



January 2025

A Vision for Transformation:
Transforming Mental Health Care and Addiction
Treatment for Justice-Involved Individuals in
New Jersey

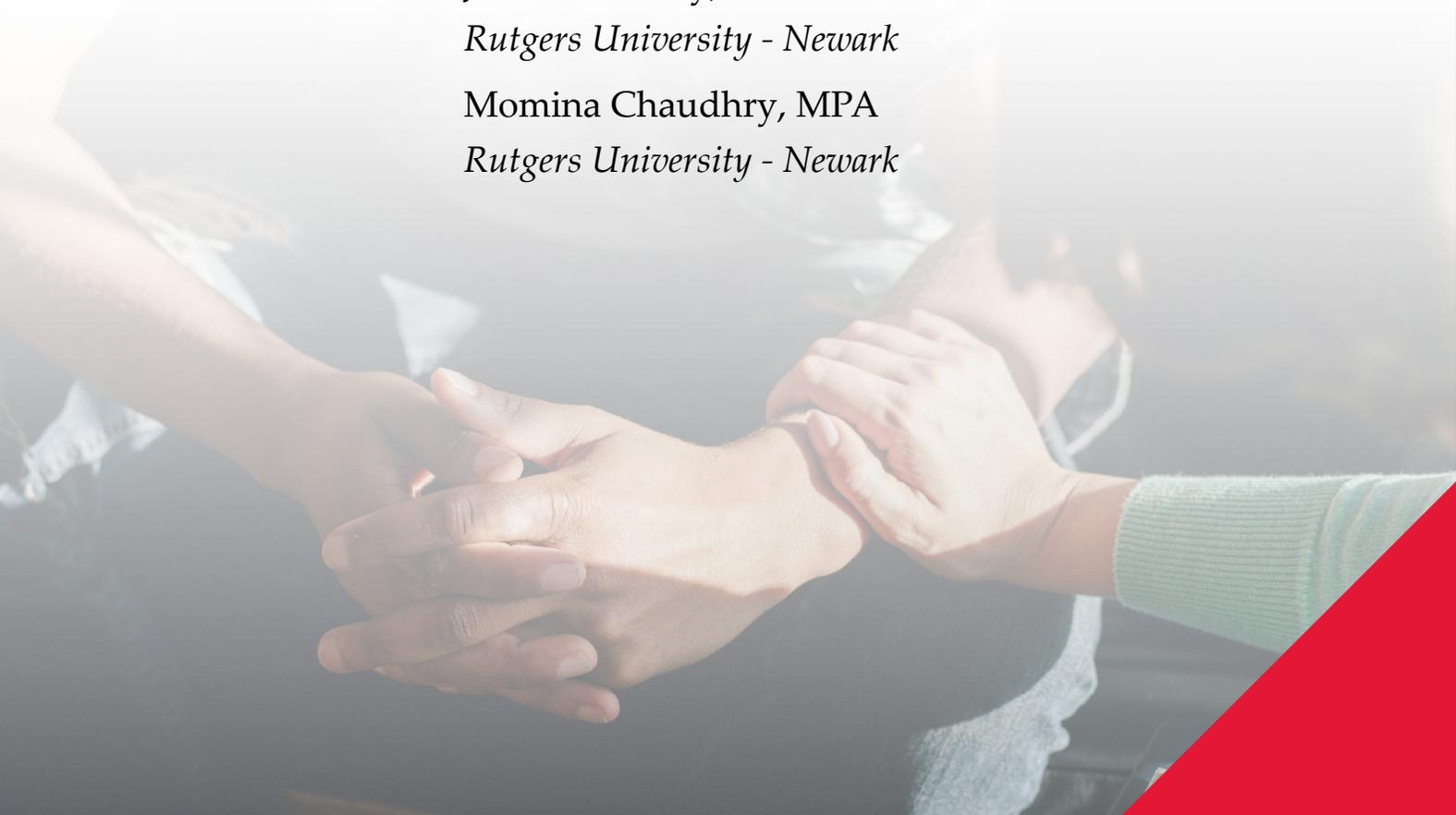
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Letter to New Jersey Policymakers

Dear New Jersey Policymakers,

On behalf of the New Jersey Reentry Corporation and the Rutgers University School of Public Affairs and Administration, we are pleased to present this comprehensive policy portfolio aimed at transforming mental health and addiction treatment services for justice-involved individuals in our state.

This groundbreaking initiative, funded by the New Jersey State Policy Lab, represents a collaborative and strengths-based approach to system-level change. Rather than focusing on deficits, we engaged over 80 diverse stakeholders - including government agencies, service providers, community leaders, and individuals with lived experience - to uncover the existing capabilities of our current system and co-create a shared vision for the future.

Employing the Appreciative Inquiry (AI) methodology and the SOAR (Strengths, Opportunities, Aspirations, Results) framework, our team, led by the Rutgers Center for Applied Appreciative Inquiry, facilitated a series of virtual forums and policy summits. Through these generative discussions, we were able to identify the core strengths of our existing mental health and addiction service landscape, reveal key opportunities for enhancement, and articulate a compelling collective aspiration for a transformed, integrated system of care.

The result of this collaborative effort is a comprehensive policy portfolio that outlines 14 overarching policy directions, each with its highest-rated initiative identified through a post-summit stakeholder survey. These top priorities, which you will find detailed in the pages that follow, represent the collective wisdom and aspirations of our community, grounded in a shared commitment to create lasting, systemic change.

We firmly believe that New Jersey stands at a transformative moment in its approach to supporting justice-involved individuals with mental health and addiction treatment needs. The initiatives presented in this report embody a fundamental shift toward a more equitable, effective, and humane system of care. Achieving this vision will require sustained commitment, strategic resource allocation, and an unwavering focus on long-term sustainability.

We invite you, as New Jersey's policymakers, to join us in this vital endeavor. By maintaining our collaborative spirit and strengths-based approach, we can create lasting change that strengthens communities, transforms individual lives, and promotes recovery and well-being for all residents of our great state.

Sincerely,

James E. McGreevey

President, New Jersey Reentry Corporation

James M. Davy, PhD.

Director, Rutgers University Center for Applied Appreciative Inquiry
School of Public Affairs and Administration

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Executive Summary

With funding from the New Jersey State Policy Lab, the Rutgers University School of Public Affairs and Administration, in partnership with the New Jersey Reentry Corporation, launched an innovative initiative to transform mental health and addiction treatment services for justice-involved individuals in New Jersey. Using the Appreciative Inquiry methodology and the SOAR framework, this project engaged over 80 diverse stakeholders through virtual forums and individual surveys to develop comprehensive policy recommendations for systemic change.

The project employed Appreciative Inquiry (AI), a strengths-based approach to organizational and systemic change that focuses on what works rather than what's broken. Unlike traditional deficit-based approaches, AI engages stakeholders in discovering existing strengths and imagining positive futures. The SOAR framework (Strengths, Opportunities, Aspirations, Results) builds on Appreciative Inquiry principles by directing stakeholder attention toward possibilities rather than problems. This approach was particularly powerful as it used anticipatory, future-oriented language to envision and design desired outcomes rather than dwelling on system deficits or gaps.

Critical to the project's success was its commitment to whole system engagement — bringing together all stakeholders who can influence or are affected by the system's performance. This included not only government agencies and service providers, but also justice-involved individuals, family members, community leaders, advocates, and front-line staff. By engaging the "whole system" in the policy development process, the project captured diverse perspectives, fostered shared understanding, and built collective commitment to implementation. This inclusive approach ensures that solutions are comprehensive, practical, and supported by those responsible for their success.

The initiative addresses the critical challenge of fragmented service delivery systems that currently impede access to mental health and substance use treatment for justice-involved individuals. Upon release from incarceration, many individuals encounter barriers to accessing timely assessment, treatment, and recovery supports, leading to poor outcomes including recidivism, homelessness, and premature mortality.

This groundbreaking collaboration aims to disrupt the current system's deficits by identifying existing strengths and co-creating transformative solutions through multi-sector stakeholder engagement.

This executive summary represents the collective wisdom and aspirations of diverse stakeholders committed to transforming mental health and addiction treatment services for justice-involved individuals in New Jersey. The success of these initiatives will significantly impact individual lives while strengthening communities and improving public safety across the state.

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SOAR Process and Results

This policy development project began with four Strengths, Opportunities, Aspirations, and Results (SOAR) forums where stakeholders engaged in conversations leading to identifying the system delivery system's strengths, opportunities for improving services and support systems, aspirations for a transformed system, and the results expected from that desired newly transformed system. Here are some of the key results of those conversations:

Strengths

The stakeholders identified core strengths reflected in the current system, which could provide a foundation for systemic transformational change:

- Comprehensive reentry programs integrating multiple support services
- Strong collaborative approaches among service providers
- Accessible and diverse mental health services
- Effective peer support programs leveraging lived experience
- Existing community partnerships and resource networks

Opportunities

Through SOAR discussions several key areas for systemic enhancement were revealed:

- Expansion of trauma-informed and person-centered approaches
- Development of comprehensive workforce capacity
- Implementation of systemic reforms and policy changes
- Enhancement of housing support services
- Strengthening of cross-system collaboration
- Improvement of continuity of care
- Integration of technology and data-sharing systems

Aspirations

Stakeholders also articulated a compelling vision for the future grounded in a shared commitment to fundamental system transformation:

- Seamless integration of services across all domains
- Empowered communities through enhanced outreach
- Holistic care supporting successful reintegration

- Transformed systems through innovative policies
- Skilled and empowered workforce
- Sustainable support systems honoring individual dignity
- Universal access to comprehensive recovery services

Results

The SOAR also identified desired outcomes encompassing both individual and systemic changes:

- Improved access to mental health and substance abuse treatment
- Enhanced recovery and wellness outcomes
- Strengthened community integration
- Increased system accountability
- Reduced recidivism rates
- Better health outcomes
- Sustainable program models
- Cost-effective service delivery

Policy Summit Strategic Initiatives

Following the SOAR Forums, qualitative data analysis, enhanced through AI-assisted theming using Claude, identified fourteen overarching policy directions. These directions served as the focal points of conversation in four Policy Summits, in which stakeholders collaboratively ideated and developed policy initiatives to bring the policy directions to fruition, along with initiative purpose statements and policy design elements for policy-makers to consider. Based on a post-summit survey, the following policy initiatives emerged as the highest priority ones for consideration by policymakers:

Policy Directions and Initiative Priorities:

The fourteen overarching policy directions, analyzed through AI-assisted theming of SOAR data and refined during Policy Summits, are presented below with their highest-rated initiatives (based on Combined High/Essential priority percentages):

1. Comprehensive and Integrated Services

Focuses on seamless service delivery and coordinated care models. Highest-rated initiative: Transform treatment approach for serious mental illness in correctional settings (**86% Combined: 48% Essential; 38% High**).

2. Integrating Hub-and-Spoke Networks

Envisions an interconnected network of care (**73% Combined**: 28% Essential; 45% High), demonstrating a widespread recognition of the need to establish an integrated healthcare network.

3. Wellness and Quality of Life

Focuses on holistic wellness and an exceptional quality of life. Highest-rated initiative: Establish integrated employment and housing programs targeting justice-involved individuals (**82% Combined**: 34% Essential; 48% High).

4. Collaboration and Community Involvement

Emphasizes cross-sector partnerships and community engagement. Highest-rated initiative: Standardized Warm Handoff Protocols (**83% Combined**: 41% Essential; 42% High).

5. Access, Equity, and Service Delivery

Centers on removing barriers and ensuring equitable treatment access. Highest rated initiative: Expand telehealth services to reach underserved populations (**80% Combined**: 38% Essential; 42% High).

6. Education, Employment, Awareness, and De-stigmatization

Addresses both systemic barriers and individual needs. Highest-rated initiative: Create vocational training certificates for in-demand skills (**85% Combined**: 44% Essential; 41% High).

7. Peer Support and Lived Experience

Leverages experiential knowledge in service delivery. Highest-rated initiatives: Establish Certified Peer Recovery Specialist programs (33% Essential; 39% High); Train peers in screening tool administration (34% Essential; 38% High); Deploy peer support services across all programs (33% Essential; 39% High) (**72% Combined**).

8. Monitoring, Evaluation, and Accountability

Ensures continuous improvement and system effectiveness. Highest-rated initiative: Build comprehensive data collection systems (71% Combined: 33% Essential; 38% High).

9. Harm Reduction and Alternatives

Promotes evidence-based alternatives to punitive approaches. Highest-rated initiative: Alternatives to Incarceration (**76% Combined**: 48% Essential; 28% High).

10. Workforce Development and Training

Builds system capacity and professional competency. Highest-rated initiatives: Expand educational opportunities from GED to higher education while incarcerated (48%

Essential; 30% High); Remove employment barriers through record clearance assistance programs (53% Essential; 25% High) (**78% Combined**).

11. Continuity of Care, Improvement, and Innovation

Ensures seamless service delivery and system enhancement. Highest-rated initiative: Automated Benefits Enrollment (**80% Combined**: 39% Essential; 41% High).

12. Funding and Resources

Develop sustainable funding mechanisms. Highest-rated initiative: Create Public-Private Partnerships (**78% Combined**: 44% Essential; 34% High).

13. Housing and Reentry Support

Addresses fundamental stability needs. Highest-rated initiatives: Secure sustainable funding streams for transitional housing and reentry support programs (34% Essential; 47% High); Activate rapid housing response system eliminating gaps between release and stable housing placement (42% Essential; 39% High) (**81% Combined**).

14. Diversion and Decriminalization

Prioritizes treatment over punishment. Highest-rated initiative: Expand Law Enforcement Assisted Diversion (LEAD) programs into a statewide network of pre-arrest intervention points connecting individuals to immediate treatment instead of jail (**79% Combined**: 41% Essential; 38% High).

Top Rated Policy Priorities

Based on survey results, the top priority policy initiatives receiving the highest combined Essential/High priority percentages are:

1. Establish Justice-to-Career Pathways (EJCP) Initiative

Under the policy direction of Wellness and Quality of Life, this initiative received the highest combined priority rating, suggesting it is a high priority for consideration by policymakers. This ECJP Initiative focuses on creating seamless pathways for justice-involved individuals to access employment and career development opportunities.

2. Transform Treatment Approach for Serious Mental Illness in Correctional Settings

Under the policy direction of Comprehensive and Integrated Services, this initiative received high combined priority ratings, indicating it is another key focus area. The initiative aims to improve the treatment of serious mental illness within the correctional system.

3. Develop Housing-Based Support Service Hubs (Case Management, Peer Support, Employment)

Under the policy direction of Comprehensive and Integrated Services, this initiative likely has broad support for enhancing the coordination and availability of crucial behavioral health services for justice-involved individuals.

4. Create Vocational Training Certificates for In-Demand Skills

Under the policy direction of Education, Employment, Awareness, and De-stigmatization, this initiative aims to support justice-involved individuals by improving their skills, credentials, and employment prospects and is identified as high priority.

5. Implement Standardized Warm Hand-Off Protocols Between Correctional Facilities and Community Treatment Providers

Under the policy direction of Collaboration and Community Involvement, this initiative facilitates a supported transition from incarceration to community treatment, and which can improve outcomes for justice-involved individuals.

Our Process

Cross-Cutting Themes and Integration

These strategic initiatives are united by several fundamental themes that emerged through stakeholder dialogue. Person-centered approaches form the foundation, emphasizing individual autonomy, dignity, and customized service planning. This connects directly to system integration efforts, where coordinated service delivery and resource alignment creates support networks. Community engagement amplifies these efforts through meaningful stakeholder participation and cultural competency, while evidence-based practice ensures effectiveness through data-informed decision-making and continuous evaluation. Sustainability weaves throughout, focusing on resource optimization and long-term system resilience.

Implementation Framework

Success in transforming New Jersey's approach to mental health and addiction services for justice-involved individuals requires a comprehensive implementation strategy that addresses several critical factors.

Success Factors and Mitigation Strategies

The implementation framework must balance ambitious goals with practical realities. Multi-agency collaboration forms the backbone of success, supported by dedicated funding streams and strong community partnerships. Regular progress monitoring through data-driven decision-making ensures accountability while maintaining the appreciative, strengths-based approach keeps stakeholders engaged and motivated. Key challenges including resource allocation, inter-agency coordination, and technology integration will be addressed through proactive planning and adaptive management strategies.

Measuring Progress and Impact

Progress evaluation takes a holistic approach, combining quantitative metrics with qualitative assessments. Individual outcome tracking measures the direct impact on justice-involved individuals, while system performance indicators monitor institutional effectiveness. Cost-effectiveness measures ensure sustainable resource use, and stakeholder feedback mechanisms maintain accountability to the community. Regular assessment of community impact ensures initiatives create meaningful change at both individual and systemic levels.

Call to Action

New Jersey stands at a transformative moment in its approach to supporting justice-involved individuals with mental health and addiction treatment needs. This policy portfolio represents more than a set of initiatives – it embodies a fundamental shift toward a more equitable, effective, and humane system of care. Success demands sustained commitment from all stakeholders, strategic resource allocation, and unwavering focus on long-term sustainability.

The path forward requires continued collaboration among government agencies, service providers, community organizations, and individuals with lived experience. By maintaining our commitment to appreciative inquiry and whole-system engagement, we can create lasting change that strengthens communities while transforming individual lives. The initiatives outlined here provide not just a roadmap but a catalyst for systemic transformation that will enhance public safety and promote recovery and well-being for all New Jersey residents.

Process Facilitation & Stakeholder Engagement

The development of this comprehensive policy portfolio was guided by a team of seasoned experts in the fields of appreciative inquiry, public administration, and reentry services.

Leading the facilitation efforts was Dr. James M. Davy, Director of the Rutgers University Center for Applied Appreciative Inquiry within the School of Public Affairs and Administration. Dr. Davy, an expert practitioner of the Appreciative Inquiry methodology, was instrumental in designing and guiding the collaborative process that engaged diverse stakeholders throughout the initiative

Alongside Dr. Davy, Momina Chaudhry, a dedicated MPA '24 student at the Rutgers School of Public Affairs and Administration, played a pivotal role in arranging and facilitating the SOAR forums and policy summits. Ms. Chaudhry also is responsible for the graphic design, layout, and production of this document. Her tireless efforts, analytical expertise, and commitment to systems-level change were essential to the success of this important initiative.

The facilitation team was further supported by James E. McGreevey, the former Governor of New Jersey and the current President of the New Jersey Reentry Corporation. Mr. McGreevey and his staff provided invaluable expertise, connections, and on-the-ground insights that strengthened the stakeholder engagement process and ensured the relevance and practicality of the policy recommendations.

Through the collaborative efforts of this facilitation team, the initiative was able to meaningfully engage over 80 diverse stakeholders, including government agencies, service providers, community organizations, and individuals with lived experience. This whole-system approach was critical in capturing a comprehensive understanding of the current landscape, while also co-creating a shared vision for transformative change.

Survey Methodology & Respondent Profile

To inform the prioritization of policy initiatives, a comprehensive survey was developed and administered to a diverse set of stakeholders. The Qualtrics survey platform was used to capture feedback on the various policy recommendations for mental health and addiction treatment services for justice-involved individuals in New Jersey. The survey sought to leverage the expertise and insights of a wide range of stakeholders, ensuring the development of the most effective policies for our justice-involved community.

Respondents included representatives from state, county, and local government agencies, mental health and addiction treatment service providers, community outreach organizations, advocacy groups, justice system professionals, and individuals with lived experience. In total, the survey was distributed to approximately 700 stakeholders, with 64 respondents completing the survey. This response rate, while not statistically representative, provided valuable qualitative data to inform the prioritization of the policy initiatives outlined in this report.

AI-Assisted Data Analysis

Qualitative data analysis for this initiative was enhanced through the use of Claude, an AI assistant created by Anthropic. Claude's natural language processing capabilities were leveraged to assist with theming and synthesizing the insights gathered through the SOAR forums and policy summits.

Overarching Policy Directions

Comprehensive and Integrated Services

Policy Statement

A statewide network of gender-responsive supportive housing programs will provide safe, stable environments where justice-involved individuals can heal, reconnect with their children, and build self-sufficient lives. The integrated model combines housing stability with comprehensive support services, addressing unique trauma, recovery, and family reunification needs. This holistic approach creates pathways to permanent housing, family stability, and productive community reintegration while breaking intergenerational cycles of system involvement.

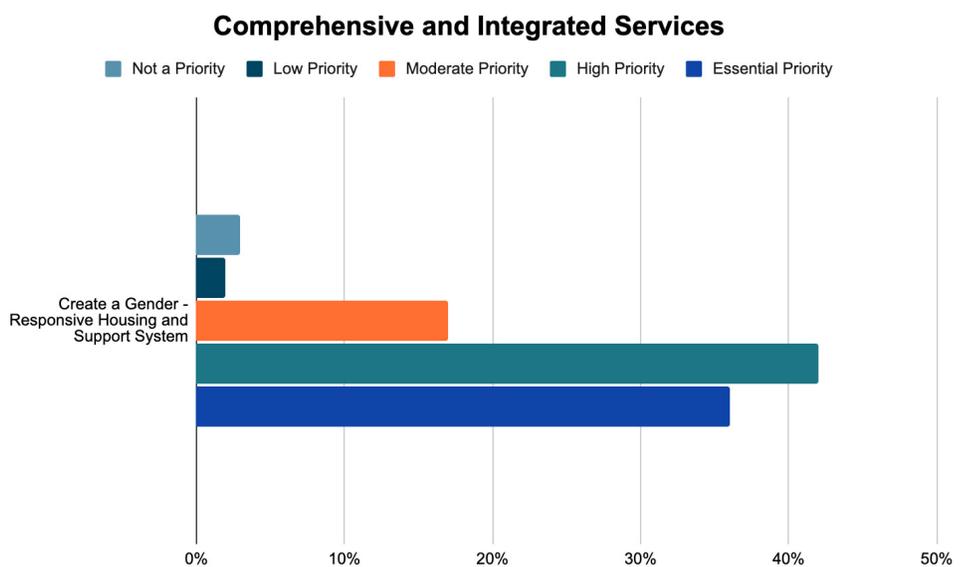
Recommended Initiatives from Policy Summit

Policy Initiative: Create Comprehensive Gender-Responsive Housing and Support System for Justice-Involved Individuals

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Create a Gender-Responsive Housing and Support System	3%	2%	17%	42%	36%

Survey Results Graph:



The graph presents the priority levels associated with the goal of "Creating a Gender-Responsive Housing and Support System" under the "Comprehensive and Integrated Services" category. The key findings are:

- Essential Priority by 36% of respondents
- High Priority by 42% of respondents
- Moderate Priority by 17% of respondents
- Low Priority by 2% of respondents
- Not a Priority by 3% of respondents

The predominant priority levels for this goal appear to be High Priority and Essential Priority, indicating that the majority of respondents view this as an important and high-ranking objective within the broader "Comprehensive and Integrated Services" category.

Policy Design Elements:

1. Housing Framework
 - Establish gender-specific transitional housing programs
 - Create pathways to permanent housing
 - Develop family reunification units
 - Implement safety protocols
 - Enable stabilization support
2. Recovery and Healing Services
 - Provide trauma-informed counseling
 - Deliver substance use treatment
 - Establish mental health services
 - Create recovery mentorship programs
 - Facilitate support groups
3. Family Strengthening
 - Offer parenting skills training
 - Provide childcare services
 - Support family reunification
 - Create child-friendly spaces
 - Develop family counseling services

4. Self-Sufficiency Support
 - Deliver vocational training
 - Establish employment services
 - Provide educational opportunities
 - Create life skills programs
 - Enable financial literacy training
5. Integrated Case Management
 - Coordinate service delivery
 - Facilitate benefits access
 - Arrange transportation support
 - Connect to community resources
 - Monitor progress goals
6. Program Support Structure
 - Train specialized staff
 - Create service protocols
 - Establish outcome metrics
 - Monitor program effectiveness
 - Document success indicators
7. Community Integration
 - Develop community partnerships
 - Create support networks
 - Establish service linkages
 - Build community connections
 - Enable outreach services

Comprehensive and Integrated Services: Recommended Policy Initiatives from SOAR

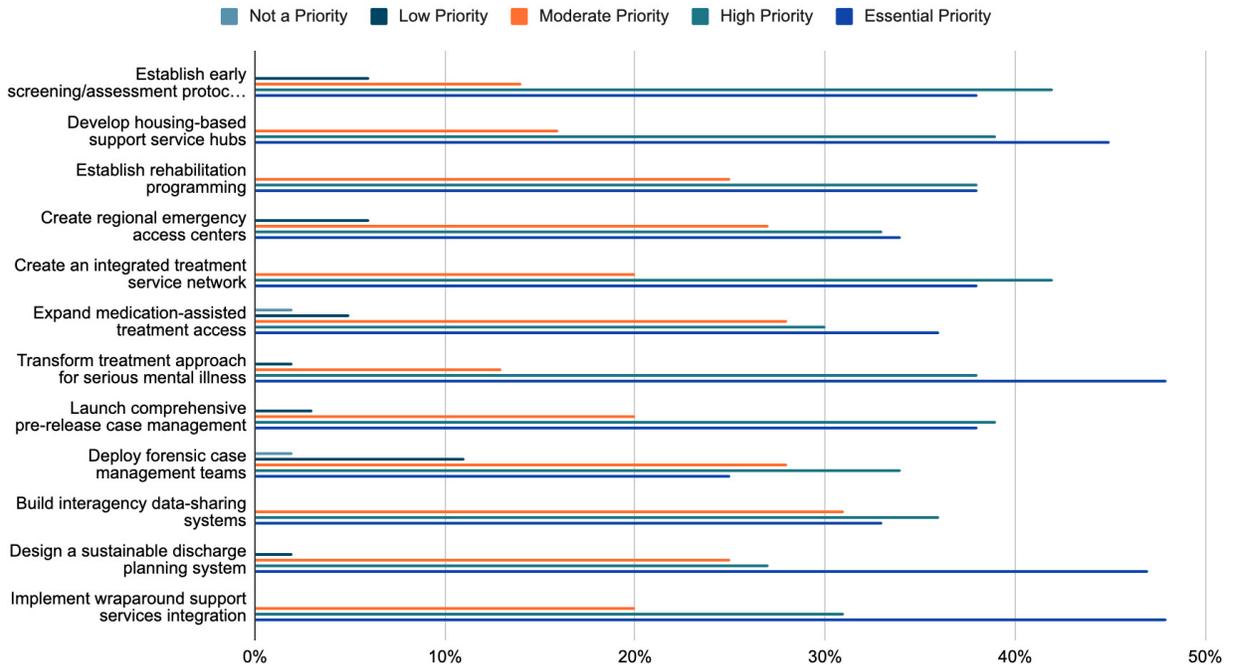
Survey Results Table:

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish early screening/assessment protocols	0%	6%	14%	42%	38%
Develop housing-based support service hubs	0%	0%	16%	39%	45%
Establish rehabilitation programming	0%	0%	25%	38%	38%

Create regional emergency access centers	0%	6%	27%	33%	34%
Create an integrated treatment service network	0%	0%	20%	42%	38%
Expand medication-assisted treatment access	2%	5%	28%	30%	36%
Transform treatment approach for serious mental illness	0%	2%	13%	38%	48%
Launch comprehensive pre-release case management	0%	3%	20%	39%	38%
Deploy forensic case management teams	2%	11%	28%	34%	25%
Build interagency data-sharing systems	0%	0%	31%	36%	33%
Design a sustainable discharge planning system	0%	2%	25%	27%	47%
Implement wraparound support services integration	0%	0%	20%	31%	48%

Survey Results Graph:

Comprehensive and Integrated Services



This graph shows the priority levels assigned to different service areas under the "Comprehensive and Integrated Services" category. Here are some key findings:

- Several service areas are ranked as High Priority by a large percentage of respondents, including "Developing housing-based support service hubs" (39%), "Establish rehabilitation programming" (38%), and "Building interagency data-sharing systems" (36%).
- "Expand medication-assisted treatment access" and "Transform treatment approach for serious mental illness" are viewed as Essential Priorities by a significant portion of respondents (36% and 48% respectively).
- Some service areas like "Deploy forensic case management teams" and "Implement wraparound support services integration" are ranked as Moderate Priority by the majority of respondents.
- Very few service areas are considered Low Priority or Not a Priority, indicating that most service areas are viewed as important to at least some degree by the respondents.

Empowering Seamless Care: Integrating Hub-and-Spoke Networks with Health Information Exchanges for Transformative Health Care Outcomes

Policy Statement

New Jersey envisions a transformed healthcare system where every justice-involved individual has access to seamless, high-quality addiction and mental health treatment. Through an innovative Hub and Spoke model, the State provides an interconnected network of care that:

Recommended Policy Initiatives from SOAR

- Connects individuals to comprehensive treatment when and where they need it
- Coordinates evidence-based services through regional hubs and community providers
- Ensures continuous care through dedicated navigation support
- Leverages cutting-edge health information technology
- Empowers long-term recovery through integrated support services
- Bridges the gap between correctional facilities and community care
- Reduces opioid-related deaths through coordinated intervention
- Supports successful community reintegration
- Builds stronger, healthier communities through evidence-based treatment

By implementing this integrated system of care, New Jersey will become a national leader in addressing addiction and mental health challenges while promoting dignity, hope and recovery for all residents.

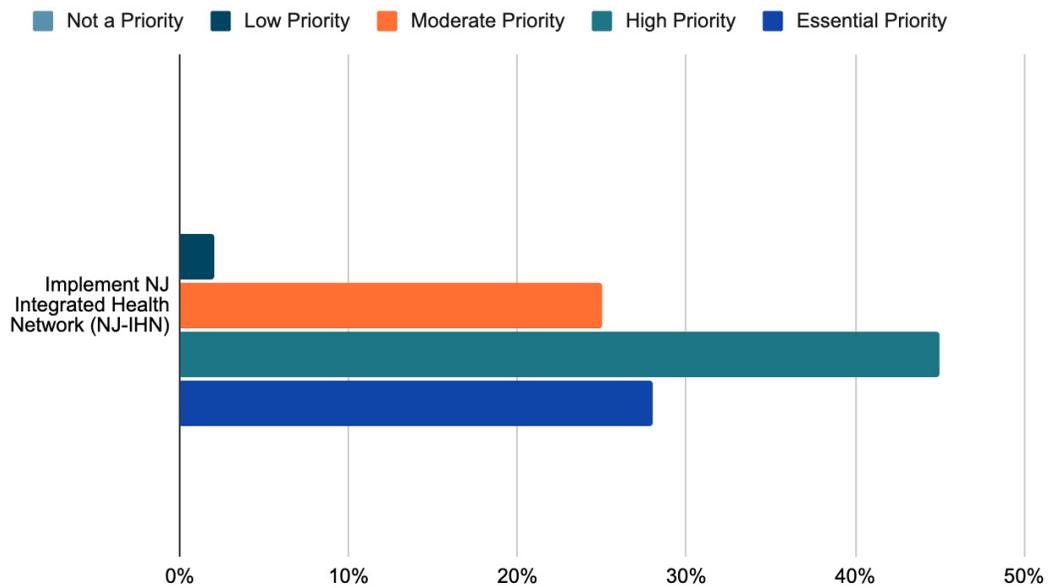
Policy Initiative: Implement a New Jersey Integrated Health Network (NJ-IHN)

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Implement NJ Integrated Health Network (NJ-IHN)	0%	2%	25%	45%	28%

Survey Results Graph:

Empowering Seamless Care: Integrating Hub-and-Spoke Networks



This graph shows the priority levels assigned to the goal of "Implement NJ Integrated Health Network (NJ-IHN)" under the "Empowering Seamless Care: Integrating Hub-and-Spoke Networks" category.

The key findings are:

- Essential Priority by 28% of respondents
- High Priority by 45% of respondents
- Moderate Priority by 25% of respondents
- Low Priority by 2% of respondents
- Not a Priority by 0% of respondents

Overall, the data suggests that stakeholders overwhelmingly view the implementation of the NJ Integrated Health Network as a critical and high-ranking objective within the broader "Empowering Seamless Care: Integrating Hub-and-Spoke Networks" framework. The combination of High Priority and Essential Priority responses demonstrates the widespread recognition of the need to establish this integrated healthcare network.

Policy Purpose Statement:

The integrated health network will transform care delivery through a coordinated hub-and-spoke system that seamlessly connects justice-involved individuals to comprehensive health services. By leveraging health information technology and establishing regional treatment centers linked to community-based providers, this system ensures continuous, evidence-based care from incarceration through community reintegration. This innovative approach creates a sustainable framework for improved health outcomes, reduced recidivism, and strengthened community well-being.

Policy Design Elements:

1. Regional Treatment Hubs
 - Establish specialized MAT centers in each county
 - Provide 24/7 addiction treatment services
 - Deploy multidisciplinary care teams
 - Offer comprehensive screening and assessment
 - Maintain specialized justice-involved care units
2. Community-Based Spokes
 - Partner with local healthcare providers
 - Deliver ongoing treatment and monitoring
 - Implement integrated mental health services
 - Coordinate wrap-around support services

- Facilitate peer support programs
3. Digital Integration
 - Develop secure health information exchange
 - Enable real-time provider communication
 - Protect sensitive health information
 - Support data-driven care decisions
 - Maintain HIPAA compliance
 4. Care Coordination
 - Implement navigation system
 - Provide peer recovery coaching
 - Ensure corrections-to-community transition
 - Coordinate cross-system care
 - Maintain ongoing support services
 5. Essential Services
 - Address housing needs
 - Support employment assistance
 - Deliver mental health care
 - Facilitate social services access
 - Integrate peer support
 6. Performance Management
 - Track treatment outcomes
 - Monitor patient engagement
 - Evaluate program impact
 - Assess fiscal performance
 - Measure recidivism reduction
 - Ensure continuous improvement

Wellness and Quality of Life

Policy Statement

The pursuit of holistic wellness and an exceptional quality of life is the driving force behind a systemic approach to mental health and addiction services. By recognizing the interconnectedness of physical, emotional, and social well-being, a comprehensive understanding of the multifaceted

factors that contribute to recovery and community integration has been fostered. Commitment to addressing the social determinants of health has already paved the way for innovative strategies that tackle the root causes of mental health challenges and substance use disorders, empowering individuals to break free from the cycles of recidivism and criminal justice involvement. Through evidence-based treatments, supportive community systems, and a steadfast focus on promoting recovery, an environment has been cultivated that nurtures personal growth, resilience, and enduring well-being. Each step forward is a factor in measuring progress not only in terms of clinical outcomes but also in the lived experiences of individuals thriving within their communities. By prioritizing wellness and quality of life, every individual has the opportunity to reach their full potential and live a life of purpose, fulfillment, and lasting recovery.

Policy Initiative: Institute a Voluntary Engagement Initiative Focusing on Intensive, Relationship-Based Support Alternatives to Involuntary Outpatient Commitment

Survey Results:

- Essential Priority by 31% of respondents
- High Priority by 36% of respondents
- Moderate Priority by 25% of respondents
- Low Priority by 6% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

The Voluntary Engagement Initiative revolutionizes mental health care by prioritizing client autonomy and self-determination through intensive, relationship-based support alternatives to involuntary outpatient commitment. This innovative approach, inspired by New York's sustained engagement team model, creates a new standard of care that respects individual choice while ensuring robust support systems, ultimately leading to better outcomes through collaborative, rather than coercive, treatment engagement.

Design Elements:

1. Person-Centered Care Framework
 - Client-directed treatment planning
 - Shared decision-making protocols
 - Recovery-oriented approach

- Trauma-informed practices
 - Cultural competency standards
 - Choice-based engagement strategies
2. Intensive Engagement Model
 - Mobile outreach teams
 - Peer support specialists
 - Family liaison coordinators
 - 24/7 crisis response
 - Flexible service delivery
 - Trust-building protocols
 3. Support Network Development
 - Family education programs
 - Peer mentorship systems
 - Community support circles
 - Provider collaboration networks
 - Resource navigation assistance
 - Crisis prevention planning
 4. Service Integration
 - Housing support services
 - Employment assistance
 - Healthcare coordination
 - Benefits navigation
 - Social service linkages
 - Community integration support
 5. Professional Development
 - Staff training programs
 - Best practice education
 - Cultural competency development
 - Trauma-informed care certification
 - De-escalation techniques
 - Engagement strategies

6. Quality Assurance
 - Outcome tracking systems
 - Client satisfaction measures
 - Family feedback mechanisms
 - Program effectiveness monitoring
 - Best practice compliance
 - Continuous improvement protocols
7. Rights Protection
 - Client advocacy services
 - Legal rights education
 - Grievance procedures
 - Ethics review board
 - Privacy protection
 - Informed consent processes
8. Research and Evolution
 - Outcome studies
 - Model refinement
 - Practice adaptation
 - Success measurement
 - Cost-effectiveness analysis
 - Innovation integration

Policy Initiative: Advance Alternative Treatment Access (AATA) Initiative

Survey Results:

- Essential Priority by 33% of respondents
- High Priority by 36% of respondents
- Moderate Priority by 30% of respondents
- Low Priority by 2% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Alternative Treatment Access Initiative establishes a comprehensive framework for integrating emerging therapeutic options, including psychedelics and cannabis, into New Jersey's mental health and addiction treatment landscape. Building upon S2283 and leveraging opioid settlement funds, this initiative creates supervised, evidence-based pathways for alternative treatment modalities while utilizing telehealth and artificial intelligence to expand access, ensure safety, and monitor outcomes.

Design Elements:

1. 1. Treatment Protocol Development
 - Standardized safety guidelines
 - Clinical practice standards
 - Provider certification requirements
 - Patient screening protocols
 - Outcome measurement tools
2. 2. Telehealth Integration Framework
 - Virtual consultation platforms
 - Remote monitoring systems
 - Digital health records integration
 - AI-assisted treatment tracking
 - Interstate practice compliance
3. 3. Funding Structure
 - Opioid settlement fund allocation
 - Insurance coverage pathways
 - Sliding scale programs
 - Research grant opportunities
 - Public-private partnerships
4. 4. Provider Network Development
 - Certification programs
 - Training requirements
 - Quality assurance standards
 - Peer support integration
 - Clinical supervision guidelines

5. Technology Infrastructure
 - AI-powered monitoring systems
 - Treatment tracking platforms
 - Outcome analysis tools
 - Patient engagement portals
 - Data security protocols
6. Research and Evaluation
 - Clinical effectiveness studies
 - Cost-benefit analysis
 - Patient outcome tracking
 - Safety monitoring systems
 - Best practice development
7. Legal Compliance Framework
 - Regulatory alignment
 - Privacy protection
 - Liability management
 - Interstate cooperation
 - Professional standards
8. Access Enhancement
 - Geographic distribution planning
 - Demographic reach analysis
 - Cultural competency standards
 - Language access services
 - Transportation support
9. Timeline Management
 - Implementation phases
 - Service delivery schedules
 - Progress benchmarks
 - Review periods
 - Adaptation protocols

Policy Initiative: Establish Justice-to-Career Pathways (EJCP) Initiative

Survey Results:

- Essential Priority by 52% of respondents
- High Priority by 36% of respondents
- Moderate Priority by 13% of respondents
- Low Priority by 0% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Justice-to-Career Pathways Initiative creates an integrated employment and housing support system for justice-involved individuals by reforming civil service regulations, expanding state employment opportunities, and implementing housing-first principles. Drawing from Project SANE's success, this initiative removes legislative barriers to peer certification while maintaining high professional standards, ultimately creating sustainable pathways to independence through guaranteed housing and meaningful employment.

Policy Design Elements:

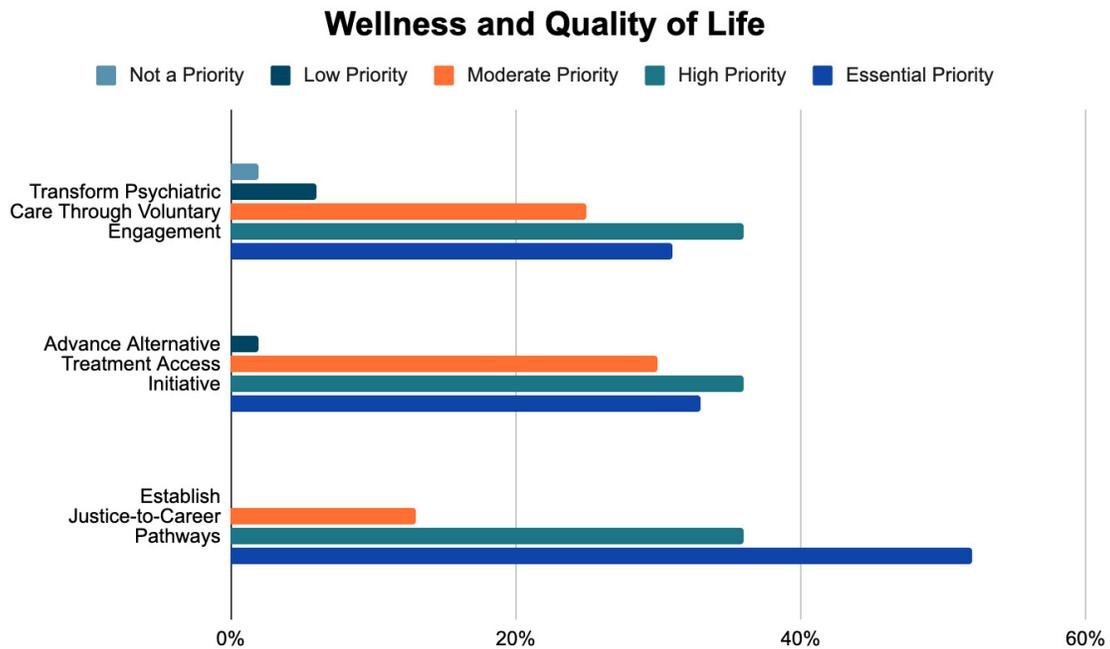
1. Civil Service Reform
 - Barrier removal process
 - Modified eligibility criteria
 - Application assistance programs
 - Test preparation support
 - Hiring process streamlining
2. State Employment Pipeline
 - Department partnerships
 - Position identification
 - Mentorship programs
 - Career advancement paths
 - Performance support systems
3. Peer Certification Standards
 - Legislative barrier review
 - Certification pathways
 - Supervision requirements

- Quality assurance measures
- Professional development
- 4. Housing-First Implementation
 - Immediate placement protocols
 - Wraparound service integration
 - Landlord engagement programs
 - Housing stability support
 - Long-term sustainability
- 5. Employment Support Services
 - Job readiness training
 - Skills assessment tools
 - Career counseling services
 - Professional development
 - Retention support
- 6. Clinical Supervision Framework
 - Supervision standards
 - Quality metrics
 - Professional boundaries
 - Documentation requirements
 - Ongoing evaluation
- 7. Program Coordination
 - Inter-agency collaboration
 - Resource alignment
 - Service integration
 - Progress monitoring
 - Outcome tracking
- 8. Sustainability Planning
 - Funding streams
 - Resource allocation
 - Partnership development
 - Growth strategies
 - Impact measurement

Survey Results Tab (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Transform Psychiatric Care Through Voluntary Engagement	2%	6%	25%	36%	31%
Advance Alternative Treatment Access Initiative	0%	2%	30%	36	33%
Establish Justice-to-Career Pathways	0%	0%	13%	36%	52%

Survey Results Graph:



This graph shows the priority levels assigned to the three overall initiatives under the "Wellness and Quality of Life" category. The key findings are:

- "Establish Justice-to-Career Pathways" is viewed as the highest priority, with 52% of respondents considering it an Essential Priority and 36% seeing it as a High Priority.
- For the "Advance Alternative Treatment Access Initiative," 30% of respondents consider it a Moderate Priority, the highest percentage among the initiatives shown.

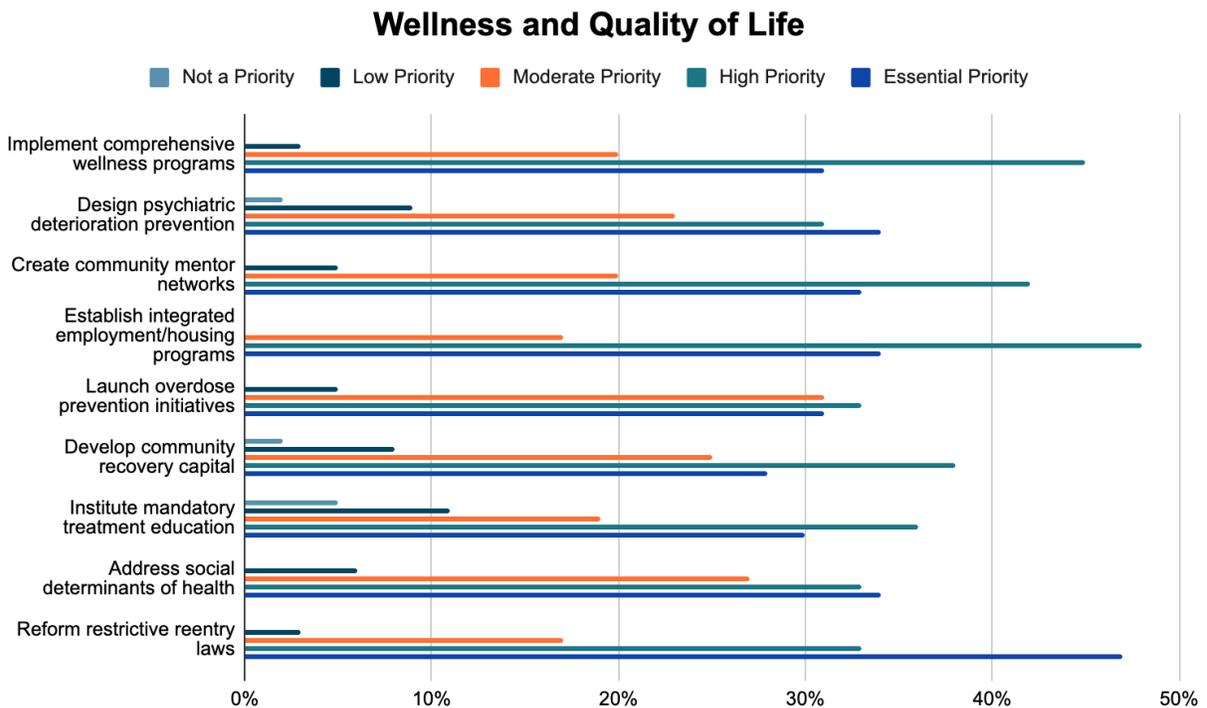
Overall, the data shows a consistent pattern of high-priority and essential-priority assignments across the initiatives, with few respondents viewing them as Low Priority or Not a Priority. This indicates a general consensus on the importance of these wellness and quality-of-life initiatives.

Wellness and Quality of Life: Recommended Policy Initiative from SOAR

Survey Results Table

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Implement comprehensive wellness programs	0%	3%	20%	45%	31%
Design psychiatric deterioration prevention	2%	9%	23%	31%	34%
Create community mentor networks	0%	5%	20%	42%	33%
Establish integrated employment/housing programs	0%	0%	17%	48%	38%
Launch overdose prevention initiatives	0%	5%	31%	33%	31%
Develop community recovery capital	2%	8%	25%	38%	28%
Institute mandatory treatment education	5%	11%	19%	36%	30%
Address social determinants of health	0%	6%	27%	33%	34%
Reform restrictive reentry laws	0%	3%	17%	33%	47%

Survey Results Graph:



This graph depicts the priority levels assigned to different service areas under the "Wellness and Quality of Life" category. Here are the key findings:

- Implementing comprehensive wellness programs, designing psychiatric deterioration prevention, and establishing integrated employment/housing programs are ranked as high-priority initiatives.
- Creating community mentor networks, launching overdose prevention initiatives, and addressing social determinants of health are ranked as moderate priority initiatives.
- Reforming restrictive reentry laws is ranked as the highest priority initiative, with 47% of respondents considering it an "Essential Priority".
- Developing community recovery capital and instituting mandatory treatment education are ranked slightly lower, with a mix of moderate and high-priority responses.

Collaboration and Community Involvement

Policy Statement:

Collaborative efforts and community partnerships are at the forefront of a systemic approach to mental health and addiction services. By fostering seamless integration and open communication across systems, a continuum of care has been cultivated that transcends boundaries and embraces the collective wisdom of diverse stakeholders. Through innovative collaborations that harness the strengths of healthcare providers, community organizations, and individuals with lived experiences, a network of support has been co-created that is holistic, responsive, and deeply rooted in the unique needs of our communities. This collaborative ecosystem empowers individuals on their recovery journeys, amplifying their voices and leveraging the power of shared expertise. Collaboration and community involvement are the driving forces behind transformative change, fostering resilience, hope, and enduring well-being for all.

Recommended Initiatives from Policy Summit

Policy Initiative: Bridge Recovery Through Peer Connection (BRTPC) Initiative

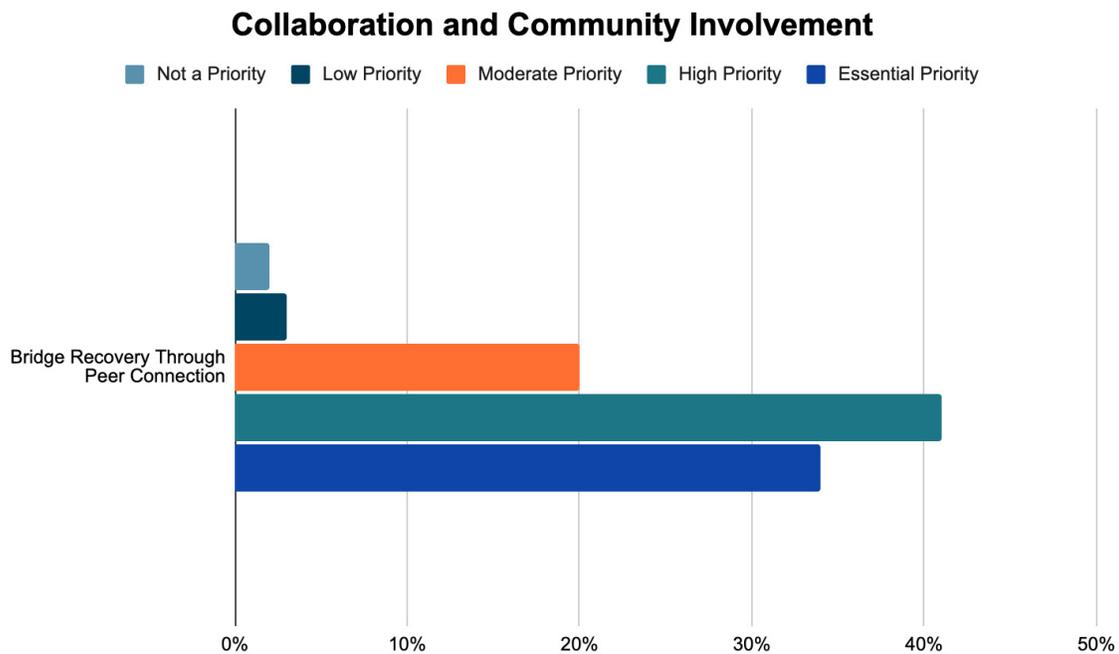
Survey Results:

- Essential Priority by 34% of respondents
- High Priority by 41% of respondents
- Moderate Priority by 20% of respondents
- Low Priority by 3% of respondents
- Not a Priority by 2% of respondents

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Bridge Recovery Through Peer Connection	2%	3%	20%	41%	34%

Survey Results Graph:



This graph depicts priority levels for "Bridge Recovery Through Peer Connection" in terms of collaboration and community involvement. The results indicate strong support for this initiative, with a combined 75% of respondents rating it as either Essential Priority (34%) or High Priority (41%). A moderate level of priority was indicated by 20% of respondents, while only a small portion viewed it as Low Priority (3%) or Not a Priority (2%). This suggests that the vast majority of respondents (95%) consider peer connection programs to have some level of importance for recovery efforts, with the strongest emphasis on high to essential priority levels.

Policy Purpose Statement:

The Peer Connection Initiative establishes a seamless transition system linking justice-involved individuals with substance use disorders to community-based Recovery Specialists before release, ensuring immediate support upon reentry. This program creates a coordinated care network that

combines peer support, resource navigation, and case management to provide comprehensive, individualized assistance during the critical first weeks of community reintegration, significantly reducing relapse and recidivism risks.

Policy Design Elements:

1. Pre-Release Connection Framework
 - Virtual meeting protocols
 - Goal-setting procedures
 - Needs assessment tools
 - Resource matching system
 - Release coordination planning
2. Recovery Specialist Network
 - County-based coverage mapping
 - Agency partnership development
 - Scope of practice standards
 - Training requirements
 - Safety protocols
3. Resource Navigation System
 - Community resource database
 - Service provider partnerships
 - Faith-based connections
 - Treatment center networks
 - Basic needs resources
4. Service Coordination Model
 - Case manager collaboration
 - Benefits navigation support
 - Healthcare coordination
 - Housing assistance
 - Employment services
5. Safety and Accountability
 - Client eligibility criteria

- Staff safety protocols
 - Documentation requirements
 - Performance metrics
 - Quality assurance
6. Implementation Structure
- County-by-county rollout
 - Agency capacity assessment
 - Workflow standardization
 - Communication protocols
 - Progress monitoring
7. Support Service Integration
- Treatment access coordination
 - Probation/parole collaboration
 - Crisis intervention protocols
 - Follow-up scheduling
 - Progress documentation
8. Program Sustainability
- Funding stream identification
 - Staff retention strategies
 - Outcome measurement
 - Impact evaluation
 - Continuous improvement

Collaboration and Community Involvement: Recommended Policy Initiative from SOAR

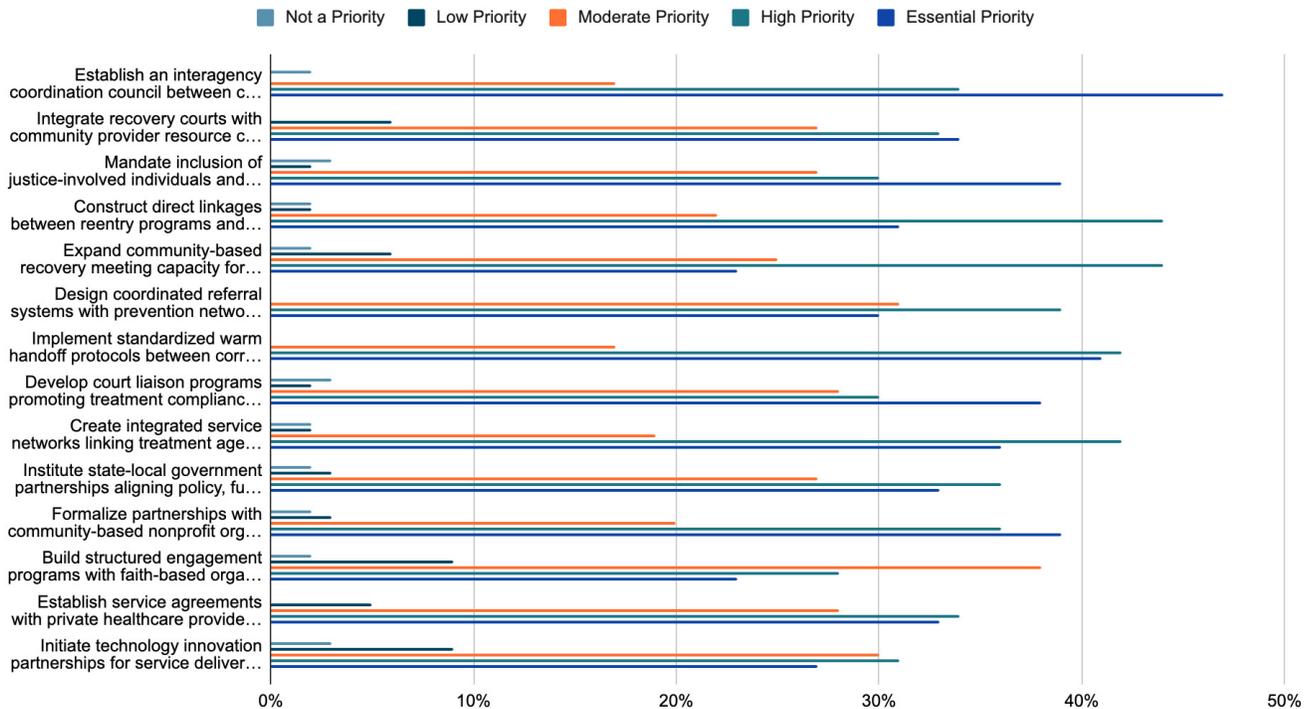
Survey Results Table

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish an interagency coordination council between criminal justice, mental health, substance abuse, and housing agencies	2%	0%	17%	34%	47%
Integrate recovery courts with community provider resource centers through formal protocols	0%	6%	27%	33%	34%
Mandate inclusion of justice-involved individuals and families in service planning committees	3%	2%	27%	30%	39%
Construct direct linkages between reentry programs and community peer recovery centers	2%	2%	22%	44%	31%

Expand community-based recovery meeting capacity for NA and AA groups	2%	6%	25%	44%	23%
Design coordinated referral systems with prevention networks and access centers	0%	0%	31%	39%	30%
Implement standardized warm handoff protocols between correctional facilities and community treatment providers	0%	0%	17%	42%	41%
Develop court liaison programs promoting treatment compliance and therapeutic interventions	3%	2%	28%	30%	38%
Create integrated service networks linking treatment agencies, social services, food banks, and housing providers	2%	2%	19%	42%	36%
Institute state-local government partnerships aligning policy, funding, and service delivery	2%	3%	27%	36%	33%
Formalize partnerships with community-based nonprofit organizations through memoranda of understanding	2%	3%	20%	36%	39%
Build structured engagement programs with faith-based organizations and providers	2%	9%	38%	28%	23%
Establish service agreements with private healthcare providers, hospitals, and clinics	0%	5%	28%	34%	33%
Initiate technology innovation partnerships for service delivery solutions	3%	9%	30%	31%	27%

Survey Results Graph:

Collaboration and Community Involvement



This graph shows the priority levels assigned to different service areas under the "Collaboration and Community Involvement" category. Here are the key findings:

- The establishment of an interagency coordination council received the highest essential priority rating (47%)
- Standardized warm handoff protocols between correctional facilities and community providers had the strongest combined high/essential priority rating (83%)
- Creating integrated service networks linking multiple providers showed strong support (78% high/essential priority)
- Formal partnerships with community-based nonprofits also received strong backing (75% high/essential priority)

Most initiatives received positive support, with the majority having 60-80% of respondents rating them as high or essential priority. The initiative with relatively lower priority ratings was building structured engagement programs with faith-based organizations, though even this received moderate or higher priority from 89% of respondents.

Notably, very few respondents rated any of these initiatives as "Not a Priority" (generally 0-3%), suggesting broad agreement on the importance of collaboration and community involvement in recovery support systems.

Access, Equity, and Service Delivery

Policy Statement:

Access to mental health and addiction services is recognized as a fundamental right, not a privilege. By breaking down barriers and expanding pathways to comprehensive care, an equitable landscape has been created where every individual, regardless of their circumstances, can receive the support they need on their journey toward recovery. Commitment to increasing access has manifested through diverse and inclusive services, spanning from harm reduction strategies to medication-assisted treatment and holistic care. Discharge planning and continuity of care have been woven into the fabric of the comprehensive system, empowering individuals to navigate seamlessly through the continuum of support. With unwavering dedication to equity, resources have been allocated strategically, prioritizing the needs of underserved communities and amplifying marginalized voices. A future has been forged where access and equity are the cornerstones of our mental health and addiction services, fostering hope, healing, and enduring well-being for all.

Recommended Initiatives from Policy Summit

Policy Initiative: Establish Statewide Case Management Linkage System for Justice-Involved Individuals

Survey Results:

- Essential Priority by 28% of respondents
- High Priority by 36% of respondents
- Moderate Priority by 27% of respondents
- Low Priority by 6% of respondents
- Not a Priority by 3% of respondents

Policy Purpose Statement:

Every individual coming through recovery or mental health court (or program equivalent in counties without these particular courts) is connected with a case manager. Case manager available daily/weekly to assist individuals in connection to services. Partner with community agencies to ensure expedited care.

Policy Design Elements:

1. Direct Service Structure
 - Assign dedicated case managers to all justice-involved individuals
 - Provide daily/weekly case management support
 - Facilitate connections to mental health services
 - Coordinate addiction treatment services
 - Link to social services and community programs
2. Clinical Oversight System
 - Establish clinical supervision for case managers
 - Implement regular team meetings
 - Strengthen resource networks
 - Maintain program oversight standards
 - Monitor service delivery quality
3. Court/Program Integration
 - Create regular reporting mechanisms on successes and challenges
 - Develop follow-up service protocols for non-compliance

- Implement problem-solving interventions
 - Track individual progress and outcomes
4. Systemic Support Framework
- Secure legislation and funding support
 - Establish county-wide case management systems
 - Develop clinical and community-based partnerships
 - Create enhanced oversight mechanisms
 - Coordinate a range of community-based services

Policy Initiative: Activate Mobile Community Support Teams for Reentry Success

Survey Results:

- Essential Priority by 34% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 27% of respondents
- Low Priority by 6% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

Launch comprehensive mobile mental health and support teams that provide immediate, community-based services to individuals transitioning from correctional facilities. The "New Jersey Welcome Home" program integrates peer support, case management, and behavioral health services through a mobile delivery model, ensuring seamless support within 24-48 hours of release while building sustainable community connections.

Policy Design Elements:

1. Mobile Team Structure
 - Mental health professionals
 - Case managers
 - Peer support specialists
 - Addiction counselors
 - Life skills coaches
 - Employment specialists

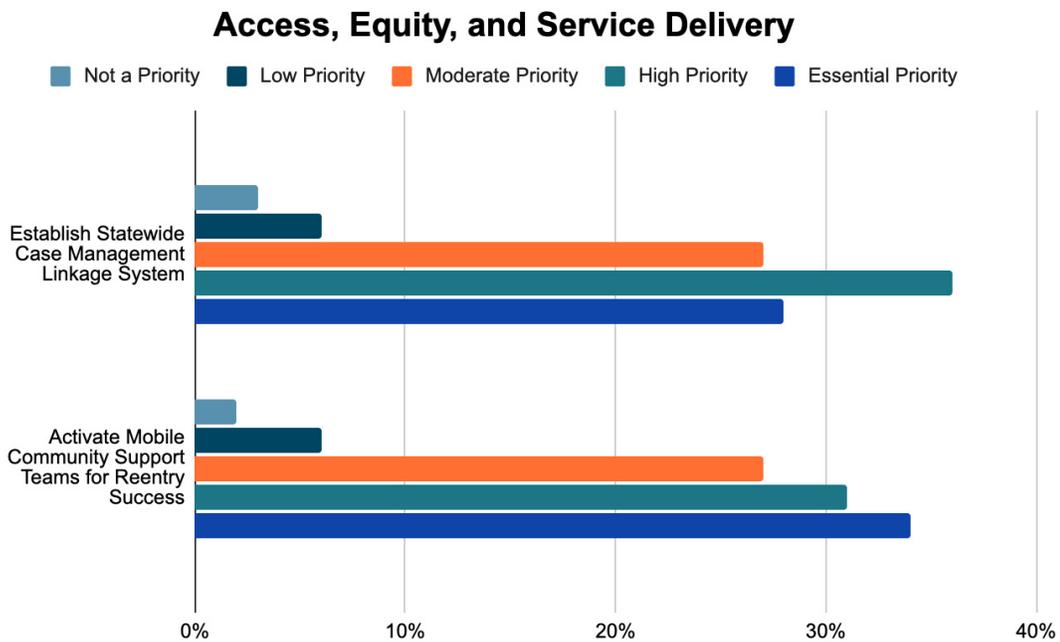
2. Pre-Release Coordination
 - Assessment protocols
 - Release planning
 - Service coordination
 - Resource identification
 - Appointment scheduling
 - Transportation planning
3. Rapid Response Framework
 - 24/48-hour contact protocol
 - Initial needs assessment
 - Crisis intervention capability
 - Resource connection
 - Support coordination
 - Progress monitoring
4. Community Integration Components
 - Group session hosting
 - Recovery meetings (NA/AA/GA)
 - Life skills training
 - Job readiness programs
 - Social support networks
 - Resource access
5. Service Delivery Model
 - Mobile treatment options
 - Flexible scheduling
 - Community-based support
 - Crisis response
 - Resource navigation
 - Progress tracking
6. Partnership Network
 - Community clinics
 - Treatment providers
 - Support groups

- Employment resources
- Housing services
- Social services

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish Statewide Case Management Linkage System	3%	6%	27%	36%	28%
Activate Mobile Community Support Teams for Reentry Success	2%	6%	27%	31%	34%

Survey Results Graph:



This graph depicts the priority levels assigned to the two overall initiatives under the "Access, Equity, and Service" category. The key findings are:

- The Mobile Community Support Teams garnered slightly stronger "essential" priority ratings (34% versus 28% for Case Management), while the Case Management System received marginally higher "high" priority ratings (36% versus 31% for Mobile Teams). Both initiatives saw identical moderate priority ratings (27%), and very low opposition, with less than 10% rating either as low priority or not a priority.

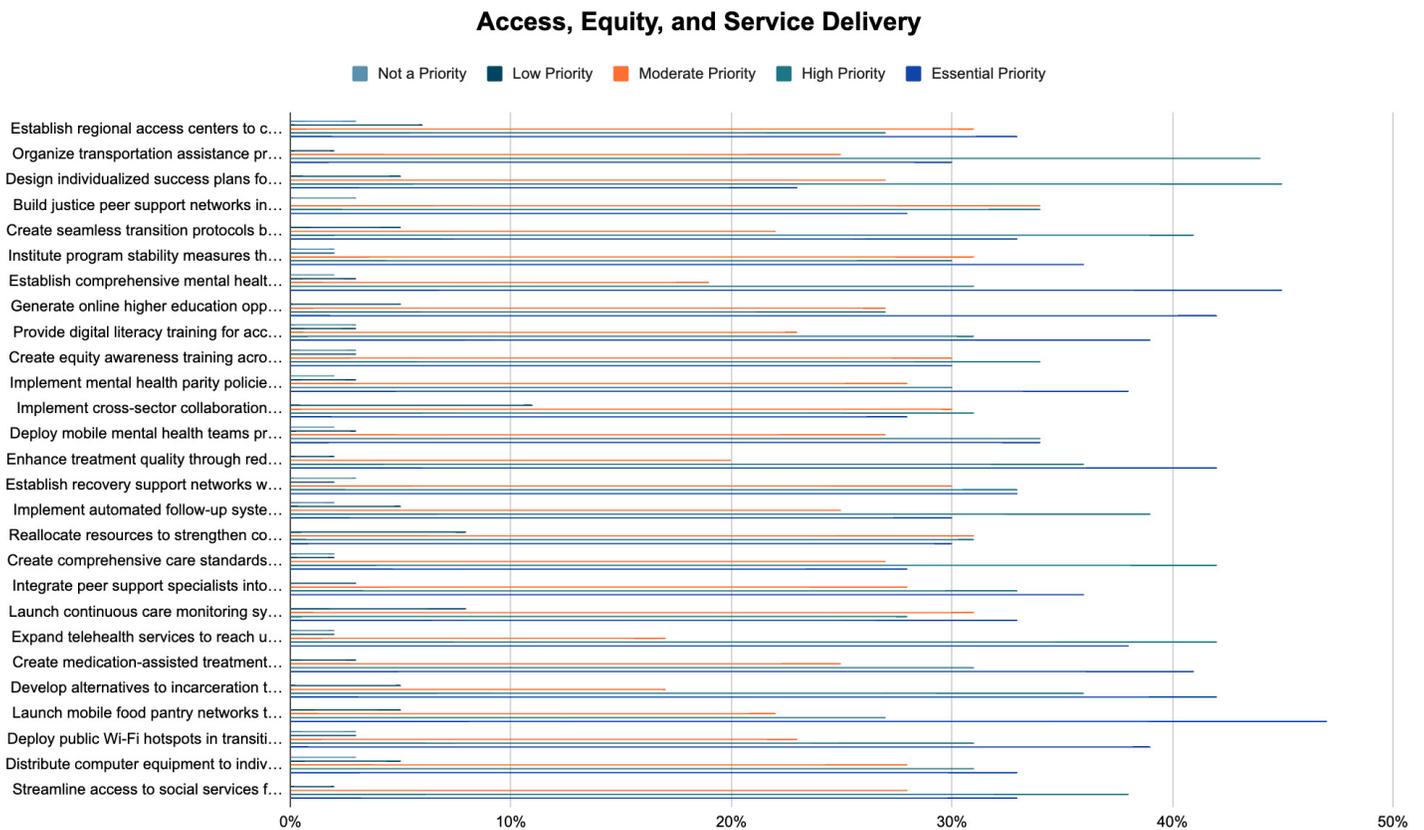
Access, Equity, and Service Delivery: Recommended Policy Initiatives from SOAR

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish regional access centers to coordinate comprehensive care services	3%	6%	31%	27%	33%
Organize transportation assistance programs for healthcare appointments	0%	2%	25%	44%	30%
Design individualized success plans for equitable service delivery	0%	5%	27%	45%	23%
Build justice peer support networks in every region	3%	0%	34%	34%	28%
Create seamless transition protocols between housing and support services	0%	5%	22%	41%	33%
Institute program stability measures through sustainable funding models	2%	2%	31%	30%	36%
Establish comprehensive mental health treatment facilities in correctional institutions	2%	3%	19%	31%	45%
Generate online higher education opportunities for underserved populations	0%	5%	27%	27%	42%
Provide digital literacy training for accessing virtual services	3%	3%	23%	31%	39%
Create equity awareness training across social service sectors	3%	3%	30%	34%	30%
Implement mental health parity policies across all healthcare providers	2%	3%	28%	30%	38%
Implement cross-sector collaboration protocols for service coordination	0%	11%	30%	31%	28%
Deploy mobile mental health teams providing direct community-based treatment and support services.	2%	3%	27%	34%	34%
Enhance treatment quality through reduced caseloads and increased provider-client engagement time.	0%	2%	20%	36%	42%
Establish recovery support networks within facilities through expanded AA/NA programming and peer counseling.	3%	2%	30%	33%	33%
Implement automated follow-up system ensuring consistent post-treatment contact and support coordination.	2%	5%	25%	39%	30%
Reallocate resources to strengthen community-based service delivery and provider mobility programs.	0%	8%	31%	31%	30%
Create comprehensive care standards elevating service quality and treatment outcomes across all providers.	2%	2%	27%	42%	28%
Integrate peer support specialists into mobile treatment teams to improve engagement and retention.	0%	3%	28%	33%	36%
Launch continuous care monitoring system tracking treatment progress and maintenance needs.	0%	8%	31%	28%	33%
Expand telehealth services to reach underserved populations	2%	2%	17%	42%	38%
Create medication-assisted treatment programs in all counties	0%	3%	25%	31%	41%
Develop alternatives to incarceration through healthcare diversion programs	0%	5%	17%	36%	42%

Launch mobile food pantry networks to serve food-insecure communities	0%	5%	22%	27%	47%
Deploy public Wi-Fi hotspots in transitional housing areas	3%	3%	23%	31%	39%
Distribute computer equipment to individuals in transition programs	3%	5%	28%	31%	33%
Streamline access to social services funding through unified application systems	0%	2%	28%	38%	33%

Survey Results Graph:



This graph shows the priority levels assigned to different service areas under the "Access, Equity, and Service Delivery" category. Here are the key findings:

- The survey results on Access, Equity, and Service Delivery initiatives show overwhelming support for direct service programs, with 60-80% of respondents consistently rating initiatives as high or essential priorities, particularly for fundamental services like mobile food pantries (74% high/essential), telehealth expansion (80% high/essential), and comprehensive mental health treatment in correctional facilities (76% high/essential),

while technology-enabled solutions and alternatives to incarceration also received strong support, indicating stakeholders strongly favor initiatives that directly improve access to services and treatment quality across all sectors.

Education, Employment, Awareness, and De-stigmatization

Policy Statement:

Education, employment, awareness, and de-stigmatization are the driving forces behind a cultural transformation in New Jersey's approach to mental health and addiction. Firstly, barriers are broken down, and inclusive environments empower individuals to pursue aspirations, develop new skills, and unlock their full potential. A commitment to employment and education manifests through vocational training programs, supportive job placement services, and collaborative partnerships with educational institutions. Meaningful work and continuous learning are celebrated as integral pathways to self-sufficiency, personal growth, and enduring well-being for all. Secondly, through proactive advocacy and public education campaigns, barriers of misunderstanding have been shattered, fostering an environment of empathy and inclusivity. Commitment to stigma reduction and cultivating cultural competency has created safe spaces for open dialogue, empowering individuals to share their stories without fear. Through collaboration and cooperation, a cultural shift has occurred that celebrates diversity, honors lived experiences, and promotes understanding of the complex interplay between mental health, addiction, and overall well-being.

Recommended Policy Initiatives from Policy Summit

Policy Initiative: Implement Comprehensive Education and Skills Training Program for Incarcerated Individuals

Survey Results:

- Essential Priority by 41% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 27% of respondents
- Low Priority by 0% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

Provide comprehensive educational and vocational training to address the fundamental skills gap among incarcerated individuals that often leads to unemployment and recidivism. This initiative ensures access to education and job training, creating pathways to legitimate employment and reducing the likelihood of returning to crime for economic survival.

Policy Design Elements:

1. Basic Skills Development
 - Establish core literacy programs (reading, writing, arithmetic)
 - Provide social skills training
 - Teach personal finance management
 - Deliver language skills instruction
 - Develop job readiness training
2. Educational Advancement
 - Offer GED preparation and testing
 - Create pathways to community college enrollment
 - Establish partnerships with 4-year institutions
 - Support degree completion programs
 - Implement in both correctional facilities and psychiatric hospitals
3. Vocational Training
 - Deliver industry-specific certification programs
 - Provide peer support specialist certification
 - Create vocational skills workshops
 - Establish pre-release certification opportunities
 - Develop job-specific training programs
4. Program Support Structure
 - Secure qualified instructors
 - Establish learning assessment systems
 - Create progress-tracking mechanisms
 - Develop program evaluation metrics
 - Implement re-entry planning support

Policy Initiative: Enhance Peer Workforce Development System

Survey Results:

- Essential Priority by 41% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 25% of respondents
- Low Priority by 3% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

Create a comprehensive peer workforce development program that invests in individuals with lived experience to strengthen service delivery across recovery, behavioral health, and reentry settings. This initiative recognizes the unique value of peer expertise while creating professional advancement opportunities for those in recovery, ultimately improving service outcomes through authentic peer support while addressing workforce disparities.

1. Professional Development Framework
 - Certification pathways
 - Career advancement tracks
 - Leadership development
 - Specialized training programs
 - Continuing education
 - Professional mentoring
2. Training Components
 - Based on NYC Justice Peer Initiative model:
 - Core competency development
 - Professional skills building
 - Leadership training
 - Advocacy preparation
 - System navigation expertise
 - Cultural competency

3. Employment Support Structure

- Job placement assistance
- Career counseling
- Resume development
- Interview preparation
- Professional networking
- Advancement planning

4. Workplace Integration

- Organizational readiness
- Supervisor training
- Role definition
- Support systems
- Fair compensation
- Benefits packages

5. Quality Assurance

- Performance standards
- Supervision protocols
- Ethics guidelines
- Best practices
- Outcome measures
- Program evaluation

6. Sustainability Components

- Career ladders
- Advanced training
- Leadership opportunities
- Professional networks
- Ongoing support
- Resource access

Policy Initiative: Eliminate Court-Imposed Financial Burdens Creating Modern Debtors' Prisons

Survey Results:

- Essential Priority by 39% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 27% of respondents
- Low Priority by 3% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

Our justice system will transition to a model that promotes successful reintegration by removing financial barriers that impede rehabilitation and family stability. By eliminating court-imposed fees, debts, and fines, justice-involved individuals and their families will maintain their economic dignity and focus their resources on stable housing, education, and employment opportunities. This shift creates a more equitable system where financial circumstances no longer determine freedom and successful community reintegration.

Policy Design Elements:

1. Financial Burden Relief
 - Eliminate court fees and fines
 - Remove administrative processing charges
 - Cancel existing court-imposed debts
 - End monetary penalties for program participation
 - Abolish supervision fees
2. System Reform
 - Reform court funding structures
 - Implement alternative accountability measures
 - Establish non-monetary compliance options
 - Create ability-to-pay assessment protocols
 - Develop alternative revenue sources

3. Implementation Support
 - Review existing court debt policies
 - Train court personnel on new procedures
 - Create debt elimination protocols
 - Establish oversight mechanisms
 - Monitor compliance with new policies
4. Community Impact
 - Assess family financial burden reduction
 - Track recidivism rate changes
 - Monitor employment stability
 - Evaluate program effectiveness
 - Document system cost savings

Policy Initiative: Launch Comprehensive Mental Health Education Program for Justice System Stakeholders

Survey Results:

- Essential Priority by 41% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 23% of respondents
- Low Priority by 5% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The justice system will function with stakeholders - from correctional officers to family members - who deeply understand and effectively respond to mental health challenges. Through comprehensive education and experiential training, participants will develop empathy, practical skills, and evidence-based approaches that honor the dignity of individuals with mental illness. This shared understanding will transform interactions, improve outcomes, and create a more supportive and healing environment throughout the justice system.

Policy Design Elements:

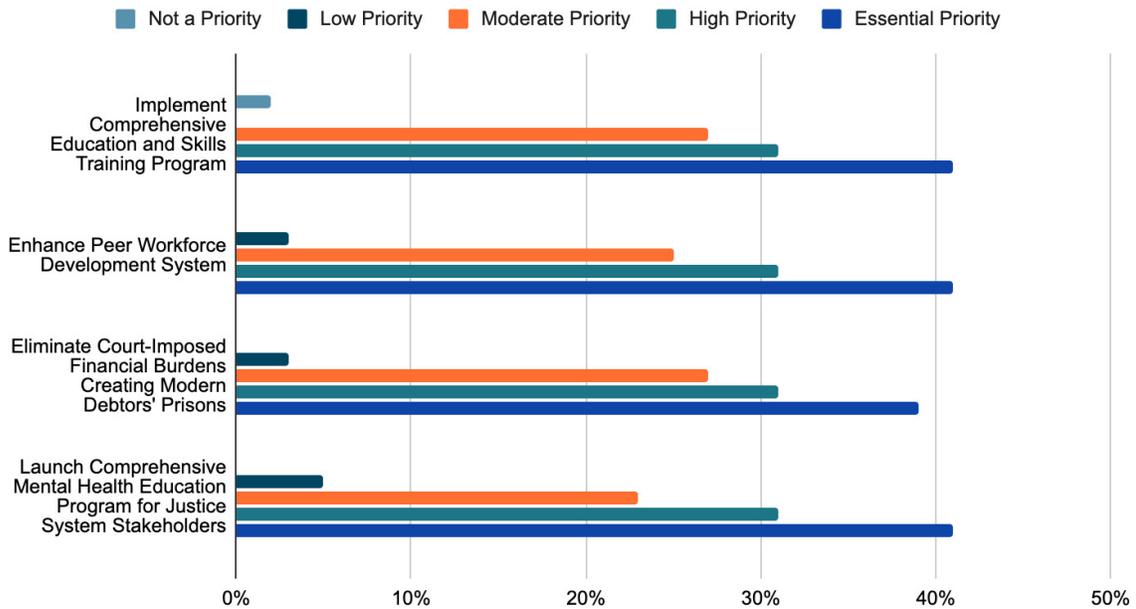
1. Training Development
 - Design role-specific mental health education modules
 - Create experiential learning components
 - Develop crisis intervention protocols
 - Establish cultural competency training
 - Build a trauma-informed approach curriculum
2. Stakeholder Education
 - Train correctional staff
 - Educate law enforcement personnel
 - Support service providers
 - Prepare mental health professionals
 - Engage family members
 - Inform public awareness
3. Implementation Structure
 - Create training schedules
 - Establish certification requirements
 - Develop evaluation metrics
 - Provide ongoing coaching
 - Monitor program effectiveness
4. Support Systems
 - Design refresher courses
 - Create resource materials
 - Establish peer support networks
 - Develop consultation protocols
 - Build feedback mechanisms

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Implement Comprehensive Education and Skills Training Program	2%	0%	27%	31%	41%
Enhance Peer Workforce Development System	0%	3%	25%	31%	41%
Eliminate Court-Imposed Financial Burdens Creating Modern Debtors' Prisons	0%	3%	27%	31%	39%
Launch Comprehensive Mental Health Education Program for Justice System Stakeholders	0%	5%	23%	31%	41%

Survey Results Graph:

Education, Employment, Awareness, and De-stigmatization



This graph shows the priority levels assigned to the four overall initiatives under the "Education, Employment Awareness, and De-stigmatization" category. The key findings are:

- The survey results demonstrate strong stakeholder support across all four educational and workforce initiatives, with each receiving between 70-80% combined high/essential priority ratings, particularly for implementing comprehensive education and skills training programs and eliminating court-imposed financial burdens, while very few respondents (less than 5%) rated any of these initiatives as "not a priority," indicating broad consensus on the importance of education, employment support, and reducing financial barriers for justice-involved individuals.

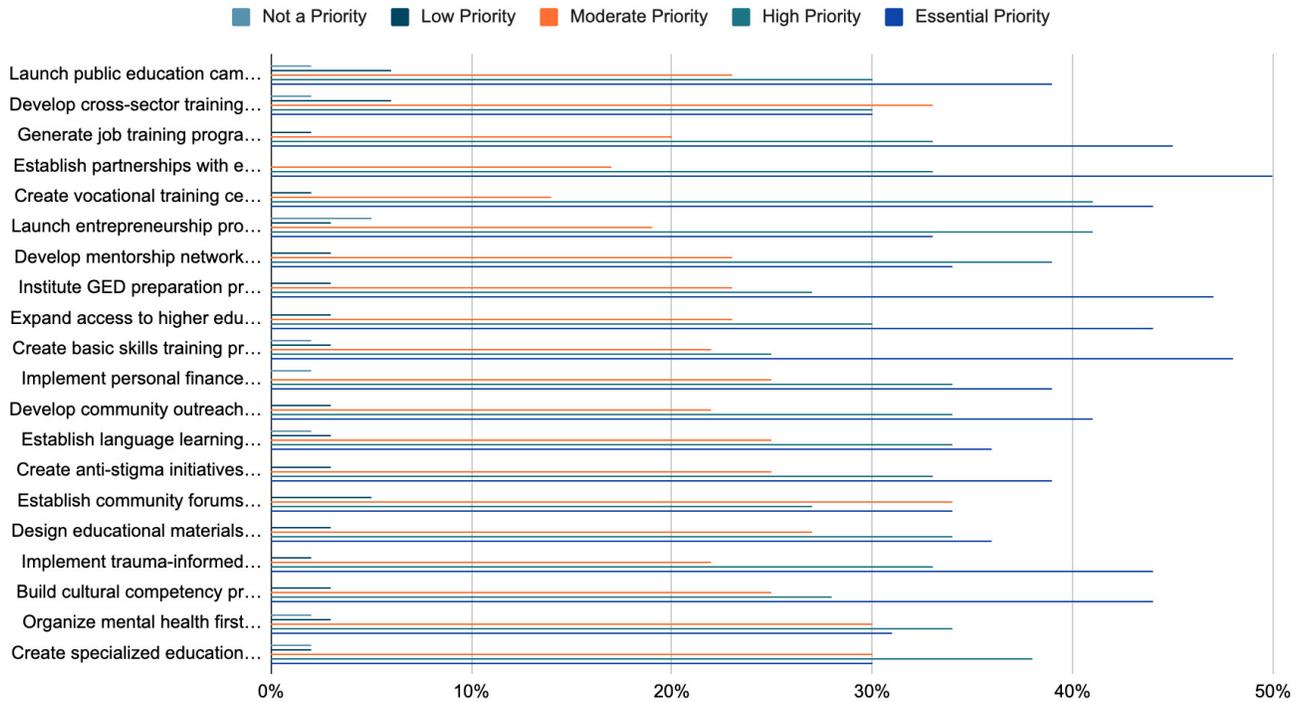
Education, Employment, Awareness, and De-stigmatization: Recommended Policy Initiatives from SOAR

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Launch public education campaigns about mental illness and substance use disorders	2%	6%	23%	30%	39%
Develop cross-sector training collaborations for comprehensive care delivery	2%	6%	33%	30%	30%
Generate job training programs for justice-involved individuals	0%	2%	20%	33%	45%
Establish partnerships with employers for hiring opportunities	0%	0%	17%	33%	50%
Create vocational training certificates for in-demand skills	0%	2%	14%	41%	44%
Launch entrepreneurship programs for returning citizens	5%	3%	19%	41%	33%
Develop mentorship networks with local businesses	0%	3%	23%	39%	34%
Institute GED preparation programs in correctional facilities	0%	3%	23%	27%	47%
Expand access to higher education through community college partnerships	0%	3%	23%	30%	44%
Create basic skills training programs (literacy, numeracy, life skills)	2%	3%	22%	25%	48%
Implement personal finance education curricula	2%	0%	25%	34%	39%
Develop community outreach programs targeting families of justice-involved individuals	0%	3%	22%	34%	41%
Establish language learning programs for non-native speakers	2%	3%	25%	34%	36%
Create anti-stigma initiatives across healthcare settings	0%	3%	25%	33%	39%
Establish community forums for mental health and addiction awareness	0%	5%	34%	27%	34%
Design educational materials in multiple languages about available services	0%	3%	27%	34%	36%
Implement trauma-informed care training for all service providers	0%	2%	22%	33%	44%
Build cultural competency programs for correctional staff and law enforcement	0%	3%	25%	28%	44%
Organize mental health first aid training for community organizations	2%	3%	30%	34%	31%
Create specialized education programs for healthcare professionals	2%	2%	30%	38%	30%

Survey Results Graph:

Education, Employment, Awareness, and De-stigmatization



This graph depicts the priority levels assigned to different service areas under the "Education, Employment, Awareness, and De-stigmatization" category. Here are the key findings:

- The survey results show overwhelming support for education, employment, and awareness initiatives, with a particularly strong emphasis on practical skill development and employment opportunities - notably, establishing employer partnerships (83% high/essential priority), vocational training certificates (85% high/essential), and basic skills training (73% high/essential) - while trauma-informed care training (77% high/essential) and anti-stigma initiatives (72% high/essential) also received strong support, indicating stakeholders strongly prioritize both direct employment pathways and the systemic changes needed to support successful reintegration.

Peer Support and Lived Experience

Policy Statement:

Peer support and lived experience are celebrated as invaluable assets, forming the foundation of a supportive ecosystem that empowers individuals to thrive on their recovery journeys. The wisdom of those who have walked the path illuminates outreach, education, and community

integration initiatives, amplifying peer voices and fostering a profound sense of belonging and shared understanding. Mentorship, advocacy, and the co-creation of transformative services are grounded in authentic lived experiences, harnessing the power of resilience and personal narratives. This catalyzes enduring change, inspiring hope and igniting a movement that transcends boundaries to promote profound healing. Every individual feels seen, heard, and supported on their unique journey towards recovery and well-being.

Recommended Initiatives from Policy Summit

Policy Initiative: Establish Pre-Discharge Success Planning for Justice-Involved Individuals

Survey Results:

- Essential Priority by 34% of respondents
- High Priority by 41% of respondents
- Moderate Priority by 22% of respondents
- Low Priority by 3% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

Pre-discharge planning will create seamless transitions from incarceration to community settings through structured assessment, preparation, and support systems. The statewide 'Hudson Model's implementation ensures every justice-involved individual receives comprehensive discharge planning, employment readiness services, and integrated peer support. This systematic approach transforms the transition process into a foundation for sustainable community reintegration.

Policy Design Elements:

1. Assessment and Planning
 - Conduct comprehensive needs assessments
 - Create individualized transition plans
 - Identify community resource requirements
 - Establish housing arrangements
 - Develop employment strategies

2. Collaborative Support Network
 - Coordinate with community providers
 - Engage family support systems
 - Connect with peer support specialists
 - Link to treatment services
 - Establish community supervision plans
3. Training and Preparation
 - Deliver life skills training
 - Provide employment readiness programs
 - Facilitate peer support certification
 - Offer financial management education
 - Create documentation preparation support
4. Implementation Framework
 - Adopt 'Hudson Model' statewide
 - Establish legislative mandates
 - Create oversight mechanisms
 - Develop quality metrics
 - Monitor program outcomes
5. Follow-Up Services
 - Schedule regular check-ins
 - Provide crisis intervention support
 - Monitor treatment compliance
 - Facilitate resource access
 - Maintain peer support connections

Policy Initiative: Launch Integrated Data System for Voluntary Care Coordination and Follow-up

Survey Results:

- Essential Priority by 23% of respondents
- High Priority by 34% of respondents
- Moderate Priority by 36% of respondents
- Low Priority by 6% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

A comprehensive, secure database system enables coordinated care and follow-up services for justice-involved individuals who choose to participate. The integrated platform facilitates seamless information sharing between authorized providers while maintaining individual privacy and choice. This person-centered approach ensures continuity of care and resource coordination based on individual needs and preferences.

Policy Design Elements:

1. System Architecture
 - Create a secure database infrastructure
 - Establish data-sharing protocols
 - Implement privacy safeguards
 - Design user-friendly interfaces
 - Develop consent management systems
2. Participant Choice Framework
 - Establish voluntary enrollment processes
 - Create opt-in/opt-out mechanisms
 - Define participation parameters
 - Protect individual privacy rights
 - Enable preference modifications
3. Care Coordination Tools
 - Track service referrals
 - Monitor appointment scheduling
 - Document follow-up care
 - Coordinate provider communications
 - Alert system for care gaps
4. Implementation Support
 - Train system users
 - Provide technical assistance
 - Monitor data quality
 - Ensure HIPAA compliance
 - Create user feedback channels

5. Quality Assurance
 - Track outcome metrics
 - Generate progress reports
 - Monitor system effectiveness
 - Evaluate user satisfaction
 - Document service delivery

Policy Initiative: Establish Peer Bridger Program for Pre-Release and Community Transition

Survey Results:

- Essential Priority by 31% of respondents
- High Priority by 41% of respondents
- Moderate Priority by 25% of respondents
- Low Priority by 3% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Peer Bridger program connects justice-involved individuals with trained peer specialists beginning pre-release and continuing through the first three to four months of community reintegration. These peer specialists provide essential navigation support for basic needs, healthcare access, and community resources. Through lived experience and professional training, peer bridgers create continuity of support during the critical transition period.

Policy Design Elements:

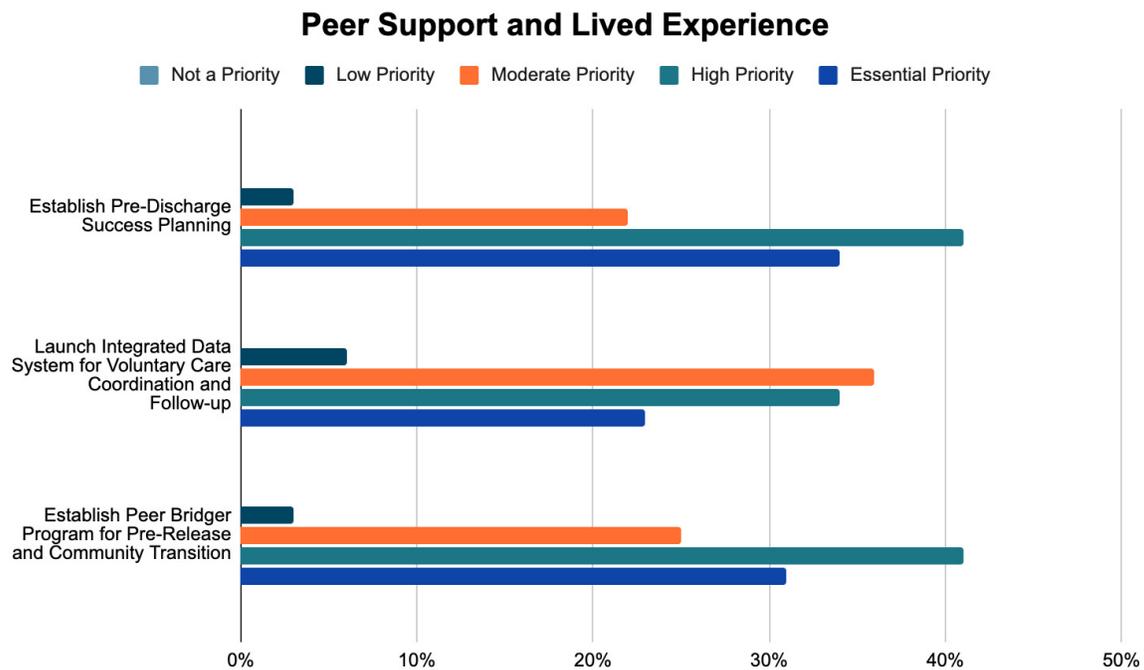
1. Peer Support Structure
 - Recruit and train peer bridgers
 - Establish pre-release engagement protocols
 - Create community follow-up schedules
 - Define service duration parameters
 - Develop peer-participant matching criteria

2. Basic Needs Navigation
 - Facilitate medical care access
 - Support housing arrangements
 - Assist with benefits enrollment
 - Connect to food resources
 - Enable transportation access
3. Program Implementation
 - Create service delivery guidelines
 - Establish supervision protocols
 - Implement documentation systems
 - Develop quality metrics
 - Monitor program effectiveness
4. Support Systems
 - Provide peer specialist certification
 - Establish ongoing training
 - Create peer support networks
 - Develop consultation protocols
 - Enable crisis response mechanisms
5. Transition Coordination
 - Design pre-release planning
 - Create community resource maps
 - Establish provider networks
 - Develop communication protocols
 - Monitor transition milestones

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish Pre-Discharge Success Planning	0%	3%	22%	41%	34%
Launch Integrated Data System for Voluntary Care Coordination and Follow-up	0%	6%	36%	34%	23%
Establish Peer Bridger Program for Pre-Release and Community Transition	0%	3%	25%	41%	31%

Survey Results Graph:



This graph shows the priority levels assigned to the three overall initiatives under the "Peer Support and Lived Experience" category. The key findings are:

- Pre-discharge success planning emerged as the top priority, receiving the strongest "Essential Priority" rating
- Peer bridge programs for community transition ranked second in importance, also receiving a significant "Essential Priority" designation
- The integrated data system initiative, while important, received more moderate priority ratings compared to the other two initiatives

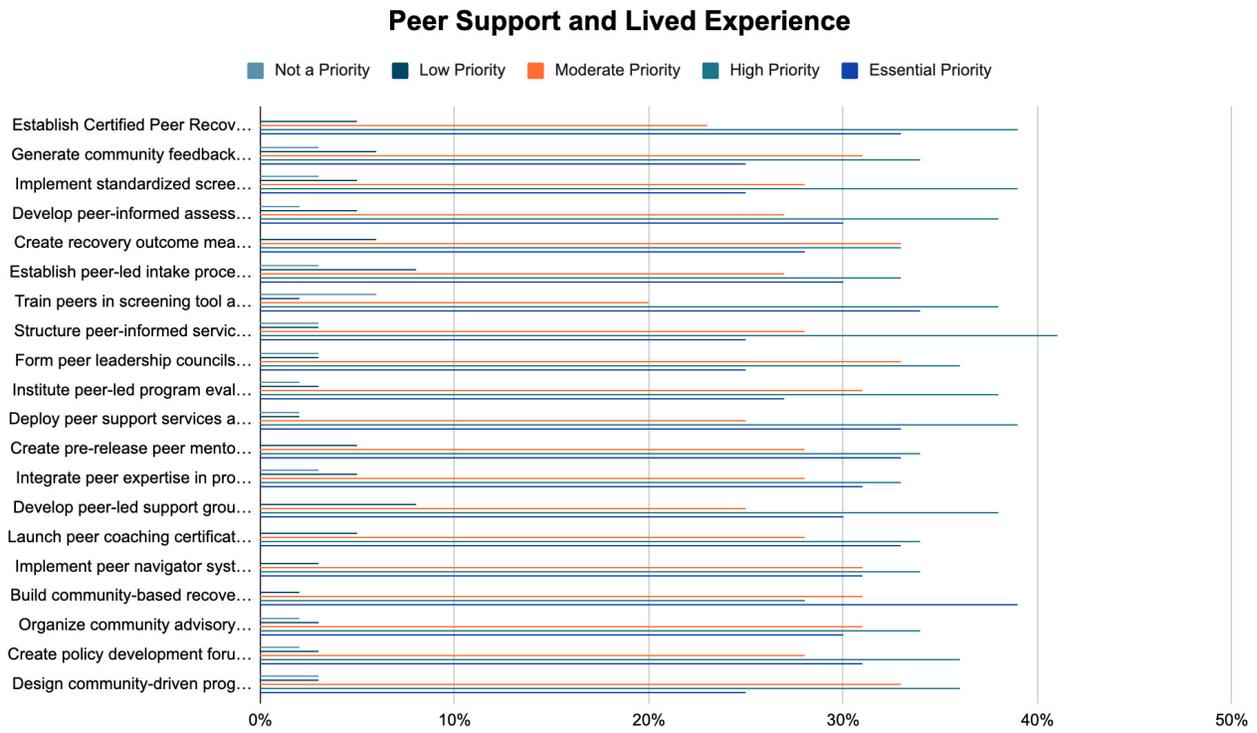
Overall, the data suggests that direct peer support services (pre-discharge and transition) are considered more critical than the supporting data infrastructure.

Peer Support and Lived Experience: Recommended Policy Initiatives from SOAR

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish Certified Peer Recovery Specialist programs	0%	5%	23%	39%	33%
Generate community feedback mechanisms for service improvement	3%	6%	31%	34%	25%
Implement standardized screening tools with peer involvement	3%	5%	28%	39%	25%
Develop peer-informed assessment protocols	2%	5%	27%	38%	30%
Create recovery outcome measurement systems	0%	6%	33%	33%	28%
Establish peer-led intake procedures	3%	8%	27%	33%	30%
Train peers in screening tool administration	6%	2%	20%	38%	34%
Structure peer-informed service delivery models	3%	3%	28%	41%	25%
Form peer leadership councils for program oversight	3%	3%	33%	36%	25%
Institute peer-led program evaluation processes	2%	3%	31%	38%	27%
Deploy peer support services across all programs	2%	2%	25%	39%	33%
Create pre-release peer mentorship networks	0%	5%	28%	34%	33%
Integrate peer expertise in program design phases	3%	5%	28%	33%	31%
Develop peer-led support groups in communities	0%	8%	25%	38%	30%
Launch peer coaching certification programs	0%	5%	28%	34%	33%
Implement peer navigator systems for service access	0%	3%	31%	34%	31%
Build community-based recovery support networks	0%	2%	31%	28%	39%
Organize community advisory boards with lived experience representation	2%	3%	31%	34%	30%
Create policy development forums with community input	2%	3%	28%	36%	31%
Design community-driven program evaluation processes	3%	33%	36%	25%	3%

Survey Results Graph:



The graph above shows the priority levels assigned to different service areas under the "Peer Support and Lived Experience" category. Here are the key findings:

- Based on the data from SOAR's policy initiatives survey, there is overwhelming support for peer-based recovery support programs, with over 70% of respondents consistently rating these initiatives as either "Essential" or "High" priority across all 20 proposed measures. The highest-rated initiative was "Build community-based recovery support networks" with 39% rating it as Essential priority, while none of the initiatives received more than 6% "Not a Priority" ratings, demonstrating strong consensus on the importance of incorporating peer support and lived experience into recovery services.

Monitoring, Evaluation, and Accountability

Policy Statement:

Monitoring, evaluation, and accountability are integral to the fabric of New Jersey's system of mental health and addiction services, driving continuous improvement and ensuring the highest standards of care. Through comprehensive data collection and rigorous analysis, success is measured holistically, encompassing not only clinical outcomes but also cost-effectiveness,

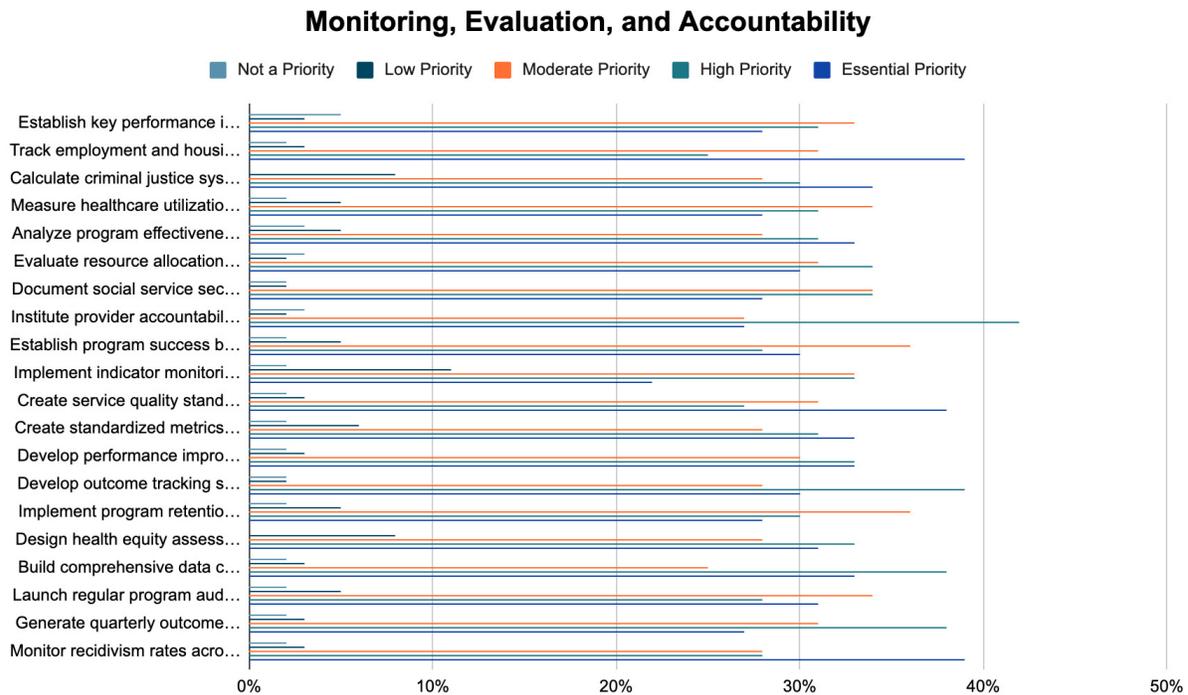
participant feedback, and the empowerment of those we serve. Commitment to transparency and open dialogue has fostered an environment of trust, where participants' voices are amplified, and their experiences shape the evolution of our services. By embracing a culture of accountability, we continuously refine our approaches, identify areas for growth, and implement evidence-based strategies to optimize service delivery and maximize positive impact. Monitoring, evaluation, and accountability are the cornerstones of our pursuit for excellence, ensuring that every individual receives the highest quality care and support throughout their journey towards recovery and well-being.

Monitoring, Evaluation, and Accountability: Recommended Policy Initiatives from SOAR

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish key performance indicators (KPIs) for service providers	5%	3%	33%	31%	28%
Track employment and housing stability metrics	2%	3%	31%	25%	39%
Calculate criminal justice system cost savings	0%	8%	28%	30%	34%
Measure healthcare utilization reductions	2%	5%	34%	31%	28%
Analyze program effectiveness ratios	3%	5%	28%	31%	33%
Evaluate resource allocation efficiency	3%	2%	31%	34%	30%
Document social service sector impacts	2%	2%	34%	34%	28%
Institute provider accountability measures	3%	2%	27%	42%	27%
Establish program success benchmarks	2%	5%	36%	28%	30%
Implement indicator monitoring systems	2%	11%	33%	33%	22%
Create service quality standards	2%	3%	31%	27%	38%
Create standardized metrics for policy implementation	2%	6%	28%	31%	33%
Develop performance improvement protocols	2%	3%	30%	33%	33%
Develop outcome tracking systems for participant progress	2%	2%	28%	39%	30%
Implement program retention measurement protocols	2%	5%	36%	30%	28%
Design health equity assessment frameworks	0%	8%	28%	33%	31%
Build comprehensive data collection systems	2%	3%	25%	38%	33%
Launch regular program audit processes	2%	5%	34%	28%	31%
Generate quarterly outcome reports	2%	3%	31%	38%	27%
Monitor recidivism rates across programs	2%	3%	28%	28%	39%

Survey Results Graph:



This graph depicts the priority levels assigned to different service areas under the "Peer Support and Lived Experience" category. Here are the key findings:

- The data shows strong support for monitoring, evaluation, and accountability measures, with approximately 65% of respondents consistently rating these initiatives as "Essential" or "High" priority. The highest-rated initiatives were related to provider accountability (69% rating as Essential/High priority) and comprehensive data collection systems (71% rating as Essential/High priority), while no initiative received more than 5% "Not a Priority" ratings, indicating broad consensus on the importance of implementing robust monitoring and evaluation systems in service delivery programs.

Harm Reduction and Alternatives

Policy Statement:

Harm reduction and alternative approaches spearhead mental health and addiction services, championing compassion, dignity, and evidence-based solutions. Crisis intervention strategies and decriminalization efforts forge a system prioritizing care over punishment, empowering individuals to seek help without fear of stigma or legal consequences. A commitment to

preventive and early intervention approaches proactively addresses root causes, mitigating the need for more intensive interventions. Embracing a harm reduction philosophy meets individuals where they are, providing non-judgmental support and resources to minimize risks and promote overall well-being. Alternatives to incarceration and compassionate care are cornerstones of this approach, fostering resilience, hope, and lasting recovery for all.

Recommended Initiatives from Policy Summit

Policy Initiative: Expand Access to Alternative Treatment Coverage (AATC) Program

Survey Results:

- Essential Priority by 34% of respondents
- High Priority by 34% of respondents
- Moderate Priority by 30% of respondents
- Low Priority by 0% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

The Alternative Treatment Coverage Program advances healthcare equity by enabling all residents to access emerging therapeutic treatments, including cannabis and psychedelic-assisted therapies, through state-subsidized care at qualified treatment centers. This program recognizes the therapeutic potential of emerging treatments while ensuring economic barriers do not prevent access to promising care options.

Design Elements:

1. Treatment Center Qualification & Reimbursement
 - Establish certification criteria for participating treatment centers
 - Implement a direct-to-provider stipend disbursement system
 - Create transparent fee schedules and reimbursement rates
2. Patient Access Framework
 - Define eligibility criteria and application process
 - Structure a sliding scale copayment system based on income
 - Develop patient education and informed consent protocols

3. Quality Assurance & Monitoring
 - Implement standardized treatment outcome tracking
 - Collect and analyze utilization data and patient demographics
 - Monitor treatment efficacy through established metrics
 - Conduct regular program evaluation and cost-benefit analysis
4. Fiscal Management
 - Calculate annual program budget based on projected utilization
 - Design a sustainable funding mechanism
 - Establish audit procedures and financial controls
5. Data-Driven Program Evolution
 - Track key performance indicators including:
 - Number of patients served
 - Treatment completion rates
 - Patient-reported outcomes
 - Cost per successful treatment
 - Use metrics to inform program adjustments and resource allocation

Policy Initiative: Transform Criminal Justice Through Treatment-First Response (TCJTTR) Initiative

Survey Results:

- Essential Priority by 39% of respondents
- High Priority by 30% of respondents
- Moderate Priority by 28% of respondents
- Low Priority by 3% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Treatment-First Response Initiative creates a comprehensive system that diverts individuals with mental health conditions, substance use disorders, and trauma-related challenges away from incarceration into specialized therapeutic care programs. By prioritizing treatment over punishment, this initiative reduces recidivism, promotes recovery, and strengthens communities while delivering more effective and humane responses to behavioral health-related incidents.

Design Elements:

1. 1. Pre-Arrest Diversion
 - Crisis intervention team training for law enforcement
 - Mobile mental health response units
 - 24/7 behavioral health emergency hotline
 - Direct-to-treatment transport protocols
2. Specialized Treatment Centers
 - Regional therapeutic facilities offering:
 - Addiction recovery programs
 - Mental health services
 - Veteran-specific trauma care
 - PTSD treatment programs
 - Alternative therapy options (art therapy, mindfulness, etc.)
 - Integrated case management
 - Housing assistance services
3. Legal System Integration
 - Court-authorized treatment alternatives to incarceration
 - Mental health court expansion
 - Prosecution diversion protocols
 - Expungement pathways upon program completion
4. Individualized Care Pathways
 - Comprehensive intake assessment
 - Personalized treatment planning
 - Family support services
 - Peer support programs
 - Vocational training
5. Community Support Network
 - Transitional housing partnerships
 - Job placement assistance
 - Community reintegration services
 - Ongoing outpatient care
 - Support group networks

6. Program Evaluation

- Track recidivism rates
- Monitor treatment outcomes
- Measure cost savings vs. incarceration
- Assess community impact
- Document successful interventions

Policy Initiative: Mobilize Community-Led Crisis Response Teams (MCCRT) Initiative

Survey Results:

- Essential Priority by 39% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 28% of respondents
- Low Priority by 2% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Community-Led Crisis Response Teams establish a groundbreaking partnership between law enforcement and community stakeholders, creating specialized intervention units that provide culturally competent, trauma-informed responses to behavioral health crises. This innovative model, inspired by successful programs like Trenton's street-team concept, integrates local expertise with professional crisis intervention, ensuring communities have 24/7 access to appropriate emergency response services that prioritize de-escalation and connection to care.

Design Elements:

1. Regional Crisis Response Centers
 - Establish strategically located intervention hubs
 - 24/7 dispatch capability
 - Direct connection to community resources
 - Warm handoff protocols to treatment services
 - Mobile response capabilities

2. Community-Police Partnership Structure

- Joint leadership council with:
 - Community advocates
 - Faith-based leaders
 - Mental health professionals
 - Law enforcement representatives
 - Peer support specialists
- Regular collaborative planning sessions
- Shared decision-making protocols

3. Specialized Response Teams

- Mixed teams including:
 - Crisis intervention officers
 - Mental health clinicians
 - Community outreach workers
 - Peer support specialists
- Cultural competency training
- De-escalation expertise
- Trauma-informed approach

4. Resource Network Development

- Map existing community resources
- Establish referral partnerships
- Create resource directories
- Develop transportation solutions
- Build support service networks

5. Training and Certification

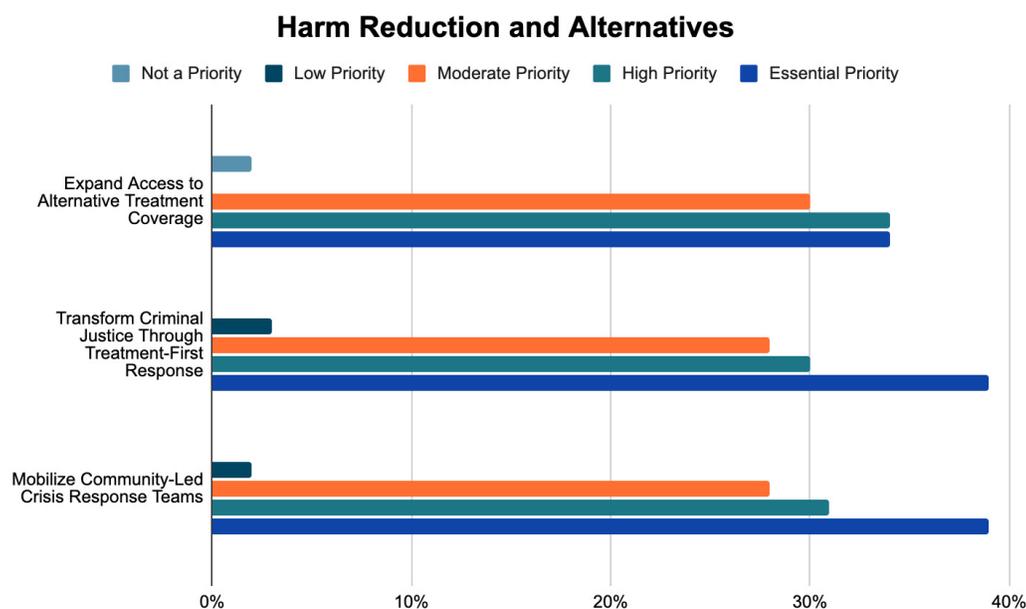
- Crisis intervention training
- Cultural competency education
- De-escalation techniques
- Mental health first aid
- Substance use response
- Trauma-informed care practices

6. Data Collection and Evaluation
 - Track response outcomes
 - Monitor community satisfaction
 - Measure diversion success
 - Evaluate program effectiveness
 - Document best practices
7. Community Engagement
 - Regular town halls
 - Feedback sessions
 - Community advisory boards
 - Public education programs
 - Ongoing stakeholder input

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Expand Access to Alternative Treatment Coverage	2%	0%	30%	34%	34%
Transform Criminal Justice Through Treatment-First Response	0%	3%	28%	30%	39%
Mobilize Community-Led Crisis Response Teams	0%	2%	28%	31%	39%

Survey Results Graph:



This graph depicts the priority levels assigned to the three overall initiatives under the "Harm Reduction and Alternatives" category. The key findings are:

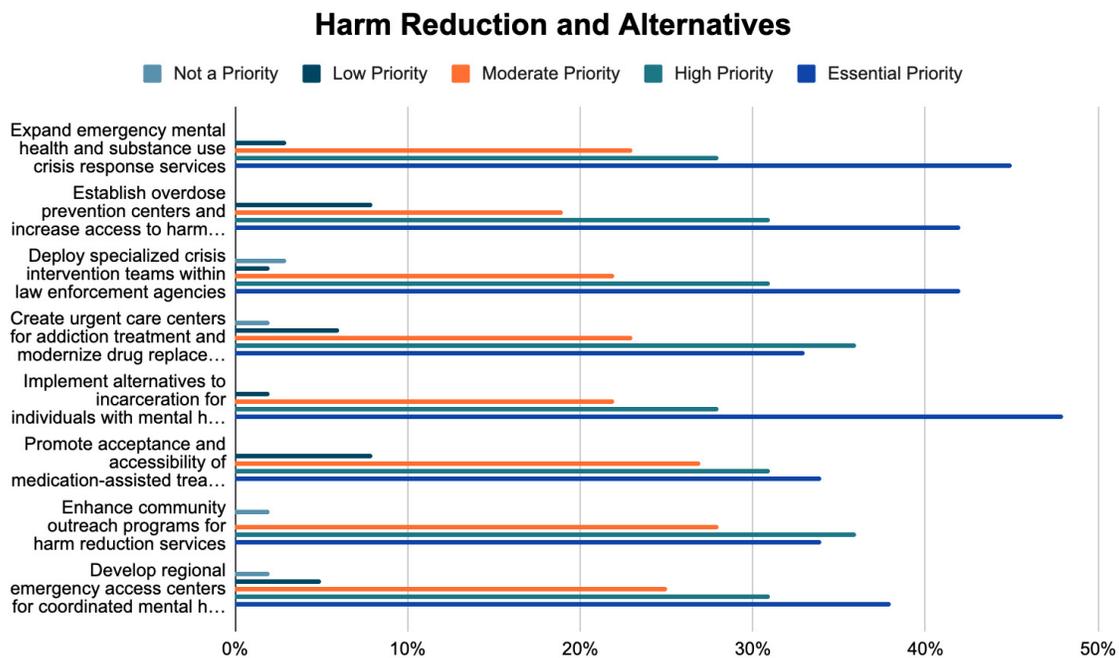
- The image shows strong support across various harm reduction and alternative policy initiatives, with the majority of respondents rating them as "Essential," "High," or "Moderate" priority. The highest-rated initiative is "Expand Access to Alternative Treatment Coverage," with over 80% of respondents viewing it as a priority, when all priorities combined. Other key initiatives like "Transform Criminal Justice Through Treatment-First Response" and "Mobilize Community-Led Crisis Response Teams" also received high priority ratings from over 70% of respondents. Overall, the data indicates a broad consensus on the importance of adopting a comprehensive harm-reduction approach to addressing social issues.

Strengthening Harm Reduction Policies and Practices: From the SOAR

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Expand emergency mental health and substance use crisis response services	0%	3%	23%	28%	45%
Establish overdose prevention centers and increase access to harm reduction facilities	0%	8%	19%	31%	42%
Deploy specialized crisis intervention teams within law enforcement agencies	3%	2%	22%	31%	42%
Create urgent care centers for addiction treatment and modernize drug replacement therapy access	2%	6%	23%	36%	33%
Implement alternatives to incarceration for individuals with mental health and substance use disorders	0%	2%	22%	28%	48%
Promote acceptance and accessibility of medication-assisted treatments, including methadone and Suboxone	0%	8%	27%	31%	34%
Enhance community outreach programs for harm reduction services	2%	0%	28%	36%	34%
Develop regional emergency access centers for coordinated mental health and addiction treatment	2%	5%	25%	31%	38%

Survey Results Graph:



This graph shows the priority levels assigned to different service areas under the "Harm Reduction and Alternatives" category.

The data shows strong support across various harm reduction and alternative policy initiatives, with the majority of respondents rating them as "Essential", "High", or "Moderate" priority. Key highlights include:

- Expanding access to alternative treatment coverage is the highest priority, with over 80% viewing it as an essential or high priority.
- Transforming criminal justice through treatment-first response and mobilizing community-led crisis response teams are also high priorities, each rated as essential or high by over 70% of respondents.
- Other initiatives like establishing overdose prevention centers, deploying specialized crisis intervention teams, and promoting acceptance of medication-assisted treatments also received significant support.

Overall, the results indicate broad consensus on the importance of adopting comprehensive harm reduction strategies and alternatives to traditional criminal justice approaches.

Workforce Development and Training

Policy Statement:

Workforce development and training are prioritized as the bedrock of exceptional mental health and addiction services. Investing in the growth and empowerment of dedicated professionals cultivates a skilled and compassionate workforce equipped to navigate the complexities of recovery journeys. Comprehensive capacity-building initiatives foster an environment nurturing continuous learning, promoting evidence-based practices, and embracing the latest advancements in the field. Ongoing training opportunities, mentorship programs, and the creation of supportive networks manifest a commitment to workforce development, fostering collaboration and knowledge-sharing. The workforce stands as a beacon of hope, embodying the values of empathy, expertise, and an unwavering dedication to transforming lives and fostering enduring well-being for all.

Recommended Initiatives from Policy Summit

Policy Initiative: Accelerate Justice-to-Career Pathways (AJCP) Initiative

Survey Results:

- Essential Priority by 36% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 30% of respondents
- Low Priority by 3% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Justice-to-Career Pathways program transforms correctional education by creating comprehensive, nationally recognized certification pathways that blend vocational training, work experience, and prior learning assessment into meaningful credentials. This innovative approach ensures justice-involved individuals gain marketable skills and industry-recognized certifications during their involvement with the justice system, positioning them for immediate workforce entry and career advancement upon reentry.

Design Elements:

1. Education and Certification Framework
 - Partnerships with accredited institutions
 - Industry-aligned curriculum development
 - Prior learning assessment protocols
 - Work-based learning integration
 - Stackable credential pathways
2. Career Pathway Development
 - Sector-specific training tracks:
 - Construction trades
 - Healthcare services
 - Technology and IT
 - Culinary arts
 - Green energy/sustainability
 - Advanced manufacturing
 - Business operations
 - Transportation/logistics
3. Skills Recognition System
 - Prior experience documentation
 - On-site work credit
 - Volunteer service hours
 - Competency assessments
 - Portfolio development
 - Digital badging system
4. Employer Partnership Network
 - Public sector job pipelines
 - Private industry agreements
 - Second chance hiring initiatives
 - Apprenticeship programs
 - Internship opportunities
 - Mentorship connections

5. Support Services Integration
 - Career counseling
 - Job readiness training
 - Resume development
 - Interview preparation
 - Professional mentoring
 - Job placement assistance
6. Quality Assurance
 - Industry standards alignment
 - Regular curriculum review
 - Employer feedback integration
 - Outcome tracking
 - Program evaluation
 - Certification maintenance
7. Technology Infrastructure
 - Digital learning platforms
 - Virtual skill labs
 - Online certification tracking
 - Career planning tools
 - Employment matching systems
8. Post-Release Support
 - Transition planning
 - Job placement assistance
 - Continuing education options
 - Career advancement coaching
 - Professional networking support

Strategic Initiative: Establish Public Service Career Access (PSCA) Initiative

Survey Results:

- Essential Priority by 34% of respondents
- High Priority by 38% of respondents

- Moderate Priority by 23% of respondents
- Low Priority by 5% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Public Service Career Access Initiative creates a pioneering pathway for justice-involved individuals to enter state employment through a coordinated inter-agency effort that aligns civil service regulations, hiring practices, and professional development opportunities. This groundbreaking program demonstrates New Jersey's commitment to second chances by transforming state agencies into model employers for returning citizens while maintaining high standards of public service and creating a template for other states to follow.

Design Elements:

1. Regulatory Framework Alignment

- Civil Service Commission policy review
- Barrier identification and removal
- Rule modification recommendations
- Legislative change proposals
- Background check guidelines revision
- Position eligibility criteria

2. Inter-Agency Coordination Structure

- Implementation task force including:
 - Civil Service Commission
 - Department of Corrections
 - Department of Labor
 - Department of Personnel
 - Office of the Attorney General
 - State Parole Board
 - Agency hiring managers
 - Union representatives

3. Employment Pathway Design

- Entry-level position identification
- Career ladder development

- Probationary period structure
 - Performance evaluation criteria
 - Advancement opportunities
 - Mentorship programs
4. Pre-Employment Preparation
 - Civil service exam preparation
 - Application assistance
 - Interview coaching
 - Documentation support
 - Professional development training
 - State employment readiness program
 5. Agency Implementation Support
 - HR staff training
 - Supervisor preparation
 - Workplace integration guidelines
 - Reasonable accommodation protocols
 - Performance management tools
 - Success metrics
 6. Program Monitoring and Evaluation
 - Track hiring outcomes
 - Monitor retention rates
 - Measure job performance
 - Document best practices
 - Assess program impact
 - Report success stories
 7. Stakeholder Engagement
 - Regular progress meetings
 - Policy review sessions
 - Implementation workshops
 - Success celebration events
 - Continuous improvement forums

8. Support Systems Development

- On-the-job mentoring
- Professional development
- Career advancement coaching
- Employee resource groups
- Peer support networks
- Work-life balance resources

Strategic Initiative: Launch Talent Pipeline Management System (TPMS) Initiative

Survey Results:

- Essential Priority by 28% of respondents
- High Priority by 33% of respondents
- Moderate Priority by 31% of respondents
- Low Priority by 8% of respondents
- Not a Priority by 0% of respondents

Policy Purpose Statement:

The Talent Pipeline Management System creates a secure, comprehensive database that tracks justice-involved individuals' educational achievements, certifications, skills development, and work readiness assessments throughout their justice system involvement and reentry journey. This innovative platform connects qualified candidates with employment opportunities by providing verified credentials and progress tracking while ensuring privacy and data security, ultimately streamlining the pathway between justice involvement and meaningful employment.

Design Elements:

1. Integrated Database Architecture
 - Secure data management system
 - Multi-agency access protocols
 - Privacy protection controls

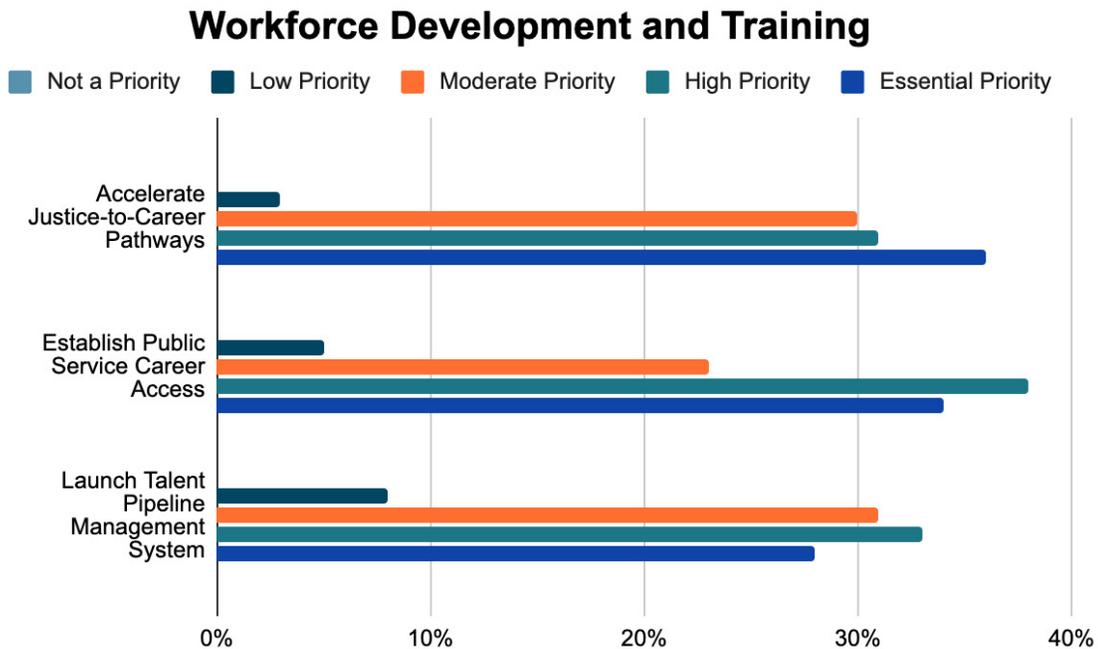
- Real-time updates capability
 - Cross-platform compatibility
 - Mobile accessibility
2. Data Collection Framework
- Individual profile components:
 - Educational achievements
 - Work experience history
 - Skills certifications
 - Training completions
 - Mental health assessments
 - Work readiness evaluations
 - Job placement outcomes
 - Employment retention data
3. Agency Collaboration Network
- System access for:
 - Department of Corrections
 - Department of Labor
 - Civil Service Commission
 - Educational institutions
 - Training providers
 - Workforce development agencies
 - Authorized employers
4. Consent and Privacy Management
- Informed consent protocols
 - Data sharing agreements
 - Access level controls
 - Information release authorizations
 - Privacy right notifications
 - Data retention policies
5. Progress Tracking Features
- Milestone achievement monitoring
 - Certification verification

- Skills assessment tracking
 - Employment readiness scores
 - Job placement outcomes
 - Career progression metrics
 - Retention statistics
6. Employer Interface
- Talent search capabilities
 - Skills matching algorithms
 - Credential verification
 - Communication channels
 - Hiring process tracking
 - Success story sharing
7. System Administration
- Data quality control
 - User access management
 - Technical support
 - Training resources
 - System updates
 - Performance monitoring
8. Reporting and Analytics
- Success metrics dashboard
 - Outcome reporting
 - Trend analysis
 - Program effectiveness
 - Employment statistics
 - ROI calculations
9. Continuous Improvement
- Regular system audits
 - Stakeholder feedback
 - Feature enhancement
 - Best practice updates
 - Policy compliance
 - Security upgrades

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Accelerate Justice-to-Career Pathways	0%	3%	30%	31%	36%
Establish Public Service Career Access	0%	5%	23%	38%	34%
Launch Talent Pipeline Management System	0%	8%	31%	33%	28%

Survey Results Graph:



This graph depicts the priority levels assigned to the three overall initiatives under the "Workforce Development and Training" category. The key findings are:

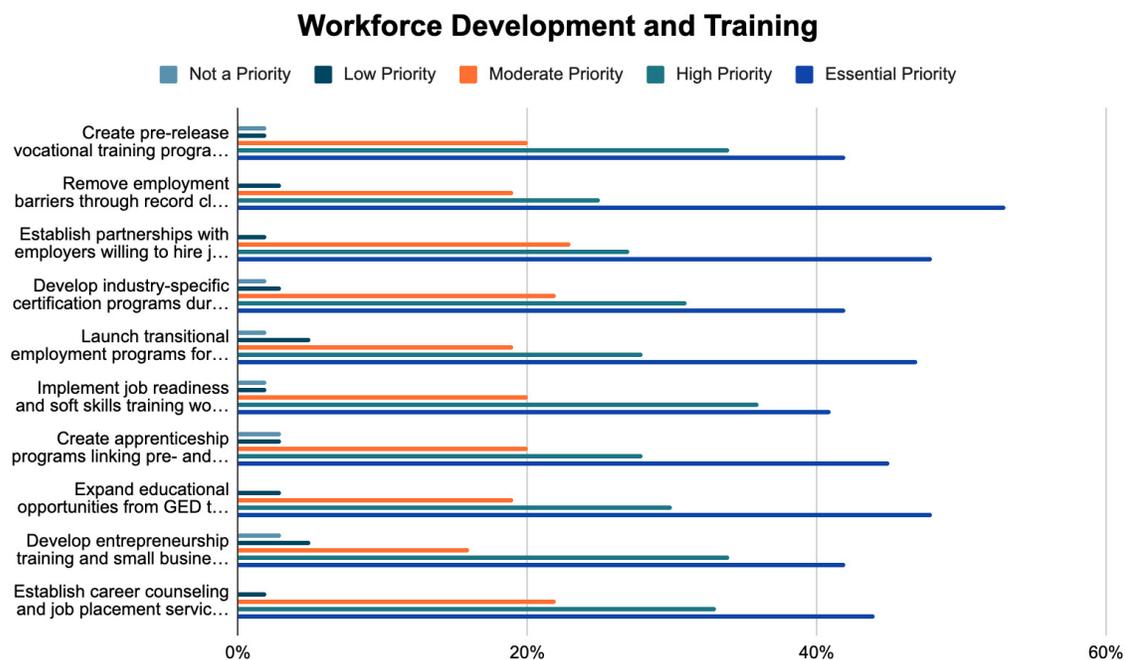
- The data shows strong support for workforce development and training initiatives, particularly accelerating justice-to-career pathways and establishing public service career access programs. Over 60% of respondents rated these as high or essential priorities. Launching a talent pipeline management system also received significant support, with around 50% rating it as a high or essential priority. Overall, the results indicate a consensus on the importance of improving career development, access, and training pipelines within the workforce.

Workforce Development and Training: Recommendations from the SOAR Process

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Create pre-release vocational training programs in correctional facilities	2%	2%	20%	34%	42%
Remove employment barriers through record clearance assistance programs	0%	3%	19%	25%	53%
Establish partnerships with employers willing to hire justice-involved individuals	0%	2%	23%	27%	48%
Develop industry-specific certification programs during incarceration	2%	3%	22%	31%	42%
Launch transitional employment programs for returning citizens	2%	5%	19%	28%	47%
Implement job readiness and soft skills training workshops	2%	2%	20%	36%	41%
Create apprenticeship programs linking pre- and post-release employment	3%	3%	20%	28%	45%
Expand educational opportunities from GED to higher education while incarcerated	0%	3%	19%	30%	48%
Develop entrepreneurship training and small business development programs	3%	5%	16%	34%	42%
Establish career counseling and job placement services for returning citizens	0%	2%	22%	33%	44%

Survey Results Graph:



This graph shows the priority levels assigned to different service areas under the "Peer Support and Lived Experience" category.

The data shows strong support for a range of workforce development and training initiatives, with the majority of respondents rating them as "Essential", "High", or "Moderate" priority. The top priorities include:

- Creating pre-release vocational training programs
- Establishing partnerships with employers willing to hire justice-involved individuals
- Developing industry-specific certification programs
- Launching transitional employment programs
- Implementing job readiness and soft skills training

Across these initiatives, over 70% of respondents viewed them as essential or high priority, indicating a clear consensus on the importance of investing in workforce development and training programs to improve employment outcomes for justice-involved individuals.

Continuity of Care, Improvement, and Innovation

Policy Statement:

Continuity of care, improvement, and innovation propel mental health and addiction services toward unprecedented heights of excellence and form the foundation upon which lasting recovery and well-being are built. Seamless coordination and collaboration across domains create a comprehensive support system ensuring uninterrupted access to resources and services throughout individual journeys. A commitment to continuity of care manifests through personalized care plans, effective provider communication, and empowering individuals to confidently navigate the continuum of support. Prioritizing continuity fosters an environment of trust, stability, and consistent progress, enabling individuals to build upon strengths and achieve sustainable, long-term success. And a continuity to improvement and innovation promises a steadfast commitment to transforming systems fearlessly embracing systemic reforms and innovative policies that dismantle outdated paradigms, paving the way for groundbreaking approaches. The relentless pursuit of excellence explores cutting-edge strategies, leverages the latest research, and forges collaborative partnerships pushing boundaries of possibility. A culture of adaptability and curiosity flourishes, where every challenge presents an opportunity for growth, and every breakthrough serves as a stepping stone toward a brighter future for all those served.

Recommended Initiatives from Policy Summit

Policy Initiative: Expand Universal Reentry Support Access

Survey Results:

- Essential Priority by 39% of respondents
- High Priority by 30% of respondents
- Moderate Priority by 27% of respondents
- Low Priority by 2% of respondents
- Not a Priority by 3% of respondents

Policy Purpose Statement:

Remove the 90-day incarceration requirement for reentry services to ensure all justice-involved individuals receive immediate support and service connections regardless of length of stay. This comprehensive approach addresses the impact of bail reform by providing rapid intervention and resource connection opportunities, maximizing the potential for successful community reintegration even during brief periods of incarceration.

Policy Design Elements:

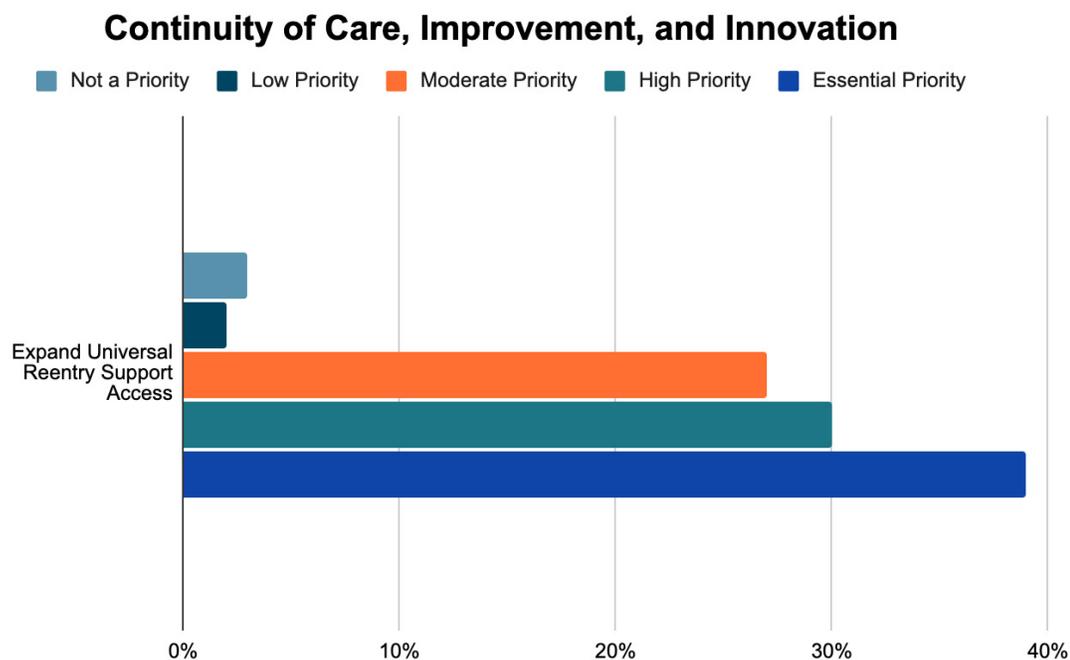
1. Immediate Response Framework
 - Rapid needs assessment
 - Quick service connection
 - Resource identification
 - Emergency planning
 - Crisis intervention
 - Immediate referrals
2. Staffing Structure
 - Expanded reentry coordinators
 - 24/7 coverage plans
 - Case management teams
 - Provider liaisons
 - Employment specialists
 - Housing coordinators

3. Service Partnership Network
 - Mental health providers
 - Addiction treatment centers
 - Social service agencies
 - Housing resources
 - Employment programs
 - Healthcare services
4. Formal Partnership Agreements
 - Provider MOUs
 - Service commitments
 - Response timeframes
 - Resource allocation
 - Data sharing
 - Outcome tracking
5. Resource Access Components
 - Housing voucher programs
 - Employment opportunities
 - Benefits assistance
 - Healthcare connection
 - Transportation support
 - Document acquisition

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Expand Universal Reentry Support Access	3%	2%	27%	30%	39%

Survey Results Graph:



The graph above shows the priority levels assigned to the initiative under the "Continuity of Care, Improvement, and Innovation" category. The key findings are:

- The data shows strong support for expanding universal reentry support access, with over 80% of respondents rating it as an essential, high, or moderate priority initiative. This indicates a clear consensus on the importance of improving continuity of care, service access, and support for individuals transitioning from incarceration back into the community.

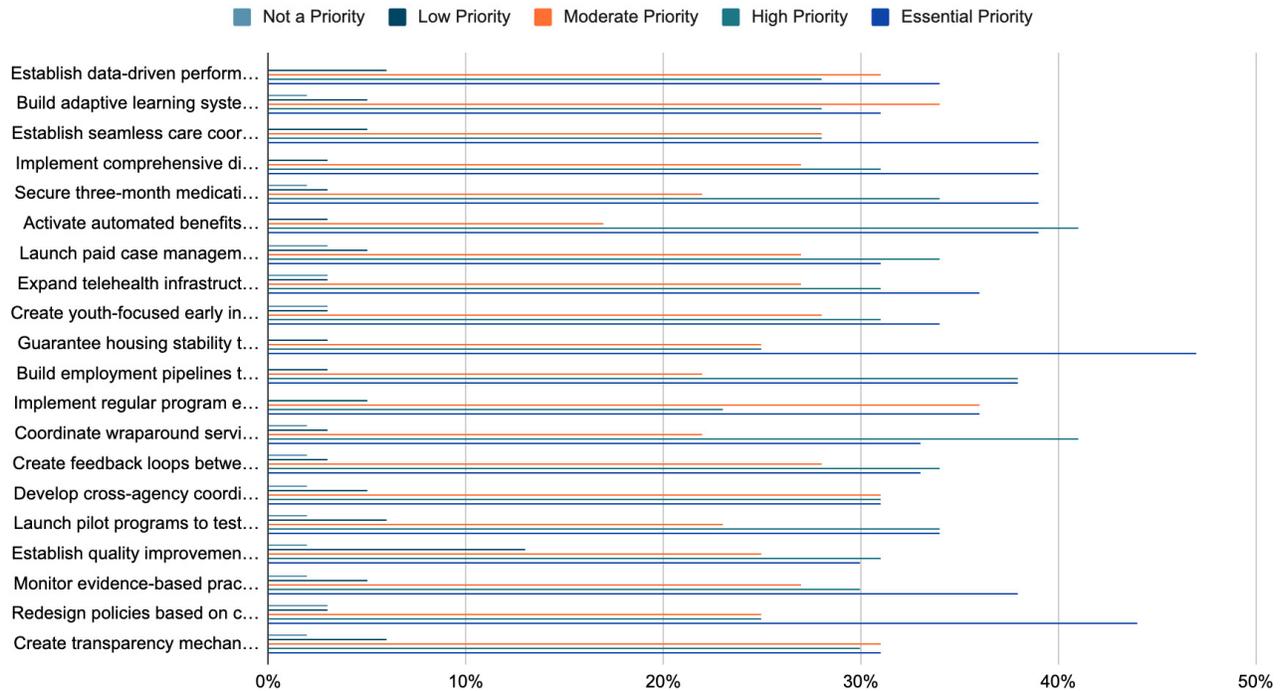
Policy Proposals from the SOAR Process

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish data-driven performance measurement systems	0%	6%	31%	28%	34%
Build adaptive learning systems to identify and respond to changing needs	2%	5%	34%	28%	31%
Establish seamless care coordination between correctional facilities and community providers through integrated case management systems.	0%	5%	28%	28%	39%
Implement comprehensive discharge planning that begins 90 days pre-release and extends through community reintegration.	0%	3%	27%	31%	39%
Secure three-month medication supplies and immediate healthcare coverage for all individuals upon release.	2%	3%	22%	34%	39%
Activate automated benefits enrollment systems connecting released individuals to welfare, SNAP, and housing assistance.	0%	3%	17%	41%	39%
Launch paid case management services spanning jail, hospital, and community settings through unified service coordination.	3%	5%	27%	34%	31%
Expand telehealth infrastructure to ensure uninterrupted mental health and medical care during transition periods.	3%	3%	27%	31%	36%
Create youth-focused early intervention programs integrating education, mental health, and family support services.	3%	3%	28%	31%	34%
Guarantee housing stability through pre-release housing applications and immediate transitional housing placement.	0%	3%	25%	25%	47%
Build employment pipelines through pre-release job training and guaranteed interview programs with partner employers.	0%	3%	22%	38%	38%
Implement regular program evaluation and outcome tracking	0%	5%	36%	23%	36%
Coordinate wraparound service delivery through mobile support teams providing direct community-based assistance.	2%	3%	22%	41%	33%
Create feedback loops between service providers and justice-involved individuals	2%	3%	28%	34%	33%
Develop cross-agency coordination and information sharing protocols	2%	5%	31%	31%	31%
Launch pilot programs to test innovative service delivery models	2%	6%	23%	34%	34%
Establish quality improvement teams within justice and treatment agencies	2%	13%	25%	31%	30%
Monitor evidence-based practices and emerging research for system updates	2%	5%	27%	30%	38%
Redesign policies based on community input and lived experience	3%	3%	25%	25%	44%
Create transparency mechanisms for system performance reporting	2%	6%	31%	30%	31%

Survey Results Graph:

Continuity of Care, Improvement, and Innovation



The graph above shows the priority levels assigned to different service areas under the "Continuity of Care, Improvement, and Innovation" category.

The data shows strong support across a variety of continuity of care, improvement, and innovation initiatives, with most respondents rating them as essential, high, or moderate priorities. Key highlights include:

- Establishing data-driven performance management systems
- Implementing regular program improvement cycles
- Creating feedback loops for ongoing service enhancements
- Developing cross-agency coordination and integration efforts

Over 70% of respondents viewed these initiatives as high or essential priorities, indicating a consensus on the importance of data-driven continuous improvement and coordination across service providers.

Funding and Resources

Policy Statement:

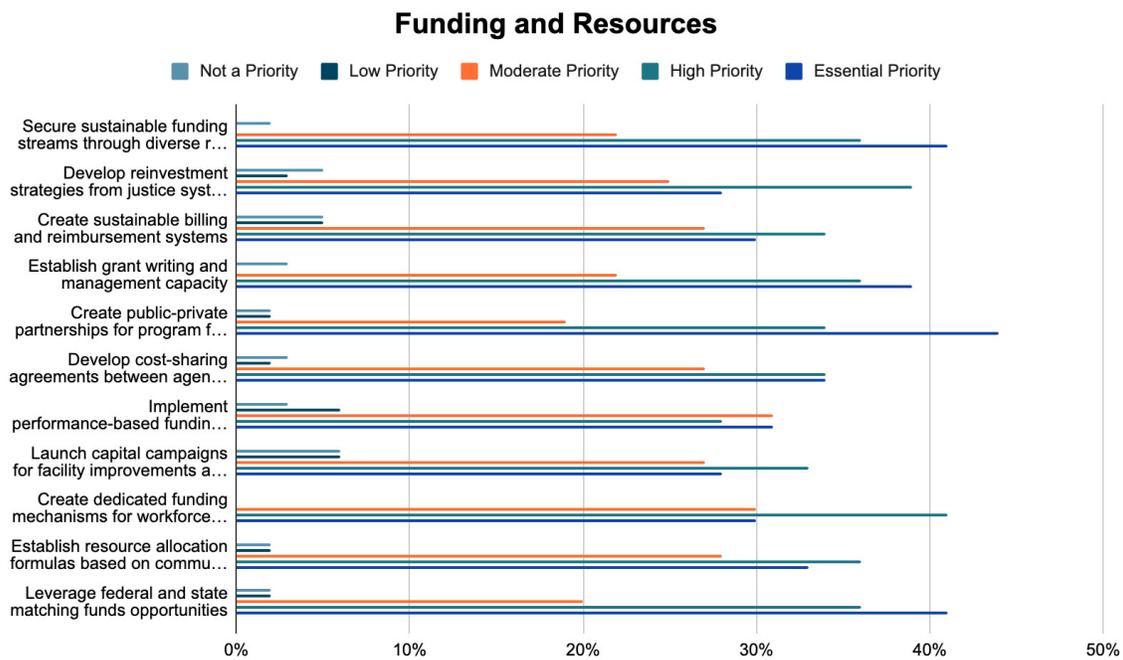
Sustainable funding and strategic resource allocation catalyze transformative change in mental health and addiction services. Innovative funding models and collaborative partnerships expand access to comprehensive care, breaking down financial barriers to ensure no one is left behind. Responsible resource allocation manifests through data-driven decision-making, prioritizing investments in areas of greatest need and fostering equitable distribution of support. Investing in workforce development and capacity-building initiatives cultivates a skilled and empowered workforce delivering high-quality, evidence-based services. Sustainable funding and strategic resource allocation empower individuals and communities to thrive.

Policy Proposals from the SOAR Process

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Secure sustainable funding streams through diverse revenue sources	2%	0%	22%	36%	41%
Develop reinvestment strategies from justice system savings	5%	3%	25%	39%	28%
Create sustainable billing and reimbursement systems	5%	5%	27%	34%	30%
Establish grant writing and management capacity	3%	0%	22%	36%	39%
Create public-private partnerships for program funding	2%	2%	19%	34%	44%
Develop cost-sharing agreements between agencies and jurisdictions	3%	2%	27%	34%	34%
Implement performance-based funding models	3%	6%	31%	28%	31%
Launch capital campaigns for facility improvements and expansion	6%	6%	27%	33%	28%
Create dedicated funding mechanisms for workforce development	0%	0%	30%	41%	30%
Establish resource allocation formulas based on community needs	2%	2%	28%	36%	33%
Leverage federal and state matching funds opportunities	2%	2%	20%	36%	41%

Survey Results Graph:



The graph above shows the priority levels assigned to different service areas under the "Funding and Resources" category.

The data shows strong support across various funding and resource initiatives, with the majority of respondents rating them as essential, high, or moderate priorities. The top priorities include:

- Securing sustainable funding streams through competitive grant writing and management
- Creating public-private partnerships for program funding
- Developing cost-sharing agreements between state and local agencies
- Implementing performance-based funding models
- Launching capital campaigns for facility improvements

Over 60% of respondents viewed these initiatives as essential or high priorities, indicating a clear consensus on the need for innovative funding strategies and resource allocation approaches to support justice-involved services and programs.

Housing and Reentry Support

Policy Statement:

Individuals in recovery access a comprehensive network of housing and reentry support services, empowering them to navigate transitions back into communities with confidence and resilience. A holistic approach addresses multifaceted reintegration challenges, providing a continuum of care encompassing stable housing solutions, vocational training, and wraparound support services. A commitment to reentry support manifests through personalized guidance, advocacy, and the creation of inclusive communities embracing second chances. Housing stability and successful reintegration form the cornerstones of lasting recovery, fostering hope, self-sufficiency, and enduring well-being for all.

Recommended Initiatives from Policy Summit

Policy Initiative: Establish a Comprehensive Recovery Support Housing Program

Survey Results:

- Essential Priority by 44% of respondents
- High Priority by 33% of respondents
- Moderate Priority by 22% of respondents
- Low Priority by 0% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

Integrate supportive housing with comprehensive recovery services to create sustainable pathways to independence for individuals facing mental health challenges and substance use disorders. This evidence-based "Housing First" approach combines stable housing with wraparound support services delivered by peer specialists and community health workers to address social determinants of health while promoting recovery and community reintegration.

Policy Design Elements:

1. Housing Framework
 - Implement the "Housing First" model prioritizing immediate stable housing
 - Create scattered-site housing options in community settings

- Ensure the least restrictive environments aligned with individual needs
 - Develop flexible housing support timeframes based on individual progress
2. Peer Support Integration
 - Deploy Certified Peer Recovery Specialists (CPRS)
 - Engage Certified Recovery Peer Specialists (CRPS)
 - Utilize Community Health Workers (CHW)
 - Implement Peer Bridger program for pre-reentry support
 - Provide intensive peer support for initial 3-4 months
 3. Comprehensive Support Services
 - Establish employment assistance programs
 - Provide educational opportunities access
 - Deliver financial literacy training
 - Offer legal advocacy support
 - Address healthcare access needs
 - Support benefits acquisition
 4. Service Coordination
 - Create integrated care teams
 - Develop individualized support plans
 - Ensure seamless service coordination
 - Maintain regular progress assessments
 - Provide crisis intervention support
 5. Community Integration
 - Build community partnerships
 - Develop social support networks
 - Create meaningful activity opportunities
 - Support family reconnection
 - Foster community engagement
 6. Program Management
 - Establish clear outcome metrics
 - Implement quality assurance processes
 - Maintain data collection systems
 - Ensure program sustainability
 - Monitor cost-effectiveness

7. Training and Development
 - Provide staff training programs
 - Maintain peer certification standards
 - Ensure cultural competency
 - Support professional development
 - Foster team collaboration
8. Evaluation Framework
 - Track housing stability outcomes
 - Monitor recovery progress
 - Measure community integration
 - Assess cost-effectiveness
 - Document best practices

Policy Initiative: Integrate Multi-Agency Housing Support Coordination System

Survey Results:

- Essential Priority by 41% of respondents
- High Priority by 34% of respondents
- Moderate Priority by 19% of respondents
- Low Priority by 5% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

Create a unified, streamlined system where state agencies, service providers, and peer representatives collaboratively manage housing resources and support services through a single coordinated entry point. This integrated approach eliminates service gaps, reduces navigation barriers, and ensures equitable access to housing supports while maximizing resource utilization across all participating agencies and providers.

Policy Design Elements:

1. Stakeholder Collaboration Framework
 - Department of Justice (DOJ) participation
 - Department of Health (DOH) engagement
 - Department of Human Services (DHS) involvement
 - Continuums of Care (CoCs) integration
 - Peer representative inclusion
 - Provider participation
 - Consumer advocacy representation
2. System Assessment Components
 - Service landscape mapping
 - Housing inventory analysis
 - Gap identification process
 - Resource allocation review
 - Access barrier evaluation
 - Navigation challenge assessment
3. Coordinated Entry Enhancement
 - Streamlined voucher access
 - Universal screening tools
 - Common eligibility criteria
 - Shared referral system
 - Real-time bed availability
 - Integrated waitlist management
4. Program Development Framework
 - Collaborative program design
 - Resource sharing agreements
 - Joint funding strategies
 - Unified service standards
 - Common outcome measures
 - Shared data systems

5. Implementation Structure
 - Regular stakeholder meetings
 - Clear communication protocols
 - Decision-making processes
 - Progress monitoring systems
 - Accountability measures
 - Performance metrics
6. Quality Assurance Elements
 - Service standard monitoring
 - Outcome tracking
 - Client satisfaction assessment
 - System efficiency measures
 - Equity evaluation
 - Access improvement metrics

Policy Initiative: Advance Freedom Planning and Community Reintegration

Survey Results:

- Essential Priority by 36% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 27% of respondents
- Low Priority by 2% of respondents
- Not a Priority by 5% of respondents

Policy Purpose Statement:

Transform the reentry process into a dignified, empowering "Nu-Entry" experience that begins with pre-release expungement and clemency support while actively engaging community resources. This initiative reframes returning citizens' homecoming through intentional stigma reduction efforts, proactive legal remedies, and celebratory community engagement, creating a supportive environment that promotes successful reintegration.

"Nu-Entry refers to the idea that some Justice-involved individuals are released into a society in which they have limited or no experience.

Policy Design Elements:

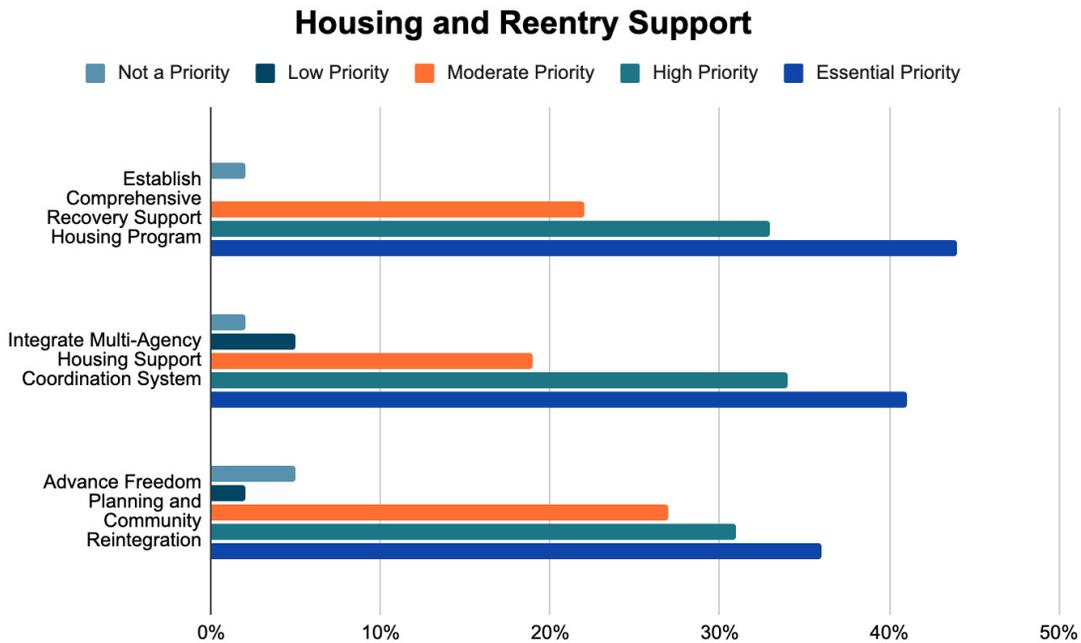
1. Stigma Reduction Framework
 - Public education campaigns
 - Community awareness programs
 - Success story highlighting
 - Language modification guidelines
 - Media engagement strategies
 - Employer education initiatives
2. Pre-Release Legal Support
 - Early expungement processing
 - Pardon application assistance
 - Clemency pathway guidance
 - Document preparation support
 - Legal barrier identification
 - Rights restoration planning
3. Community Engagement Structure
 - Homecoming celebration protocols
 - Welcoming committee formation
 - Support network development
 - Family reunification support
 - Community mentor matching
 - Resource connection facilitation
4. Implementation Components
 - Pre-release preparation
 - Community resource mapping
 - Support service coordination
 - Progress monitoring systems
 - Success celebration planning
 - • Ongoing support mechanisms
5. Stakeholder Coordination
 - Law enforcement engagement
 - Community leader involvement

- Faith-based organization participation
- Business community inclusion
- Service provider integration
- Family support mobilization

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish Comprehensive Recovery Support Housing Program	2%	0%	22%	33%	44%
Integrate Multi-Agency Housing Support Coordination System	2%	5%	19%	34%	41%
Advance Freedom Planning and Community Reintegration	5%	2%	27%	31%	36%

Survey Results Graph:



This graph depicts the priority levels assigned to the three overall initiatives under the "Housing and Reentry Support" category.

The data shows strong support across housing and reentry support initiatives, with the majority of respondents rating them as essential or high priority. Key highlights include:

- Establishing comprehensive recovery support housing programs is viewed as the top priority, with over 80% of respondents seeing it as an essential and high priority.
- Integrating multi-agency housing support coordination systems and advancing freedom planning/community reintegration are also high priorities, each rated essential and high by over 70% of respondents.

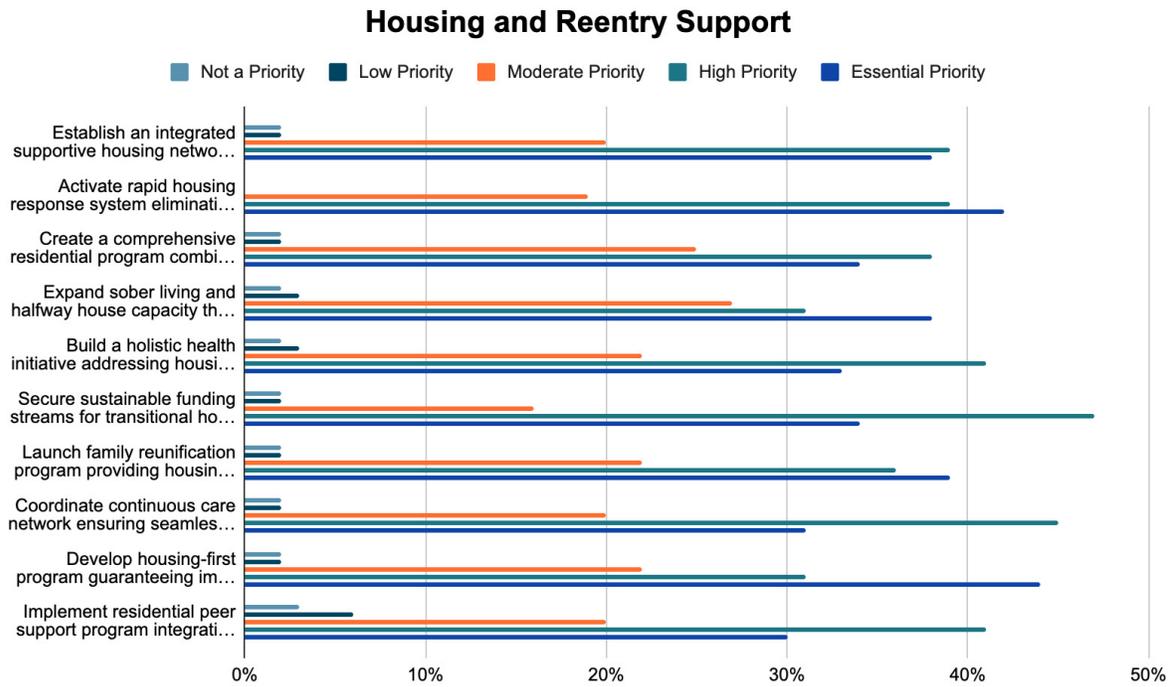
Overall, the results indicate a clear consensus on the importance of providing robust housing and reentry support services to justice-involved individuals as they transition back into the community.

Housing and Reentry Support: Proposed Policy Initiatives from SOAR Process

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Establish an integrated supportive housing network specifically designed for justice-involved individuals.	2%	2%	20%	39%	38%
Activate rapid housing response system eliminating gaps between release and stable housing placement.	0%	0%	19%	39%	42%
Create a comprehensive residential program combining housing with wraparound support services.	2%	2%	25%	38%	34%
Expand sober living and halfway house capacity through public-private housing partnerships.	2%	3%	27%	31%	38%
Build a holistic health initiative addressing housing, healthcare, and workforce development needs.	2%	3%	22%	41%	33%
Secure sustainable funding streams for transitional housing and reentry support programs.	2%	2%	16%	47%	34%
Launch family reunification program providing housing options and support services for returning parents.	2%	2%	22%	36%	39%
Coordinate continuous care network ensuring seamless delivery of housing and support services.	2%	2%	20%	45%	31%
Develop housing-first program guaranteeing immediate placement upon release.	2%	2%	22%	31%	44%
Implement residential peer support program integrating recovery housing with community mentorship.	3%	6%	20%	41%	30%

Survey Results Graph:



This graph shows the priority levels assigned to different service areas under the "Housing and Reentry Support" category.

The data shows overwhelming support for comprehensive housing and reentry support initiatives, with over 75% of respondents rating all programs as essential or high priority. Key initiatives receiving the strongest support include:

- Establishing integrated supportive housing networks
- Creating comprehensive residential programs
- Expanding sober living and halfway house capacity
- Securing sustainable funding streams
- Implementing residential peer support programs
- Activating rapid housing response systems

With minimal "low priority" or "not a priority" responses across all initiatives, the results demonstrate a clear consensus on the critical importance of stable, supportive housing options and comprehensive reentry support services for justice-involved individuals.

Diversion and Decriminalization

Policy Statement

Diversion and decriminalization are embraced as compassionate, evidence-based approaches to mental health and addiction challenges. Collaborative efforts with the criminal justice system prioritize care over punishment, empowering individuals to seek help without fear of stigma or legal consequences. A commitment to decriminalizing mental illness manifests in alternative approaches prioritizing treatment, rehabilitation, and reintegration into society. Diversion strategies and early intervention programs proactively address root causes, mitigating the need for more intensive interventions. Diversion and decriminalization form the cornerstones of this approach, fostering resilience, hope, and lasting recovery for all.

Recommended Initiatives from Policy Summit

Policy Initiative: Expand Law Enforcement Assisted Diversion (LEAD) Statewide

Survey Results:

- Essential Priority by 34% of respondents
- High Priority by 31% of respondents
- Moderate Priority by 22% of respondents
- Low Priority by 6% of respondents
- Not a Priority by 6% of respondents

Policy Purpose Statement:

Implement comprehensive LEAD programs across all high-risk communities in the state, expanding from the current six locations to create a standardized yet locally adaptable diversion framework. This evidence-based approach empowers law enforcement to redirect eligible individuals from the criminal justice system to community-based support services, utilizing harm reduction principles and person-centered case management to address underlying needs while enhancing public safety and community well-being.

Policy Design Elements:

1. Program Structure
 - Team Manager oversight
 - Outreach Coordinator position
 - Case Management staff
 - Three-committee framework: A) Policy Leadership Group; B) Operations Workgroup; and C) Community Leadership Team
2. Law Enforcement Integration
 - Officer training protocols
 - Clear referral criteria
 - Situation-based guidelines
 - Response protocols
 - Documentation procedures
 - Outcome tracking systems
3. Case Management Framework
 - Needs assessment process
 - Goal-setting protocols
 - Service coordination
 - Progress monitoring
 - Resource connection
 - Crisis intervention
4. Community Partnership Network
 - Mental health providers
 - Addiction services
 - Housing resources
 - Food security programs
 - Social service agencies
 - Healthcare providers
5. Committee Functions
 - Policy Leadership Group:
 - Program oversight
 - Policy development

- Strategic planning
- Resource allocation
- Performance monitoring
- Stakeholder engagement

Policy Initiative: Establish Universal Therapeutic Engagement and Peer Support in Corrections

Survey Results:

- Essential Priority by 33% of respondents
- High Priority by 36% of respondents
- Moderate Priority by 25% of respondents
- Low Priority by 5% of respondents
- Not a Priority by 2% of respondents

Policy Purpose Statement:

Implement mandatory initial therapeutic counseling sessions and peer wellness centers within correctional facilities to create early intervention opportunities and strengthen connections to mental health support. This trauma-informed approach combines professional therapeutic engagement with peer support to reduce barriers to treatment, normalize help-seeking behavior, and establish support systems that extend beyond incarceration.

Policy Design Elements:

1. Initial Therapeutic Engagement
 - Mandatory first-session protocol
 - Licensed counselor availability
 - Trauma-informed approach
 - Resource Information sharing
 - Treatment option education
 - Crisis response planning

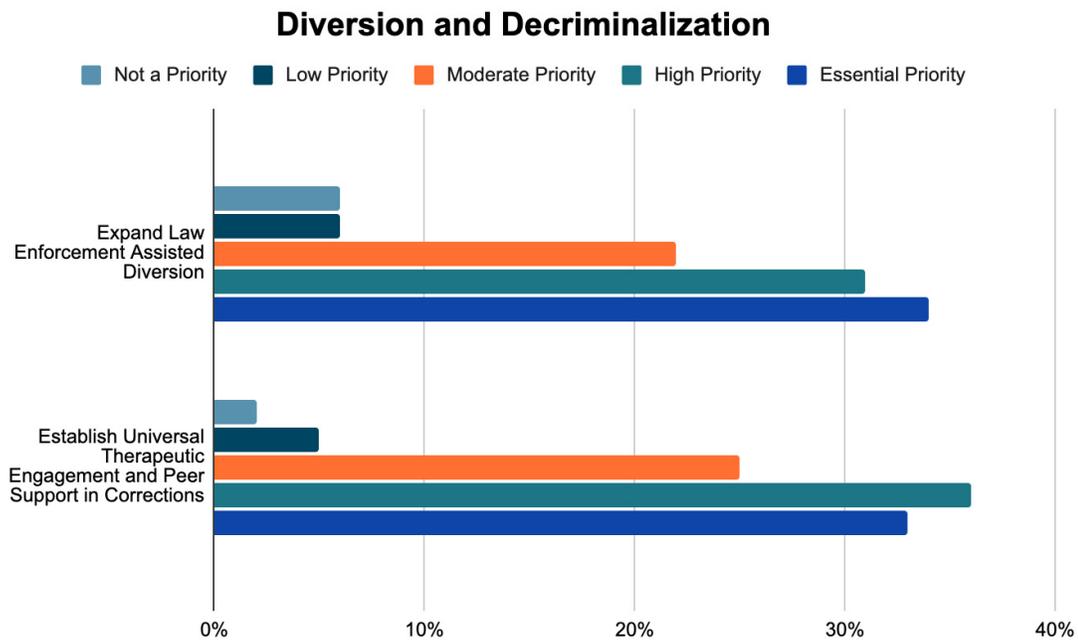
2. Peer Wellness Centers
 - Dedicated facility space
 - Peer specialist staffing
 - Group activity programs
 - Resource libraries
 - Support group meetings
 - Skills development workshops
3. Professional Staffing Requirements
 - Licensed counselors/social workers
 - Justice system experience
 - Cultural competency training
 - Trauma-informed certification
 - Crisis intervention skills
 - Case management expertise
4. Service Delivery Framework
 - Intake assessment process
 - Resource mapping
 - Treatment planning
 - Crisis intervention protocols
 - Discharge planning
 - Follow-up procedures
5. Crisis Response System
 - 24/7 therapeutic access
 - Rapid response protocols
 - De-escalation procedures
 - Safety planning
 - Staff communication
 - Documentation requirements
6. Community Connection Components
 - Warm handoff processes
 - Provider partnerships
 - Resource networks

- Family engagement
- Support continuity
- Transition planning

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Expand Law Enforcement Assisted Diversion	6%	6%	22%	31%	34%
Establish Universal Therapeutic Engagement and Peer Support in Corrections	2%	5%	25%	36%	33%

Survey Results Graph:



This graph depicts the priority levels assigned to the two overall initiatives under the "Diversion and Decriminalization" category. The key findings are:

- The data shows strong support for both key diversion and decriminalization initiatives, with over 75% of respondents rating them as essential or high priority. "Expand Law Enforcement Assisted Diversion" and "Establish Universal Therapeutic Engagement and Peer Support in Corrections" both received substantial support, though notably, the therapeutic engagement and peer support initiative garnered slightly higher "high

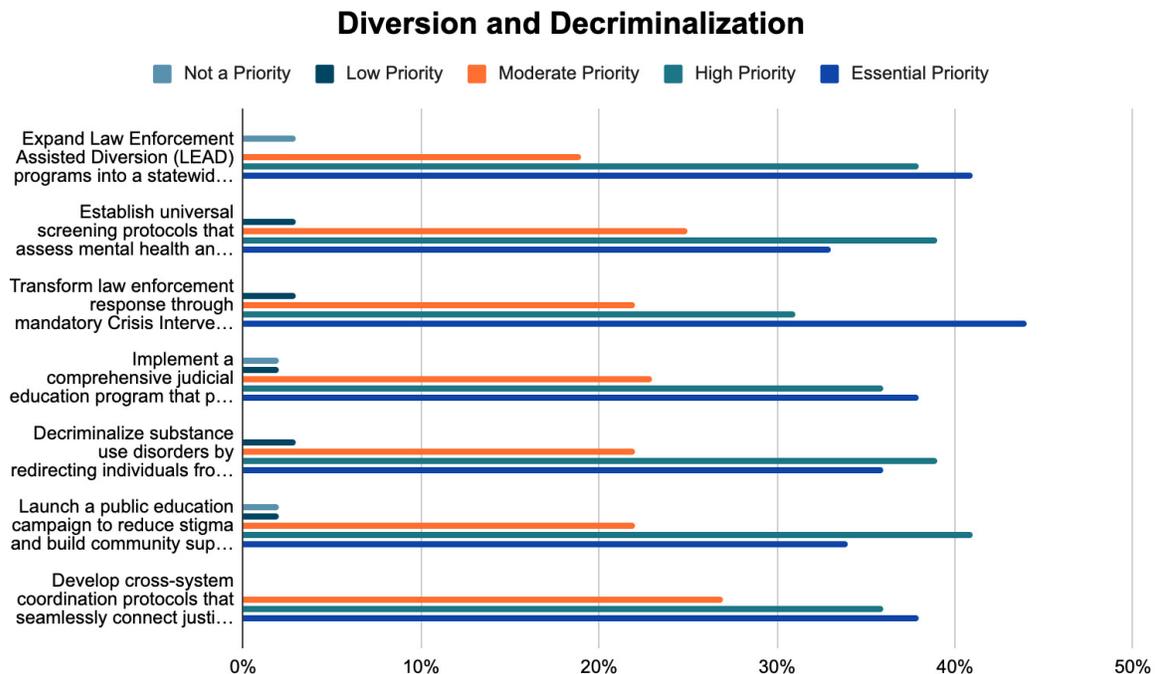
priority" ratings than law enforcement assisted diversion. Both initiatives saw minimal "not a priority" responses, indicating broad consensus on the importance of moving toward treatment-based rather than punitive approaches.

Diversion and Decriminalization: Proposed Policy Initiatives from SOAR Process

Survey Results Table (%):

Policy Initiative	Not a Priority	Low Priority	Moderate Priority	High Priority	Essential Priority
Expand Law Enforcement Assisted Diversion (LEAD) programs into a statewide network of pre-arrest intervention points connecting individuals to immediate treatment instead of jail.	3%	0%	19%	38%	41%
Establish universal screening protocols that assess mental health and substance use needs at every justice system contact point to enable appropriate care pathways.	0%	3%	25%	39%	33%
Transform law enforcement response through mandatory Crisis Intervention Team training and mental health co-responder programs statewide.	0%	3%	22%	31%	44%
Implement a comprehensive judicial education program that prioritizes treatment-based sentencing alternatives over punitive measures.	2%	2%	23%	36%	38%
Decriminalize substance use disorders by redirecting individuals from arrest to immediate treatment and recovery support services.	0%	3%	22%	39%	36%
Launch a public education campaign to reduce stigma and build community support for treatment-based alternatives to incarceration.	2%	2%	22%	41%	34%
Develop cross-system coordination protocols that seamlessly connect justice-involved individuals to appropriate mental health and substance use treatment services.	0%	0%	27%	36%	38%

Survey Results Graph:



The graph above shows the priority levels assigned to different service areas under the "Diversion and Decriminalization" category.

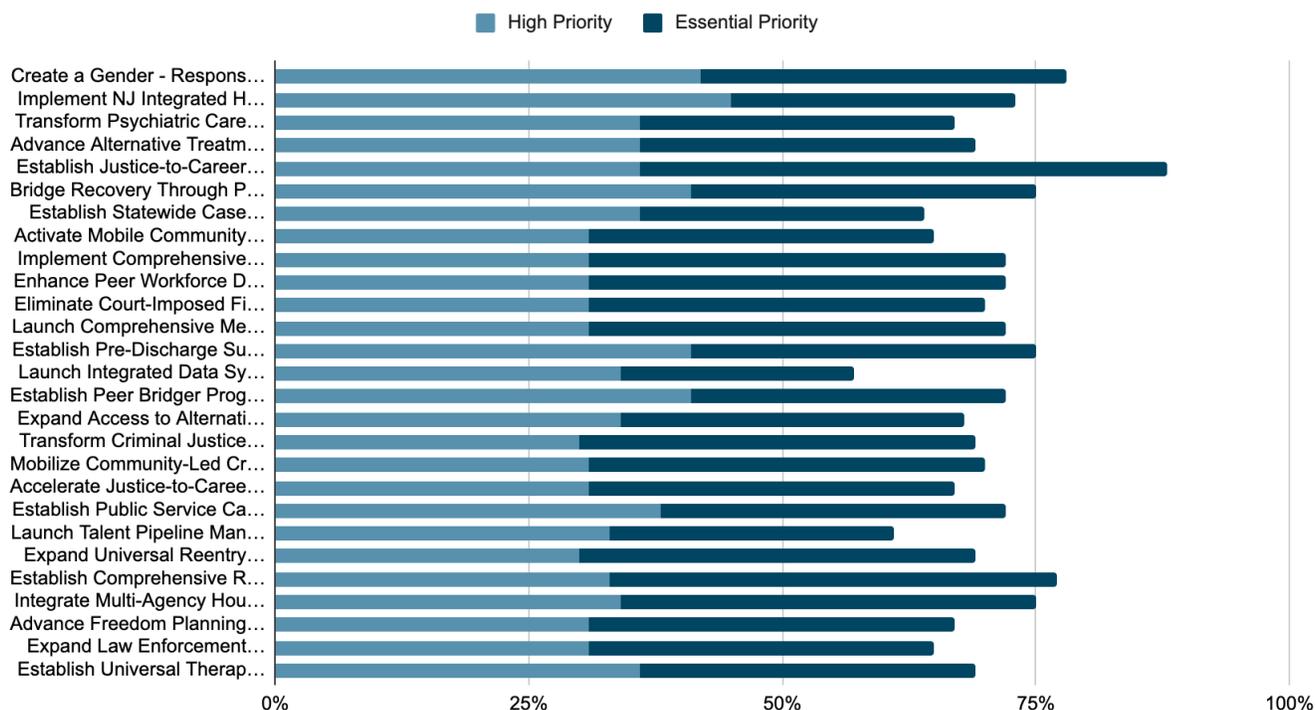
The data shows strong support across all diversion and decriminalization initiatives, with over 70% of respondents rating each initiative as essential or high priority. Key initiatives include:

- Expanding Law Enforcement Assisted Diversion (LEAD) programs
- Establishing universal screening protocols for mental health assessment
- Transforming law enforcement response through mandatory CIT
- Implementing comprehensive judicial education programs
- Decriminalizing substance use and redirecting individuals to treatment
- Developing cross-system coordination protocols

With very few "low priority" or "not a priority" responses, the results demonstrate a clear consensus on the importance of shifting from punitive approaches to treatment-based interventions and comprehensive system reform in handling substance use and mental health issues.

Overall Strategic Survey Results:

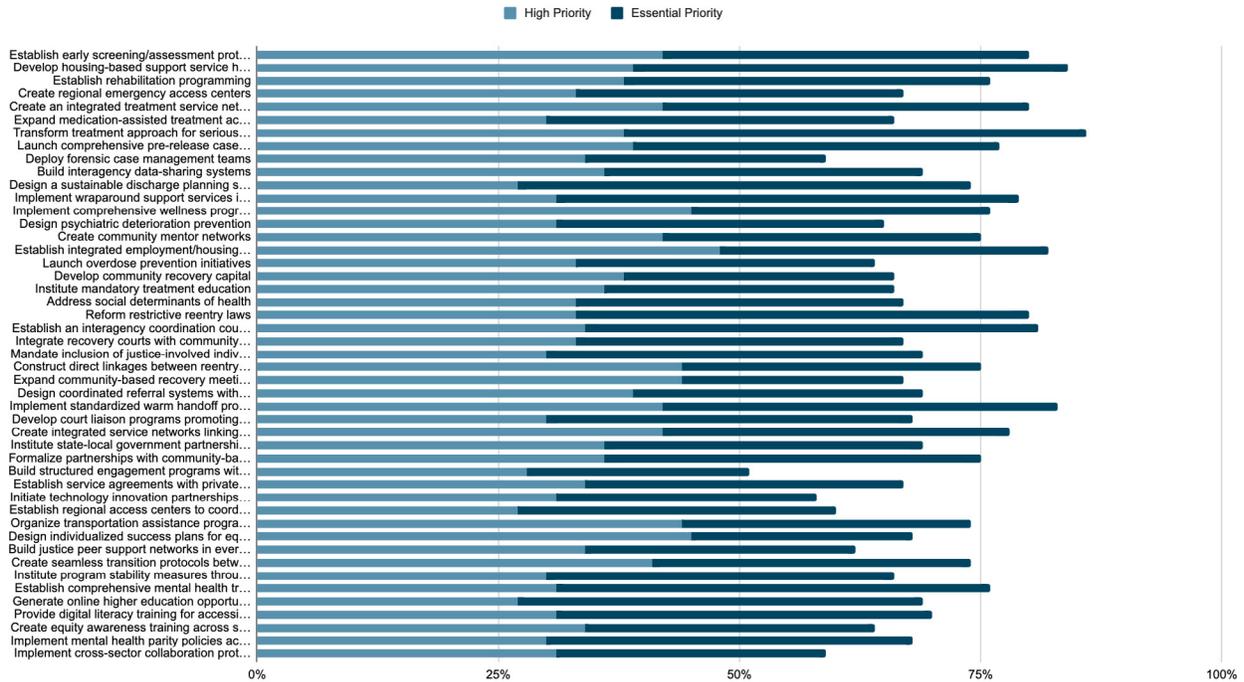
Overall Policy Summit Strategic Initiatives - High/Essential Priority Combined



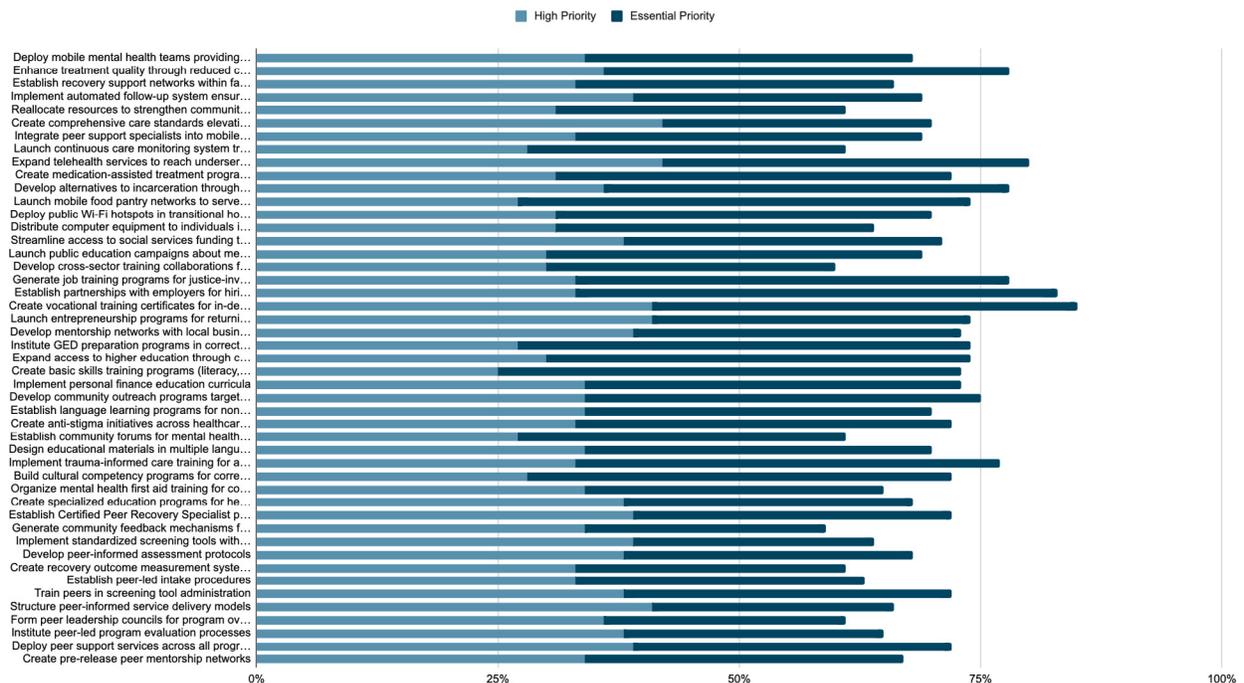
This presents a comprehensive overview of high-priority and essential policy strategic initiatives, with several key initiatives receiving particularly strong support. The highest-rated initiative is the **“Establish Justice-to-Career Pathways (EJCP) Initiative”** under the main policy topic of **“Wellness and Quality of Life”** at an **88% response rate**.

Most initiatives show a balanced distribution between "High Priority" and "Essential Priority" ratings, with combined ratings typically exceeding 60% of respondents. This suggests broad consensus among stakeholders on the importance of comprehensive system reform across multiple domains including healthcare integration, recovery support, community engagement, and alternative treatment approaches.

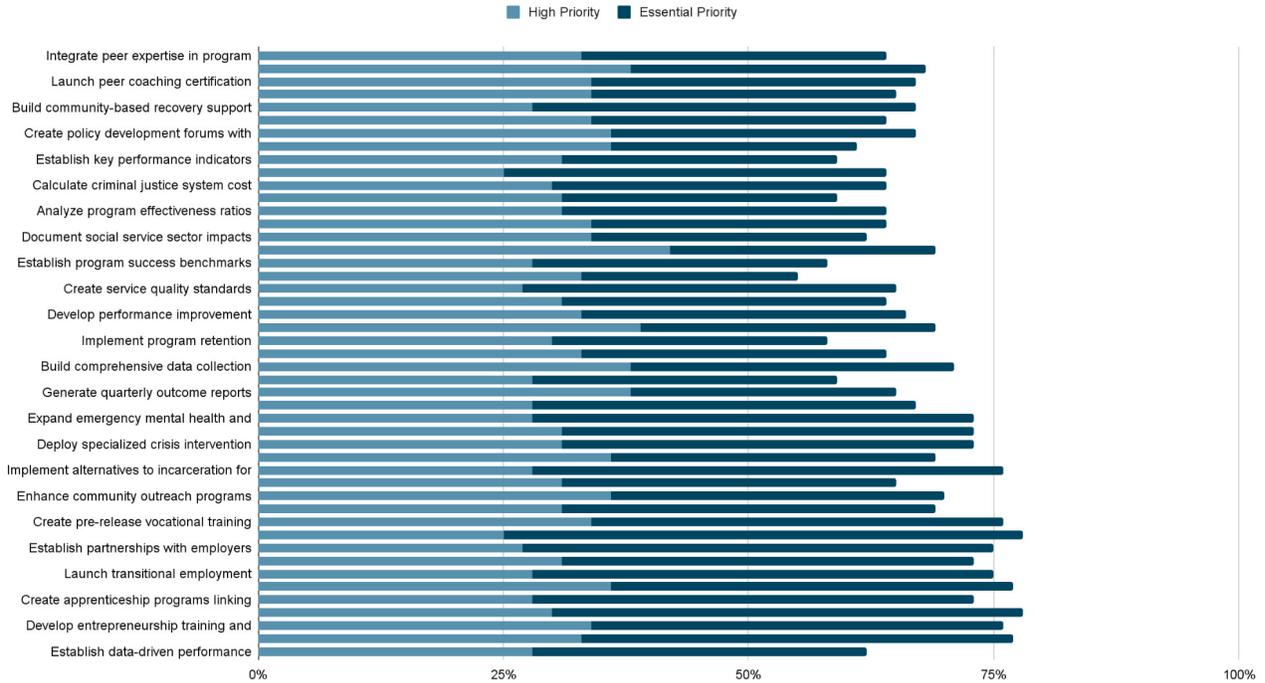
Overall SOAR Strategic Initiatives - High/Essential Priority Combined (1/4)



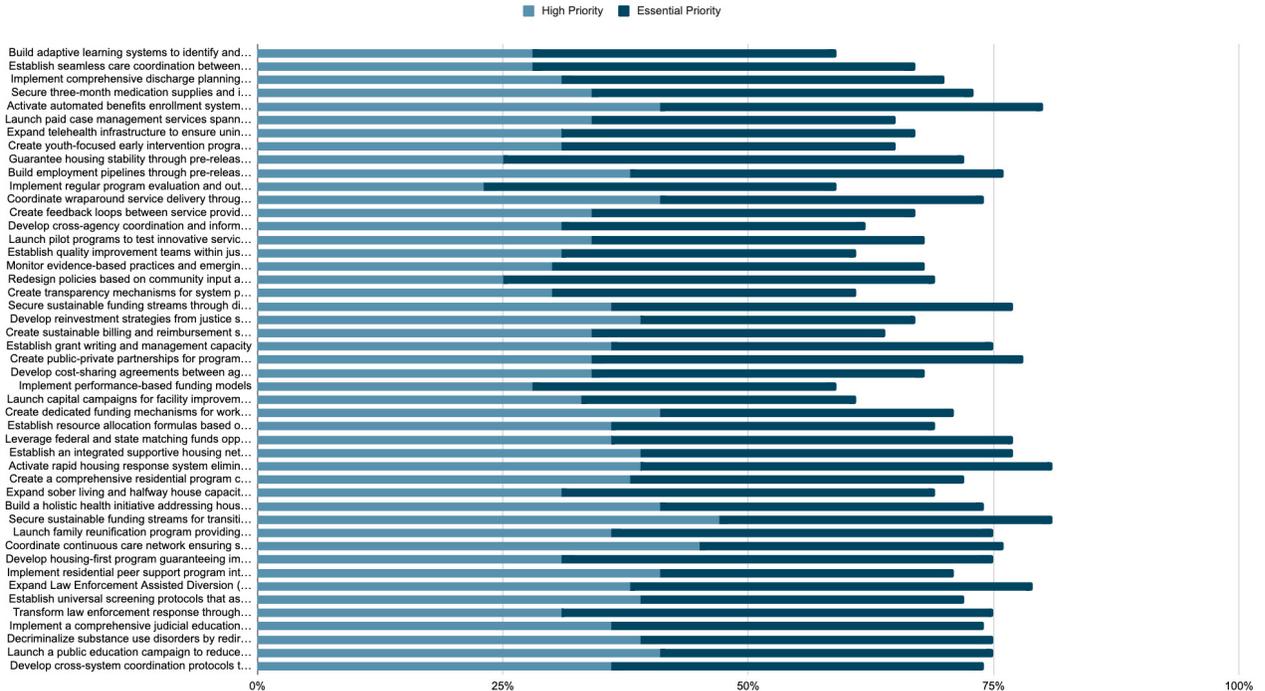
Overall SOAR Strategic Initiatives - High/Essential Priority Combined (2/4)



Overall SOAR Strategic Initiatives - High/Essential Priority Combined (3/4)



Overall SOAR Strategic Initiatives - High/Essential Priority Combined (4/4)



These four graphs present a comprehensive overview of high-priority and essential policy strategic initiatives, with several key initiatives receiving particularly strong support. The highest-rated initiative is the **“Transform treatment approach for serious mental illness in correctional settings”** under the main policy topic of **“Comprehensive and Integrated Services”** at an 86% response rate.

The New Jersey State Policy Lab assists the State of New Jersey and its many communities in the design, implementation, and evaluation of state policies and programs by conducting rigorous evidence-based research that considers equity, efficiency, and efficacy of public policies and programs in holistic and innovative ways.

The lab leverages input from a robust network of multidisciplinary scholars, members of the community, and outside policy experts in New Jersey to craft innovative and equitable policy solutions that are sensitive to the needs of our state's diverse population.

By utilizing the combination of strong ties to New Jersey's diverse communities and significant expertise in collecting, cleaning, and analyzing data, the New Jersey State Policy Lab engages and collaborates with stakeholders such as community groups, the state government, and municipal governments to create high quality datasets and evidence that reflects our state's diversity and empowers state policy makers to address the needs of New Jersey communities more effectively, innovatively, and equitably.



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