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# CoreCivic Reentry Report 2017



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# Tackling the Human and Financial Costs of Recidivism



Damon Hininger  
President and CEO,  
CoreCivic

As a country, we need to do a better job helping inmates succeed when they're released. It's a tough transition for so many to make. The challenge is daunting and well-documented.

More than 1.5 million people are in federal and state prisons. About 95 percent will be released. Yet, a study by the Bureau of Justice Statistics shows that nearly half of released inmates end up in prison again within three years, and about 55 percent end up back in prison within five years.

These numbers don't document the costs to society of reentry failures – in taxpayer dollars, in community safety. Nor do they quantify the human pain for victims, families or inmates.

One of our fundamental responsibilities in the corrections profession is to make sure that those who come into our care leave with the best possible chance of never coming back.

That's why, in 2014, our company made commitments unprecedented for the public or private sectors to strengthen our programming for inmate reentry. It was a seminal moment for our company, and the response has

been deeply encouraging and motivating. Now more than ever, reentry is seen by our employees as our company's purpose. Our partners have also responded with great enthusiasm for the innovations that are emerging from our increased focus in this area.

The purpose of this report is to show our stakeholders how we're doing so far on our commitments. You will see that we are holding ourselves accountable to our publicly stated goals. We have put significant effort into improving our data collection and transparency. We also aspire to up the ante of leadership and spotlight an issue that deserves greater attention.

At CoreCivic, we are proud of the aspirations with which we started this journey. Most of all, however, we are proud of our progress over the past two years. As you will read, we're on track to achieving and even surpassing some pretty ambitious goals. In others, we know we still have work to do.

When it comes to our education goals, we achieved impressive growth in high school equivalency graduations in 2015 and 2016. Our graduation rates for industry

recognized certificates (IRCs), which demonstrate inmate skills to prospective employers, weren't as robust in 2015 as they were in 2016, when we drove high growth. Overall, I'm happy to report that we are on track to meet our education goals by 2019.

We also met our high completion rate goals for voluntary faith-based programming. At the same time, we anticipate challenges in the coming years as we adjust for population changes and implement a new nationally recognized program called Threshold company-wide.

Finally, we expect to have surpassed our goal to increase Victim Impact programming to 16 facilities by the end of 2017. However, we will fall short of our goal of 4,000 program completions over three years. When we set this goal, Victim Impact was a new program for our company. We put all of our focus on expanding access to the program and completing intensive staff training to get it up and running. Going forward, we have updated our Victim Impact goal to be realistic yet also challenging enough to push our organization to do better in this area.

With each goal, we are examining the factors driving our progress and what changes we can make to do better. We don't claim to have every answer. America's recidivism rate is a national crisis – and a huge and incredibly complex challenge. We are working closely with government partners, community groups, outside reentry experts and others to develop best practices and best thinking.

Our profession, policymakers and society at large must take a long view to provide sustained resources and investments. Our nation at every level should be doing far

more to help inmates reenter society as productive participants. It's in all of our interests.

At CoreCivic, we possess the humility to know the limits of one company that's part of a private-sector solution caring for a fraction – 8 percent to be exact – of our nation's inmates. But we also have the optimism that we can lead by example. We're proud of our progress. And even in the very few areas where we haven't achieved as much as we had hoped, we've had the benefit of learning, adjusting and figuring out how to do even better.

At CoreCivic, we understand that success will come not by assuming we know more than others what works. Rather, success will grow when we couple the knowledge we've gained over 30 years in corrections with a community of ideas from our partners in government, business and nonprofit sectors. Success will come through our willingness to listen seriously to the needs and concerns of inmates, their families and the communities to which they will return. We continue to welcome all ideas and voices to this effort.

Thank you for reviewing our progress report. The efforts that we discuss in the following pages are at the heart of what our company's professionals see as our mission: to better the public good.

**We're immensely proud to report that we exceeded our own goals and expectations in treating substance use disorders. Within the first year of our commitment, we surpassed our goal of achieving a 60 percent completion rate for inmates in these programs. To challenge ourselves further, we are now working toward a new goal of 75 percent completion for all inmates enrolled in substance use treatment programs.**

Our social development reentry programs also beat expectations, growing not just 25 percent, which was our goal, but by 139 percent within the first two years. Based on what we learned, we launched an innovative new reentry process called Go Further. Our new goal is to have Go Further operational at 11 facilities by the end of 2018 and 23 facilities by the end of 2019.

Effective, high-quality reentry programs run by our dedicated staff of chaplains, teachers, principals, treatment managers and counselors are at the center of our mission to better the public good. CoreCivic spent nearly \$82 million combined in 2015 and 2016 on reentry programming and related staffing. Here's the progress we've made.

## Educational Services



2015:

**1,024**

high school equivalency (HSE) certificates

**24%**

HSE growth since 2014

**3,977**

industry-recognized certificates (IRCs)

**17%**

IRC decrease since 2014

2016:

**1,601**

high school equivalency (HSE) certificates

**56%**

HSE growth since 2014

**5,020**

industry-recognized certificates (IRCs)

**26%**

IRC growth since 2014



## Treatment and Behavioral Programs

2015:

**66%**

completion rate

2016:

**71%**

completion rate



## Chaplaincy and Religious Services

**+3,482**

enrollments

**95%**

completion rate



## Reentry Services

2015:

**+6**

pro-social programs (33% increase)

2016:

**+20**

pro-social programs (139% increase since 2014)



## Victim Impact Programs

2015:

- Developed staff training for program expansion

2016:

- Expanded to 7 new facilities, bringing total to 11
- Program provided at no cost to government partners

# Reentry Progress that Reflects Lessons Learned and Teamwork



Joe Pryor  
Senior Director, Reentry Services, CoreCivic



Across our company, we have outstanding men and women who devote their daily lives to reentry programming. They have a deeply shared belief: Inmates who rejoin us in our communities can go further.

At CoreCivic, our principals, instructors, chaplains, counselors and treatment staff are some of the most gifted and knowledgeable individuals you will ever meet. They are amazing counselors to the men and women in our care. Their roles are critical to the reentry process. To watch these professionals work is to see humanity at its finest. And we have thousands of volunteers who give their time to help transform the lives of inmates. They are passionate, giving people. They have our enduring gratitude and support.

Thanks to them and an intensifying commitment to reentry programming by all CoreCivic professionals, we are making forward-looking reentry programs our “Day One” priority. CoreCivic spent nearly \$82 million combined in 2015 and 2016 on reentry programming and related staff, and I am proud to share the results of that investment in this report.

We have organized our reentry mission across five general categories that evolved from the genuine needs of inmates working to successfully reenter society. They are not born of theory, but grounded in practice and based on evidence.

We treat substance use disorders that keep too many inmates locked in a cycle of crime and incarceration. We help inmates in dealing with matters of faith and personal development. We work hard to enhance trade skills for economic stability in a changing world. Sometimes our work is simply building out basic life skills that inmates were never taught. Getting a better education is a major part of our programming. We also make sure that the devastating impact of real crime on innocent victims is a central part of the reentry conversation.

This daily human exchange benefits society in ways not measured. What we can measure are our institutional success rates, to the most accurate extent possible, under the categories that we use to sponsor and organize these programs. Those categories are Educational Services, Treatment and Behavioral Services, Reentry

Services, Chaplaincy and Religious Services, and Victim Impact Programming.

## Educational Services

We are on track to meet our educational goals by 2019. Due to the loss of specific facilities, the number of inmates we anticipate graduating with high school equivalency (HSE) certificates by 2019 is lower than what we anticipated in 2014. However, we are still on track to achieve our goal based on adjusting for those changes to populations. We also surpassed our 5 percent annual growth goal for high school equivalency (HSE) graduations in 2015 and 2016.

We initially faced challenges driving growth for industry-recognized certificates (IRCs). Primarily, a reduction in facilities in our system caused a 17 percent decrease in IRCs awarded in 2015. However, we’re so proud that we regained momentum in 2016, with 5,020 inmates attaining IRCs – a growth rate of 26 percent. We are back on track, and anticipate 25,000 inmates graduating with IRCs by the end of 2019.

## Treatment and Behavioral Programs

Our incredibly talented counselors, treatment managers and coordinators exceeded all expectations and goals over the past two years. Not only did they surpass their goal of achieving a 60 percent completion rate for all inmates enrolled in substance use treatment programs within the first year of our commitments, but they challenged themselves to raise the bar further. With a 66 percent completion rate in 2015 and a 71 percent completion rate in 2016, they are now challenging themselves to achieve an impressive 75 percent completion rate by the end of 2019.

## Reentry Services

The Reentry Services team is also challenging itself to go beyond the goals set in 2014, which they far exceeded in the first year of our commitments. Our goal was to increase social development programs by 25 percent by the end of 2019. We not only exceeded this with an incredible 139 percent increase in social development programs, but are implementing an all-new reentry process called Go Further at multiple CoreCivic facilities. The new process encourages staff and inmates to take a collaborative approach to reentry from day one. We will also begin tracking curriculum completions, with a goal to see an increase of 10 percent annually beginning in 2018. We will use the number of completions at the end of 2017 as a baseline.

## Chaplaincy and Religious Services

We’re proud to report our Chaplaincy and Religious Services team surpassed our goal to enroll 1,900-2,300 inmates in voluntary faith-based programs at a 95 percent completion rate. Over 2015 and 2016, we enrolled 3,482 inmates and recorded a 95 percent completion rate for both years combined. We expect to fully implement the nationally recognized, faith-based Threshold program by the end of 2017, and our new goal is to maintain an average daily enrollment of 1,350 inmates in the program.

## Victim Impact Programming:

We expect to have expanded the program to 16 facilities by the end of 2017, but we will fall short of our goal of 4,000 inmate completions within three years. We weren’t able to ramp up completions in the first year as fast as we hoped, but we can verify that we helped at least 627

inmates complete it to date. We are pleased with our progress expanding this program, but recognize that our initial goal was overly ambitious. We now anticipate that we will help 2,300 inmates complete the program by the end of 2019.

We are proud of what we’ve achieved over the past two years, especially in those cases when our teams not only exceeded their goals and expectations, but challenged themselves with even more ambitious targets. At the same time, where we haven’t made as much progress as we had hoped, we’re working to discover what drove those results and find ways to get better.

One of the biggest challenges we’ve experienced, for example, is just how fast corrections is changing. The industry’s classifications and priorities are constantly evolving. Reporting requirements vary across the nation’s fragmented network of corrections systems. Our country works each year to balance and rebalance its corrections needs between public- and private-sector providers. There is a clear need for reentry reporting standards across correctional systems. At CoreCivic, we will continue to work to promote high standards, as well as transparency and accountability, in our own programming.

Thank you for taking time to review our report. We believe it is an industry first. A lot of good people are doing great work toward our mission of bettering the public good.

# Educational Services

## PROGRAM OVERVIEW

A diploma in an inmate's hands can be life-changing. A trade certification can make the difference between a job or returning to prison. CoreCivic helps inmates get both. Our dedicated teachers, instructor supervisors and principals work one-on-one with inmates, starting at the most appropriate level and working up to a high school equivalency diploma and beyond. Our educational services team designs research-based programs that work, helping inmates get jobs after release – and keep them.

### 2014 GOAL:

- Based on current population, increase the number of inmates receiving high school equivalency (HSE) certificates and industry recognized certificates (IRC) by 5% annually over the next five years.
- Based on current population, help 12,000 inmates attain HSE certificates and 25,000 inmates attain IRCs by the end of 2019.

### UPDATED GOAL:

Controlling for population changes, as anticipated in the 2014 goal, our HSE goal has been updated to

# 8,040

certificates by the end of 2019.

### PROGRESS:

On Track. CoreCivic exceeded its 5% annual growth goal for HSEs in 2015 and 2016, despite a challenging transition to digital examinations that significantly impacted all settings were GED tests were administered, including non-correctional institutions. Due to a reduction of contracted facilities, we saw a drop in IRCs in 2015. However, we refocused our efforts the following year and saw a 26% growth in IRCs. Since 2015, we have helped 2,625 inmates attain HSEs and 8,997 inmates attain IRCs. The company is on track to meet its goals by the end of 2019 if we maintain current growth rates. Here are our results:



### LOOKING FORWARD:

CoreCivic will continue our progress toward the updated HSE and IRC goals.



# Q&A



Michelle Cotter  
Director, Educational Services, CoreCivic

Q: How do you develop an educational program that will reduce recidivism?

A: First, we do the needed research to help inmates know what job opportunities exist in their area. We look at the Department of Labor and other sources to find out what jobs are being created in a state or county, what's the median salary, what kind of paycheck a new employee can expect and who's open to hiring someone with a criminal record. Then we look at what level of education or vocational training is required, and we help get inmates to that level. We also look for outside industry programs like ServSafe through the National Restaurant Association or safety classes through the Occupational Safety and Health Administration. Those certifications make inmates more competitive for jobs.

Q: What factors into a facility's success, and how do you measure it?

A: Every inmate population is different. What works at one facility might not work at another. Some inmates thrive on peer tutoring, but others do better when the focus is just on the teacher. The important thing is to listen to inmate and teacher needs. We also have to adapt to changes. We measure success by program completion rates, and there have been some challenges along the way. For starters, in 2014 the GED Testing Service made its first major overhaul of the GED test in over a decade, including a format change to online testing.

**“...we're proud to be on track to meet our HSE and IRC graduation goals by the end of 2019.”**

There was a major decline in people earning GEDs that year – not just at CoreCivic, or even just in corrections, but across the board. We also had to account for population changes, which we knew would be a possibility when our CEO articulated the original goal. Another challenge was a reduction of facilities in 2015, which meant a loss of programs and a dip in inmates attaining IRCs. But again, we refocused. We got the numbers up again. And we're proud to be on track to meet our HSE and IRC graduation goals by the end of 2019.

Q: How do you encourage inmates to pursue their education in prison?

A: Pride is a powerful motivator. Many inmates have had a negative experience with school in the past. We can turn that around with positivity and encouragement. We've had inmates learn to read, and then they're able to read to their children for the first time. The pride they feel at having accomplished something so important keeps them working toward the next big achievement. It's amazing to see individuals go from pre-literacy to earning their GED to some even taking college courses or technical education programs. From there they start earning IRCs to help them get jobs after release.

# How Pride Drives Learning in Prison

| STORY

When inmates step into the classrooms at CoreCivic's Saguaro Correctional Center in Eloy, Arizona, they are told to drop the phrase "I quit" at the door.

"Nobody here quits," said Principal Karen Sell Virgin. "We are constantly pushing and encouraging and talking inmates up if they need it."

Saguaro houses inmates for the Hawaii Department of Public Safety. Far from home, many inmates turn to the classroom to briefly forget their sentences or their homesickness.

"Some of the inmates will say, 'I have my family constantly pushing me to do better on the islands, and now I've got you here in Arizona! I just respond, 'It's working, isn't it?'"

In addition to helping inmates earn GEDs, Virgin works with those in the Special Housing Incentive Program (SHIP) – an 18-month behavior modification program mandatory for inmates involved in security threat group, or "gang," activity.

Upon finishing SHIP, inmates can enroll in GED classes. Once they have a diploma, they can start taking vocational training courses or even apply for scholarships offered by the state of Arizona to pursue higher education opportunities at the college level.

"One inmate did so well in his first class that he got a scholarship," Virgin said. "He had a big smile on his face. I told him, 'When I first met you, you had a lot of behavioral issues. Now who are you? You are a respected young man doing everything to better yourself. You're even recruiting students for us to get in the classroom.'"

Virgin said she also had an inmate in his 50s graduate with a GED.

"It took him five years to do it, but he got it," she said. "He has eight children and 16 grandchildren. He said, 'I wasn't there to help my children, but I'll definitely be there to help my grandchildren. I even know how to help them with their math homework now.'"



# Treatment and Behavioral Programs

## PROGRAM OVERVIEW

In the struggle to break the cycle of crime, substance use disorders can present a daunting barrier. CoreCivic's dedicated treatment staff uses evidence-based curricula to help inmates get the treatment they need. CoreCivic's treatment and behavioral services can help reduce recidivism and make communities safer by fostering coping skills, improving social interactions and building interpersonal skills that can help inmates live a successful, productive life after release. Our cognitive behavioral substance use programs help participants develop prosocial attitudes and learn to focus on coping with issues that can cause them to relapse and re-offend.

### 2014 GOAL:

Provide treatment programs for substance use disorders at no less than a

60%

completion rate over the next five years.

### UPDATED GOAL:

Provide treatment programs at no less than a

75%

completion rate over the next five years.

### PROGRESS:

On Track. While we surpassed our original goal with a 66% completion rate in 2015 and a 71% completion rate in 2016, we are still working toward our updated goal of

75%

## Q&A



Michelle Ryder-Grebel  
Director, Treatment and Behavioral Programs,  
CoreCivic

Q: Why is CoreCivic focusing on helping more inmates complete substance use disorder treatment?

A: Because it is such an important investment. It's important for CoreCivic and for any correctional system or community that's serious about reducing recidivism. We need to ensure that inmates are provided an opportunity to receive quality treatment that is based on their specific risks, needs and responsivity, so that we reduce the likelihood of them returning to prison.

Q: What have you learned from working to increase the number of inmates who complete these programs?

A: We've learned that program completion numbers are useful, but they don't tell the whole story of change within an individual. They tell us what challenges might be keeping inmates from being successful. But there's no set path that works for every inmate. Each inmate has a unique personality and environmental factors impacting him or her. Counselors and inmates work together on a plan for release tailored to each individual. They look at how they're going to deal with ongoing recovery, the possible triggers that may increase the probability of relapse, and what their support system will look like. Treatment and recovery are ongoing processes. They don't end when an inmate leaves our care. That's why we have to get them as far down that path as we can while we can.

**“It's complicated. There is no universal formula that works for every inmate's personality and situation.”**

Q: What are the challenges of treating an inmate with a substance use disorder?

A: It's complicated. There is no universal formula that works for every inmate's personality and situation. One of the biggest challenges is getting an inmate to engage in the treatment process. We're talking about people who may have been abused or abandoned, whose ability to trust people may be very low. In working with this population, you have to work to confront resistance and ambivalence and find the motivation that each individual has within themselves. Once you do that, it becomes easier for them to open up and share with you all of the triggers, events and experiences that led to them getting here. Then you can get to the root cause of it and work through their issues, so they can change.

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# Leading Others out of the Cycle of Crime

| STORY

Danny Cosby knows firsthand how drugs and alcohol can keep people locked in a cycle of crime. He and his son both faced their own addiction issues and served time in prison. Now he helps others in the same situation.

Cosby was a treatment manager at CoreCivic's Whiteville Correctional Facility in Tennessee and has been counseling people with substance use disorders for 22 years. He now works at CoreCivic's Facility Support Center in Nashville.

"When I'm with these inmates, I don't see myself as any better of a person than they are," Cosby said. "I'm just someone who chose to do a couple of things right. There's a reason I am 38 years sober. I made a choice early on."

Separated from Whiteville's general population, the inmates in Cosby's program are part of a therapeutic community using the same nationally recognized Residential Drug Abuse Program (RDAP) curriculum offered by the Federal Bureau of Prisons (BOP).

Each inmate gets a set of seven interactive journals published by The Change Companies, which help them learn skills

like rational thinking, living with others, developing healthy lifestyles, maintaining their recovery and transitioning back to life outside prison.

"This program works," Cosby said. "I've done this for a long time with CoreCivic. I've seen thousands of inmates. The majority of the inmates I see don't come back!"

Inmates who participate in the RDAP curriculum can lower their chances of returning to prison by 16 percent, according to the BOP. The Bureau last year expanded its own RDAP regulations to increase inmate access to the program.

Cosby said he has seen inmates complete his program and go on to mentor others. One even completed a half marathon.

"We ran for two-and-a-half hours," he said. "Inmates were dropping off. The inmate beside me was about to quit, but he looked at me and said, 'I've never finished anything in my life.' He pushed himself and pushed himself – and he finished."

"We need to help encourage one another and look at what we're doing right," he added. "We've got to remind ourselves the difference we can make in a person's life."



# Reentry Services

## PROGRAM OVERVIEW

**Most inmates will return to their communities. CoreCivic's reentry services make communities safer by helping inmates prepare to return. With 30 years of service to every level of government, our team has the know-how and drive to help inmates live successful lives. We use open-sourcing to generate ideas – and add our own best practices – to deliver programs that work. We listen to inmates' needs. We listen to communities' concerns. And we bring them together.**

### 2014 GOAL:

Increase our social development program offerings by

25%

### UPDATED GOAL:

Increase Go Further curriculum completions by

10%  
using 2017 as a baseline

### PROGRESS:

Complete. Prior to Jan. 1, 2015, CoreCivic had 18 programs under the "social development" category. We now have 43 programs, including cognitive skills, physical education, life skills and hobby activities, representing an increase of 139%. In addition to those pro-social programs, we added 16 new reentry programs under a separate category in 2015 and 2016. See this report's Index for an inventory of reentry programs.

### LOOKING FORWARD:

Having surpassed our original goal of a 25% programming increase, we are focusing on transforming the reentry process overall rather than driving a specific program. By the end of 2018, our company's new Go Further Reentry Process will be operational in 11 facilities. By the end of 2019, it will be operational in 23 facilities. We will begin monitoring curriculum completions with the program's data tracking mechanism and increase completions by 10% each year beginning in 2018. We will use the number of completions at the end of 2017 as a baseline.



## Q&A



**Jeff Quasny,**  
Director, Reentry Services,  
CoreCivic

Q: How is CoreCivic changing its approach to reentry programming?

A: First we know that we need to listen. We're proud that we beat our goal to increase programming, but there's more work to do. It's going to take a community of ideas to find more solutions to recidivism. We're working with our partners in government, nonprofit, business and the community. We're also sourcing ideas from inmates. They bring personal experience to the table, and know what they need to be successful. That's why our new goal is to expand the Go Further Reentry Process to additional facilities and encourage curriculum completion. All of this takes a more collaborative approach.

Q: How will Go Further reduce recidivism?

A: It encourages inmates and staff to collaborate. They don't wait until they're in a pre-release program to start thinking about reentry. Go Further is the embodiment of how we're making reentry a day one priority. Together, inmates and staff create a "roadmap" that covers every stage of reentry. They might start with basics like literacy programs, then work up to educational and vocational programs where they get certifications to help find jobs. By the time they get to the pre-release programs, they're well-equipped to start thinking about housing and job placement. The sooner they get housing and employment when they're released, the better their chances of success.

**“We're proud that we beat our goal to increase programming, but there's more work to do.”**

Q: What are you hearing from inmates as you take a more collaborative approach?

A: The reality is most of them want to stay out of prison. They want to get back to their families and do something meaningful with their lives. They just don't have the resources to be successful. That's why we need to listen. We in corrections are used to telling inmates what they need to do to be successful. It's equally important to ask them what they would like to accomplish. Then we better understand what matters to them.

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# Teaching the Tools of Reentry

| STORY

For inmates finishing a sentence of 20 years or more, adapting basic life skills to new times and technology can be a challenge. Consider personal finance.

“Some inmates need coaching, for instance, to understand the difference between a debit card and a credit card,” said Robert Hoilko, correctional counselor and programs coordinator at CoreCivic’s Citrus County Detention Facility in Florida. “Sometimes we need to train them how to open an account.”

Hoilko teaches personal finance to inmates in addition to his duties counseling and coordinating programs.

“We go over the basics,” he said. “If you don’t know what you have to spend, that’s what’s going to put you behind.”

The inmates in his program have six months to prepare for life outside prison. Hoilko helps them acquire Social Security cards, birth certificates and any

other documentation needed to find housing, get a job or open a bank account.

They also hold mock job interviews, build resumes and discuss immediate job goals.

Many of the inmates will return home to communities in the Virgin Islands or the Orlando area, so they focus on tourism-related jobs.

“I heard one inmate who got out is interning to help other people in jail with their documentation,” Hoilko said. “Another individual from St. Croix started a scooter rental store there.”

Graduates of the program participate in a cap-and-gown ceremony with families.

“I had a proud mother come up to me and say it was the first time she saw her daughter truly finish something,” Hoilko said. “There are so many stories like that. Accomplishing something like this is really a turn-around moment for many inmates in this program.”



# Chaplaincy and Religious Services

## PROGRAM OVERVIEW

For inmates, practicing faith in prison can build needed life skills and strengthen ties to the outside community. Our dedicated chaplains, all licensed or ordained by their respective faith groups, work with inmates and community volunteer organizations to meet inmate needs. Challenges can relate to specific faiths or the secular realms of managing grief and anger, making decisions and learning life skills.

### 2014 GOAL:

Enroll 1,900-2,300 inmates in faith-based residential programs with a 95% completion rate for participants over the next

**FIVE YEARS**

### UPDATED GOAL:

Maintain an average daily enrollment of

**1,350**

participants in the Threshold Faith-Based Residential Program, a component of the Go Further Reentry Process

### PROGRESS:

Complete. In 2015 and 2016, CoreCivic enrolled 3,482 inmates in faith-based programs with a 95% completion rate. Here's how the numbers broke down:

2015:

**1,680**

inmates enrolled with 94% completion rate

2016:

**1,802**

inmates enrolled with 96% completion rate

### LOOKING FORWARD:

We expect to have fully implemented Threshold by the end of 2017, and our updated goal will be to maintain an average daily enrollment of 1,350 inmates in the program.



## Q&A



Tim O'Dell  
Director, Chaplaincy  
and Religious Services,  
CoreCivic



Q: What is the role of chaplaincy services in reentry?

A: Our chaplains help facilitate a range of reentry programs. They make sure inmates have a way to practice their faith if the inmate seeks it. They also facilitate secular life skills classes that help inmates address anger management and criminal thinking. They work with inmates as they deal with issues like grief. They also go out in the communities to connect volunteer organizations with inmates. Whatever inmates need to be successful for reentry, whether faith-related or not, our chaplains work hard to help them.

Q: How do you meet the faith needs of a diverse population?

A: We listen and provide what's needed. We bring in volunteers from different faiths to make sure that we are meeting the needs of the inmates. We're also excited to roll out a new program called Threshold. This is a six-month program that helps inmates think more critically about their lives and relationships. It helps them make better decisions. And it works across faith lines. Inmates can participate from any number of different faith-based perspectives, or even a secular perspective.

**“Whatever inmates need to be successful for reentry, whether faith-related or not, our chaplains work hard to help them.”**

Q: How will the new Threshold program impact your goal set in 2014?

A: We're proud that we met our goals in 2015 and 2016. In 2017, we worked to get the Threshold program set up by the end of the year. We also factored in reductions in populations under our management. We expect a dip below 95 percent in 2017, but we have a new, ambitious goal already in place that we expect to meet, which is to maintain an average daily enrollment of 1,350 inmates in Threshold.

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# Applying Faith to Better Decision-Making for Reentry

## I STORY

Having worked for 15 years at CoreCivic's Coffee Correctional Facility in Nicholls, Georgia, Chaplain Judith Smith knows firsthand the impact faith-based programs can have on reducing recidivism.

She also knows how faith-based programs must get better.

"Our philosophy in faith-based programming is that your mind has to change before your behavior ever will," she said. "Many inmates know their religious texts and can quote them well, but there's a disconnect between what they hear in faith services and what they do the rest of the week."

To bridge that gap, CoreCivic is rolling out Threshold, a faith-based program used by the Federal Bureau of Prisons (BOP). Under Threshold, Chaplain Smith and her team of facilitators will teach inmates about goal setting, relationships and how to apply their faith to better decision-making.

"A lot of inmates are never challenged to think about how their crime has changed somebody's life forever," she said. "Threshold does that."

The program encourages inmates to think about major life issues through the lens of their own faith, but inmates with no religious affiliation are also welcome to participate from a secular, values-based perspective.

"I was happy to see it come on board," Chaplain Smith said. "Coffee is becoming more and more a program facility with greater resources in place for inmates to better themselves. They will not only be spiritually prepared to reenter the world, but mentally and emotionally prepared as well."

As the facility's volunteer coordinator, Chaplain Smith also works with religious and volunteer organizations in the community to bring in more resources to inmates – from coloring supplies for inmates' children to use in visitation to volunteers who coordinate faith study groups.

"The needs of inmates are ongoing all day long," Chaplain Smith said. "Prioritizing your work and finding enough time to do it is a challenge, but I've never been happier than I am here."



# Victim Impact Programs

## PROGRAM OVERVIEW

Helping inmates develop empathy can help break the cycle of crime. CoreCivic uses nationally recognized Victim Impact programming to help inmates appreciate the impact of crimes on both victims and their communities. Our facilitators often bring in persuasive former victims who explain the impact of crime, face to face.

### 2014 GOAL:

Quadruple access to this program from four facilities to 16 over the next three years, helping

4,000

inmates complete the program.

### UPDATED GOAL:

Quadruple access to the program from four facilities to 16 over the next three years and achieve

2,300

program completions by the end of 2019.

### PROGRESS:

We're on track to meet our goal of expanding the program to 16 facilities by the end of 2017, and we will likely surpass that goal. However, we will fall short of our goal of 4,000 inmate completions for the program. We can verify that at least 627 inmates have completed the program to date. Here's how the numbers broke down:

#### 2015:

Programming was not expanded, as we spent the year developing training for new facilities.

#### 2016:

Programming was expanded to seven facilities, bringing our total to 11.

## Q&A



Michelle Ryder-Grebel  
Director, Treatment and Behavioral Programs,  
CoreCivic

Q: How does Victim Impact programming fit into reentry?

A: It helps inmates build empathy. In our experience, inmates often fail to appreciate how detrimental their crime is – not just to the victim, but also to the victim's family, friends and the whole community. A serious crime has a broad, adverse ripple effect, and the inmate needs to understand that. It could be a victim's medical costs, insurance rates going up for a property crime or, worse, the lifelong pain of losing a loved one to senseless crime. When inmates start to recognize that their actions are bigger than just one person, they develop the capacity to change in a better way.

Q: What are the challenges of getting inmates engaged?

A: A big one is striking the right balance with inmates to make a positive impact. We don't want to set an accusatory tone. We're there to facilitate a productive experience. But you do want the inmates to understand a victim's perspective. We regularly have victims come and speak directly to inmates, and the meeting can build constructive emotional responses that shape their outlook. Many inmates come from challenging environments and may have already been affected by crime before committing their own offenses. It's a fine line between helping them move forward from this situation while also recognizing the people they've hurt.

**“When inmates start to recognize that their actions are bigger than just one person, they develop the capacity to change in a better way.”**

Q: Why hasn't CoreCivic met its goal to help 4,000 inmates complete the program?

A: What we learned is that we needed to get the program running sustainably at each facility first. It takes time to develop the best possible program. And it takes time to get inmates into the position and attitude that they are ready and able to focus on the program's teachings. To get it right, we took a full year to develop training for our staff at facilities where we planned to expand. We're proud that we added seven facilities in 2016 and are projected to reach our 16-facility goal by the end of 2017. While we can verify that at least 627 inmates have completed the program to date, we recognize now that 4,000 completions in the first three years was overly ambitious. We now anticipate that we will help 2,300 inmates complete the program by the end of 2019.

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# Working Toward Empathy and Understanding

## | STORY

CoreCivic managers find that inmates take a critical step toward successful reentry when they make amends for their past.

“They need to be able to change their narrative with themselves,” said Stephanie Salois, who facilitates Victim Impact programs at Crossroads Correctional Facility in Shelby, Montana.

“They need to be able to say: ‘What I did was terrible. I can’t change that, but I can recognize what I did was wrong, and use that to help me do better.’”

Over the course of 17 weeks, Salois leads discussions with inmates to explore how offenses ranging from property crimes to murder hurt victims and ripple through communities. Through workbooks, through discussions with crime victims and through other tools, they review the impact of crimes on victims’ families in direct, clear ways.

Newspaper clippings and media reports are used to illustrate how crime affects their community outside prison walls.

“They have to answer a lot of ‘what-if’ questions,” Salois said. “What if this was you? What if this was your mom? It’s eye-opening for many.”

Constructive emotions can run high when former crime victims share their experiences with the inmates.

“I’ve seen inmates cry and admit they never thought about their victims’ point of view,” she said. “We had one man in the middle of a long sentence who had not been friendly with other inmates. After our program, he said he began wanting to feel empathy.”

Salois said inmates who go through the program change a little at a time. Many who finish have much better conduct.

“One inmate here has changed his entire demeanor,” she said. “Now he has almost two years of clear conduct. Things like that make you feel like you’re doing something right. They show how much safety and reentry are intertwined.”



# Resources

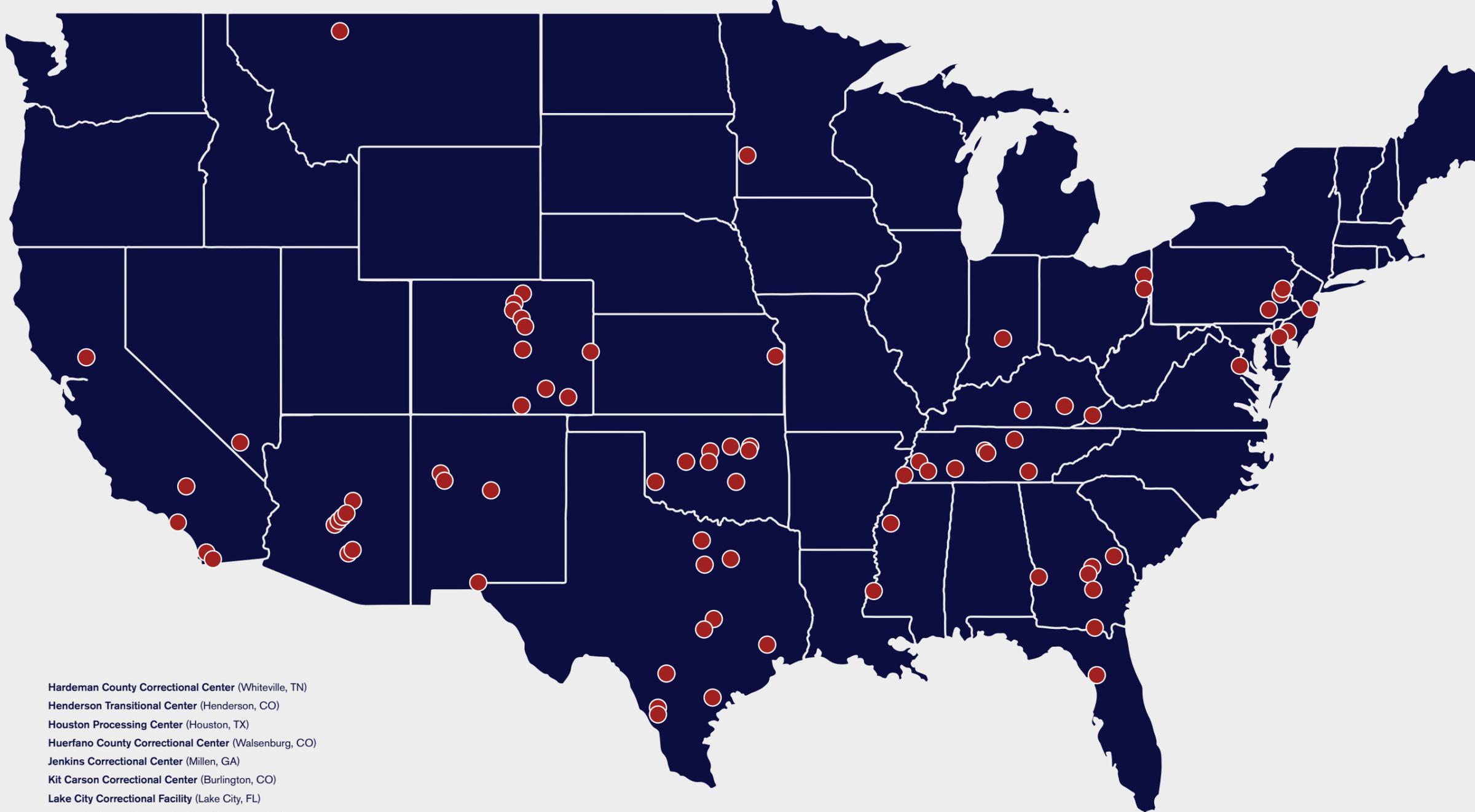
## OUR FACILITIES

- Adams County Correctional Center (Natchez, MS)
- Adams Transitional Center (Denver, CO)
- Arapahoe Community Treatment Center (Englewood, CO)
- Augusta Transitional Center (Augusta, GA)
- Austin Residential Reentry Center (Del Valle, TX)
- Austin Transitional Center (Del Valle, TX)
- Avalon - Headquarters (Edmond, OK)
- Bent County Correctional Facility (Las Animas, CO)
- Boston Avenue (San Diego, CA)
- Boulder Community Treatment Center (Boulder, CO)
- Bridgeport Pre-Parole Transfer Facility (Bridgeport, TX)
- Broad Street Residential Center (Philadelphia, PA)
- California City Correctional Center (California City, CA)
- Carver Transitional Center (Oklahoma City, OK)
- Centennial Community Transition Center (Englewood, CO)
- Central Arizona Florence Correctional Complex (Florence, AZ)
- CoreCivic - Headquarters & Facility Support Center (Nashville, TN)
- Chester Residential Center (Chester, PA)
- Cibola County Correctional Center (Milan, NM)
- Cimarron Correctional Facility (Cushing, OK)
- Citrus County Detention Facility (Lecanto, FL)
- Cheyenne Transitional Center (Cheyenne, WY)
- CMI - Headquarters and Training Center (Denver, CO)
- Coffee Correctional Facility (Nicholls, GA)
- Columbine Facility (Denver, CO)
- Commerce Transitional Center (Commerce City, CO)
- Corpus Christi Transitional Center (Corpus Christi, TX)
- Correctional Treatment Facility (Washington, DC)
- Crossroads Correctional Center (Shelby, MT)
- Crowley County Correctional Facility (Olney Springs, CO)
- Dahlia Facility (Denver, CO)
- Dallas Transitional Center (Dallas, TX)
- Davis Correctional Facility (Holdenville, OK)
- Diamondback Correctional Facility (Watonga, OK)
- Elizabeth Detention Center (Elizabeth, NJ)
- Eloy Detention Center (Eloy, AZ)
- El Paso Multi-Use Facility (El Paso, TX)
- El Paso Transitional Center (El Paso, TX)
- Fort Worth Transitional Center (Fort Worth, TX)
- Fox Facility (Denver, CO)

- Hardeman County Correctional Center (Whiteville, TN)
- Henderson Transitional Center (Henderson, CO)
- Houston Processing Center (Houston, TX)
- Huerfano County Correctional Center (Walsenburg, CO)
- Jenkins Correctional Center (Millen, GA)
- Kit Carson Correctional Center (Burlington, CO)
- Lake City Correctional Facility (Lake City, FL)
- Lake Erie Correctional Institution (Conneaut, OH)
- La Palma Correctional Center (Eloy, AZ)
- Laredo Processing Center (Laredo, TX)
- Leavenworth Detention Center (Leavenworth, KS)
- Lee Adjustment Center (Beattyville, KY)
- Leo Chesney Correctional Facility (Like Oak, CA)
- Long Beach Community Reentry Center (Long Beach, CA)
- Longmont Community Treatment Center (Longmont, CO)
- Luzerne 1 Residential Center (Roth Hall) (Philadelphia, PA)
- Luzerne 2 Residential Center (Walker Hall) (Philadelphia, PA)
- Marion Adjustment Center (St. Mary, KY)
- Marion County Jail II (Indianapolis, IN)
- McRae Correctional Facility (McRae, GA)
- Metro-Davidson County Detention Facility (Nashville, TN)
- Nevada Southern Detention Center (Pahrump, NV)
- Northeast Ohio Correctional Center (Youngstown, OH)
- North Fork Correctional Facility (Sayre, OK)

- Northwest New Mexico Correctional Center (Formerly New Mexico Women's Correctional Facility) (Grants, NM)
- Ocean View (San Diego, CA)
- Oklahoma City Transitional Center (Oklahoma City, OK)
- Oracle Transition Center (Tucson, AZ)
- Oracle Transition Center Annex (Tucson, AZ)
- Otay Mesa Detention Center (San Diego, CA)
- Prairie Correctional Facility (Appleton, MN)
- Red Rock Correctional Center (Eloy, AZ)
- Saguaro Correctional Center (Eloy, AZ)
- Shelby Training Center (Memphis, TN)
- Silverdale Detention Facilities (Chattanooga, TN)
- South Central Correctional Center (Clifton, TN)
- Southeast Kentucky Correctional Center (Wheelwright, KY)
- South Texas Family Residential Center (Dilley, TX)

- Stewart Detention Center (Lumpkin, GA)
- Tallahatchie County Correctional Facility (Tutwiler, MS)
- T. Don Hutto Residential Center (Taylor, TX)
- Torrance County Detention Facility (Estancia, NM)
- Trousdale Turner Correctional Center (Hartsville, TN)
- Tulsa Transitional Center (Tulsa, OK)
- Tulsa Women's Residential Program (Tulsa, OK)
- Turley Residential Center (Tulsa, OK)
- Ulster Facility (Denver, CO)
- Webb County Detention Center (Laredo, TX)
- West Tennessee Detention Facility (Mason, TN)
- Wheeler Correctional Facility (Alamo, GA)
- Whiteville Correctional Facility (Whiteville, TN)



# Resources

## PARTNER ORGANIZATIONS

Volunteers and other partner organizations can play key roles in the reentry process. CoreCivic has 2,700 volunteers working regularly in our facilities, helping inmates and residential reentry center residents connect with life and community resources outside of prison. We also partner with a wide variety of organizations that provide support to our reentry programs. Below are a few examples of the groups we work with.

### NCCER

"NCCER is a not-for-profit 501(c)(3) education foundation created in 1996 as The National Center for Construction Education and Research. It was developed with the support of more than 125 construction CEOs and various association and academic leaders who united to revolutionize training for the construction industry. NCCER's workforce development process of accreditation, instructor certification, standardized curriculum, registry, assessment and certification is a key component in the industry's workforce development efforts."



Learn more: [www.nccer.org](http://www.nccer.org)

### Essential Education

"Essential Education's instructional programs (GED Academy, TASC Prep Academy, and HiSET Academy, and Computer Essentials) feature a built-in assessment that creates a customized learning plan for every single student, then adjusts the plan automatically as the student learns. No more one-size-fits-all teaching."



Learn more: [www.essentialed.com](http://www.essentialed.com)

### GED Testing Service

"GED Testing Service offers the only learner-centric program that is recognized and portable from state to state. The program is based on the expectations and standards for college- and career-readiness and will lead to better outcomes in education. The GED® program has always been a cornerstone of adult education since it first began in 1942. As the creator of the test, GED Testing Service has a responsibility to ensure that the program continues to be a reliable and valuable pathway to a better life for the millions of adults without a high school diploma."



Learn more: [www.gedtestingservice.com](http://www.gedtestingservice.com)

### HiSET

"Built on the OCTAE College and Career Readiness Standards for Adult Education, the HiSET® exam gives out-of-school youth and adults the best opportunity to demonstrate their skills and knowledge and earn a state-issued high school equivalency (HSE) credential."



Learn more: [www.hiset.ets.org](http://www.hiset.ets.org)

[www.corecivic.com](http://www.corecivic.com)

### FuelED

"FuelEd partners with schools to provide students equitable learning opportunities that are personalized to serve each student's different interests and learning style, no matter their level. FuelEd offers: Digital curriculum in all subjects, instruction, training, support, and other services that are critical for a successful online or blended program and an open, easy-to-use learning platform that provides actionable data on each student and enables teachers to customize content."



Learn more: [www.fueleducation.com](http://www.fueleducation.com)

### Tennessee Voices for Victims

"Tennessee Voices For Victims (TVFV) began out of a collaboration between Verna Wyatt, Sara Kemp, and Valerie Craig, who have decades of experience working on behalf of victims of crime in Tennessee. Currently, there is no central agency that links victims of crimes together across the state. TVFV will work to create a statewide network of crime survivors with the goal of HEALING."



Learn more: [www.tnvoicesforvictims.org](http://www.tnvoicesforvictims.org)

### Reading Legacies

"Reading Legacies' mission is to rescue children and youth from the cycle of failure through intergenerational shared-reading experiences with family and supportive community members." The organization volunteers at CoreCivic's San Diego Correctional Facility in California, helping inmates who are parents record themselves on DVD reading stories for their children at home.



Learn more: [www.readinglegacies.org](http://www.readinglegacies.org)

### Tennessee Prison Outreach Ministry

"The Tennessee Prison Outreach Ministry is the first statewide ministry that offers programming for the incarcerated, returning citizens and children of the incarcerated. We are holistic, addressing the spiritual, emotional, social and economic needs of those impacted by incarceration."



Learn more: [www.tnprisonministry.org](http://www.tnprisonministry.org)

### Standing With Hope

Standing With Hope is "A nonprofit ministry with a flagship program that provides prosthetic limbs to amputees in developing countries." The organization partners with CoreCivic's Metro-Davidson County Detention Facility in Tennessee by training inmates to disassemble prosthetic limbs, which are sent to Ghana to facilitate training.



Learn more: [www.standingwithhope.com](http://www.standingwithhope.com)

### Habitat for Humanity

"Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope." CoreCivic partners with Habitat for Humanity through our woodshop at Crowley County Correctional Facility in Olney Springs, Colorado. Inmates there earn carpentry job skills building cabinets and trusses, which we then donate to Habitat for Humanity to use in homebuilding projects, helping homeowners achieve the strength, stability and independence they need to build a better life for themselves and their families.



Learn more: [www.habitat.org](http://www.habitat.org)

### Joni and Friends Wheels for the World

"Wheels for the World provides the gift of mobility and hope of the gospel to those affected by disability worldwide." CoreCivic partners with Wheels for the World through our workshop at Metro-Davidson County Detention Facility in Tennessee. Inmates there gain job skills repairing and refurbishing wheelchairs, which we then donate to Wheels for the World. Refurbished wheelchairs are then sent to people in need all over the world. CoreCivic has donated more than 8,000 refurbished wheelchairs to Wheels for the World.



Learn more: [www.joniandfriends.org/wheels-for-the-world](http://www.joniandfriends.org/wheels-for-the-world)

### Auburn University's Canine Performance Sciences

"CPS is the successor of a research effort that began in 1990 at the College of Veterinary Medicine. The CPS mission is to innovate canine detection technology by exploring basic and applied research frontiers in olfaction, behavior, genetics, and physical performance." The program benefits CoreCivic inmates by providing security dogs for them train and take care of, which helps develop responsibility, empathy, patience and better thinking. After successfully completing their programs, the dogs go to work in national security, working in major airports, train stations and bus terminals to detect explosive devices.



Learn more: [www.vetmed.auburn.edu/research/cps](http://www.vetmed.auburn.edu/research/cps)

### Operation New Hope's Ready4Work Program

"Ready4Work is a nationally recognized program assisting the formerly incarcerated with re-entry into the community and workforce, effectively leading clients toward a productive life. Upon acceptance, participants attend a comprehensive 4-6-week career development training course, featuring employment and life-skills. Participants are partnered with a case manager to provide guidance and support, as well as referrals for community assistance, life-coaching and follow-up drug screening." Staff at CoreCivic's Lake City Correctional Facility in Florida work with Operation New Hope to bring Ready4Work resources to inmates.



Learn more: [www.operationnewhope.org/ready4work-2](http://www.operationnewhope.org/ready4work-2)

### Community Service Council's Tulsa Reentry One-Stop

"Tulsa Reentry One-Stop is doing its part to break the cycle of incarceration by assisting men and women returning to Tulsa from prison along their path of reintegration. Through continued development of career pathways in high demand occupations, integrated services that enable participants to advance on the pathway leading to employment, and a myriad of support services, program participants are given a road map to successful reintegration." Tulsa Reentry One-Stop brings these resources to inmates at CoreCivic's Tulsa Transitional Center in Oklahoma.



Learn more: [www.csctulsa.org/tulsa-reentry-one-stop](http://www.csctulsa.org/tulsa-reentry-one-stop)

### AMAC Accessibility

"At AMAC, we understand the importance of students receiving quality braille. We are also aware of the substantial costs. Our customization and reuse model, as well as access to partners within braille prison programs, allow us to offer timely, cost-effective, high-quality braille transcription, embossing, and tactile graphics to our members." CoreCivic partners with AMAC through our braille program at Wheeler Correctional Facility in Alamo, Ga., where inmates learn vocational skills converting books to braille, which are then donated to AMAC. Wheeler inmates have converted more than 1,500 books to braille since this partnership began in 2014.



Learn more: [www.amacug.org/amacbraille.php](http://www.amacug.org/amacbraille.php)

### Wiregrass Georgia Technical College

"The mission of Wiregrass Georgia Technical College, a unit of the Technical College System of Georgia, is to promote community, educational, and economic development by providing a trained workforce in our 11-county service area and throughout the State of Georgia." Through a partnership with the Georgia Department of Corrections, the college supports CoreCivic's vocational training center at Coffee Correctional Facility in Nicholls. In the new centers, inmates learn high-demand job skills like welding and diesel maintenance, masonry, carpentry, horticulture, office technology and truck-driving.



Learn more: [www.wiregrass.edu](http://www.wiregrass.edu)

### Oconee Fall Line Technical College

"The mission of Oconee Fall Line Technical College, a unit of the Technical College System of Georgia, is to contribute to the economic and workforce development of east central Georgia through quality technical and continuing education, adult education, and business and industry services." Through a partnership with the Georgia Department of Corrections, the college supports CoreCivic's vocational training center at Wheeler Correctional Facility in Alamo. In the new centers, inmates learn high-demand job skills like welding and diesel maintenance, masonry, carpentry, horticulture, office technology and truck-driving.



Learn more: [www.oftc.edu](http://www.oftc.edu)

### Alcoholics Anonymous (AA)

"Alcoholics Anonymous is an international fellowship of men and women who have had a drinking problem. It is nonprofessional, self-supporting, multiracial, apolitical, and available almost everywhere. There are no age or education requirements. Membership is open to anyone who wants to do something about his or her drinking problem." In addition to facilitating meetings in non-correctional settings, AA also facilitates meetings in correctional facilities across the country, working to help inmates with alcohol addiction.



Learn more: [www.aa.org](http://www.aa.org)

### The Education and Employment Ministry (TEEM)

"TEEM takes a three-pronged approach to breaking cycles of incarceration and poverty in Oklahoma by providing individuals with education, social services, and job training and placement. We holistically prepare our participants for employment by incorporating mentorship, life skills training and confidence building into our program. By giving a hand up, we help our participants refine their skills and achieve their goals." Inmates at CoreCivic's Carver Transitional Center in Oklahoma City work with TEEM to prepare for reentry.



Learn more: [www.teem.org](http://www.teem.org)

### Men of Valor

Men of Valor partners with CoreCivic through its voluntary, intensive faith-based Jericho Project. Inmates participating in the program complete six months of classes, regularly meeting with Men of Valor staff and volunteers for counseling and training. Inmates commit to live by the Men of Valor Covenant, showing a consistent display of integrity and good behavior in prison. Upon release from prison, inmates can enter the project's year-long aftercare program, which provides them with housing, clothing, groceries, transportation, assistance in securing ID and part-time employment for six months.



Learn more: [www.men-of-valor.org](http://www.men-of-valor.org)

# Resources

## | COMMUNITY FACILITIES

### CoreCivic Community

- Adams Transitional Center (Denver, Colorado)
- Arapahoe Community Treatment Center (Englewood, Colorado)
- Austin Residential Reentry Center (Austin, Texas)
- Austin Transitional Center (Austin, Texas)
- Boston Avenue (San Diego, California)
- Boulder Community Treatment Center (Boulder, Colorado)
- Carver Transitional Center (Oklahoma City, Oklahoma)
- Centennial Community Transition Center (Englewood, Colorado)
- Cheyenne Transitional Center (Cheyenne, Wyoming)
- Columbine Facility (Denver, Colorado)
- Corpus Christi Transitional Center (Corpus Christi, Texas)
- Dahlia Facility (Denver, Colorado)
- Dallas Transitional Center (Dallas, Texas)
- El Paso Multi-Use Facility (El Paso, Texas)
- El Paso Transitional Center (El Paso, Texas)
- Fort Worth Transitional Center (Fort Worth, Texas)
- Fox Facility (Denver, Colorado)
- Headquarters and Training Center (Denver, Colorado)
- Henderson Transitional Center (Denver, Colorado)
- Long Beach Community Reentry Center (Long Beach, California)
- Longmont Community Treatment Center (Longmont, Colorado)
- Ocean View (San Diego, California)
- Tulsa Women's Residential Program (Tulsa, Oklahoma)
- Tulsa Transitional Center (Tulsa, Oklahoma)
- Turley Residential Center (Tulsa, Oklahoma)
- Ulster Facility (Denver, Colorado)

## | REENTRY PROFESSIONAL TITLES

### Facility Positions:

#### Chaplaincy and Religious Services:

Chaplain  
Program Facilitator

#### Educational Services

Academic Instructor  
Educational Counselor  
Instructor Aide  
Instructor Supervisor  
Learning & Development Coordinator  
Librarian  
Principal  
Teacher  
Vocational Instructor

#### Facility Unit Management Teams:

Case Manager  
Correctional Counselor  
Program Facilitator  
Unit Manager

#### Multidisciplinary:

Case Manager  
Counselor  
Psychologist

#### Reentry Services

Employment Specialist  
Program Coordinator  
Program Supervisor  
Recreation Coordinator  
Recreation Supervisor  
Reentry Program Facilitator  
Reentry Specialist

#### Treatment and Behavioral Services/Victim

##### Impact Programs:

Mental Health Coordinator  
Mental Health Counselor  
Mental Health Specialist  
Program Facilitator  
Treatment Coordinator  
Treatment Counselor  
Treatment Manager  
Unit Manager

### Facility Support Center:

Senior Director of Reentry Services (All Disciplines)  
Chaplaincy and Volunteer Services Director  
Educational Services Manager/Director  
Reentry Services Coordinator/Manager/Director  
Treatment and Behavioral Services Manager/Director  
Unit Management and Classification Director

