
PLANNING A REENTRY PROGRAM: A TOOLKIT FOR TRIBAL COMMUNITIES

ABOUT THE TOOLKIT FOR TRIBAL COMMUNITIES

This toolkit is designed to help tribal justice system practitioners create or enhance reentry programs for American Indians and Alaskan Natives returning from jail or prison. It also offers guidance for practitioners who are currently working in a reentry program. The toolkit begins with the formation of a planning team and proceeds through all the key steps of developing a reentry program, including developing partnerships, refinement, measuring program impact, and planning for sustainability.

The information provided in this toolkit is informed by the work of reentry programs in Indian Country, the expertise of the Center for Court Innovation which established and operates one of the nation's first reentry courts, the Harlem Parole Reentry Court, and the American Probation and Parole Association, which is comprised of members involved with pretrial, probation, parole and community-based corrections.

About the Tribal Justice Exchange

The Tribal Justice Exchange provides technical assistance to tribal communities seeking to develop or enhance their justice systems. Funded by the Bureau of Justice Assistance, the Tribal Justice Exchange has three major goals: (1) ensuring that tribal communities have access to training and technical assistance about the latest problem-solving justice practices; (2) encouraging formal collaborations between tribal and state justice systems; and (3) identifying and disseminating best practices developed in Indian Country that could help strengthen public safety initiatives elsewhere in the United States.

The Tribal Justice Exchange offers a range of free services designed to meet these goals:

- On-site assistance for tribes working to plan or implement new justice system initiatives.
- Off-site assistance via telephone, videoconferencing, and email.

- Hands-on support for planning and implementing problem-solving courts, including Healing to Wellness Courts, domestic violence courts, youth courts, and other models.
- Publications related to problem-solving justice and promising practices in Indian country.
- Research and evaluation assistance, including helping tribal courts to evaluate justice system programs and measure program success.
- Technology-related assistance, including assessment of technology needs and cost-effective options for technology enhancement.
- Trainings and presentations at national conferences.

The Tribal Justice Exchange is part of the Center for Court Innovation, a national non-profit organization that seeks to help create more effective and humane justice systems by planning and implementing operating programs, performing original research, and providing reformers around the world with the tools they need to launch new strategies. Since 1993, the Center has helped design and implement strategies for improving the performance of justice systems nationally and internationally. The Center currently operates more than two dozen demonstration projects, each of which is experimenting with new solutions to difficult problems like addiction, mental illness, delinquency, and domestic violence. What unites all of these projects is an underlying philosophy known as problem-solving justice. This is the idea that the justice system should do more than simply process cases—it should actively seek to address the problems that bring people to court.

For more information about the Tribal Justice Exchange, visit:

<https://www.courtinnovation.org/areas-of-focus/tribal-justice>

About the American Probation & Parole Association

As the voice of the community corrections industry, APPA serves as the field’s leading professional membership association. Their work is supported by passionate members around the world.

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BACKGROUND

What are reentry programs?

Reentry programs are designed to assist people returning from jail or prison with a successful transition back into their communities. The reentry process entails more than the physical process of returning home. It includes the ways a range of stakeholders engage in pre-release

planning, transitional services, and community supervision to support an individual's successful reintegration back into society.

Why do we need reentry programs?

American Indians and Alaska Natives are incarcerated at disproportionately high rates across the country, often in facilities that are far from their communities and lack culturally appropriate services. When they return to their communities, they face numerous challenges. Where will they live? How will their criminal record affect their lives? How will they find employment? Will they have access to mental health or drug treatment? Can they avoid the influences that contributed to their justice system involvement?

These obstacles can feel insurmountable. Reentry programs offer structure, services, and supervision to returning citizens to help prevent reoffending. By removing barriers to successful reintegration and offering support, they can improve public safety and reduce recidivism.

What does reentry look like in a tribal context?

Reentry is a process, not an event. That process begins with a person's confinement and involves courts, corrections officials, law enforcement, community members, and a network of service agencies that provide for substance abuse and mental health treatment, job training, housing support, and other needs. In tribal reentry programs, success depends on collaboration between tribal agencies and local, state, and federal partners. Most importantly, tribal reentry programs are grounded in culturally-based approaches that incorporate the tribe's history, values, and strengths.

PLANNING A REENTRY STRATEGY

There is no one-size-fits-all approach to planning a tribal reentry program. Every tribe's history, geography, culture, legal and jurisdictional situation are different, and developing a program that meets your community's needs will follow a unique course. However, there are essential components that every community should consider when implementing a reentry program.

PART 1: THE PLANNING TEAM

Successful reentry programs are typically led by a planning team that includes stakeholders from the justice system and the community. The support of tribal leadership is also essential. The planning team explores ideas, sets project goals, generates community support, identifies potential obstacles, and leads implementation. Ideally, the planning team should meet

frequently (weekly or biweekly at the beginning stages) to keep momentum going. It can take six months to a year to secure stakeholder support and develop a reentry plan.

Planning teams may include the following:

- Judges
- Prosecutors
- Defense attorneys, legal service providers, lay advocates
- Court administrators (e.g., chief clerk)
- Probation and parole officers
- Law enforcement
- Service providers (e.g., substance abuse counselors, mental health services, family services, victim advocates, employment counselors, housing advocates)
- Tribal elders
- Cultural liaisons
- Tribal council members
- Community members

It helps to think of the planning team in three distinct groups. The first group is a “core” planning team that includes high-level representatives from key agencies who will be involved in the reentry process: case managers, service providers, probation and parole officers, law enforcement officers, prosecutors, public defenders and, in some cases, judges.

The second group includes stakeholders who may not be directly or routinely involved in the planning process but offer support and services to reentry efforts: substance abuse counseling, mental health treatment, family services, housing, and employment. The third group is the community at large, whose attitudes toward reentry and offender rehabilitation can make or break a program, and who can offer direct support and resources to participants.

Deciding who to include on the planning team may be simple if there is an established working group, or it may be more complex and politically sensitive.

Finding a Reentry Coordinator

For many reentry programs, the role of a coordinator is essential to successful implementation. A reentry coordinator is a dedicated staff member who acts as the liaison for the program as a whole, overseeing planning and implementation, support and services, data collection, and

progress reporting. The planning board should consider interviewing and hiring for this position. The role and responsibilities of a coordinator can include:

- Overseeing program design
- Driving implementation activities
- Scheduling planning team meetings
- Developing program enhancements for returning citizens and their families
- Overseeing data collection on program outcomes
- Reporting program outcomes to funders and tribal government
- Interfacing with partner agencies and service providers
- Overseeing service provision and mentorship
- Setting policies for referrals
- Hiring case managers and other reentry staff
- Providing case management support

In reentry programs that lack the resources for a dedicated case manager, the reentry coordinator can play that role. Case management responsibilities include screening, assessment, and intake for clients; developing case plans with clients; providing counseling sessions with clients and their families; and facilitating program activities with clients and their families. See [Appendix A: Sample Reentry Coordinator Job Description](#).

Although it is ideal to employ a dedicated reentry coordinator, there are many ways to organize staff to facilitate the program without a coordinator. Some programs select different job titles and responsibilities. In programs with low caseloads, staff from other projects often allocate a portion of their time to overseeing reentry efforts.

Intergovernmental Collaboration

Tribal citizens who are returning to their communities after a period of incarceration often cross jurisdictional boundaries when they are released from county, state or federal custody. To help connect tribal members with reentry resources before they are released, your reentry program should help facilitate intergovernmental collaboration between tribal and state governments. The planning team can form agreements with county, state, and federal correctional facilities in the early stages of program development. This will help reentry programs identify tribal members who are currently incarcerated so that the program can begin coordinating reentry services before an individual is released. You can cement your program's

intergovernmental collaboration in writing with a memorandum of understanding. See [Creating a Memorandum of Understanding](#) at p. X.

Examples

The Muscogee (Creek) Nation Reintegration Program, in Oklahoma, collaborates with county and federal prison facilities to identify tribal members and develop a reentry plan while they are still inside. The Sissteon-Wahpeton Oyate, on the Lake Traverse Reservation in northeast South Dakota, works with local state agencies to assume parole duties for tribal members returning from prison.

Evidence-Based Practices

Evidence-based practices are approaches that have been scientifically evaluated and proven to be effective. In the reentry context, evidence-based practices are often interventions that effectively reduce recidivism among returning citizens. There is a growing body of research supporting reentry strategies for people returning from county, state, and federal correctional facilities.

Challenges using evidence-based practices: There are several challenges reentry programs may encounter when seeking to use evidence-based programs. Successful implementation of evidence-based practices often requires what is called “fidelity to the model”. Fidelity to a model means that practitioners must closely follow the program practices that have been demonstrated to be effective. This means that adapting certain aspects of a program to meet the needs of a community may reduce the effectiveness of the program. Additionally, some evidence-based practices can be expensive to implement.

Evidence-based practices in Indian Country: Though there is growing research supporting reentry strategies for state and county courts, there is still a limited set of evidence-based practices that have been validated for use with American Indian and Alaska Native populations. There is also some controversy about the use of evidence-based practices within tribes due to the history of exploitative research practices in Indian communities, and the Western outlook that tends to guide scientific studies.

Using evidence-based practices: While understanding that there are limitations to the use of evidence-based practices in Indian Country, there are still many benefits to utilizing them when

possible as they have been demonstrated to improve client outcomes, reduce recidivism and increase the safety of communities. In cases where implementing evidence-based practices would be too expensive or maintaining fidelity to a program model that is not culturally appropriate would be difficult, reentry program staff should use available evidence to inform their practices as they create innovative solutions to meet the needs of their community.

Some evidence-based practices to consider include:

- Motivational interviewing
- Family support approach
- Moral reconnection therapy
- Cognitive behavioral therapy
- Incentives and sanctions
- Peer Support
- Mentoring

You should consider whether your program possesses the resources to implement these interventions with fidelity to their models, whether they will be culturally appropriate and meaningful, and how you could successfully incorporate them into your service provision.

PART 2: IDENTIFYING AND COLLABORATING WITH PARTNERS

A needs assessment is a detailed snapshot of the community. Its purpose is to give your reentry program a thorough understanding of the community's key challenges for returning citizens and the resources that may be available to help support their transition.

Developing a Community Resource Map

Mapping the services available to support your program is an essential early step in forming a reentry program. The reentry coordinator should start by working with the planning team and reentry staff to identify and document existing resources in the community. See Appendix B: [Community Resource Map Worksheet](#).

Often, tribal agencies or service providers will have already developed directories of community resources. Sharing information with these agencies can reduce the work of developing a resource map from scratch.

Needs vary between jurisdictions, but typical reentry services include:

- Basic needs within 72 hours of release

- Medical, mental health, and substance abuse treatment
- Housing
- Job placement
- Job training

Once the coordinator has developed a resource map, they should contact local service providers to develop relationships and agreements about how to refer and prioritize returning citizens.

Creating a Memorandum of Understanding

Once you have developed a community resource map, it can be helpful to create a memorandum of understanding (MOU) with agencies you plan to collaborate with on a regular basis. MOUs define organizational roles and responsibilities, improve communication, minimize conflicts, avoid duplication of services, increase agency accountability, and create a process for sharing confidential information subject to HIPAA requirements. They can be particularly helpful in guiding the partner agencies through personnel changes or other challenges. The reentry coordinator should lead this process.

How to get started:

- Determine who should be involved in developing the MOU.
- Meet with all partners to develop a mission statement. Start with reentry goals on which all parties agree.
- Keep the components simple and specific.
- Provide time for each partner to review.

What to include:

- Scope and purpose of the program
- Roles and responsibilities of the partner agencies
- Statement of commitment and confidentiality
- Resources each partner agrees to provide
- Description of the process of working together and resolving conflicts
- Timeline for review and follow-up of tasks
- Start date, guidelines for making amendments, and end date of the MOU

It can also be helpful to include a description of the partnership history for the sake of institutional memory. The team should plan to revisit MOUs periodically and consider modifications as the program evolves. See [Appendix C: Sample MOU](#).

PART 3: ENGAGING CLIENTS IN THE REENTRY PROGRAM

Participants can engage with your program either pre- or post-release. Though it is best if client engagement begins before individuals are released, some clients may choose not to engage with your program or may not learn about your program until after they are released.

Regardless of whether participants enter your program pre- or post-release, it is important to identify eligible participants to invite them to participate in your reentry program.

Pre-release Engagement

The planning team should develop procedures for when returning citizens are released from a variety of correctional facilities. Because of jurisdictional complexities, American Indian and Alaskan Native peoples may serve time in tribal, county, state, or federal correctional facilities, each of which may demand different release plans. Your reentry program should identify which correctional facilities are most likely to house tribal members and work with those facilities to develop procedures to identify and work with tribal members during their terms of incarceration.

Engaging with inmates pre-release: The reentry process should ideally begin at the time of incarceration with screening, assessment, and the creation of a case plan. That plan should be used to identify training and treatment programs that can be provided during incarceration. In the six months prior to an inmate's release, service providers and probation or parole officers should prepare for that person's transition back into the community. That person should be assigned a case manager who prepares to identify and address their reentry needs such as helping them get official identification or securing work assignments. The case manager and probation or parole officer will also have an opportunity to form a relationship with the returning citizen and gain an understanding of their concerns about returning to the community.

Developing a reentry plan: The case manager should work with the program participant to develop a written reentry plan prior to their release. A copy should be given to probation and parole, other community supervision agencies, and the participant. The plan should address:

- Mental health care
- Medical care and benefits

- Medications
- Primary physician contacts
- Appointments
- Housing
- Employment
- Substance and alcohol abuse
- Income and benefits
- Food and clothing
- Transportation
- Identification documents
- Life skills
- Family and children
- Emergency contacts
- Court dates
- Service referrals
- Jail- or prison-based treatments

Reentry plans should be individualized and include a level of detail that is relevant to the care and success of the returning citizen and the ability of their community supervisors to help them.

Engaging service providers pre-release: Service providers should arrange to meet with the incarcerated person during the pre-release stage. Incarcerated people may be reluctant to seek out services they are unfamiliar with or must travel to receive, so face-to-face contact is critical to gaining service engagement and long-term success.

Providing information at the time of release: At the time of release, the case manager should ensure that the returning citizen receives a portfolio to contain their documents. At a minimum, each person should leave with a list of service contacts, including housing providers, employment agencies, and substance abuse and mental health treatment providers. If your reentry program has a physical location in the community, the returning citizen should also be provided with its address and a contact for a reentry staff member. The coordinator should also ensure that the inmate has a place to go and transportation to get there after release. The case manager can engage with the incarcerated person's family or friends to help prepare this.

Beginning the Reentry Process

There are important proactive methods your reentry program can use to attract high-risk and high-need candidates as clients, including (1) creating a referral system with law enforcement and community partners; (2) seeking walk-ins from the community; and (3) maintaining a high-quality, high-profile image in the community. Ideally, the process of reentry begins while candidates are still incarcerated to ease their transition back into the community. However, client recruitment can be done pre-release or post-release, depending on when individuals are able to seek out your program.

Creating a referral system: The reentry coordinator should seek to form partnerships with correctional institutions and encourage them to identify and refer tribal members who might qualify for your program. The same can be done with community supervision agencies. An MOU can be developed to formalize this relationship and determine how the partners will work together. The program should also seek referrals through informal routes, such word-of-mouth from staff, community partner agencies, volunteers, and former participants.

Accepting walk-ins: Recruiting candidates post-release can be more challenging. Your reentry program should seek walk-in clients by targeting communities with high rates of incarceration. The reentry coordinator and other staff can ask successful reentry participants to share their experiences with their community and other returning citizens. Marketing your program with simple promotional tools will also help to attract new walk-in candidates.

Using promotional tools: The reentry coordinator should consider promoting your reentry program with leaflets and other printed materials in a variety of community locations in order to raise awareness about your program and gain referrals and walk-ins. These can include substance use treatment and mental health treatment facilities, transitional housing offices, law enforcement facilities, houses of worship, employment offices, and community and family support organizations.

Conducting Screening, Assessment and Intake Procedures

When your reentry program attracts new participants, you should use screening and assessments tools to determine their eligibility. Reentry programs are intensive in nature and are most successful when they engage with inmates who face a high risk of recidivism and have a high need for services. Screening and assessment can take place while a person is still incarcerated or after they have returned to the community.

Screening: To identify potential candidates for your reentry program, you should administer a short screening tool. Screeners are designed to quickly identify information about a person's

past engagement in the justice system and ask questions about their overall wellbeing. Screeners can include brief questions about a client's previous contact with the criminal justice system, mental health, living situation, history of substance use, and family and social bonds. They can be administered by case managers, corrections staff, or probation or parole officers, since they do not require a clinical background to administer and do not determine a clinical diagnosis. People whom the screener identifies as being high risk and potentially having high needs should be referred to a clinician, who can administer a more in-depth assessment.

Assessment: Assessment tools are longer and more in-depth and should be used in tandem with screeners to determine whether an individual is appropriate for the program. Assessment tools can be used to identify an individual's risk and needs level, develop appropriate treatment and supervision plans and some tools can be used to diagnose clients. These questionnaires (also known as "risk-need responsivity tools") range from 20 to 90 minutes and are often administered by a clinician. There are many assessment tools available for use by your program. Many risk-need responsivity tools are designed to be administered during a certain point in the criminal justice process, such as pre-trial, pre-adjudication, during incarceration, or post-release. It is important that the tool you select is appropriate for working with the reentry population.

Selecting the right tool: The reentry coordinator should work with the planning team to determine an assessment tool that is right for your jurisdiction and its reentry population. There is a wide variety in assessment tools, both in their cost and the information available about them. Some tools are free and in the public domain, meaning that researchers can view the algorithms the tools use to determine risk and need. Other tools are costly and proprietary, meaning that their methods are often not available to view. Because tools are developed using data from specific jurisdictions, validating a tool locally can ensure that it also works effectively with your population. However, validating a tool can be expensive, take a long period of time, and require access to large data sets. Due to these challenges, many tribes have had difficulties locating assessment tools that are designed well for their communities.

Working with assessment challenges: Generally, assessment tools do not ask about experiences specific to American Indian and Alaska Native populations, such as a returning citizen's levels of cultural engagement, community connectedness or historical trauma. This may pose challenges for reentry staff and raise questions about the appropriateness of the tools. However, even though the available tools may be an imperfect fit, it is important to use what is available to measure the risk and needs of returning citizens to ensure your program is able to provide a meaningful treatment and supervision plan to your clients.

Tip

Some tribes have created their own reentry assessment tools. The Salish Kootenai Public Defender's Office developed one specifically designed to be culturally responsive to returning citizens in their tribal jurisdiction. It is currently in the process of being validated.

Intake: Once a person has been identified as a candidate for your reentry program, a case manager or staff member should conduct an intake assessment that asks about practical concerns, such as their housing situation, medical needs, substance use history, mental health needs, employment history, skills and job interests, and family and community engagements. This will help support the person's immediate needs upon release, as well as their longer-term goals throughout the reintegration process.

Tip

Consider including questions about a person's strengths during your intake process. That way, you will learn not only how your reentry program can help them but also what personal and family resources can support their reentry.

Planning for Services

Reentry clients typically need services to support their transition back into their communities. This often includes housing, employment, job training, transportation, medical attention, substance abuse and mental health treatment, and other services, all of which help reduce rates of recidivism. Accessing these services can be extremely challenging for people who have spent time incarcerated and have criminal records. Your reentry program should develop agreements with agencies that provide these services so that you can be a one-stop shop that connects returning citizens with as many of these services as possible. Some services may be available through both tribal and county agencies; others may only be available in certain locations within the tribe. Service providers may have a patchwork of eligibility criteria, working with individuals in some cases and not in others. Navigating these resources for tribal members who

are returning from incarceration is essential to ensuring their continued success in the community.

Basic needs in the first 72 hours of release: The first 72 hours after release are critical to the reentry process. If reentry clients do not meet some of their basic needs within this period, they are far less likely to succeed. Your reentry program’s case managers, working with probation and parole officers, should facilitate connections to these resources. Figure 1 details clients’ immediate needs and some common barriers to accessing them.

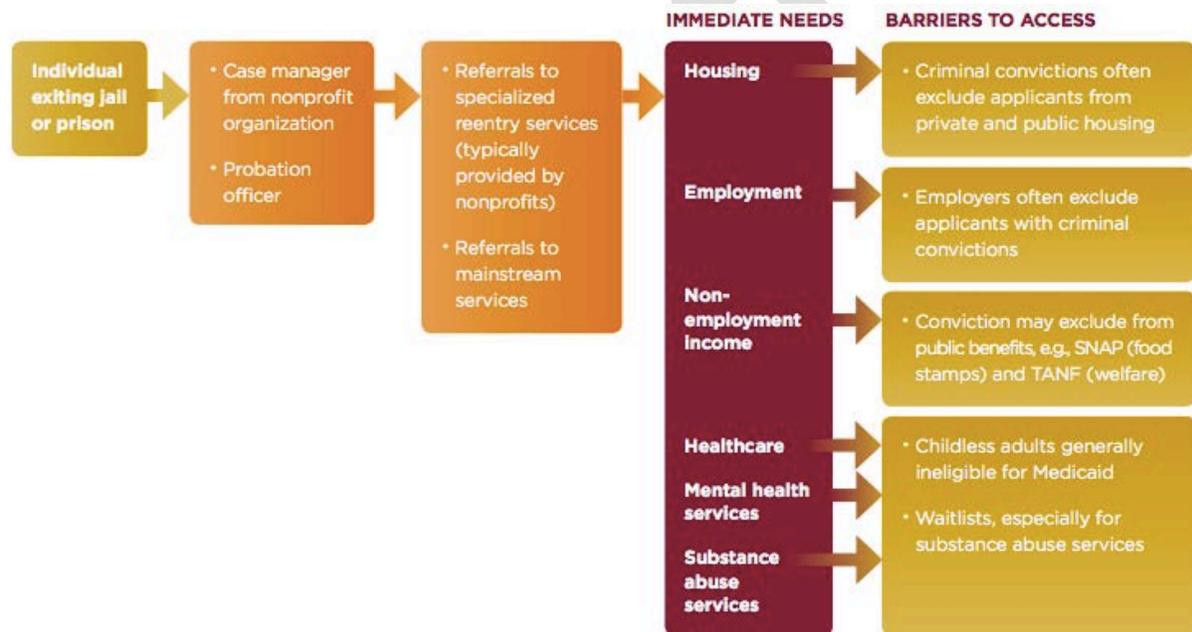


Figure 1

Medical, mental health, and substance abuse treatment: Returning citizens typically have more medical, mental health, and substance misuse problems than the general public.¹ Attending to these immediate treatment needs is a critical component of reentry planning. This goes beyond the needs for medication, medical equipment, and referrals to services; it should include assistance in accessing these key supports on a continual basis. The reentry plan for each participant of your program should include:

- Contact information for a health care provider in the community.

¹ I.A. Binswanger, et al. (2012), [Return to drug use and overdose after release from prison: a qualitative study of risk and protective factors](#), *Addiction Science & Clinical Practice*, 7(1), 3. doi:10.1186/1940-0640-7-3; D. Dumont, et al. (2012), [Public Health and the Epidemic of Incarceration](#), *Annual Review of Public Health*, 33, 325-339.

- A scheduled appointment with a counselor in the community for returning citizens with a history of mental health and/or substance use problems.
- A 45-day supply of medication to cover the period of time before they can meet with a service provider.

Housing: The reentry coordinator and the planning team should work together to create a housing process for reentry clients. Housing options can change quickly due to factors such as limited housing inventory in the community, a halfway house reaching capacity, or a family member changing their mind about offering accommodations. In creating a process, your program should consider the following issues and questions:

1. Housing plan: Does a housing plan already exist for the reentry client? If so, who completed it and was the client an active part of the planning process?
2. Approval: Who needs to approve the housing plan? Is anyone giving their approval tentatively and what are their concerns?
3. Housing costs: Based on local housing costs, how much income will the client need to make monthly rent? What amount of rent will be affordable?
4. Rental assistance: What tribal, local or state rental assistance programs exist? Does the reentry client meet the eligibility criteria?
5. Questions for the client:

If they are returning to a previous housing situation:

- a. What are you most looking forward to about returning?
- b. What contribution will you be able to make to the household (financial, housework, child care, etc.)?
- c. What about returning concerns you?

If they are entering a new housing situation:

- a. What are you most looking forward to about this new housing situation?
- b. What will be the most challenging part of this situation?

Many tribal communities participate in the U.S. Department of Housing and Urban Development (HUD) housing assistance programs, including rental assistance through the Housing Choice Voucher Program, commonly known as Section 8.² Tribal public housing authorities largely have the ability to set their own eligibility criteria for tenants (barring certain

² U.S. Department of Housing and Urban Development, "Office of Native American Programs (ONAP)," https://www.hud.gov/program_offices/public_indian_housing/ih.

sex and drug offenses),³ and HUD has recently recommended that local public housing authorities adopt a more expansive posture in accepting applicants with criminal records.⁴ These factors place tribal reentry programs in a strong position to advocate for clients with housing needs. Parole officers in particular can be instrumental in moving this process along.

Tip

Consider using the tool “Assessing Housing Needs and Risks: A Screening Questionnaire.” You can access it here: <https://csgjusticecenter.org/wp-content/uploads/2017/08/housing-questionnaire.pdf>

Job placement: The reentry coordinator should engage job placement programs. Stable employment provides a sense of purpose, develops strong relationships, and allows reentry clients to support themselves and pay their debts. Ultimately, it also reduces recidivism.

Because tribal communities have continued to face high unemployment since the recession of 2008, it may be a special challenge to connect returning citizens with meaningful jobs in tribal areas. The coordinator should research whether your tribe has a Tribal Employment Rights Ordinance, or similar ordinance that gives hiring preference to participants of reentry programs.

Returning citizens also face a range of personal barriers to employment, including:

- Lack of transportation
- Limited past work experience
- Negative attitudes about work
- Chronic health conditions
- Gaps in resume
- Mental health disorder
- Unfamiliarity with online job searching
- Lack of technology or internet access
- Learning disabilities
- Unfamiliarity with job trends
- Lack of official identification
- Substance use problems
- Family conflict
- Uniform or clothing requirements

³ Elayne Weiss, *Housing Access for People with Criminal Records*, National Low Income Housing Coalition (2017), http://nlihc.org/sites/default/files/AG-2017/2017AG_Ch06-S06_Housing-Access-Criminal-Records.pdf.

⁴ U.S. Dept of Housing and Urban Development, “Notice PIH 2015-19,” Office of Public and Indian Housing (November 2, 2015), <https://www.hud.gov/sites/documents/PIH2015-19.PDF>.

- Physical disabilities
- Fear of failure
- Child care responsibilities
- Lack of stable housing
- Legal barriers
- Lack of tools required

The reentry coordinator should identify and develop MOUs with job readiness programs that address these barriers. That includes teaching clients soft skills, technology skills (such as computer literacy), how to manage workplace relationships, and how to dress for an interview. Many help place clients in GED classes, secure on-the-job training or apprenticeships, and work with employers that are friendly to returning citizens. These programs may also address antisocial thinking and behavior through modalities such as moral reconnection therapy, cognitive behavioral therapy, or motivational interviewing.⁵

The reentry coordinator can also draw on relationships with other service partners for assistance. The coordinator can ask local job placement agencies to email weekly job opportunities and provide transportation to interviews. Social service agencies may be able to provide a child-care stipend or link clients to programs that assist people with learning disabilities.

Another method of improving job placement is to develop relationships with employers who are willing to hire returning citizens. In many tribal nations, the tribal government or a tribally owned business⁶ is the largest employer in the area. Also consider the employment opportunities afforded by the Indian Health Service, the Bureau of Indian Affairs, tribal colleges, and local or state government. The option for employees to work remotely opens up additional employment opportunities. Reentry staff should identify contacts in the human resources or hiring departments at these agencies.

Questions to ask of tribal nation employers include:

- Does the tribal nation have hiring preferences for members of the tribe? What about members of other tribes?
- Is the work temporary or seasonal? Part-time or full-time? Are there opportunities for apprenticeship?

⁵ Le'Ann Duran, Martha Plotkin, Phoebe Potter, and Henry Rosen, *Integrated Reentry and Employment Strategies: Reducing Recidivism and Promoting Job Readiness*. Council of State Governments Justice Center (September 2013), http://csgjusticecenter.org/wp-content/uploads/2013/09/Final.Reentry-and-Employment.pp_.pdf

⁶ The Small Business Administration defines a tribally-owned business as any enterprise that is at least 51 percent owned by an Indian tribe. See www.sba.gov.

- Does the employer require a high school diploma? College or other forms of higher education? Do they accept work experience in lieu of credentials?
- What kind of skills are they looking for?
- Is on-the-job training available?
- Are there physical requirements?
- Do employees need to buy their own uniforms, tools, or equipment?
- Do they require drug screening?
- Do they have hiring preferences for veterans?

Questions to ask of human resources personnel at all employers include:

- Does the employer perform a criminal background check on all applicants?
- If an applicant has a criminal record—or a record of specific crimes—does that automatically preclude an employment offer?
- Who performs the background check? Is it a private company, tribal police, or another entity? Does the hiring manager receive detailed information or only that the employee has a criminal record?
- Does the background check include arrest records? (This information should not be shared with hiring managers.)

Job training: The reentry coordinator should work with a variety of job training sources to meet the needs of returning citizens. Training can be specific to a particular job, such as asbestos removal, or more generalized, such as basic math skills. As your program identifies barriers to employment, remember that training programs can help to overcome those barriers. Does your client lack basic computer skills? Do they have a learning disability that makes them eligible for training programs offered by a vocational-rehabilitation organization? Is the reason your client does not have a driver's license that they never took a driving course? Training programs can help.

Your program should connect with a variety of job training resources:

- Tribal colleges and community colleges are affordable, and they attempt to mirror current employer needs and trends in the workforce.
- The website for the U.S. Department of Labor's Employment and Training Administration, which includes the Division of Indian and Native American Programs

(DINAP),⁷ has information on training announcements, apprenticeships, tax credits for businesses, and grant opportunities.

- The state Department of Labor will also have information about training opportunities.

Creating Community Supervision Procedures

In addition to the formal structures of probation and parole, community supervision includes reentry programs and a broad range of less formal means to monitor and oversee the progress of reentry clients within the community. The value of community supervision is that it affords returning citizens the ability to live and work in the community, while ensuring that they are being monitored for compliance with legal requirements.

The reentry coordinator should work with federal, state, and tribal probation and parole officers to coordinate your program's efforts. This should include regular meetings to discuss your overall strategy, and share information about the progress of individual clients. These meetings should be used to determine boundaries for sharing information with their agency, guidelines for determining violations or revocations, and whether to hold periodic meetings jointly with reentry clients.

The reentry coordinator and the planning team should work with members of the tribal community to consider devoting staff and resources to a variety of evidence-based practices for community supervision that will help returning citizens stay healthy, productive, and law-abiding:

- **Motivational interviewing** allows reentry staff to offer clients guided support toward goal-oriented behavior change. This conversational technique approaches topics with clients in a non-confrontational way that helps create internal motivation for changing behaviors.
- The **family support approach**, emphasizes the role of family and close friends in encouraging clients' prosocial activity, and recognizes that informal social influence can be more effective a motivating behavior change than that of formal legal channels.⁸

⁷ U.S. Department of Labor, "Division of Indian and Native American Programs," Employment and Training Administration, www.doleta.gov/dinap.

⁸ Tracy G. Mullins and Christine Toner, *Implementing the Family Support Approach for Community Supervision*, American Parole and Probation Association (2008), <http://www.appa-net.org/eweb/docs/APPA/pubs/IFSACS.pdf>; Charlotte Goodluck and Angela A. A. Willeto, *Seeing the Protective Rainbow: How Families Survive and Thrive in the American Indian and Alaska Native Communities*, Annie E. Casey Foundation (October 2009), <http://www.aecf.org/m/resourcedoc/aecf-howfamiliesurviveindianandalaskan-2009.pdf>

Additional Resources

Two guides from the American Parole and Probation Association provide valuable information about implementing the family support approach:

- *Implementing the Family Support Approach for Community Supervision*
<http://www.appa-net.org/eweb/docs/APPA/pubs/IFSACS.pdf>
- *Using Family Mapping Tools to Enhance Outcomes for Tribal Members Under Community*
<http://www.appa-net.org/eweb/docs/appa/pubs/UFMTEOTMUCS.pdf>

- **Cognitive behavioral therapy** is an evidence-based form of talk therapy that helps clients to address and change the negative thinking that underlies many behavioral issues, mental health problems such as post-traumatic stress disorder and depression, and everyday emotional distress.⁹
- **Incentives** (e.g., early program graduation, increased privileges, rewards such as gift cards) and **sanctions** (e.g., increased check-in frequency, community service, parole violation, program termination) can help hold reentry clients accountable to the program. A list of examples of incentives and sanctions is available at the National Drug Court Resource Center: <https://ndcrc.org/resource/lists-of-incentives-and-sanctions/>

Tip

If your reentry program creates community service requirement, remember to track the number of hours your clients perform in order to show the amount of service done in the community. Multiply it by the local minimum wage to demonstrate the financial worth of the work.

- **Traditional cultural practices**—such as sweat lodges, talking circles, and storytelling—teach values of respect, responsibility, health, and wellness that help returning citizens reconnect with their communities, take responsibility for negative decision in their past, and address substance misuse and other problems.

⁹ Mayo Clinic, “Cognitive Behavioral Therapy,” <http://www.mayoclinic.org/tests-procedures/cognitive-behavioral-therapy/about/pac-20384610>.

- **Restorative justice**, an approach with roots in indigenous practices, mobilizes family and community in a structured setting to hold people accountable for their conduct while supporting them to make amends for harm. It can help participants who are struggling to comply with program mandates. Restorative justice can include:
 - **Elder panels** bring together elders and community leaders to meet with reentry clients, discuss problem behaviors, and determine an appropriate response. Elders often share their wisdom and cultural teachings with participants, and can help address violations and negative behavior while connecting program participants to community and teaching them cultural values.
 - **Peacemaking** is an indigenous practice that some tribes have used since before Western colonization. Though there are many variations to the process, peacemaking generally invites elders and community leaders, to sit in circle with participants who are in conflict or who have violated a community norm. Peacemakers often share personal stories and invite participants to share their own as a method of coming to terms with what has happened and thinking through different ways to approach difficult situations.
 - **Victim impact panels** bring together people who have committed crimes to hear stories from victims who have been affected by those types of crimes and thereby gain a greater understanding of the consequences of their actions.
- **Community support groups**, composed of peers experiencing reentry, can be formed with the aim of gaining the resources they need and building confidence during the reentry process.

Example

The Warrior Down program, a part of the Wellbriety for Prisons initiative, is a community support program that helps the formerly incarcerated find employment, return to school, and connect with emotional, mental, physical, and spiritual resources. Warrior Down partners with community services, family services, and law enforcement agencies that provide support for Native American reentry clients who are reconnecting with their communities. The program is located in several states, including Washington, California, and Idaho.

- **Mentoring**—especially peer mentoring with a successful formerly incarcerated person—provides prosocial benefits, including access to a reliable listener and association with someone who is outside of a reentry client’s social network. Reentry programs using peer mentoring should consider the following:
 - **Structures:** The mentoring program could be structured to match clients with mentors pre-release. In these situations, the program should be structured to closely collaborate with correctional facilities. A mentoring program should next carefully select and match mentors and participants, and at the end of a client’s engagement, should thoughtfully conclude the mentoring relationship.
 - **Volunteer description:** The work of mentors usually overlaps with the support provided by other reentry staff, especially case managers, and the distinction between a case manager and a mentor should be made clear. Volunteer mentors should focus primarily on building supportive, prosocial relationships with reentry clients; offering educational guidance, career advice, and emotional support; and providing accountability around substance misuse. It is often helpful to employ mentors who were also previously incarcerated but have reengaged successfully in the community.
 - **Policies and procedures:** Once clear mentoring structures and goals have been established, reentry staff should develop a policies and procedures manual for participant engagement, client-mentor matching, and relationship maintenance and conclusion. Participant engagement should begin three to six months before release and, depending on the policies of the correctional facility, include in-person meetings, phone or video calls, and letters with reentry staff. Client-mentor matching should use information about the client’s cultural profile to match them with a mentor who shares such features as age, sex, race, ethnicity, tribal affiliation, educational or career goals, and interests or hobbies. Relationship maintenance should include the projected length of the client-mentor relationship (usually six months to one year), a plan to meet consistently in a regular location (with guidelines about safe and appropriate places to meet), and a system for documenting the meetings. Concluding the mentoring relationship should include an exit interview at the completion of mentoring expectations, including feedback from both the client and the mentor, suggested improvements, next steps for the participant, and a clear understanding that any further relationship between the client and mentor will not be program-related.

PART 4: MEASURING PROGRAM IMPACT

Measuring the impact of your reentry program requires collecting data. Data collection can seem daunting, and often this critical piece of a reentry program is misunderstood, overlooked, or ignored. But it does not have to be overwhelming. Collecting basic data will allow you to monitor your program's success, make informed decisions when challenges arise, demonstrate its value to tribal leaders and community members, and make the case for additional funding. This section outlines some basic steps for collecting and analyzing reentry data.

Brainstorm

The reentry coordinator and the planning team should meet to consider the following questions: What do you want to know? What time period will you look at? What will you use for comparison data? You should work together to determine what data you need and who will be responsible for collecting it.

Prioritize the Information You Need

After identifying what you want to know, look back at your planning timeline and at your available resources. What is the most important data to collect? How much time do you have to gather it? If you have little experience with data collection and limited resources, you can start with a small number of indicators and add more later. For reentry programs, it is typically important to prioritize data that answers the following basic questions:

- Is your program making your community safer?
- Are returning citizens who participate in your program less likely to commit new crimes than non-participants?
- How many people gained employment through your program?
- Did reentry clients exhibit other markers of successful community reintegration?

Develop a Plan for Collecting Data

Once you know what data is important to your program, answer the following questions:

- Who will collect the data? It is best to specify an individual rather than a department or agency.
- Where will the data come from? Identify the specific agency or person who keeps each type of data you're trying to collect.

- How will the data be analyzed and reported back to the core planning team (a report, a spreadsheet, a graph, community surveys, etc.)?
- What rules, procedures, or ethical requirements will you need to consider as you collect and review the data?
- Who will have access to the data once it is collected? After the project is implemented?
- Will you need parental consent to collect data from some community members (e.g., juveniles)?
- Where will the data be stored? How will you store the data to ensure confidentiality?
- How can this data be used in the future? Explain in writing how the data can be used (e.g., “only for use by the planning team in developing reentry procedures on tribal land”).
- Who else can help? Consider seeking assistance from local colleges or technical assistance providers who may be able to provide feedback on your data collection plan.

Collect Data

Keep in mind that data can quickly become overwhelming. Organizing your data and maintaining it for future analysis is important. Instruct the individuals responsible for collecting data to keep the planning team informed of how the process is going and report any problems to the group to allow for troubleshooting.

Your program should collect both quantitative (or numerical) data and qualitative (or descriptive) data. Quantitative data can come from program records, reports, forms, and closed-ended questions. Consider tracking the following quantitative performance measures:

- Outreach events attended
- Number of people enrolled in the program
- Number of people referred to treatment
- Number of people who have successfully completed treatment
- Number of people who have gained employment
- Tools or other work supplies provided to clients
- Miles traveled to take people to and from appointments
- Number of people who have completed your program without reoffending
- Number of people who have reoffended

Qualitative data can come from client surveys, interviews, or open-ended questions. It includes information on ideas, beliefs, attributes, feelings, characteristics, perceptions, attitudes and opinions. Consider asking clients the following qualitative survey questions:

- What do you like best about this reentry program?
- What changes would you like to see?
- How clear are the directions you were given about the office location?
- Did you understand what the program was before your first appointment?
- Are the program's expectations clear?
- What makes you nervous about leaving the program?
- When your family asks about the program, what comes to mind?
- What kind of person would do well in this program?
- What kind of person would have a difficult time completing this program?
- If you had unlimited funds, what would you add to the program?

Analyze Data

What does the data tell you? By looking closely at your data, you can identify what is and is not working, and refine your program to address emerging issues in real time. You can also measure impacts and outcomes of your program. This information can be used to apply for grant funding, evaluate staff performance, report to your tribal government and the community, and market your program to potential clients. If your planning team wants help analyzing your data, consider reaching out to a local college for assistance, or contact an experienced technical assistance provider.

Building Sustainability

One of the greatest challenges for a new reentry program is long-term sustainability. Some programs will have a champion with the tribal government who secures funding, but others will need to piece together funding from multiple sources over the years. A variety of sustainability measures can increase your likelihood of success.

Foster institutional sustainability: No one will champion your program if they do not know about it. The reentry coordinator and planning team should share information about your reentry program with the leaders of your tribal government. Host an open house, invite them to meet your staff and clients, and discuss your office and program. Ask for feedback: What do they like? What are their concerns? Are there ways to collaborate? Will they share resources, such as staff time, equipment, office space, or petty cash? Consider starting a small advisory

board that invests in your program, helps you stick to your mission, and holds you accountable to program goals. These steps can create institutional champions who will help your program remain relevant in the eyes of the tribal government.

Gather stories and pictures: Data is important, but numbers only tell one piece of the story of your reentry program. The program coordinator and reentry staff should be on the lookout for clients whose success is representative of the program and, with their permission, share them. Create short videos, social media posts, newsletters, flyers, or podcasts. Pitch their stories to local media outlets, including newspapers, radio, and television. Invite a reporter to the office. Community members will not remember statistics, but they will remember the story of a mother who found recovery from addiction and was reunited with her children after attending your peacemaking program.

Be creative with resources: The reentry coordinator and staff should think about what resources your program can share with other agencies. Do you have access to a van? Would another program be interested in using it on a night when you do not? Can they offer your program helpful resources in return? Sharing resources with other agencies can take your program from being new and unknown to being important to the entire local justice system.

Seek new funding sources: The reentry coordinator should seek local, state, and federal funding. Where reentry programming was once the subject of relatively narrow funding streams, there are now awards available from the health, education, labor, and justice sectors, all of which increasingly recognize the importance of reintegrating returning citizens into their communities.

PART 5: CONCLUSION

Reentry programs are being developed in Tribal Nations that incorporate indigenous teachings and evidence-based programs as communities realize that most incarcerated tribal members will eventually be released and come home. Tribal nations recognize that tribal members leaving incarceration and returning to their communities will have the most success if reentry planning and services are flexible, robust, creative, and meet the needs of both the Nation and the client. The one-size-fits-all approach to case management has been replaced by tailored services that acknowledge the unique needs and risks for recidivism faced by each individual returning to the community. Using this toolkit to engage in a reentry planning process will ensure that the reentry program is proactive in its approach to the needs of returning members rather than reactive, and that reentry programming is holistic, evidence-based and forward-thinking.

If you have ideas for new reentry programming or know of a reentry project that should be profiled or evaluated, contact the American Probation and Parole Association.

GLOSSARY

This glossary provides definitions of terms relevant to the reentry materials in this toolkit and may not include definitions outlined by tribal, state, or federal laws.

Assessment: An in-depth process for gathering information about an individual's risk and needs to determine a returning citizen's clinical eligibility for a reentry program and develop a treatment and supervision plan for them. The assessment process is typically administered by a clinician.

Case manager: The lead contact for reentry clients. Their responsibilities include screening, assessment, and intake; developing case plans; providing counseling sessions; and facilitating program activities.

Intake: An assessment that gathers information about a client to allow the program for case management purposes. The intake also allows the reentry program to identify and prioritize client's practical needs—such as housing, medical attention, substance abuse and mental health treatment, employment, and family and community engagement.

Memorandum of understanding: An agreement between two or more agencies outlining each organization's role and responsibilities to each other. A representative from each agency should sign and date the document, and all interested parties should have copies on file.

Needs assessment: A planning process designed to help planners understand the community's strengths, challenges, and resources. The planning team uses the needs assessment to design an initiative that meets the community's particular needs and builds on the community's unique strengths.

Planning team: A core group of stakeholders who are responsible for planning and implementing the reentry program. This group can also be referred to as an advisory board, steering committee, or other common terms.

Reentry program: A problem-solving justice initiative designed to assist people returning from jail or prison with a successful transition back into their communities. A reentry program

involves the ways a range of stakeholders engage in pre-release planning, case management, transitional services, a community supervision.

Reentry coordinator: A dedicated staff member who acts as the liaison for the project as a whole, overseeing planning and implementation, support and services, data collection, and progress reporting.

Returning citizen: An incarcerated person who is in the process of transitioning from jail or prison back into their community.

Screening: A preliminary process to determine a returning citizen's past engagement with the justice system, flag possible needs and identify potential suitability for a reentry program. A screening can be administered by case managers, corrections staff, or probation or parole officers.

Stakeholders: Agencies or individuals with a stake in developing a reentry program. This can include justice system actors (judges, police, probation officers, prosecutors, public defenders), service providers (treatment professionals, victim advocates, job trainers, mentors), and community members (elders, cultural leaders, business owners).

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APPENDIX

JOB ANNOUNCEMENT
Reentry Program Coordinator

The Tribal Nation is seeking a Reentry Program Coordinator to work with individuals who have been imprisoned for violent and non-violent offenses and are making a transition back into the community. The Program Coordinator will assist programmatic efforts to support returning individuals by coordinating service provision and supervision efforts.

In addition to supporting program operations, the Program Coordinator will work to support individuals by coordinating reentry efforts such as assessments, counseling, service referrals and linkages, and compliance monitoring with the goal of reducing recidivism and assisting clients in making a successful transition back into their community.

Responsibilities include but are not limited to:

- Conduct pre-release engagement with tribal members incarcerated at local detention facilities;
- In consultation with parole/probation officers and clients, create a supervision plan that addresses the conditions of the client's release and their criminogenic needs;
- In ongoing counseling sessions, assist clients to identify and address barriers to community reintegration;
- Provide follow up with community partners to ensure clients' needs are being met;
- Conduct field visits, including home visits;
- Provide crisis intervention;
- Participate in case management team meetings;
- Organize and facilitate meetings with stakeholders, justice system partners, and correctional facility staff;
- Track and report participation toward goals, objectives, and deliverables;
- Plan and implement strategies to build community awareness around the project;
- Assist in gathering data related to the reentry program;
- Draft and disseminate project reports as needed to tribal leadership or to community members.

Qualifications:

- Associates degree required; Bachelor's Degree preferred;
- Ability to work well with formerly incarcerated persons or a similar justice-involved population;
- Ability to work well with justice system stakeholders and project partners;
- At least one year of experience working in a criminal court setting and/or human service field *strongly preferred*;
- Ability to work with people from diverse backgrounds in a culturally-competent manner;
- Professional demeanor and ability to communicate appropriately with judges and other court personnel;
- Excellent organizational and interpersonal, communication and writing skills *required*;
- Bilingual preferred (English/Spanish).

Position Type: Full-time/Part-time

Compensation: [insert salary amount]

Location: Tribal Nation

COMMUNITY RESOURCE MAPPING

Below is an example of a completed Community Resource Mapping form. See the next page for a blank form that can be copied and used to create your own directory.

CATEGORY: *Substance Use Disorder Treatment Provider*

ORGANIZATION: <i>Wholistic Health Center</i>	
ADDRESS: <i>Mail: P.O. Box 43, Syracuse, NY 13202</i> <i>Office: 300 S. State Street, Syracuse, NY 13202</i>	
CONTACT: <i>Name: Loretta Swanson</i> <i>Title: Clinical Director</i>	
PHONE: <i>266-4332</i>	EMAIL: <i>Lswanson@wholistichealth.com</i>
ALTERNATE CONTACT: <i>Name: Janelle Porter</i> <i>Title: Social Worker</i>	
PHONE: <i>266-4331</i>	EMAIL: <i>egrossbe@circlehealth.com</i>
SERVICES PROVIDED/POPULATION SERVED: <i>Comprehensive adult inpatient and outpatient substance use disorder treatment & counseling. Spanish language group therapy available. Family group counseling available first and third Wednesday of the month (6-8pm).</i>	
COST: <i>Tribal government contracts with Circle Health to provide services for 200 outpatient/ 25 inpatients per year. Additional services contracted at \$300/day inpatient. Outpatient rate negotiable.</i>	
OPPORTUNITIES FOR COLLABORATION/ ADD'L COMMENTS: <i>Wholistic Health has agreed to provide a counselor at the Healing to Wellness Court on Thursday afternoons. Counselor will screen clients for drug/alcohol dependency and make recommendations to the judge.</i>	

CATEGORY:

ORGANIZATION:	
ADDRESS:	
CONTACT: Name: Title:	
PHONE:	EMAIL:
ALTERNATE CONTACT: Name: Title:	
PHONE:	EMAIL:
SERVICES PROVIDED/POPULATION SERVED:	
COST:	
OPPORTUNITIES FOR COLLABORATION/ ADD'L COMMENTS:	

SAMPLE
MEMORANDUM OF UNDERSTANDING

By and Between

**TRIBAL NATION REENTRY PROGRAM
and
PARTNER AGENCY or FACILITY**

This Memorandum of Understanding (MOU) is entered into on _____ (date) by and between the Tribal Nation Reentry Program, and _____ (“Partner”).

Purpose

The purpose of this MOU is to describe the relationship between and obligations of both the Tribal Nation Reentry Program and Partner for the purposes of improving services and supervision to inmates being released from correctional facilities back into the tribal community.

Duties and Responsibilities of the Tribal Nation Reentry Program

The Tribal Nation Reentry Program will be responsible for the following:

1. Reentry Planning: Developing and following up on reentry planning with clients/inmates. Reentry planning will focus on connecting inmates/clients to transitional services such as substance abuse counseling, mental health treatment, family services, housing, and employment.
2. Communications: Tribal Nation Reentry Program will communicate with Partner to develop referral protocols and ongoing communication protocols necessary for program success.

[Insert other relevant responsibilities as discussed with Partner]

Duties and Responsibilities of Partner

Partner will be responsible for: [Insert Partner responsibilities]

[If the MOU is for a Partner Facility then the following responsibilities may be included.]

1. Identification and Referral: Partner Facility will notify the Tribal Nation Reentry Program of inmates who meet the criteria as potential clients as outlined.
2. Meeting Space: Partner Facility will provide space on [specified dates and times] for Tribal Nation Reentry Program staff to meet, interview and assess clients for eligibility into programming. Partner Facility will also provide space on [specified dates and times] for Tribal Nation Reentry Program staff to meet regularly with clients to engage in reentry planning, [specify frequency] prior to client release date.
3. Communications: Partner Facility agrees to communicate regularly [specify frequency] regarding changes in space availability or correctional facility changes in procedures that may affect reentry program functioning.
4. Safety: Partner Facility will brief Tribal Nation Reentry Program staff on safety procedures in the

event of an emergency.

[If the MOU is for a Partner Agency then the following responsibilities may be included.]

1. Client Updates: Partner agency agrees to provide Tribal Nation Reentry Program information about client attendance, and compliance with provisions of treatment plan through regular emails, phone calls or written reports.
2. Client Privacy and Compliance Updates: Partner agency will coordinate with Tribal Nation Reentry Program to identify what information should be shared as regular reporting in order to protect client privacy, and provide Tribal Reentry Program staff with the information they need to monitor compliance with reentry plan.
3. Communications: Partner Agency agrees to communicate regularly [specify frequency] regarding any changes in personnel or program capacity that may affect clients or reentry program functioning.

Terms of Understanding

The term of this MOU will begin on [Date] and [will last until terminated on written notice from either party]/[will terminate on [Date]]

This agreement is subject to all laws concerning clients/participants' rights and confidentiality, and the policies and procedures of the agencies involved.

Modification and Termination of MOU

Modifications of this MOU shall be made only by mutual consent. The modifications shall be made in the form of an amended written memorandum of understanding, signed by authorized representatives of the Center and Partner.

Authorization:

The undersigned agree to the arrangement outlined above.

[Partner Agency/Facility]
Authorized Representative

Signature

Title

Tribal Reentry Program
Authorized Representative

Signature

Project Director
[Project]