



Helping People, Changing Lives

July 14, 2026

Jason Dubow, Manager
Resource Conservation & Management
Maryland Department of Planning
301 West Preston Street, Suite 1101
Baltimore, Maryland 21201-2305

Dear Mr. Dubrow and State Clearinghouse Staff:

The Anne Arundel County Community Action Agency has been invited to apply for the Bureau of Justice Assistance FY 2026 Byrne Discretionary Community Project Grants/Byrne Discretionary Grants Program from the Department of Justice. The application was authorized by the Community Project Funding/Congressionally Directed Spending Programs. This funding opportunity, O-BJA-2026-172640, is subject to Executive Order 12372 which triggers the Maryland Intergovernmental Review and Coordination process.

The proposed project is the Reentry and Rehabilitation Initiative, which will serve returning citizens in Anne Arundel County. Please find included in this submission all components required by the intergovernmental review process, including the Program Narrative, Budget Narrative, and the SF-424 form with attachments. The Reentry and Rehabilitation Initiative will be based at Agency headquarters at 251 West St, Annapolis, MD 21401 which is in a Priority Funding Area. The Initiative will operate with partners including the Ordnance Road Correctional Center. There will be no construction, renovations, or alteration of any structure.

Please contact my office at (410) 626-1900 if you would like to discuss the Reentry and Rehabilitation Initiative. If you would like to discuss technical aspects of this submission, please contact Dave Mandell at dmandell@aaccaa.info or (703) 628-0427. Thank you very much.

Regards,

Charlesthine Fairley, PhD
Chief Executive Officer
Anne Arundel County Community Action Agency

Enclosure



Helping People, Changing Lives

Proposal Narrative

Reentry and Rehabilitation Initiative

Anne Arundel County Community Action Agency, Inc. | BJA FY 2026 Byrne Discretionary

Community Project Grants/Byrne Discretionary Grants Program (O-BJA-2026-172640)

1. Description of the Need

Anne Arundel County, Maryland faces a persistent and costly cycle of reincarceration. The Maryland Department of Public Safety and Correctional Services (DPSCS) 2022 Recidivism Report found that Anne Arundel County's jurisdictional recidivism rate of 34.2 percent exceeded that of Baltimore City and identified Anne Arundel County as one of six Maryland jurisdictions accounting for the largest share of releases from State incarceration. The Anne Arundel County Department of Detention Facilities (AACDDF) releases approximately 4,000 incarcerated adults annually, and approximately 52 percent are rearrested. DPSCS data further show that recidivism risk is highest in the first year following release, when, on average, nearly one in five individuals released from State incarceration returns to custody. Each return to custody imposes new costs on law enforcement, the courts, victims, and the correctional system, and destabilizes families and communities already experiencing concentrated poverty.

The need is most acute at the point of transition. Individuals within twelve months of release, including those transferred from DPSCS custody to the Ordinance Road Correctional Center (ORCC) under Maryland's state and local pre-release cooperation framework, are returning to Anne Arundel County communities with limited preparation in the cognitive, behavioral, and employment skills that the research literature identifies as the strongest protective factors against

reoffending. According to DPSCS's public community-release dashboard, in FY25 136 individuals were released from State custody to Anne Arundel County, the population from which DPSCS-transfer referrals to ORCC will be drawn. No existing program in Anne Arundel County delivers structured, evidence-based cognitive-behavioral programming inside County detention facilities and then follows participants into the community with the same team, sustained wraparound services, and transitional housing. Current reentry services begin only after release, missing the window in which cognitive-behavioral interventions are most effective and continuity of care can be established.

Statewide data confirm the demand. Preliminary findings from a 2026 survey of 2,472 incarcerated individuals across 20 Maryland DPSCS facilities, conducted through the State of Maryland Task Force on the Creation of a Division of Returning Citizens and Expanded Reentry Services (final report forthcoming October 2026), indicate that the services respondents most frequently identified as missing or insufficient were reentry services (53.2 percent), employment readiness (52.8 percent), family programs (51.8 percent), life skills (51.1 percent), and mental health services (49.8 percent)—the precise components this project delivers. Respondents reported an average of 5.71 missing or insufficient services compared to only 3.14 available. Self-rated preparedness for release rose directly with the quality of in-custody services received, from a mean of 3.46 on a five-point scale among respondents rating services very poor to 4.46 among those rating them excellent—direct evidence that in-custody service experience, not merely proximity to release, drives release readiness. Respondents identified finding housing (18.5 percent), financial issues (18.3 percent), and securing employment (16.5 percent) as their greatest anticipated post-release challenges, barriers this project addresses through workforce development training, financial capability instruction, and transitional housing.

This need aligns directly with the purpose of this funding opportunity: to improve the functioning of the criminal justice system. The research base is well established. A meta-analysis of 58 experimental and quasi-experimental studies found that cognitive-behavioral programs for justice-involved adults produce the largest recidivism reductions when they target higher-risk individuals and are implemented with fidelity, and cognitive-behavioral approaches that include structured skills practice can reduce recidivism by as much as 26 percent (Landenberger and Lipsey, 2005; Lipsey, Landenberger, and Wilson, 2007). Employment-focused reentry programming compounds these effects: MDRC's random assignment evaluation of the Center for Employment Opportunities found a 22 percent reduction in recidivism, concentrated among participants at highest risk, alongside substantial employment gains. The proposed project applies both bodies of evidence at the pre-release stage, where they can be delivered at the lowest cost and the highest dosage.

2. Project Goals and Objectives

The project has two long-term goals: (1) to reduce recidivism among individuals returning from incarceration to Anne Arundel County communities, and (2) to improve safety and order within the Ordinance Road Correctional Center by reducing institutional infractions among participants. These goals directly advance the funding opportunity's objective of improving the functioning of the criminal justice system by reducing repeat contact with law enforcement, the courts, and correctional facilities, and by returning individuals to their communities prepared for lawful employment and stability.

Objective 1: Beginning in the second quarter of the project period, enroll cohorts of approximately thirty individuals who are within twelve months of release, including individuals transferred from DPSCS custody, in a structured twelve-week in-custody program combining

cognitive-behavioral instruction with essential skills and workforce development training. The project will complete a minimum of three cohorts per year and serve a minimum of 240 individuals in-custody over the 36-month project period.

Objective 2: Graduate a minimum of 70 percent of enrolled participants from the twelve-week program, supported by individualized case management, coaching, and clinical services delivered throughout each cohort cycle.

Objective 3: Provide every graduate with continuity of care upon release, including access to the same case management and coaching team that served them during incarceration, wraparound supportive services, and transitional housing (subject to availability) for up to 36 months post-release.

Objective 4: Reduce recidivism among program graduates by a minimum of 50 percent relative to the county baseline and measurably reduce institutional infractions among participants during incarceration. Progress will be tracked through the output and outcome measures described in Section 3 and reported through OJP performance reports.

3. Project Design and Implementation

Program Model

The project delivers a twelve-week, cohort-based, in-custody program at the Ordnance Road Correctional Center in Glen Burnie, Maryland, operated in partnership with the Anne Arundel County Department of Detention Facilities, followed by up to 36 months of community-based wraparound support. The in-custody sequence integrates two evidence-informed components: Weeks 1 through 8: The 7 Habits on the Inside, a cognitive-behavioral curriculum developed by FranklinCovey in cooperation with the Colorado Department of Corrections and adapted specifically for incarcerated adults. The curriculum has been delivered in correctional systems

nationally since 1998; Colorado has graduated more than 10,000 participants and staff and operates designated units for graduates, and reported outcomes include reductions in disciplinary incidents exceeding 75 percent and substantially reduced recidivism among graduates. The course teaches the Roots of Effectiveness, the Maturity Continuum, and paradigms of personal change, followed by structured instruction and skills practice in each of the seven habits.

Weeks 9 through 12: Essential skills and workforce development training built on the structure of the Anne Arundel County Community Action Agency's established Turnaround Thursday workforce readiness model, adapted for delivery inside the facility. Content includes job readiness, employability and essential skills instruction, and, in partnership with AACDDF, supervised access to the facility computer lab for basic digital literacy, job search, and resume development. The two components are intentionally sequenced with overlapping content so that cognitive and behavioral skills learned in the first eight weeks are applied directly to employment preparation in the final four.

Delivery Structure

Each cohort of approximately thirty participants is divided into morning and afternoon sections to preserve low instructor-to-participant ratios, maximize individualized learning, and maintain institutional security. Participants attend structured group sessions twice weekly, complete independent homework assignments throughout the week, and receive individualized case management, coaching, and clinical services between group sessions. Program cohort identity elements, participant privileges, and unit assignment approaches are being developed jointly with AACDDF leadership and will be finalized in accordance with facility classification and security requirements.

Participant Selection

Program staff, in coordination with AACDDF, will assess individuals at ORCC who are within twelve months of release, including those transferred from DPSCS custody, using validated risk and needs assessment consistent with the risk-need-responsivity principle. Consistent with the research showing that cognitive-behavioral programming produces its largest effects among higher-risk individuals, selection will prioritize individuals assessed at elevated risk of reoffending who have sufficient remaining time in custody to complete the twelve-week sequence.

Post-release Continuity

Upon release, graduates retain access to the same team, including their Case Manager and Coach, and to the full continuum of Agency wraparound services: employment placement and retention support, behavioral health linkage, benefits access, family stabilization services, and accompaniment through post-release judicial and supervision requirements. Graduates have access, subject to availability, to transitional housing at the Agency's Steuart L. Pittman Transition Center, which maintains fifteen beds. Community-based follow-up continues for up to 36 months post-release, a design informed by DPSCS data showing recidivism risk concentrates in the first year and declines with each subsequent year of stability.

Timeline

Months 1 through 3: execute the memorandum of understanding with AACDDF, hire and train staff, finalize assessment and data collection protocols, and complete facility onboarding. Month 4: first cohort begins. Months 4 through 36: continuous cohort cycles (minimum three per year), with post-release services beginning as the first graduates are released and continuing through the end of the project period. Performance reporting will follow OJP requirements throughout.

Staffing

The project will be staffed by a Case Manager, Instructor, and Coach, each working 35 hours per week, in addition to 50% FTE from the Project Director and Clinician. These positions will be hired or engaged upon award. The Agency's Chief Financial Officer will serve as Fiscal Officer. The Vice President of Diversion and Reentry Services will provide executive oversight.

Outputs and Deliverables

The project will track and report: the number of individuals assessed; the number enrolled per cohort; the number and percentage graduating; the number receiving post-release services, by service type; transitional housing placements; and employment outcomes. Outcome measures include institutional infractions among participants during incarceration and rearrest and reincarceration among graduates at twelve, twenty-four, and thirty-six months post-release, measured against county baseline data. No subrecipients are anticipated; FranklinCovey licensing and the contractual clinician will be procured in accordance with 2 C.F.R. Part 200 and the DOJ Grants Financial Guide.

4. Capabilities and Competencies

The Anne Arundel County Community Action Agency, Inc. (AACCAA) has served as Anne Arundel County's federally designated anti-poverty agency since 1965. A 501(c)(3) nonprofit and Community Action Agency operating under the Community Services Block Grant, AACCAA implements a Two-Generation Whole Family approach across six program areas, including Early Head Start, Health and Wellness, Asset Building, Youth Development Services, and Diversion and Reentry Services. The Agency administers federal, state, local, and foundation funding and maintains the financial management systems, internal controls, and audit readiness required of CSBG-funded organizations, positioning it to meet all post-award requirements of

this program.

AACCAA's Diversion and Reentry Services division was established in 2020 following a supplemental community needs assessment that identified previously incarcerated individuals as a population disproportionately affected by the pandemic. The division currently operates three complementary programs that form the community-based continuum into which graduates of the proposed project will transition: Turnaround Thursday, a workforce readiness and job placement model; Second Chance Support, providing wraparound supportive services; and Next Step Transitional Housing, including the fifteen-bed Steuart L. Pittman Transition Center. Division case managers develop individualized case plans based on criminogenic risk, identified needs, and workforce readiness, and have established working relationships with AACDDF, DPSCS, local employers, and community partners. The proposed project extends this proven continuum inside the facility, rather than building capacity from scratch.

Key Personnel

The Vice President of Diversion and Reentry Services, who provides executive oversight for the project, leads all Agency reentry programming and currently chairs the State of Maryland Task Force on the Creation of a Division of Returning Citizens and Expanded Reentry Services by gubernatorial appointment. The Agency's Chief Financial Officer, serving as the project's Fiscal Officer, brings more than eighteen years of nonprofit financial management experience, including grant budgeting and reporting at the federal, state, and local levels, audit and review readiness, and licensure as a Standards for Excellence consultant. The Director of Workforce Development and Training will support adaptation of the workforce curriculum, and the Director of Transitional Housing will coordinate housing placements. Program delivery staff will be hired upon award under the supervision of experienced division leadership.



Helping People, Changing Lives

Budget Narrative

Reentry and Rehabilitation Initiative

Anne Arundel County Community Action Agency, Inc. | BJA FY 2026 Byrne Discretionary

Community Project Grants/Byrne Discretionary Grants Program (O-BJA-2026-172640)

The Budget Narrative for the Reentry and Rehabilitation Initiative includes the following cost categories: personnel, fringe benefits, equipment, supplies, other costs, and indirect costs. The total budget is \$1,031,000 over two years. Costs are detailed below by category.

Personnel

The Project Director and Clinician will apply 50% of their full time hours to the Reentry and Rehabilitation Initiative. The Project Director earns \$75,000 per year while the Clinician earns \$90,000 per year, at an annual cost to the Initiative of \$37,500 and \$45,000, respectively. The Project Director will provide direct program supervision. The Clinician is the mental health professional responsible for making diagnoses and creating suitable treatment plans. The Clinician is responsible for providing one-on-one therapy to interested individuals and for making referrals to behavioral health professionals in the event the individual is released.

Four additional full-time personnel will support the Initiative. They are the Case Manager, Instructor, Program Assistant, and Coach. The Case Manager and Instructor each earn \$65,000 per year, the Program Assistant earns \$50,000 per year, and the Coach earns \$55,000 per year.

The Case Manager is responsible for assessing and determining the identified barriers to identified risks, needs and responsivity for each potential participant and determining whether

they will be a suitable prospect for the program. The Case Manager will identify stability needs such as obtaining identification and health insurance for individuals who have an upcoming release date. The Case Manager will ensure that all necessary information is collected from participants in order for them to be able to access services upon release. The Case Manager will identify upcoming court dates so the Coach can follow up with the courts and/or Parole and Probation for participants who will be released to the custody and the care of the Program. The Case Manager will also write reentry plans for identified participants nearing release.

The Instructor is necessary to instruct participants in the Program. The Program Assistant provides both administrative support and operations support to advance Initiative objectives. The Coach will be responsible for ensuring that the participant adheres to their reentry plan and helps the participant address any potential barriers while motivating and keeping the participant focused on being successful in transitioning. The Coach will also be responsible for being a liaison between the Program and Parole and Probation and ensuring that each participant has the resources they need in order to comply with the terms and conditions of supervision. The Coach will also ensure that each participant is referred to the appropriate partners. The Coach will provide regularly scheduled updates to case management about participants' status in the community and whether there needs to be a revision of a person's reentry plan based on immediate needs. Personnel costs total \$317,500 in the first year and \$317,500 in the second year for a total of \$635,000.

Fringe Benefits

The personnel listed above will receive fringe benefits at a rate of 17% of their salaries. Fringe benefits include FICA, medical coverage, unemployment tax, worker's compensation, and retirement benefits. Fringe costs total \$53,975 in the first year and \$53,975 in the second year for

a total of \$107,950.

Equipment

A used vehicle will be purchased for approximately \$30,000 to transport personnel to institutions across the State to visit prospective participants. It will also transport participants post-release to job interviews, vocational training, and other program-related opportunities. Program personnel will use the notebook computers for risk assessments and daily management of the Initiative.

Five notebook computers will cost \$1,500 each for a total of \$7,500. In addition, four cell phones will be purchased for Initiative personnel at a cost of \$100 each for a total cost of \$400.

Equipment costs total \$37,900 in the first year and \$0 in the second year for a total of \$37,900.

Supplies

The Initiative will purchase office supplies including notepads, journals, folders, writing materials, and other supplies needed to operate 7 Habits instructional courses and to support both staff and participants at a cost of \$250 per month. Program supplies consist of guidebooks and 7 Habits books. The guidebook is a comprehensive planning tool for participants and prospective participants, while the 7 Habits book serves as the foundation of providing information for cognitive and behavioral transformation. Guidebooks cost \$164 each for 40 books to be reused after each cohort. 7 Habits books cost \$10 each for 90 books per year plus an additional \$100 for shipping. Supply costs total \$10,560 in the first year and \$10,560 in the second year for a total of \$21,120.

Other Costs

The LS/CMI Assessment Software is necessary to engage in risk needs and responsivity assessment in order to determine suitable participants for the Program. The Program targets medium to high-risk offenders who are likely to recidivate if they do not receive cognitive

behavioral services. Software expenses include an Annual License Agreement for \$658.00 annually, plus \$1,080.00 in individual assessments costing \$12.00 each for 90 assessments. Staff training in LS/CMI and other areas will cost approximately \$3,500 per year. Vocational training for participants is budgeted for \$10,000 per year.

The essential support fund will be used to support offenders returning to their communities and will fund costs like obtaining ID, emergency shelter, obtaining birth certificates and social security cards, clothing, and more at a cost of \$9,000 per year. An emergency fund of \$5,552 per year will provide for a range of emergency needs for returning citizens and their families. The cost of fuel, insurance, and maintenance supporting the operation of the used vehicle purchase costs a total of \$5,000 per year. Finally, the costs of personnel monthly cell phone coverage will be approximately \$50 per month per phone for a monthly cost of \$200. Other costs amount to \$37,190 in the first year and \$37,190 in the second year for a total of \$74,380.

Indirect Costs

The Reentry and Rehabilitation Initiative will use the standard federal indirect cost rate of 15%. Indirect costs total \$77,325 each year for a total of \$154,650.

Application for Federal Assistance SF-424

*** 1. Type of Submission:**

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

*** 2. Type of Application:**

- ☒ New
☐ Continuation
☐ Revision

*** If Revision, select appropriate letter(s):**

*** Other (Specify):**

*** 3. Date Received:**

07/13/2026

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

*** a. Legal Name:** Anne Arundel County Community Action Agency, Inc.

*** b. Employer/Taxpayer Identification Number (EIN/TIN):**

52-6064934

*** c. UEI:**

J3UNFMLL7CK3

d. Address:

*** Street1:** 251 West Street

Street2:

*** City:** Annapolis

County/Parish:

*** State:** MD: Maryland

Province:

*** Country:** USA: UNITED STATES

*** Zip / Postal Code:** 21401-3427

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

*** First Name:**

David

Middle Name:

*** Last Name:**

Mandell

Suffix:

Title: Consultant

Organizational Affiliation:

Contractor, Anne Arundel County Community Action Agency

*** Telephone Number:** 703-628-0427

Fax Number:

*** Email:** dave_m2000@hotmail.com

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Bureau of Justice Assistance

11. Assistance Listing Number:

16.753

Assistance Listing Title:

BJA FY 2026 Byrne Discretionary Community Project Grants/Byrne Discretionary Grants Program

*** 12. Funding Opportunity Number:**

O-BJA-2026-172640

* Title:

BJA FY 2026 Byrne Discretionary Community Project Grants/Byrne Discretionary Grants Program

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

AACCAA SF-424 Question 14 FINAL.pdf

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Reentry and Rehabilitation Initiative

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	1,031,000.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	1,031,000.00

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☒ a. This application was made available to the State under the Executive Order 12372 Process for review on
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☐ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

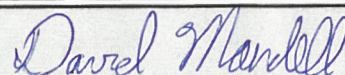
21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:Prefix: * First Name: Middle Name: * Last Name: Suffix: * Title: * Telephone Number: Fax Number: * Email:

* Signature of Authorized Representative:

* Date Signed:



Helping People, Changing Lives

BJA FY 2026 Byrne Discretionary Community Project Grants/
Byrne Discretionary Grants Program
Funding Opportunity Number: O-BJA-2026-172640
Reentry and Rehabilitation Initiative

Response to Question 14 of SF-424

The areas affected by the Reentry and Rehabilitation Initiative are as follows. The Program will take place at the Ordinance Road Correctional Center at 600 E. Ordinance Rd., Glen Burnie, MD 21060. The Program will benefit all of Anne Arundel County by reducing recidivism and the local crime rate. The Program will impact the State of Maryland by strengthening communities and reducing resources required from the justice system.



Helping People, Changing Lives

BJA FY 2026 Byrne Discretionary Community Project Grants/
Byrne Discretionary Grants Program
Funding Opportunity Number: O-BJA-2026-172640
Reentry and Rehabilitation Initiative

Response to Question 16 of SF-424

The primary Congressional districts affected by the Reentry and Rehabilitation Initiative are MD-003 and MD-005. However, the Program will not only benefit all of Anne Arundel County, but the entire State of Maryland as well, through the reduction of crime and recidivism, the strengthening of communities, and the reduced need for justice system resources.