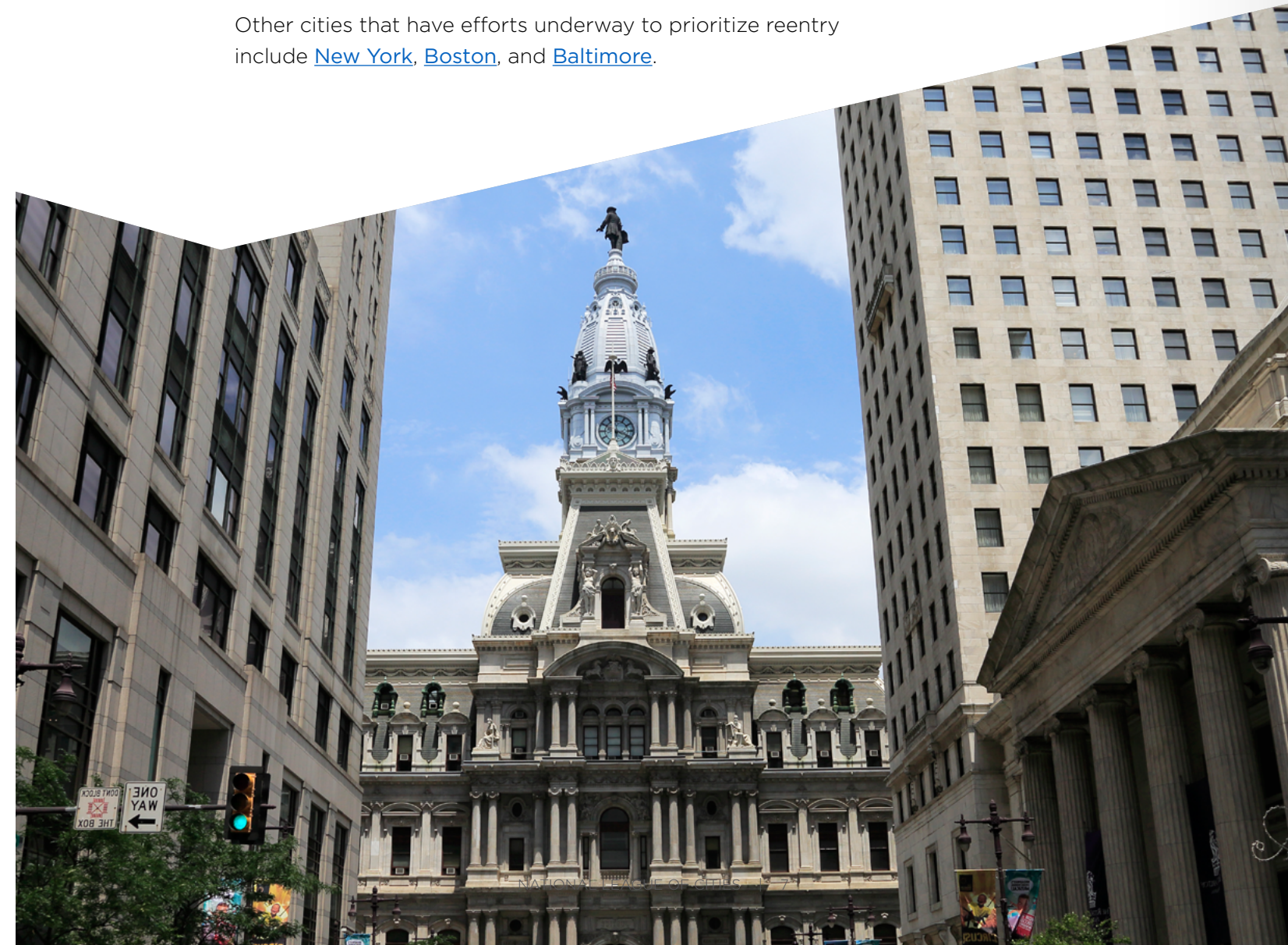
Notably, both jurisdictions recognized the need to improve reentry services, conducted an assessment, consulted research and evaluation literature, and developed approaches that streamline the reentry process and improve residents' chances of a successful transition from incarceration to productive member of society.

New Orleans, LA (pop. 390,000) and its Triage Task Force: In 2017, New Orleans took a very unique approach to enhancing its reentry program. In preparation for the release of hundreds of inmates expected to return to the city as part of Louisiana's Justice Reinvestment Reforms, the probation office created a 'triage' unit. The city later deemed the value of the services provided as essential. With time, the triage unit evolved into a permanent

reentry [task force](#) where the city serves as an umbrella to coordinate more than 60 non-profit and city agencies that have volunteered to donate manpower to manage the reentry process. This reconstructed system has come with no impact on the municipal budget. Citizens returning to New Orleans need to only go to one office to have all their needs assessed and then be connected to public and private agencies that provide specific services.

Philadelphia, PA (pop. 1.6 million) Office of Reentry Partnerships: Prior to 2019, Philadelphia's reentry office provided direct services to its clients. As part of the Kenney Administration's goals for criminal justice reform and violence prevention, the city switched to a hub role and created the [Office of Reentry Partnerships](#) (ORP). The ORP coordinates efforts involving city government agencies and more than one hundred training, education, service, and community partners. As part of its mission the ORP states that it seeks to ensure that initiatives are research and data driven.

Other cities that have efforts underway to prioritize reentry include [New York](#), [Boston](#), and [Baltimore](#).



Emerging Reentry Partnership Opportunities For Cities

Building upon several of the most promising trends and developments in reentry, city leaders have opportunities to expand their range of partnerships for greater effectiveness. Institutions of higher education, jail and corrections administrators, judges and prosecutors, nonprofit direct-service organizations and intermediaries, as well as returning citizens themselves are among the groups of partners with which cities can engage more deeply. In addition, adopting a focus on young adults, and developing programming and support for this group – whose data show get arrested and jailed at twice their incidence in the general population-- can pay off in the long term.

Build upon and coordinate with nonprofit leadership in the reentry field

A close look at reentry supports and services in most cities will find nonprofit and faith-based organizations in leading roles. Indeed, given the policy ownership gap referenced above, if not for the efforts of nonprofits, in many cities returning residents would have nowhere to turn for resources. Local leaders seeking to get the city more involved in reentry should seek to understand the roles and contributions of nonprofits, in parallel with a current analysis of the role of city agencies and resources.

Other key steps involve exploring ways that the city can leverage and build upon momentum in the nonprofit sector, including by leading an effort to set goals and objectives, and playing an expanded leadership role in coordination. Several of the examples in this brief demonstrate the

nonprofit leadership in the field and may suggest opportunities for greater city involvement.

Approach Institutions of higher education as partners for reentry

One of the most promising opportunities for cities to engage with partners who can broaden the services and support available at reentry, and improve long-term life outcomes, involves institutions of higher education. In many locations, colleges and universities provide postsecondary educational opportunities in prisons -- even offering programs that lead to degrees. In recent years, colleges and universities have also charted out roles in reentry. In addition to offering education, workforce development, physical and mental health services, housing, and food assistance to returning citizens, these programs present participants with opportunities to build a strong professional network that otherwise would not be accessible, leading to increased economic opportunities. City leaders can fold colleges and universities into broader efforts to coordinate and expand reentry services.

Washington, DC – Georgetown University Pivot Program: As an extension of its Prison Justice Initiative (PJI), Georgetown University assembled the first cohort of its [Pivot](#) Program in 2018. Pivot provides a full-time, ten-month program that combines academics, entrepreneurship courses, internships, and other reentry programming. Georgetown’s principal partner is the District’s Department of Employee Services which provides funding as well as workforce development training.

Recognizing that more than 5,000 residents return to the District each year with less than half finding gainful employment, earlier this year Georgetown expanded outreach by hiring Tyrone Walker as its first director of Reentry Services. Walker, a former Prison Scholar and Pivot Fellow, will lead PJI’s efforts to provide direct support to D.C. residents navigating reentry.

“It is important that we care for the whole person by connecting our students with resources while they are incarcerated and helping them with their transition when they are released. Returning citizens face so many challenges during the reentry process and we want to make sure they have the information and guidance to succeed.”

TYRONE WALKER, Director of Reentry Services, Georgetown Pivot

John Jay College Prisoner Reentry Institute, New York City, NY: Building on the precept that “successful reentry begins on the first day of incarceration,” John Jay College of Criminal Justice’s Prisoner Reentry Institute initiated its college-in-prison reentry program. John Jay provides education and reentry services to incarcerated people while receiving technical assistance from the City Manhattan DA’s Office. The program operates as a collaborative effort of several entities, including state government, the City University of New York college system, the department of corrections, and the district attorney’s office.

Eastern Michigan University Returning Citizens Fellows Program, Ypsilanti, MI: A

recent entrant into the reentry realm, Eastern Michigan University launched its Returning Citizens Fellows Program (RCF) at the beginning of 2021. In conjunction with the Michigan Department of Corrections Offender Success program, and A Brighter Way, a local non-profit organization, RCF focuses on removing barriers to a college education for returning citizens. Once admitted, fellows must maintain a 2.5 grade point average and in return they receive free tuition, technology training, mentorship, success coaching, and employment support. The first group had the extra challenge of taking classes virtually; however, the administration plans to meet in person with subsequent cohorts.

California State University Project Rebound, multiple locations: The California State University (CSU) system Project Rebound is another program that supports the successful reintegration of formerly incarcerated people. What stands out here is that it operates in [14 cities](#) on the state college’s campuses, and that CSU is the first higher education institution in the nation to provide housing for its returning citizen students. At the Irvin house formerly incarcerated students receive academic, employment, and other holistic services. CSU’s Project Rebound boasts a 0% recidivism rate compared to 50% for all returning citizens in California.

These are just a few of the higher education institutions across the country providing academic opportunities along with key services and support for returning residents to upgrade credentials and otherwise take steps to rejoin the labor market. While post-incarceration data is scarce, there is a direct correlation between education and recidivism. According to Vera Institute of Justice, citizens who took adult education courses while incarcerated are half as likely

to return to jail/prison. With Congress reinstating Pell Grants in prisons last year and the passage of the FAFSA Simplification ACT, hundreds of thousands of confined citizens are now eligible to take college courses.

Coordinate Structures so that Reentry Truly Begins before Release

To ensure that the statement that “reentry begins on the first day of incarceration” holds true, city leaders can partner with a range of city, county, and state agencies and officials such as sheriffs, jail administrators, corrections departments and facilities, probation departments, prosecutors, public defenders, and the courts. To work effectively within this extended view of the reentry process, cities need actionable information such as the number of returning citizens to expect and when, as well as distinguishing factors such as length of stay and conditions of release. In addition, for truly well-supported transitions to occur, cities must understand the range of needs of returning citizens across the hierarchy. Whether a city directly takes on a coordinating role or seeks to set up local organizations for reentry success (or both), city leaders can utilize such information to right-size services and resource allocations and pass along information to partners.

Best Practices For Reentry

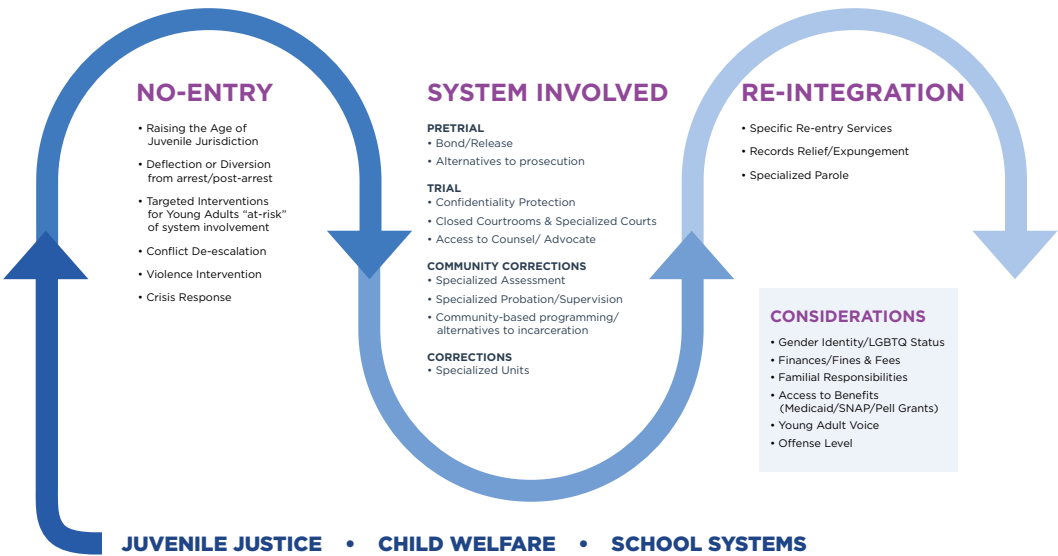
In 2017 the U.S. Department of Justice proposed five best practices for reentry

- ◆ Once incarcerated, people should be provided with an individualized plan for reentry based upon their risk of recidivism and their needs.
- ◆ During incarceration, people should be provided services that assist with mental health, substance use, education, employment, life skills, and other programming that targets criminogenic needs to increase their likelihood of success once released.
- ◆ Incarcerated people should be provided with the opportunity, as well as the resources, needed to maintain and strengthen family relationships and other social support before release.
- ◆ During the transition back into the community, returning persons should have access to halfway houses or supervised release programs that provide individualized continuity of care before and after release.
- ◆ Comprehensive reentry information and resources should be provided to people before leaving custody.

WHY FOCUS ON YOUNG ADULTS?

The NLC Young Adult Justice Advisory Board and Community of Practice informed the development of this continuum to describe the range of approaches for adapting justice systems and responses to the developmental needs of young adults, ages 18-25. The continuum illustrates multiple options to prevent system involvement, and to position systems and reentry efforts in ways that are developmentally appropriate. The nationwide movement for a new approach to young adult justice stems from neuroscience findings indicating that brain development extends beyond the teen years up to age 25. In particular, executive function—decision-making with a full appreciation of consequences—is slow to develop. Nevertheless, state laws generally consider adulthood to begin at 17 or 18 years old.

YOUNG ADULT JUSTICE MOMENTUM ACROSS THE CONTINUUM





Expand Supports for the Reentry of Young Adults

Neuroscience indicates that brain development extends beyond the teen years up to age 25. In other words, young adult brains do not reach full maturity until the mid 20s. However, state laws generally define adulthood as starting at 17 or 18 years old with many prosecutors seeking to charge much younger teenagers and children as adults. Juvenile jurisdiction is a front-end issue on the continuum and impacts reentry. When released, these young people who have spent their formative years behind bars, emerge into a system where justice impacted juveniles receive wrap around support. Many adult returning citizens have skills, education, and/or life experiences that assist them in the transition back to society. However, emerging adults often lack the credentials, skills and supports that are needed to help than transition from jail or prison.

While some juveniles are incarcerated as teenagers and released as young adults, young men and women ages 18-25 are also arrested at a higher rate than any other age group. High rates of arrest and recidivism for young adults combine to create increased reentry needs for this age group. For instance, the United States Sentencing Commission’s study ‘The Effects of Aging on Recidivism Among Federal Offenders’ found that the 20–24-year-old age group had the highest recidivism rate, and that young adults 21 and younger had a rearrest rate of 67%. Rearrest and recidivism rates declined dramatically as age increased. (See Chart on page 13)

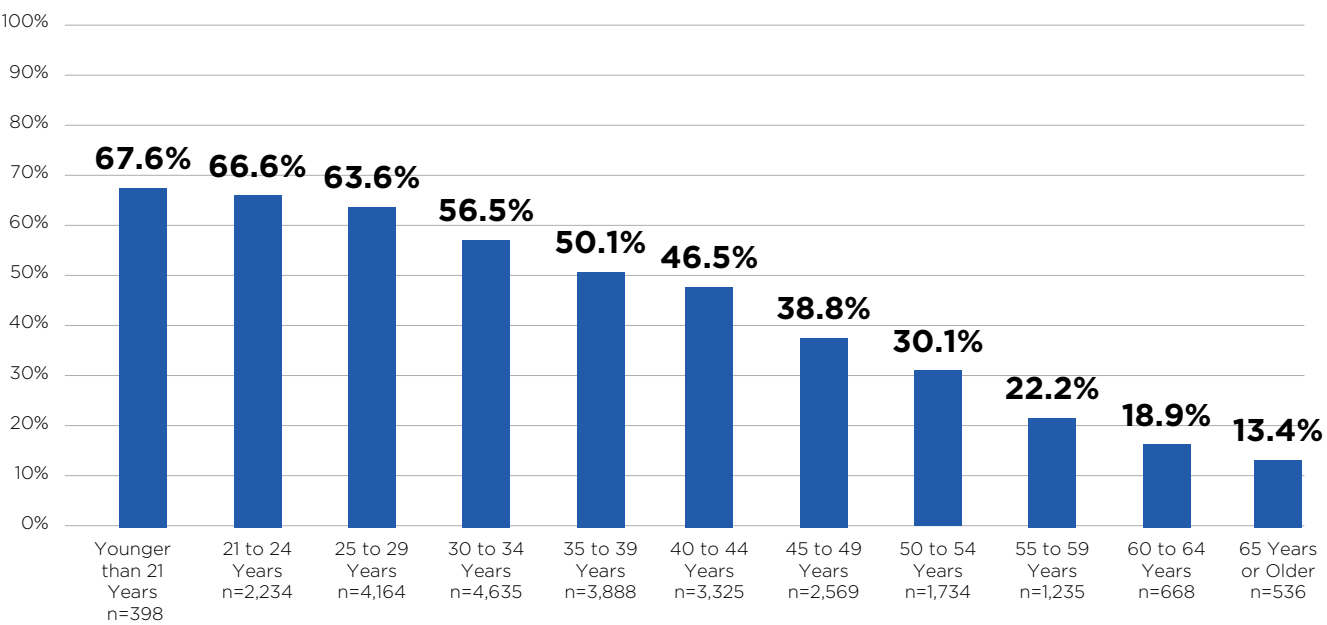
It is important that city leaders account for reentry needs of young adults both as they are released from juvenile systems and from adult systems. The extent and quality of reentry supports for those released from jails and prisons varies widely, creating a need for cities to work with partners to ensure a range of supports and services that include education reengagement, job training and access to jobs, as well as other supports tailored to emerging adult status.

It is promising to see a handful of states address these unique needs of young adults by doing things like raising the age of juvenile jurisdiction. However, we need more efforts across the country at the local level to ensure those who entered the criminal justice system as juveniles as well as those who entered as young adults are not abandoned when they emerge.

Key options for city leaders regarding young adults include:

- ◆ Encourage, support, or implement reentry programs that include specialized services for young adults (18-25); and
- ◆ Explore and pursue ways to align city services and support with those provided by the local probation agency, for specialized probation/parole.

REARREST RATES FOR RECIDIVISM STUDY OFFENDERS BY AGE AT RELEASE



SOURCE: U.S. Sentencing Commission’s 2005 Recidivism Release Cohort Datafile, RECID05_OFFUPDT. The Commission excluded cases from this analysis that were missing information necessary to perform the analysis.

Local Young Adult Reentry Initiatives

While none of the cities with reentry operations identified through the landscape scan had specific services focused on young adults, several non-profit organizations have provided thought and program leadership – at times in partnership with city governments. Earlier this year Philadelphia’s [PowerCorpsPHL](#) launched its T.R.U.S.T. pilot program, an initiative for young adult returning residents ages 18-28 that provides opportunities for immediate engagement, income, group work, and community building in preparation for entering work-readiness and job training. After a successful pilot, the T.R.U.S.T. program was renewed and now a permanent part of PowerCorpsPHL’s programming.

In Baltimore, MD and Chelsea, MA, [ROCA, inc.](#) took its cognitive behavioral theory (CBT) to the streets, working with 16-24 year old individuals – many of whom are justice involved and specifically those who are impacted by or drivers of urban violence. ROCA identifies and seeks out the highest risk young adults – knocking on their doors to introduce the young people to give ROCA’s life skills, education, and employment programs. The same relentless outreach effort is applied to building relationships with the public systems that these young men and women encounter the most in hopes of building the trust that’s needed to improve interactions between them. The result for participants in Boston is a recidivism rate that is 20% lower than the state average with 95% of young men who completed the two-year program steering clear of re-incarceration. In only its second year, the Baltimore ROCA program is still compiling data but has already seen measurable results in 70% of its participants who practiced CBT.

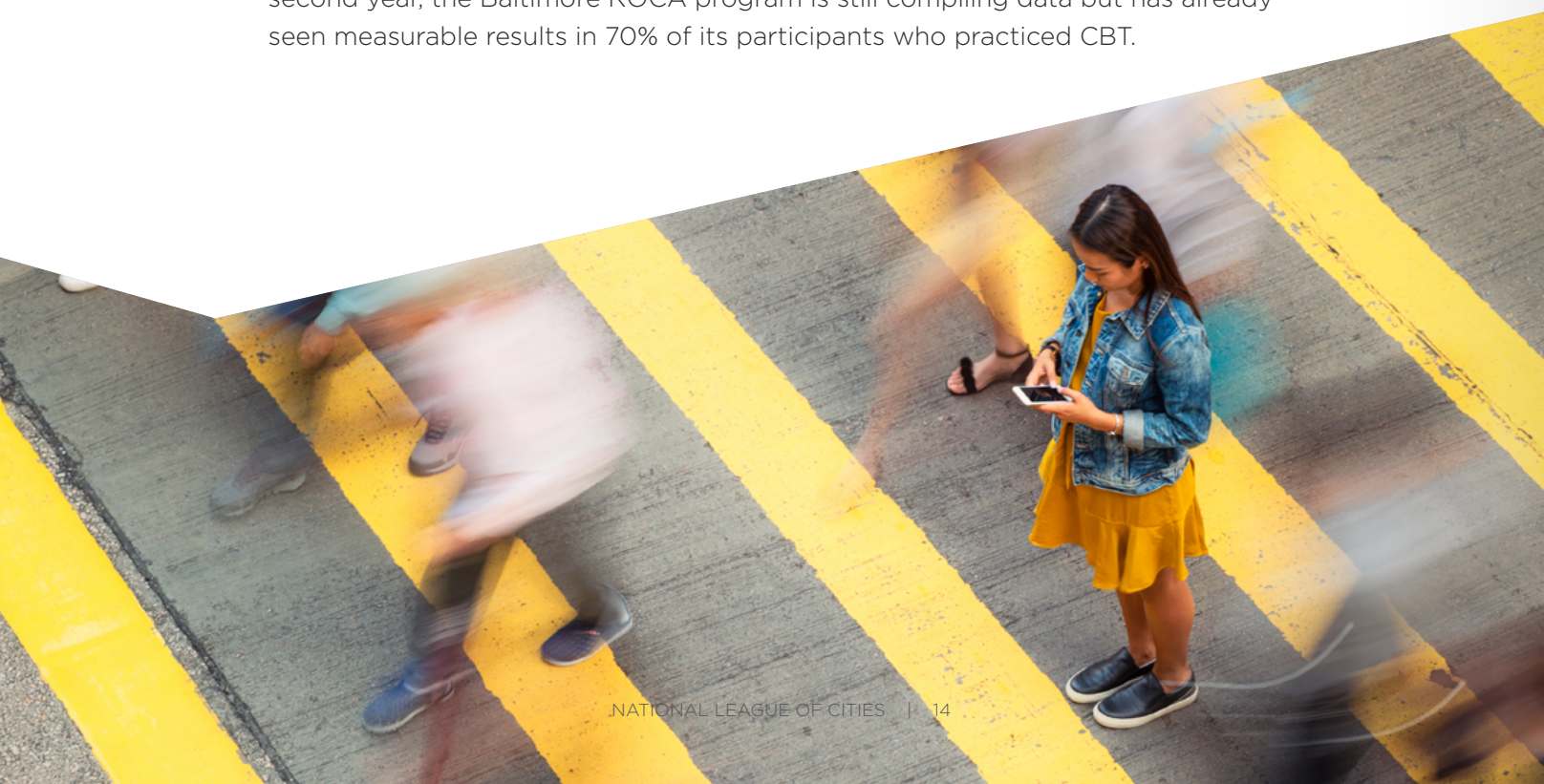


Create Pathways to Expungement and Full Citizenship

In fulfillment of their roles promoting workforce participation and citizen engagement, city leaders can also collaborate with the judiciary, probation and similar agencies to expunge or seal records related to incarceration and justice system involvement. Research conducted by the Oklahoma Council on Public Affairs shows that expungement and vacating records leads to increased public safety; however, one estimate suggests that only 6% of those eligible complete the expungement process.

Progress in most areas of expungement and record sealing will necessitate coalition-building and advocacy to change state law and policy or develop partnerships. Priorities for city leaders to explore include:

- ◆ Implement an automatic expungement process that considers the offense type and the length of time that has passed since sentencing.
- ◆ Eliminate hurdles to Jury Duty, Community Review Boards, voting in local elections, running for local office, and applying successfully for local government jobs.
- ◆ Remove barriers to public housing.
- ◆ Implement procedures and lead a campaign to do away with labels and adopt person-first language when discussing individuals with incarceration histories.



Include returning citizens during planning and implementation

Returning citizens are the experts in the reentry space. Their experiences should drive all practices and policy that is developed in cities, states and on a national level. Some recommendations to do this:

- ◆ Utilize lived expertise as a resource in the process of developing policies and practices.
- ◆ Leverage credibility in the community.
- ◆ Additionally, their expertise plays a role in validating and legitimizing local reentry programs. If returning citizens can vouch for a program's efficacy- it will be far more successful. Including impacted voices at all levels, hiring returning citizens and implementing their suggestions into the work are all key aspects to success.

RETURNING CITIZENS IN ACTION:

In 2016, [JustLeadershipUSA](#) launched the #CLOSErikers campaign, centering the leadership of people harmed by Rikers to demand the closure of the notorious jail complex which sits on a toxic landfill and is a site of cultural violence by jail guards.

In 2019, the New York City Council voted to close Rikers and replace it with four smaller jails. Their hard work has resulted in New York being the most decarcerated city in the country. JustLeadership has a strong voice in various platforms and is a key partner with the MacArthur Foundation's Safety and Justice Challenge. If deployed within local reentry initiatives, returning citizens could make similarly powerful impacts.

Convene City Agencies and Key Partners to Collaborate for Reentry

Cities should collaborate across agencies and with other key partners to best support the reentry of formerly incarcerated residents and their transition back into society. Among the needs that could be met through such collaboration are housing, employment and health.

HOUSING

Whether planning to live independently, with family, or in supportive housing/shelters, safe and secure housing is a key step for successful reentry. Collaborative efforts, like those highlighted below, with local housing authorities make this process less challenging.

- ◆ The Tacoma Housing Authority's [Housing for All](#) proposal includes several recommendations to make public housing more accessible to the formerly incarcerated, including getting rid of some of the automatic denials previously enacted.
- ◆ The Housing Authority of New Orleans passed a new policy in March 2021 that eliminates a ban on providing housing assistance to people with criminal records.

EMPLOYMENT

Through partnerships with local workforce boards, direct hiring by city agencies and social enterprises, municipalities can ensure stronger reentry employment options.

- ◆ In August 2021, Newport News Public Works began collaborating with the Sheriff's Office to hire [those returning from the local jail](#) and participating in the [post-release reentry program](#).
- ◆ Many social enterprise businesses have taken a role to attempt to break the cycle of recidivism. Companies such as [Homeboy Recycling](#), [Rubicon Bakery](#) and more center their hiring around providing opportunities for returning citizens. Cities can do a local scan for similar mission-driven companies and look to build referral relationships or establish supportive policy for social enterprises.

HEALTH

Mental, behavioral, and physical health remain important reentry priorities, as untreated conditions can derail reentry. Ensuring your local reentry landscape provides health access is critical.

- ◆ Based on a focus on health, healing & hope, [Transitions Clinics](#) support reentry through access to healthcare. The Clinics hire formerly incarcerated health workers to serve as credible messengers and center addressing health disparities related to incarceration. The clinics can be found in [cities](#) across the country.

Where to from here?

Returning citizens face immediate challenges related to employment, housing, mental and physical health and social support. Unfortunately, they often return to under resourced communities with limited options to fulfill their transitional needs. Without assistance, individuals reentering their communities find themselves at an increased risk of recidivism and return to jails. Improving, expanding, and developing best practices for reentry programs is essential in reducing the rate of recidivism and increasing the

chances for a successful transition and quality-of-life for formerly incarcerated citizens.

In addition to the practical steps listed above, the local reentry field will benefit from increased attention to developing knowledge about what works and what practices most warrant replicating among cities. City leaders can play important roles through collaborating across agencies and partnering with higher education institutions to commission them for deeper research and evaluation.

To assist with the development and spread of knowledge and strong practices, the National League of Cities Institute for Youth Education and Families Institute will establish a new national network of municipally led reentry offices along with their key partners including local non-profit organizations, returning citizens, colleges and universities, and community thought leaders. The network will provide a means to share promising practices, flatten learning curves, and more effectively utilize existing resources to enhance the quality of life for returning citizens and improve public safety.

Selected Resources and References

Resource Organizations

[Council of State Governments Justice Center – Reentry Program](#) works with communities across the country to provide people with the reentry supports they need.

[JustLeadershipUSA](#) invests in the advancement of formerly incarcerated leaders working nationwide to decarcerate the U.S.

[National Reentry Resource Center](#) is the nation’s primary source of information and guidance in reentry.

[US Department of Justice Reentry Resource Center](#) provides guidance on federal funding for crime prevention and improved reentry.

[US Department of Labor Reentry Employment Opportunities Program](#) provides funding for justice-involved youth and young adults who were formerly incarcerated.

[Urban Institute Transition from Jails to the Community Initiative](#) offers extensive materials on the development, implementation, and evaluation of a model for jail-to-community transition.

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[Roadmap to reentry: Reducing recidivism through reentry reforms at the Federal Bureau of Prisons](#). U.S. Department of Justice, 2017.

[Second Chance Cities: Local Efforts to Promote Reentry Success](#). Betsy Pearl and Lea Hunter, Center for American Progress, 2018.

[Young Adult Development Project](#). Massachusetts Institute of Technology, 2018.

Appendix: City Reentry Offices – State of Main Services and Supports

Local reentry offices directly provide or make referrals to a range of important services and supports for returning citizens. The chart below outlines the number of offices offering the most commonly available services, out of 16 offices profiled in depth. (As mentioned in the brief, NLC identified no offices that provided reentry services tailored for Young Adults).

Service or Support	# of offices
Workforce Development/Job Training	12
Housing Support	8
Health & Wellness	8
Case Management/Social Work	5
Expungement Services/Legal Support	6
Educational Services	5
Food Access	6

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Albuquerque, NM	Houston, TX	Austin, TX	Little Rock, AR
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Birmingham, AL	Montgomery, AL	Boston, MA	New Orleans, LA
Camden, NJ	Newark, NJ	Charlotte, NC	Oklahoma City, OK
Chicago, IL	Overland Park, KS	Dallas, TX	Philadelphia, PA
Washington, DC	Rochester, NY	Fresno, CA	San Francisco, CA
Hartford, CT	Seattle, WA	Walton, NC	

Additionally, NLC acknowledges the helpful information provided by the higher education institutions below:

- Bard College Prisoner Initiative
- Bellevue College Post Prison Program
- Eastern Michigan University Citizen Fellow Program
- Georgetown University Pivot Program
- Greenville (S.C.) Tech Returning Citizens Program,
- Howard University Law School Reentry Clinic

Acknowledgements (con't)

This is the first in a series of resources created to support municipal leaders as they align local policies and practices to ensure that people returning home from incarceration have the tools they need to transition back to their neighborhoods and help strengthen their communities.

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Want to join our reentry network or learn more about how to improve your municipality's reentry program? Please reach out to us at: justiceinitiatives@nlc.org



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