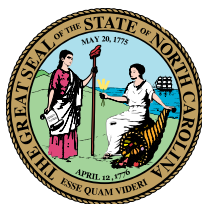


REENTRY 2030



STRATEGIC PLAN



OFFICE OF GOVERNOR
ROY COOPER





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Executive Summary

On January 29, 2024, Governor Cooper signed Executive Order 303, establishing whole-of-government coordination to improve reentry for formerly incarcerated people in North Carolina. This Executive Order, which encompasses every cabinet agency, as well as the Office of State Human Resources (OSHR) and the Post-Release Supervision and Parole Commission, is the most significant effort to strengthen reentry in state history.

The Executive Order added North Carolina to a growing national initiative, Reentry 2030, focused on transforming reentry infrastructure by 2030. Many state agencies were already doing great work around reentry, and EO 303 directed each cabinet agency to build on that work and take further action to fulfill the overarching objectives below. The Order also strengthens prison education by directing

improved collaboration between all education, registered apprenticeship, and workforce partners, aiming to take advantage of the Biden Administration's restoration of Pell grant eligibility for incarcerated people.

To achieve the bold goals, the Executive Order established a Joint Reentry Council (JRC), chaired by Department of Adult Correction Secretary Todd Ishee.

The JRC is comprised of representatives from every cabinet agency, the North Carolina State Office of Human Resources (OSHR), the North Carolina Office of State Budget and Management (OSBM), the North Carolina Department of Justice, the North Carolina Post-Release Supervision and Parole Commission, and the Task Force for Racial Equity in Criminal Justice (TREC). The JRC was tasked with delivering this report to Governor Cooper, outlining in greater detail the goals and strategies that North Carolina will take to improve reentry. The JRC was also tasked with producing an annual report in December on progress towards those goals.

To create the Strategic Plan, the JRC formed seven subcommittees, comprised of Council members as well as agency staff, local community partners, researchers, advocates, and national experts. These

subcommittees created measurable, bold objectives and focused strategies to achieve those objectives. They also identified metrics that the state will utilize to track progress towards those objectives. This comprehensive plan would not have been possible without the hard work of the subcommittees.

The time is right to improve reentry. When Governor Cooper issued Executive Order 303, he stated that strengthening reentry is both the right thing to do and the smart thing to do. North Carolina has many employers looking for workers, and many reentrants are eager to gain employment and improve their lives and the lives of their families. Each strategy in this plan has the potential to improve hundreds, if not thousands, of lives, and to reduce recidivism and make our communities safer.



In the Executive Order, Governor Cooper laid out four overarching goals:

1

Improve economic mobility of formerly incarcerated people by increasing the number of local reentry councils and providing access to educational, technical training, registered apprenticeship, work-based learning and employment opportunities pre- and post-release.

2

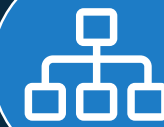
Improve mental and physical health by expanding access to behavioral health and substance use disorder services pre- and post-release and ensuring that all eligible incarcerated people obtain Medicaid upon release.

3

Expand housing opportunities for formerly incarcerated people.

4

Remove barriers to successful community reintegration, especially for those returning to historically underserved communities.



The Strategic Plan consists of overarching goals, objectives, strategies, and metrics.

OVERARCHING GOALS

The four overarching goals come from Executive Order 303 and represent both the biggest barriers to successful reentry and where North Carolina has the most potential to improve services.

OBJECTIVES

The objectives were set by the subcommittees to help achieve the overarching goals. They are actionable and set specific outcomes to be achieved by 2030.

STRATEGIES

The strategies are specific actions, initiatives, projects, and programs that should be implemented to achieve the objectives. Some of these strategies were already directed in EO 303, while others were created to fill gaps identified by the subcommittees. Each strategy has a specific owner, usually a state agency, which is responsible for implementation.

PERFORMANCE METRICS

Performance metrics clearly define a quantitative indicator to track completion of the objective.

Acknowledgements

This Plan would not have been possible without key partners. We would like to thank the Council of State Governments Justice Center for their support. We would also like to thank the subcommittee members who gave their time and expertise for the development of the great objectives, metrics, and strategies in the Report. A list of subcommittee members is available in the appendix to this Report.



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Joint Reentry Council Members



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Reentry Accomplishments

The signing of Executive Order 303 immediately spurred multiple state government actions to improve reentry, rehabilitation, and education services. Since January 2024, the following items have been accomplished:

- ✓ The Department of Adult Correction assembled a catalog of educational and program resources available at each prison facility.
- ✓ The Department of Health and Human Services (DHHS) secured \$99m from the General Assembly to strengthen mental health and substance use services and supports in our communities for justice involved individuals.
- ✓ Of those dollars, DHHS has already awarded money to communities for services including \$5.5 million to expand NC-FIT (North Carolina Formerly Incarcerated Transitions), a program that offers psychiatric and physical healthcare services along with community supports such as housing, transportation, and phones for reentrants who have Serious Mental Illnesses.
- ✓ DAC began submitting Medicaid applications for incarcerated people nearing release through Medicaid information sessions.
- ✓ NC Medicaid granted DAC access to the Medicaid provider portal, NCTracks. This will help DAC track Medicaid applications.
- ✓ DAC and the Division of Motor Vehicles (DMV) are continuing to partner to provide reentrants with state identification cards, and DAC Rehabilitation and Reentry staff have identified a key barrier: a frequent lack of verified individual social security number. DAC is pursuing a data sharing agreement with the Social Security Administration to verify social security numbers automatically, a solution that will substantially increase identification card issuance.
- ✓ DAC launched a program in partnership with the TransTech Driving School to train incarcerated people and provide them with a Commercial Driver's License (CDL).
- ✓ The Department of Commerce (DOC) awarded grants totaling \$750,000 to three local Workforce Development Boards to support the creation of three new local reentry councils.
- ✓ The Department of Transportation (DOT) awarded a contract for a transitional work program to place formerly incarcerated people on DOT work crews in order to gain experience and skills leading to gainful employment and job retention to the Center for Employment Opportunities.
- ✓ Joint Reentry Council member Kerwin Pittman founded the Recidivism Reduction Call Center, a hotline designed to help reentrants get jobs, housing, and connections to other services to help them succeed as they exit incarceration.
- ✓ DAC has issued a Request for Proposal for 11 additional Local Reentry Councils. This will increase the total LRCs to 31.
- ✓ The Post Release Supervision & Parole Commission posted a reentry analyst position to support incarcerated people who are participating in a Mutual Agreement Parole Program (MAPP), reentrants granted parole from the Commission, and reentrants on post-release supervision.
- ✓ To remove potential bias in parole and post-release supervision decisions, the Post Release Supervision & Parole Commission has removed photos and racial/ethnic information of parole candidates from immediate view in review files.
- ✓ DHHS and DAC conducted trainings for local reentry council staff on child support obligations, including actions reentrants can take to better be able to stay timely on their payments.
- ✓ DAC has designated 7 additional facilities for reentry including the first Close Custody Institution. This will increase the total number of facilities designated for reentry to 21.

Note on terminology

The Joint Reentry Council recognizes that the language we use, especially when referring to people, is an essential part of improving lives, reducing stigma, and repairing harm. The Reentry Strategic Plan therefore uses humanizing language, and avoids using stigmatizing language, to refer to people with a criminal record and people who are exiting incarceration. For economy and simplicity of language, the Plan uses the term "reentrants" to describe previously incarcerated people who are leaving incarceration. While terms like "returning citizens," "people returning home from incarceration," "people impacted by the justice system," and others were considered, they were found to be either inaccurate to some experiences or overly confusing and cumbersome for regular use.

While less straightforward of a term, this Plan uses "justice system involved people" as a broader term to refer to anyone who is incarcerated, was incarcerated, or has a criminal record but was never incarcerated. It can also refer to people who were incarcerated due to criminal charges but were never ultimately convicted of a crime.

This language follows recommendations from the State Reentry Council Collaborative's Women and Incarceration Workgroup, an advisory group comprised of justice system-involved women, to use humanizing language. In recognition of the evolving nature of both terminology and of the needs of justice system involved people, Strategy 27.1 commits the Department of Adult Correction to form an advisory board of previously and currently incarcerated people to advise the Department on terminology, rehabilitative programming, and reentry initiatives. Strategy 27.2 commits the Department of Public Safety to continue exploring ways to amplify youth voices and family engagement in reentry through their ongoing project with the Center for Juvenile Justice Reform at Georgetown University. Additionally, to ensure this work reduces inequity in the criminal justice system, Strategy 26.9 commits all agencies to monitor the performance metrics outlined in this Plan and to adjust strategies to ensure all people have equal access to support and services.

Metric Notes

Reporting Period: Based on the North Carolina state fiscal year (July 1 – June 30) unless otherwise noted.

- ✓ Data will be disaggregated by the following demographics and characteristics, when possible:
 - ✓ **Demographics:** age, gender, race/ethnicity, disability, conviction length, conviction type, custody level, bound-over status (Juvenile Justice), level of education, and other demographics as deemed appropriate
 - ✓ **Characteristics:** Facility, type of program, industry sector, and other characteristics as deemed appropriate

Overarching Goal 1

Improve economic mobility of formerly incarcerated people

by increasing the number of local reentry councils and providing access to educational, technical training, registered apprenticeship, work-based learning and employment opportunities pre-and post-release.

Employment is central to successful reentry. Reentrants must be able to find family-sustaining careers to provide for their needs and become independent. North Carolina already has multiple programs to help justice system involved people gain employment. DOC employs a statewide reentry coordinator, who coordinates with the state's 20 Local Workforce Boards to provide services to justice system involved people. DAC employs thousands of incarcerated people in Correction Enterprises plants, on work release, and in other prison employment. DAC also provides education and training opportunities for incarcerated people, such as Hope University, which offers educational modules on tablets. Research finds that people who enroll in education programs while incarcerated are 28% less likely to be reincarcerated than their peers.¹

Additionally, DAC funds 28 local reentry councils covering 46 counties, which connect reentrants with employers and other vital services.

The following objectives set by the Joint Reentry Council are focused on taking advantage of and expanding on currently available services. In education, this includes the reinstatement of Pell eligibility in June 2023, as well as leveraging the great network of public four-year universities, community colleges, and independent colleges and universities that are serving incarcerated students. In employment, the focus is on increasing the number of second chance employers in North Carolina by strengthening existing collaboration and building new partnerships.

OBJECTIVE 1

Increase the number of Local Reentry Councils (LRCs) supported through state funding to cover all 100 counties.

STRATEGIES

S 1.1 - DAC will identify internal reoccurring funding for LRCs.

S 1.2 - DAC will collaborate with other Departments and sources such as philanthropic foundations and local governments to provide funding for LRCs.

S 1.3 - DAC will advocate for additional funding for LRCs from the General Assembly by providing evidence-based data and information of the benefits of LRCs to the State of North Carolina.

S 1.4 - DAC will collaborate with the Office of Strategic Partnerships to partner with researchers to conduct a study on the effectiveness of LRCs.

S 1.5 - DAC will review and revise the LRC model to ensure all relevant agencies/resources are represented and best practices are shared across the state.

S 1.6 - DAC and DPS will ensure collaborative support between local Juvenile Crime Prevention Councils, DAC, LRCs, employers, reentry nonprofits, and any other organization that would aid with youth reentry.

PERFORMANCE METRICS

PM 1.1 - Number of LRCs by region of the state and number of counties served. (Owner - DAC)

PM 1.2 - Number of people released served by a reentry council annually. (Owner - DAC)

PM 1.3 - Number of Juvenile Crime Prevention Councils connected to an LRC. (Owner - DAC & DPS)

PM 1.4 - Number of Work Force Development Boards connected to an LRC. (Owner - DAC & DOC)

¹ <https://link.springer.com/article/10.1007/s11292-018-9334-6>

OBJECTIVE

2

Increasing the number of high school diplomas, high school equivalencies and industry-valued continuing education credentials earned by eligible people in adult and juvenile secure custody facilities by 75%.

STRATEGIES

S 2.1 – DNCR will develop partnerships with DAC and DPS to engage currently incarcerated and/or previously incarcerated people in the existing Excel High School accredited high school diploma program.

S 2.2 – DAC and DPS will enhance existing partnerships and develop new partnerships with community colleges to grow offerings of non-credit credentials training programs. When possible, co-enrollment in Workforce Innovation and Opportunity Act (WIOA) Title II services and industry-valued non-degree credentials training programs is encouraged.

S 2.3 – DAC and DPS will partner with the NC Workforce Credential Advisory Council and myFutureNC to cross-reference which credentials on the [NC Workforce Credentials](#) list of training programs are currently being offered in adult and juvenile correctional facilities and support opportunities to align available programs with the identified credentials on the list.

S 2.4 – DAC will minimize the movement of incarcerated people who are currently enrolled in an education program, including registered apprenticeships, and are not requesting a transfer, until they have completed their program unless they can immediately enroll in the same program in the correctional facility to which they will be transferred.

S 2.5 – DAC will require prison education providers to develop and implement plans for how incarcerated people can finish uncompleted coursework upon release and prioritize offering educational programs in which participants will have unconditional admission to educational programs following release from prison.

S 2.6 – DAC will create a publicly available, searchable database of all coursework and registered apprenticeships available to incarcerated people offered by both community colleges and four-year colleges and universities in the state.

S 2.7 – DAC will establish quality measures and evaluation for all prison education programs, including non-credit credentials training programs.

PERFORMANCE METRICS

PM 2.1 – Number of high school diplomas earned. (Owner – DPS)

PM 2.2 – Percentage of high school diplomas earned of total attempted. (Owner – DPS)

PM 2.3 – Number of high school equivalencies earned. (Owner – DAC & DPS)

PM 2.4 – Percentage of high school equivalencies earned of total attempted. (Owner – DAC & DPS)

PM 2.5 – Number of non-credit credentials training programs completed. (Owner – DAC & DPS)

PM 2.6 – Percentage of completers. (Owner – DAC & DPS)

PM 2.7 – Number of licenses or credentials earned. (Owner – DAC & DPS)

PM 2.8 – Percentage of licenses or credentials earned of total attempted. (Owner – DAC & DPS)

PM 2.9 – Percentage of alignment with the NC Workforce Credentials list of high-quality industry recognized credentials. (Owner – DAC & DPS)

PM 2.10 – Average time to completion (months) for high school diplomas, high school equivalencies, and non-credit credentials training programs (broken out by type). (Owner – DAC & DPS)

PM 2.11 – Percentage of students funded by NC Prison Education Program funds (allocated by the NC General Assembly), % of students funded by Title II, and % funded by other sources. (Owner – DAC & DPS)

OBJECTIVE

3

Increase the number of post-secondary certificates, diplomas, and degrees offered in state correctional institutions by 25%.

STRATEGIES

S 3.1 – DAC will develop a plan in consultation with the Prison Education Consortium to effectively leverage state, federal, and private funding sources to provide efficient educational programs that, when possible, result in a diploma, degree, or credential.

S 3.2 – DAC, DOC, and the Prison Education Consortium will develop educational pathways driven by local labor markets that will guide course offerings and transferable pathways to complete a diploma, degree, or credential.

S 3.3 – DAC and DPS will enhance existing partnerships and develop new partnerships with community colleges, public and independent colleges and universities to grow education programs focusing on stackable credentials. When possible, co-enrollment in WIOA Title II services is encouraged.

S 3.4 – DAC will require education providers utilized by DAC to develop and implement plans for how incarcerated people who do not complete coursework while incarcerated can complete coursework upon release and will prioritize offering educational programs in which participants will have unconditional admission to educational programs following release from prison.

S 3.5 – DAC will create a publicly available, searchable database of all coursework and registered apprenticeships available to incarcerated people offered by both community colleges and four-year colleges and universities in the state.

S 3.6 – DAC will establish quality measures and evaluation for all prison education programs, including diplomas, certificates, associate degrees, and four-year degrees.

PERFORMANCE METRICS

PM 3.1 – Number of post-secondary certificate programs, number of learners enrolled in certificate programs, number of completions of certificate programs, and average time to completion. (Owner – DAC)

PM 3.2 – Number of post-secondary diploma programs, number of learners enrolled in diploma programs, number of completions of diploma programs, and average time to completion. (Owner – DAC)

PM 3.3 – Number of associate degree programs, number of learners enrolled in associate degree programs, number of completions of associate degree programs, and average time to completion. (Owner – DAC)

PM 3.4 – Number of bachelor's degree programs, number of learners enrolled in bachelor's degree programs, number of completions of bachelor's degree programs, and average time to completion. (Owner – DAC)

PM 3.5 – Number of postsecondary certificates, diplomas, or degrees earned by learners who already earned a postsecondary, certificate, diploma, or degree in a related field. (Owner – DAC)

PM 3.6 – Number of Master's degrees or higher (Master's, doctoral, and professional degrees) programs, number of learners enrolled in graduate level programs, number of completions of graduate level degree programs, and average time to completion. (Owner – DAC)

PM 3.7 – Percentage of students funded by NC Prison Education Program funds (allocated by the NC General Assembly), % of students funded by Pell Grants and % funded by other sources. (Owner – DAC)

OBJECTIVE
4

Increase the number of post-secondary certificates, diplomas, and degrees programs available to students at no cost by 25%.

STRATEGIES

- S 4.1** - DAC will increase higher education programming for incarcerated people utilizing Pell Grants by partnering with colleges and universities that qualify to be a prison education partner and meet all federal guidelines.
- S 4.2** - DAC will develop a strategy to effectively utilize NC Prison Education Program funds to provide greater access to no-cost degree programs.
- S 4.3** - DAC will explore opportunities to partner with the NC State Education Assistance Authority to identify if currently incarcerated people are eligible for state funded scholarships including but not limited to NextNC and the North Carolina Need-Based Scholarship for Private College Students.
- S 4.4** - DAC will revise the existing Prison Education Consortium to include representation from all prison higher education, registered apprenticeship, and workforce partners including the North Carolina Community College System Office, participating community colleges, the UNC System Office, participating UNC System institutions, a representative of North Carolina Independent Colleges and Universities, participating independent colleges and universities, DOC, current or formerly incarcerated students, and philanthropic organizations.
- S 4.5** - DAC will provide resources to community colleges, public universities, and private colleges and universities in North Carolina who are interested in offering degree programs in correctional facilities, including but not limited to a mentoring program for those seeking approval to be a Pell Grant approved program.

PERFORMANCE METRICS

- PM 4.1** - Number of approved Pell Grant programs (broken down by academic level) (Owner - DAC)
- PM 4.2** - Number of postsecondary partners with approved Pell Grant programs (broken down by institution type) (Owner - DAC)
- PM 4.1** - Number of approved post-secondary degree programs funded through Prison Education Program funds. (Owner - DAC)
- PM 4.3** - Number of correctional facilities with an associate degree or bachelor's degree program. (Owner - DAC)
- PM 4.4** - Average cost per student per program. (Owner - DAC)

OBJECTIVE
5

Increase the average wages earned by previously incarcerated people.

STRATEGIES

- S 5.1** - DAC and DOC will implement career services in every DAC-designated reentry facility and increase the number of incarcerated people receiving virtual career services through NCWorks Online before release by continuing communication with Correction Enterprises, utilizing tablets. These career services will be able to assist people of all ages and at all stages of their careers.
- S 5.2** - DAC and OSHR will ensure that incarcerated people receive support to develop resumes accurately portraying all education and work experiences.
- S 5.3** - DAC and DOC will improve the Travel/Tourism Call Center currently at the NC Correctional Institution for Women.
- S 5.4** - DMVA will collaborate with DAC to identify incarcerated veterans with NCWorks Online infrastructure and state and local partner agencies to connect justice-involved veterans to employment and educational opportunities.
- S 5.5** - DPS will engage with the North Carolina Department of Public Instruction and the State Board of Education to increase opportunities for students to enhance skill development, access to work-based learning opportunities for people of all ages, and complete secondary education.
- S 5.6** - DPS will engage with the North Carolina Department of Public Instruction, the State Board of Education, the North Carolina Community College System, the UNC System, and DOC to enhance postsecondary and workforce opportunities for students.
- S 5.7** - OSHR will collaborate with DAC to create a training for state agencies to reduce bias and discrimination towards justice-involved people in the workplace.

PERFORMANCE METRICS

- PM 5.1** - Number of facilities in which NCWorks Online is available on the tablets. (Owner - DAC)
- PM 5.2** - Number of incarcerated people receiving career services through NCWorks Online by race, gender, age, etc. (Owner - DAC & DOC)
- PM 5.3** - Average wage of reentrants by year. (Owner - DAC & DOC)
- PM 5.4** - Number and percentage of previously incarcerated people by year earning at or above the federal poverty line. (Owner - DAC & DOC)

OBJECTIVE
6

Increase the number of registered apprenticeships completed by incarcerated people in both adult and juvenile secure custody facilities by 50% by 2030.

STRATEGIES

- S 6.1** – DAC and DOC will engage and develop a mutually beneficial relationship with ApprenticeshipNC, local apprenticeship intermediaries and organizations like Guilford Apprenticeships Partners, community colleges, and employers throughout the state.
- S 6.2** – OSHR will collaborate with government agencies to provide guidance and resources to agencies who have or plan to have a registered apprenticeship program, including recruitment outreach to justice system involved people.
- S 6.3** – DPS will establish or expand registered apprenticeship opportunities for youth in the juvenile justice system in partnership with DOC and other agencies.
- S 6.4** – DEQ will provide support to DAC to identify industry partners offering job training opportunities related to waste reduction. DEQ will serve an advisory role in the development of apprenticeship programs between DAC and the industry if such programs are pursued.
- S 6.5** – DAC will ensure that there are apprenticeships available for people of all ages, genders, skill levels, and physical capabilities.

PERFORMANCE METRICS

- PM 6.1** – Number of registered apprenticeship opportunities for incarcerated people. (Owner – DAC)
- PM 6.2** – Number of registered apprenticeship enrollments. (Owner – DAC)
- PM 6.3** – Number of registered apprenticeships completed. (Owner – DAC)
- PM 6.4** – Number of active apprentices. (Owner – DAC)

OBJECTIVE
7

Expand the number of incarcerated people and eligible juvenile-justice involved youth participating in work release by 50% by 2030.

STRATEGIES

- S 7.1** – DAC and DOC will collaborate to increase awareness and acceptance of work release by private sector businesses.
- S 7.2** – DAC and DOT will expand work release and employment opportunities for incarcerated and formerly incarcerated people, including expanding existing relationships with nonprofit organizations that employ formerly incarcerated people and expanding specialized on-the-job training opportunities for justice-involved youth and adult populations.
- S 7.3** – DAC will increase the number of Prison Industry Enhancement Certification Programs by 50%.
- S 7.4** – DNCR will partner with DAC to provide work release, including seasonal opportunities, for incarcerated and formerly incarcerated people.
- S 7.5** – DEQ will partner with DAC to provide work release and registered apprenticeship opportunities to incarcerated and formerly incarcerated people.
- S 7.6** – DAC will ensure there are work release opportunities for people of all ages, genders, skill levels, and physical capabilities.
- S 7.7** – DOC will develop a statewide employer outreach and retention program, in concert with DAC.
- S 7.8** – DAC will complete a comprehensive review of current DAC Work Release Policy and Procedures and facility Standard Operating Procedures to compile and distribute best practices and enhance efficiency.

PERFORMANCE METRICS

- PM 7.1** – Number of incarcerated people participating in work release and employment opportunities. (Owner – DAC)
- PM 7.2** – Number of incarcerated people participating in work release by industry and position. (Owner – DAC)
- PM 7.3** – The number and percentage of incarcerated people participating in work release earning at or above the state minimum wage. (Owner – DAC)
- PM 7.4** – The median hourly wage of incarcerated people participating in work release. (Owner – DAC)
- PM 7.5** – Percentage of incarcerated people eligible for work release who are currently assigned to work release. (Owner – DAC)

OBJECTIVE
8

Increase the number of second-chance employer partners by 30% by 2030.

STRATEGIES

S 8.1 - DOC will educate employers on the Work Opportunity Tax Credit and Federal Bonding while establishing strong relationships with all economic development projects.

S 8.2 - DAC, DOC, and Correction Enterprises will provide employers with education around second chance hiring, including opportunities such as Federal Bonding and Workforce Innovation and Opportunity Act (WIOA) tax credits.

S 8.3 - DAC and DOC will connect second chance employer partners with LRCs and other reentry nonprofits.

PERFORMANCE METRICS

PM 8.1 - Number of second-chance employers in NCWorks Online and the number of justice system involved people employed by them. (Owner - DOC)

PM 8.2 - Number of employers that receive the Work Opportunity Tax Credit. (Owner - DOC)

OBJECTIVE
9

Expand the number of incarcerated people participating in work release by 50% by 2030.

STRATEGIES

S 9.1 - DAC and DOT will maintain the availability of state identification cards for people preparing for release and expand the eligibility of incarcerated people able to receive an identification card.

S 9.2 - DAC and DOT will develop standardized modern resources for obtaining various forms of state identification, capable of placement on offender tablets and into Transition Document Envelope.

S 9.3 - DAC and DOT will provide driver's licenses to incarcerated people prior to release, where possible.

S 9.4 - DAC and DOT will provide educational resources to inform incarcerated people on and prepare them for the process to obtain a driver's license upon release.

S 9.5 - DAC will incorporate the use of standardized educational resources into applicable Case Management Policy and Procedure.

S 9.6 - DAC will verify Social Security numbers for all incarcerated people two years prior to release.

PERFORMANCE METRICS

PM 9.1 - Percentage of annual releases from incarceration that received a state identification card through the DAC/DMV partnership program. (Owner - DAC)

PM 9.2 - Percentage of annual releases from incarceration that declined a state identification card through the DAC / DMV partnership program. (Owner - DAC)

PM 9.3 - Percentage of annual releases from incarceration that have a verified Social Security number. (Owner - DAC)

OBJECTIVE 10

Ensure that opportunities for digital education and communication, as well as digital literacy training, are made available to 100% of incarcerated people.

STRATEGIES

- S 10.1** - DIT will implement secure internet-based education and reentry tools for people in adult and juvenile correctional facilities.
- S 10.2** - DAC and DPS will develop and make available to all incarcerated people a Reentry Pathway within Hope University and Orijin's Managed Learning Platform for Reentry, respectively.
- S 10.3** - DAC and DIT will develop a centralized reentry resource platform to link resources across various topics, such as health, housing, and employment.
- S 10.4** - DAC and DIT will develop training for reentrants prior to release on use of the centralized reentry resource platform.
- S 10.5** - DIT will develop a modern digital literacy training program, to include use of email, individual digital devices, and programmatic/educational resources specific to incarcerated people, inclusive of multiple skill levels. This will include digital literacy assessment tools for participant outcomes.
- S 10.6** - DIT will implement a secure email system for incarcerated adults.

PERFORMANCE METRICS

- PM 10.1** - Number of individual hours spent in the Reentry Pathway within Hope University. (Owner - DAC)
- PM 10.2** - Number of available units of content within the Reentry Pathway within Hope University. (Owner - DAC)
- PM 10.3** - Percentage of annual releases that have completed the digital literacy training program. (Owner - DAC)
- PM 10.4** - Percentage of adult incarcerated population identified as active secure email account users. (Owner - DAC & DIT)

OBJECTIVE 11

Ensure 100% of incarcerated people with current civil tax liability related to drug charges are provided education and resources to assist in managing their outstanding debt.

STRATEGIES

- S 11.1** - DAC will develop an education guide and resource documents in collaboration with DOR and NC Legal Aid to provide to appropriate incarcerated people who have a civil tax debt related to previous drug charges, in print and digital.
- S 11.2** - DAC and DOR will develop ongoing informational sessions for incarcerated people with current tax liability related to drug charges.
- S 11.3** - DOR will provide a resource document in collaboration with DAC for incarcerated people upon reentry including contact information for resources to help manage any outstanding state tax debt, to be updated annually.

PERFORMANCE METRICS

- PM 11.1** - Percentage of incarcerated people with current civil tax liability related to drug charges having received education guide and resources, whether digitally or in print. (Owner - DAC & DOR)
- PM 11.2** - Number of incarcerated people who have attended an informational session on civil tax liability related to drug charges. (Owner - DAC)

OBJECTIVE
12

Enhance opportunities for people sentenced under the Fair Sentencing Act to earn parole by reducing by 50% Mutual Agreement Parole Program (MAPP)-eligible people who, through no fault of their own, are unable to complete programmatic assignments.

STRATEGIES

S 12.1 - DAC will ensure that qualified people can productively and successfully participate in MAPP.

S 12.2 - DAC will develop and implement for all DAC staff a training on the eligibility for MAPP assignment, as well as referral and program components and processes.

PERFORMANCE METRICS

PM 12.1 - Percentage of eligible incarcerated people currently under a MAPP agreement. (Owner - DAC)

PM 12.2 - Percentage of MAPP participants successfully completing the agreement. (Owner - DAC)

PM 12.3 - Percentage of currently incarcerated MAPP participations who, through no fault of their own, are unable to complete programmatic assignments. (Owner - DAC)

OBJECTIVE
13

By 2030, provide 100% of self-identified incarcerated veterans within state facilities with services to gain employment upon release.

STRATEGIES

S 13.1 - DAC and DMVA will create a statewide program to connect incarcerated military veterans to reentry support services for employment before and upon release.

S 13.2 - DAC and DMVA will create a veteran specific reentry peer support program.

PERFORMANCE METRICS

PM 13.1 - Number of veterans released from incarceration annually, and the number of those who are connected to a program to help them gain employment. (Owner - DAC & DMVA)

PM 13.3 - Percent of previously incarcerated veterans who are employed (Owner- DOC and DAC).



Goal 2

Improve mental and physical health

by expanding access to behavioral health and substance use disorder services pre- and post-release and ensuring that all eligible incarcerated people obtain Medicaid upon release.

According to the Substance Abuse and Mental Health Services Administration (SAMHSA), 37-44% of incarcerated people have a mental illness and around 60% have substance use disorders.² These issues can cause significant impacts on the physical health of reentrants, reducing their quality of life.³ Furthermore, both mental health⁴ and substance use⁵ issues can cause workplace barriers, preventing reentrants from obtaining jobs and leading to higher risk of reoffending. Reentrants must have access to resources to help them combat these issues. The American Addiction Centers has found that substance use treatment in prisons can reduce post-release drug use by 50-70% compared to those without treatment.⁶ Offering continued services outside of incarceration may also help reentrants succeed and manage the stress of returning to society.

People's physical health, including nutritional needs and illnesses, must also be addressed through healthcare access. Without insurance reentrants may forego essential care for fear of high costs, and research has shown that access to health insurance increases usage of medical services by the justice-involved population.⁷ 80% of North Carolina reentrants are eligible for Medicaid, so processes must be implemented to get them enrolled to keep their medical needs affordable.⁸ Medicaid access and continued treatment for mental and behavioral health issues are vital for reentrants to live healthy and successful lives.

² <https://www.samhsa.gov/criminal-juvenile-justice/about>
³ <https://nida.nih.gov/publications/drugs-brains-behavior-science-addiction/addiction-health>
⁴ <https://www.cdc.gov/workplacehealthpromotion/tools-resources/workplace-health/mental-health/index.html#:~:text=Poor%20mental%20health%20and%20stress,Communication%20with%20coworkers>
⁵ <https://americanaddictioncenters.org/workforce-addiction>
⁶ <https://americanaddictioncenters.org/rehab-guide/success-rates-and-statistics>
⁷ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6987913/>
⁸ <https://www.northcarolinahealthnews.org/2024/02/13/prison-system-works-to-combat-health-care-coverage-gap-by-enrolling-people-in-medicaid-before-release/#:~:text=The%20state%20prison%20system%20releases,to%20successful%20reentry%20into%20society.>

OBJECTIVE 14

100% of Medicaid eligible people will have access to Medicaid upon reentry from prison, jail, or a Youth Development Center.

STRATEGIES

- S 14.1** - DHHS will work with the Centers for Medicare & Medicaid Services with the goal of securing approval for the NC Section 1115 Demonstration Waiver to allow certain people to receive certain Medicaid services prior to release.
- S 14.2** - Pending Centers for Medicare and Medicaid Services (CMS) approval of the 1115 waiver renewal request, DHHS will work to expand the Healthy Opportunities Pilots statewide during the new waiver period. This will allow the state to further test and evaluate the impact of providing select evidence-based, non-medical interventions related to housing instability, transportation insecurity, food insecurity, and interpersonal safety.
- S 14.3** - DAC and DHHS will establish processes and supports to allow all Medicaid eligible people to apply for Medicaid within thirty days of incarceration.
- S 14.4** - DAC and DHHS will develop automation to track Medicaid applications within DAC, DPS, and county jails.
- S 14.5** - DIT will ensure Medicaid applications can be completed online and that applicants are kept informed of their status updates.

PERFORMANCE METRICS

- PM 14.1** - Number of Medicaid applications submitted. (Owner - DAC & DPS)
- PM 14.2** - Percent of incarcerated people, including eligible juveniles, who apply for Medicaid prior to release. (Owner - DAC & DPS)
- PM 14.3** - Number of incarcerated people approved for Medicaid prior to release. (Owner - DAC)
- PM 14.4** - Number of previously incarcerated people approved for Medicaid within the first 30 days after release. (Owner - DAC & DHHS)

OBJECTIVE
15

Ensure 100% of released people who are diagnosed with Serious Mental Illness, Substance Use Disorders, and Significant Cognitive Impairments, including Intellectual or Developmental Disabilities (I/DD) or Traumatic Brain Injuries (TBI) are able to engage in the appropriate health and behavioral health services upon release. For eligible people with Substance Use Disorders, this will include increased access to Medication Assisted Treatment and Medication for Opioid Use Disorder.

STRATEGIES

- S 15.1** - DAC and DHHS will collaborate with LME/MCOs and community agencies to provide pre- and post-release behavioral health care coordination for people with medication management requirements or other high need clinical and social factors.
- S 15.2** - DHHS will collaborate with managed care plans to ensure Medicaid beneficiaries are enrolled in an appropriate health plan to have access to behavioral health, I/DD and TBI benefits upon release.
- S 15.3** - DHHS will continue provider capacity building efforts to ensure that communities have adequate well-trained mental health and substance use services to meet the needs of formerly incarcerated individuals.
- S 15.4** - DHHS will collaborate with LME/MCOs and providers to ensure formerly incarcerated individuals without Medicaid receive care coordination and mental health and substance use services.

PERFORMANCE METRICS

- PM 15.1** - Number of people with a behavioral health care plan in place at time of release. (Owner - DAC & DHHS)
- PM 15.1** - Number of people engaged with care team 30/60/90/120 days post release. (Owner - DAC & DHHS)

OBJECTIVE
16

100% of eligible people will have access to SNAP benefits upon reentry.

STRATEGIES

- S 16.1** - DHHS will apply for a United States Department of Agriculture waiver to allow people who are incarcerated with an impending release date to apply for Food and Nutrition Services EBT while incarcerated.
- S 16.2** - DAC and DHHS will create mechanisms to allow people with pending release dates to pre-screen and apply for Food and Nutrition Services.
- S 16.3** - DHHS will collaborate with DAC to create and distribute informational material to LRCs and Community Supervision offices on Work First. The resources should include information on eligibility and how a reentrant can apply.

PERFORMANCE METRICS

- PM 16.1** - Percentage of eligible people who receive SNAP and Electronic Benefits Transfer (EBT) benefits upon release. (Owner - DAC & DHHS)

OBJECTIVE
17

100% of youth committed to a Youth Development Center will receive a standardized comprehensive clinical assessment prior to admission or within 60 days of admission. 100% of youth will receive a reassessment 75 days prior to release.

STRATEGIES

- S 17.1** - DPS will ensure that every youth's needs are assessed using evidence-based screening tools appropriate to setting and level of involvement with the juvenile justice system to ensure personalized care at the earliest opportunity.
- S 17.2** - DPS will partner with DHHS to ensure youth involved in the juvenile justice system and their families receive standard care coordination during and after admission by the Juvenile Justice Behavioral Health (JJBH) teams.
- S 17.3** - DHHS will partner with LME/MCOs to ensure that all regions of the state have a consistent network of evidenced-based community services supported by the Juvenile Justice and Behavioral Health teams to meet the mental health and substance use needs of youth in the juvenile justice system and their families.
- S 17.4** - DPS and DHHS will ensure the Youth and Family Voice Training is embedded into decision making through training and engagement with System of Care principles, a comprehensive network of community-based services and supports organized to meet the needs of families.
- S 17.5** -DHHS will partner with LME/MCOs to ensure that all regions of the state have a consistent network of evidenced-based community services supported by the Juvenile Justice and Behavioral Health teams to meet the mental health and substance use needs of youth in the juvenile justice system and their families.

PERFORMANCE METRICS

- PM 17.2** - Number of professionals that are trained in Youth and Family Voice Training who are engaged with justice system involved youth. (Owner - DPS)

OBJECTIVE
18

By 2030, provide 100% of self-identified incarcerated veterans within state facilities with services to gain healthcare upon release.

STRATEGIES

- S 18.1** - DAC and DMVA will create a statewide program to connect incarcerated military veterans to reentry support services for healthcare before and upon release.
- S 18.2** - DAC and DMVA will create a veteran specific reentry peer support program.

PERFORMANCE METRICS

- PM 18.1** - The number of veterans released from incarceration annually, and the number of those who are connected to a program to help them gain healthcare. (Owner - DAC, DMVA, & DHHS)
- PM 18.2** - The number of previously incarcerated veterans who have healthcare. (Owner - DMVA & DHHS)

Overarching Goal 3

Expand housing opportunities for formerly incarcerated individuals

One of the greatest challenges people face upon reentry is finding safe, affordable housing. 3,000 people were released from incarceration without a housing plan in North Carolina in 2023, or 17% of the reentry population.⁹ The first housing barrier reentrants face is the cost – even among the 49% of reentrants who find employment within a year of release, their median annual income is only \$7,363,¹⁰ while the average monthly rent for a one-bedroom apartment in North Carolina is over \$1,200.¹¹ For the remaining 51% of reentrants who are unemployed, these costs are even more unattainable. Government or nonprofit housing assistance programs can help reentrants find housing, but these services often take time, are difficult to navigate, and may restrict support based on criminal history – for example, Public Housing Authorities (PHAs) have the authority to deny Section 8 housing benefits to felons.¹²

Even with employment or assistance, roughly 90% of landlords check the criminal backgrounds of their tenants, with almost 40% citing it as a major concern when deciding whether to rent to someone.¹³ Furthermore, a lack of housing causes serious harm to people and can prevent reentrants from moving forward with their lives. Homelessness increases the difficulty for people to obtain a job,¹⁴ has serious impacts on health outcomes,¹⁵ and may prevent access to other needed reentry services.

To ensure that the Strategic Plan addressed this vital issue, DAC assembled state and national experts. The resulting objectives and strategies focus on better understanding the housing landscape, building connections to existing resources, collecting better data, and advocating for and building resources to help this specifically vulnerable population.

⁹ <https://ncnewsline.com/2024/04/25/three-thousand-people-released-from-prisons-last-year-were-homeless/#:~:text=Last%20year%2C%20about%203%2C000%20of,%25%20%E2%80%94%20not%20the%20raw%20number.>
¹⁰ <https://www.commerce.nc.gov/news/the-lead-feed/nc-post-prison-employment-outcomes#:~:text=Even%20amid%20the%20hot%20labor,only%20around%20%247%2C500%20per%20year%20%5B>
¹¹ <https://www.zillow.com/rental-manager/market-trends/nc/?bedrooms=1>
¹² <https://www.hudexchange.info/faqs/programs/housing-choice-voucher-program/eligibility-determination-and-denial-of-assistance/background-screening/are-applicants-with-felonies-banned-from-public-housing-or-any-other/>
¹³ <https://www.urban.org/urban-wire/real-rental-housing-crisis-horizon>
¹⁴ <https://www.urban.org/urban-wire/why-it-so-hard-people-experiencing-homelessness-just-go-get-job#:~:text=People%20experiencing%20homelessness%20face%20barriers,being%2C%20including%20their%20economic%20security.>
¹⁵ <https://health.gov/healthypeople/priority-areas/social-determinants-health/literature-summaries/housing-instability>

OBJECTIVE 19

Implement an online housing resource guide with housing resources available for every county in the state.

STRATEGIES

- S 19.1** – DAC will collaborate with CSG Justice Center, the Interagency Council for Coordinating Homeless Programs (ICCHP), and other agencies with housing programs to assess the statewide housing landscape by:
- Researching each county’s existing housing resources
 - Assessing current cross-system partnerships and the current needs and gaps
 - Researching and identifying state and local city/county housing plans for affordable housing, including veteran-specific housing that could serve formerly incarcerated veterans
- S 19.2** – DAC will collaborate with the ICCHP to advocate for additional housing resources for previously incarcerated people. This will include:
- Developing a talking points template for outreach to housing partners on providing resources to previously incarcerated people
 - Identifying existing housing advocates and housing organizations
 - Requesting DAC representation on existing housing task forces and workgroups throughout the state
- S 19.3** – DAC will collaborate with the ICCHP and other agencies with housing programs to explore the implementation and maintenance of an accessible and user-friendly online housing database or the addition of resources specific to previously incarcerated people to an existing database. This database will specify resources tailored to the elderly, disabled, or families. DAC will explore options for partnerships across agencies and opportunities to build on existing work.

PERFORMANCE METRICS

- PM 19.1** – Number of housing resources identified, disaggregated by type, including veteran-specific housing supports that could serve formerly incarcerated veterans. (Owner – DAC)
- PM 19.2** – Number of counties represented in guide. (Owner – DAC)
- PM 19.3** – Number of interactions and uses of the resource guide to help reentrants. (Owner – DAC)
- PM 19.4** – Reentrant satisfaction with the helpfulness of the resource, as identified by a survey. (Owner – DAC)

OBJECTIVE
20

Reduce the number of formerly incarcerated people experiencing homelessness by 10% every year.

STRATEGIES

S 20.1 – DAC will collaborate with the ICCHP to track the number of reentrants in the Homeless Management Information System six and twelve months following release.

S 20.2 – DAC will create 5 housing specialists to ensure every person in need of housing assistance prior to release has support in finding safe and stable housing in the community.

S 20.3 – DMVA will create 3 transition service coordinators who will assist with housing previously incarcerated veterans.

S 20.4 – DAC will establish a consistent housing/homelessness risk assessment for use by housing specialists.

S 20.5 – DAC will encourage use of the housing first model by:

- Training PPOs, case managers, housing specialists, and LRC staff on the Housing First model,
- In collaboration with justice system involved people, integrating the Housing First Model into DAC policies concerning housing, and
- Partnering with the ICCHP to engage community partners through provider education and training.

S 20.6 – DAC will collaborate with the NC Housing Finance Agency (NCHFA), PHAs, and private landlords/housing providers to educate landlords on the reentry population and dispel myths that they make bad tenants.

S 20.7 – DAC will collaborate with the NCHFA and private landlords/housing providers to increase housing opportunities for justice system involved people.

S 20.8 – DAC and DMVA will develop a partnership with Federal/State/City/County governments to facilitate pathways to permanent housing and services for justice system involved people.

S 20.9 – DMVA will provide family benefits education to incarcerated veterans' families.

S 20.10 – DAC will advocate to COCs, the NCHFA, and other housing agencies for the prioritization of those who are justice system involved.

S 20.11 – DAC will review the DHHS Strategic Housing Plan and partner with its leaders to identify areas of overlap to reduce duplication of effort, align work, and partner to ensure inclusion of the needs of justice system involved people within the DHHS's plan's target population.

S 20.12 – DMVA will bolster the relationships with housing providers utilizing HUD-VASH and GPD funding.

S 20.13 – DAC will collaborate with DHHS and housing providers to ensure that disabled or elderly reentrants have housing opportunities that fit their needs.

PERFORMANCE METRICS

PM 20.1 – Number of reentrants that are releasing without housing. (Owner – DAC)

PM 20.2 – Number of housing specialists employed by DAC and supported by DMVA. (Owner – DAC & DMVA)

PM 20.3 – Number of incarcerated people served by housing specialists, including the number of incarcerated veterans supported by DMVA. (Owner – DAC & DMVA)

PM 20.4 – Number of housing assessments completed by DAC housing specialists and DMVA. (Owner – DAC & DMVA)

PM 20.5 – Number of PPOs, case manager, housing specialists, and LRC staff trained on the Housing First model. (Owner – DAC)

PM 20.6 – Number of reentrants receiving rental assistance. (Owner – DAC)

PM 20.7 – Number of reentrants receiving rental assistance who have moved into a unit. (Owner – DAC)

PM 20.8 – Number of people served by partner agency staff for housing assistance and their housing status. (Owner – DAC)

PM 20.9 – The number of additional units available through private landlords every year. (Owner – DAC)

OBJECTIVE
21

Increase the number of units for people exiting without a housing plan by 1,800 units available each year by 2030 by creating a continuum of housing options, including transitional housing and permanent housing for reentrants.

STRATEGIES

- S 21.1** - DAC will identify and support 10 new transitional housing programs by 2030.
- S 21.2** - DAC will work with existing providers to expand programs through DAC grants and other funding.
- S 21.3** - DAC will engage in broad-based work with affordable housing providers, including PHAs and private owners, to increase overall availability of units and vouchers and increase access to units and vouchers for the justice system involved population.
- S 21.4** - DAC will establish partnerships with each county's COC to facilitate housing assistance and services for justice system involved people.
- S 21.5** - DAC will develop a process to quickly identify, assess, refer, and connect people in crisis to housing and assistance through LRCs.
- S 21.6** - DAC will partner with housing providers across the state to align programs in providing increased services.

PERFORMANCE METRICS

- PM 21.1** - Number of transitional housing units available and the number of people placed in transitional housing, including veteran specific units. (Owner - DAC & DMVA)
- PM 21.2** - Number of supportive housing units available specifically for justice system involved people. (Owner - DAC)
- PM 21.3** - Percentage of people within 90 days of release that are connected to housing services, including how many of those people are veterans. (Owner - DAC)
- PM 21.4** - Amount of funding dedicated to reentry transitional housing. (Owner - DAC)

OBJECTIVE
22

By 2030, provide 100% of self-identified incarcerated veterans within state facilities with services to gain housing upon release.

STRATEGIES

- S 22.1** - DAC and DMVA will create a statewide program to connect incarcerated military veterans to reentry support services for housing before and upon release.
- S 22.2** - DAC and DMVA will create a veteran specific reentry peer support program.

PERFORMANCE METRICS

- PM 22.1** - Number of veterans released from incarceration annually, and the number of those who are connected to a program to help them gain housing. (Owner - DAC & DMVA)
- PM 22.2** - Number of previously incarcerated veterans who are homeless and are on post-release supervision. (Owner - DAC & DMVA)

Overarching Goal 4

Remove barriers to successful community reintegration, especially for those returning to historically underserved communities.

Reentrants face many challenges when returning to society. While the largest of these barriers are health, housing, and employment, there are many other issues that present significant obstacles for reentrants. These issues include access to transportation, staying up-to-date on child support payments and other obligations, and access to vital documents. Solving these issues will require coordination across state agencies and increased services throughout the community.

OBJECTIVE 23

Reduce by 50% the number of non-custodial parents who are delinquent on child support and are within 2 years of release from incarceration.

STRATEGIES

- S 23.1** - DAC and DHHS will develop a mechanism through data sharing to ensure people are aware of their child support obligations upon reentry.
- S 23.2** - DAC and DHHS will develop new resources to help people successfully begin repayment and utilize all tools available.
- S 23.3** - DAC and DHHS will collaborate with local jails including the Sheriff's Association to better share data of people's confinement periods.
- S 23.4** - DAC and DHHS will expand training and education on child support obligations/process for incarcerated people and reentrants.

PERFORMANCE METRICS

- PM 23.1** - Number of people within 2 years of release from incarceration who owe child support, and the number of those who are delinquent on payments. (Owner - DAC & DHHS)
- PM 23.2** - Number of incarcerated people with child support obligations including specific demographics, i.e. gender/race. (Owner - DAC & DHHS)

OBJECTIVE 24

Increase the percentage of successful completions of parole by 25% by 2030. Reduce the percentage of Juvenile revocations by 25% by 2030.

STRATEGIES

- S 24.1** - The Post-Release Supervision and Parole Commission will review all Commission policies and procedures to ensure they effectively support successful reentry.
- S 24.2** - DAC will enhance the collaboration with LRCs to reduce the number of technical violations of supervision. DPS shall enhance collaboration with Juvenile Crime Prevention Councils to consider expansion of appropriate Post Release Supervision (PRS) services to reduce the number of Juvenile revocations.
- S 24.3** - DAC will enhance the collaboration with Recidivism Reduction Services to reduce the number of technical violations of supervision.
- S 24.4** - The Post-Release Supervision and Parole Commission will collaborate with Community Supervision to ensure consistent responses to violations to enhance reintegration.
- S 24.5** - The Post Release Supervision & Parole Commission will publish a publicly available policy manual.
- S 24.6** - The Post Release Supervision & Parole Commission will publish a publicly available report on parole actions the Commission has taken including the offenses charged, the amount of time served, the sex of the parole candidate, the race of the candidate, and the reasons given for all denials.

PERFORMANCE METRICS

- PM 24.1** - Number of successful completions of Post-Release/Parole and juvenile PRS. (Owner - DAC & DPS)
- PM 24.2** - Number of technical violations and responses to violations by Post-Release/Parole Commission (Owner - DAC)

OBJECTIVE
25

Reduce the number of formerly incarcerated people who report transportation as a barrier by 50%.

STRATEGIES

- S 25.1** – DAC will survey formerly incarcerated people to identify what resources are currently unavailable to them because of lack of transportation options.
- S 25.2** – DAC will develop transportation resources to address identified gaps for formerly incarcerated people statewide.
- S 25.3** – DAC will ensure all reentrants, as well as parents/guardians of juveniles, are aware of transportation resources available or other resources that limit the need of transportation, such as telemedicine.
- S 25.4** – DAC will increase transportation support for reentrants through direct funding of transportation resource information, vouchers, and other strategies in coordination with LRCs.
- S 25.5** – DAC and DOT will ensure transportation resources are easily accessible from reentry housing and job sites.

PERFORMANCE METRICS

- PM 25.1** – Number of formerly incarcerated who report transportation as a barrier. (Owner – DAC)
- PM 25.2** – Number of transportation resources available statewide. (Owner – DAC, DOT, & DOC)
- PM 25.3** – Number of gaps in transportation resources statewide. (Owner – DAC, DOT, & DOC)

OBJECTIVE
26

Provide access to reentry support for 100% of reentrants from a state prison and juveniles from Youth Development Centers by 2030.

STRATEGIES

- S 26.1** – DAC will create an advisory board of previously and currently incarcerated people to advise the Department on terminology, rehabilitative programming, and reentry initiatives.
- S 26.2** – DPS will continue efforts to amplify youth voices and family engagement in the reentry process in collaboration with the Center for Juvenile Justice Reform at Georgetown University.
- S 26.3** – DAC will increase access to Reentry Peer Support for reentrants.
- S 26.4** – DAC will increase the Peer Support program within the facilities.
- S 26.5** – DAC will increase the availability and access to re-entry support services.
- S 26.6** – DAC and DPS will create a statewide reentry resource repository network, comprising all relevant resources and platforms. This network will review resources and resource platforms on a periodic basis to ensure a comprehensive list of available and known reentry resources to be maintained by DAC and DPS and ensure that the resources are operating in good faith and providing effective resources to people reentering the community.
- S 26.7** – DAC will increase the number of reentry facilities so that every reentrant can go through one, no matter their custody level.
- S 26.8** – DAC will provide methods to resolve outstanding warrants, tickets, investigations, obstacles to driver’s license restoration, and other unresolved legal issues prior to release from prison.
- S 26.9** – All agencies will monitor performance metrics and adjust strategies to ensure all people have equal access to support and services.

PERFORMANCE METRICS

- PM 26.1** – Number of justice system involved people who access peer support through LRCs. (Owner – DAC)
- PM 26.2** – Types and numbers of services provided through peer support. (Owner – DAC & DHHS)
- PM 26.3** – Number of incarcerated people who complete certified peer support programs. (Owner – DAC)
- PM 26.4** – Number of Juvenile referrals and admissions to re-entry support services during post release supervision (PRS). (Owner – DPS)

Appendix

Definitions

Associate degree: An associate degree is a two-year undergraduate degree typically offered by community colleges. It requires the completion of a specific course of study, usually consisting of around 60 credit hours, and provides students with foundational knowledge and skills in a particular field.

Bachelor's degree: A bachelor's degree is a four-year undergraduate degree typically earned at a college or university. It typically requires completion of around 120 credit hours of coursework and provides a more comprehensive education in a specific major or field of study.

Continuum of Care (CoC): a regional or local planning body that coordinates housing and services funding for homeless families and people. North Carolina has 7 county CoCs, 4 regional CoCs, and a state-wide CoC which covers all areas not covered by the other 11.

Credit Certificate/Diploma: This represents a certificate or diploma awarded upon completion of a credit-bearing program at a community college or similar institution. These programs usually require the completion of a specific set of courses and may be designed to prepare students for entry-level employment or to transfer to a four-year institution.

Electronic Benefits Transfer (EBT): an electronic system that allows a SNAP participant to pay for food using SNAP benefits.

Fair Sentencing Act: a law that set standard prison terms for each felony committed on or after July 1, 1981, and required judges either to impose the standard term or to give written reasons for imposing a different term.

Family Unification: housing assistance targeted to families with children at risk of being placed in out-of-home care due to housing instability or eligible youth aged 24 or younger who have left foster care.

Federal Bonding: a program that provides free individual fidelity bonds to employers when they hire "at risk" people, including reentrants. Employers receive \$5,000 in coverage for the first six months of employment to protect against acts such as theft.

High school diploma or equivalent: This indicates that a person has successfully completed the requirements for high school graduation. This is typically considered the minimum educational requirement for many jobs and further educational pursuits.

Healthy Opportunities Pilots: comprehensive programs to test and evaluate the impact of providing select evidence-based, non-medical interventions related to housing, food, transportation and interpersonal safety and toxic stress to high-needs Medicaid enrollees.

Home Investment Partnerships Program (HOME): a federal program that provides formula grants to states and localities to fund housing programs including building, buying, and/or rehabilitating affordable housing for rent or providing direct rental assistance to low-income people.

Homeless: a person lacking stable housing. Such a person may be living on the streets, in a shelter, or with friends or family on a temporary basis.

HOPE University: an extensive package of digital educational material that is offered on electronic tablets that are distributed throughout NC prisons.

Housing First Model: a method of homelessness prevention that prioritizes providing people with low- or no-barrier housing before offering additional services, such as substance use treatment, financial education, or healthcare.

Housing Resource: any program or organization that can help reentrants find and/or sustain housing. These resources may provide services such as financial assistance, housing education, and landlord referrals. Examples include Continuums of Care and Public Housing Authorities.

Housing Unit: an independent residence, typically an apartment.

Housing Voucher: a form of housing assistance in which a tenant's rent from a private landlord is subsidized by a housing resource, most often a PHA. The most common housing vouchers are Section 8 Housing Choice Vouchers.

Housing/Rental Assistance: monetary help with housing payments, typically from the government or a nonprofit organization. These programs may help tenants pay rent with private landlords or offer subsidized apartments owned by the providing organization.

HUD-Veterans Affairs Supportive Housing (VASH): a Department of Housing and Urban Development (HUD) program that provides rental assistance, case management, and clinical services to homeless veterans in partnership with the Department of Veterans Affairs.

Intellectual or Developmental Disabilities (I/DD): a condition characterized by significant limitations in both intellectual functioning and adaptive behavior that originates before the age of 22.

Interagency Council for Coordinating Homeless Programs (ICCHP): an advisory group created to advise the Governor and the DHHS Secretary on issues affecting persons who are homeless or at risk of becoming homeless.

Local Management Entity/Managed Care Organizations (LMC/MCOs): Companies that manage NC Medicaid Tailored Plans, coordinate certain services for NC Medicaid Direct beneficiaries, and coordinate certain services for EBCI Tribal Option members. There is one LME/MCO for each county.

Local Reentry Council (LRC): organizations that assist reentrants and connect them to services in their areas. Typical services include assistance with housing, employment, transportation, substance abuse, obtaining personal documentation, and other basic needs.

Low-Income Housing Tax Credit (LIHTC): The Low-Income Housing Tax Credit (LIHTC) is a HUD program that issues tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households.

Master's degree or higher: A master's degree is a graduate-level degree earned after completing a bachelor's degree. It typically requires one to two years of additional study beyond the bachelor's degree and provides advanced knowledge and skills in a specific area. "Higher" education would refer to doctoral degrees (Ph.D., Ed.D., etc.) and professional degrees (MD, JD, etc.), which require even further study beyond the master's level.

Mutual Agreement Parole Program (MAPP): a program designed to prepare selected incarcerated people for release through structured activities, scheduled progression in custody levels, participation in community-based programs and established parole dates. MAPP is for incarcerated people who were sentenced prior to 1994 and are eligible for parole.

NC Workforce Credential: a non-credit credential at the Essential or Career level determined by the NC Workforce Advisory Council to be industry-valued. A current list of credentials is available online at [NC Workforce Credentials Master | NC Careers.org](https://www.ncworkforce.org/credentials/master).

NC Youth and Family Voices Amplified: a nonprofit that advocates for youth and families in systems and services that support their mental health and well-being.

NCWorks Online: a website offering employment assistance to those in NC, which allows job-seekers to search for open positions throughout the state.

No formal educational credential: This refers to people who have not completed any formal education beyond high school or its equivalent. They may not possess a high school diploma or GED (General Educational Development) certificate.

Non-Credit Credential: This refers to completion of a course or program offered by a community college or other educational institution that does not provide a credential or certification.

Peer Support Program: a mental health model of care that provides community-based recovery services directly to those diagnosed with a mental health or substance use disorder. Services are directly provided by specialists who have self-identified as those in recovery from a mental health or substance use disorder.

Definitions

Pell Grant Partner: A college partner who has been accepted by the US Department of Education and the DAC as a Prison Education Partner and who is eligible to receive Pell grant funding.

Post-release supervision: the time for which a person is released from prison before the termination of their maximum prison term, during which they must check in with a parole officer.

Prison Industry Enhancement Certification Programs: a federal program that allows Correction Enterprise to collaborate with private companies to provide work in facilities for incarcerated individuals and pays them a prevailing wage.

Private Landlord: owner of a rental housing unit who is not a direct supplier of housing assistance.

Public Housing Authority (PHA): Public Housing Authorities are local organizations that administer HUD's public housing programs, which assist low-income families with their housing needs. The programs administered by PHAs include HUD's voucher programs, such as Section 8 Housing Choice Vouchers and Special Purpose Vouchers to populations in need.

Registered apprenticeship: an employer-driven training model that combines paid work-based learning with related classroom instruction. This allows apprentices to learn practical skills while earning both state and national credentials. Registered apprenticeships are registered through ApprenticeshipNC and the US Department of Labor.

Second-Chance Employer: a business that hires people with a criminal record.

Section 1115 Demonstration Waiver: use of Medicaid funding for budget neutral, experimental, pilot, or demonstration projects that promote the objectives Medicaid and improve health.

Serious Mental Illness: a mental, behavioral, or emotional disorder resulting in serious functional impairment, which substantially interferes with or limits one or more major life activities.

Substance Use Disorder: a mental disorder that affects a person's brain and behavior, leading to their inability to control their use of substances like legal or illegal drugs, alcohol, or medications.

Supplemental Nutrition Assistance Program (SNAP): a US Department of Agriculture program that provides food benefits to low-income families to supplement their grocery budget so they can afford the nutritious food essential to health and well-being.

Supportive Housing: assisted housing paired with special services such as substance use treatment, disability assistance, or other healthcare.

System of Care Principles: a comprehensive network of community-based services and supports organized to meet the needs of families who are involved with multiple child service agencies, such as child welfare, mental health, schools, juvenile justice and health care.

Technical violations of supervision: the less serious probation violations. These often include failure to pay monies, failure to complete community service or some other court ordered activity, or a conviction of a class three misdemeanor.

Transition Document Envelope: a package of documents provided to reentrants to assist them in reintegrating into society, containing information on helpful resources.

Transitional/Crisis Housing: temporary housing assistance meant to stabilize people's lives and put them in a better situation from which to obtain permanent housing. The duration of transitional housing programs may differ, with a maximum duration of 24 months.

Transportation resources: affordable mobility options available to reentrants, such as free or low-cost buses, walkable communities, or assisted rides to important locations such as jobs.

Traumatic Brain Injury (TBI): a disruption in the normal function of the brain that can be caused by a bump, blow, or jolt to the head, or penetrating head injury.

Work Opportunity Tax Credit: a federal tax credit available to employers for hiring and employing people from certain targeted groups, including reentrants, who have faced significant barriers to employment.

Work Release: a program that provides selected incarcerated people the opportunity for employment in the community during the period of incarceration.

Youth Development Center: a secure facility that provides education and treatment services to prepare committed youth to successfully transition to a community setting.

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Agency Abbreviations

DAC - Department of Adult Correction

DEQ - Department of Environmental Quality

DHHS - Department of Health and Human Services

DIT - Department of Information Technology

DMVA - Department of Military and Veterans Affairs

DNCR - Department of Natural and Cultural Resources

DOA - Department of Administration

DOC - Department of Commerce

DOR - Department of Revenue

DOT - Department of Transportation

DPS - Department of Public Safety

OSBM - Office of State Budget and Management

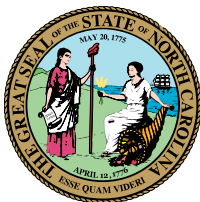
OSHR - Office of State Human Resources



REENTRY 2030



STRATEGIC PLAN



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