

Overview of the *Integrated Reentry and Employment Strategies* White Paper and Pilot Site Opportunity

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The Council of State Governments Justice Center

- National non-profit, non-partisan membership association of state government officials
- Engages members of all three branches of state government
- Justice Center provides practical, nonpartisan advice informed by the best available evidence



The National Reentry Resource Center

- ▶ The NRRC is a project of the CSG Justice Center and is supported by the Bureau of Justice Assistance.
- ▶ NRRC staff have worked with nearly 600 SCA grantees, including 40 state corrections agencies.
- ▶ The NRRC provides individualized, intensive, and targeted technical assistance, training, and distance learning to support SCA grantees.



- ✓ Please register for the monthly NRRC newsletter at:
<http://csgjusticecenter.org/subscribe/>
- ✓ Questions about today's webinar?
Contact Phoebe Potter:
ppotter@csg.org or (240) 482-8587

www.nationalreentryresourcecenter.org

Presentation Outline

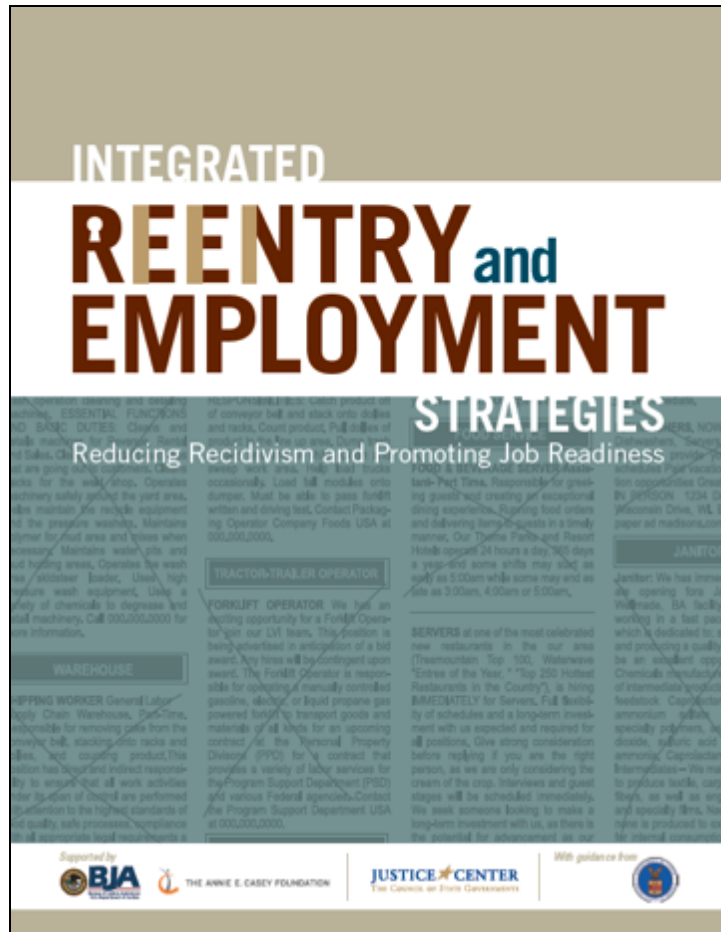
Reentry and Employment White Paper

Pilot Project

Application Process

What's Next?

The Reentry and Employment Project



- ▶ Public-private partnership with the Annie E. Casey Foundation and U.S. Department of Justice
- ▶ Supported by the U.S. Department of Labor
- ▶ Purpose is to bridge and integrate best practices from the reentry, corrections, and workforce development fields

National Events Supported by the Reentry and Employment Project

September 26, 2013: Release of the white paper at U.S. Department of Labor

June 30, 2014: Pathways to Prosperity event at White House

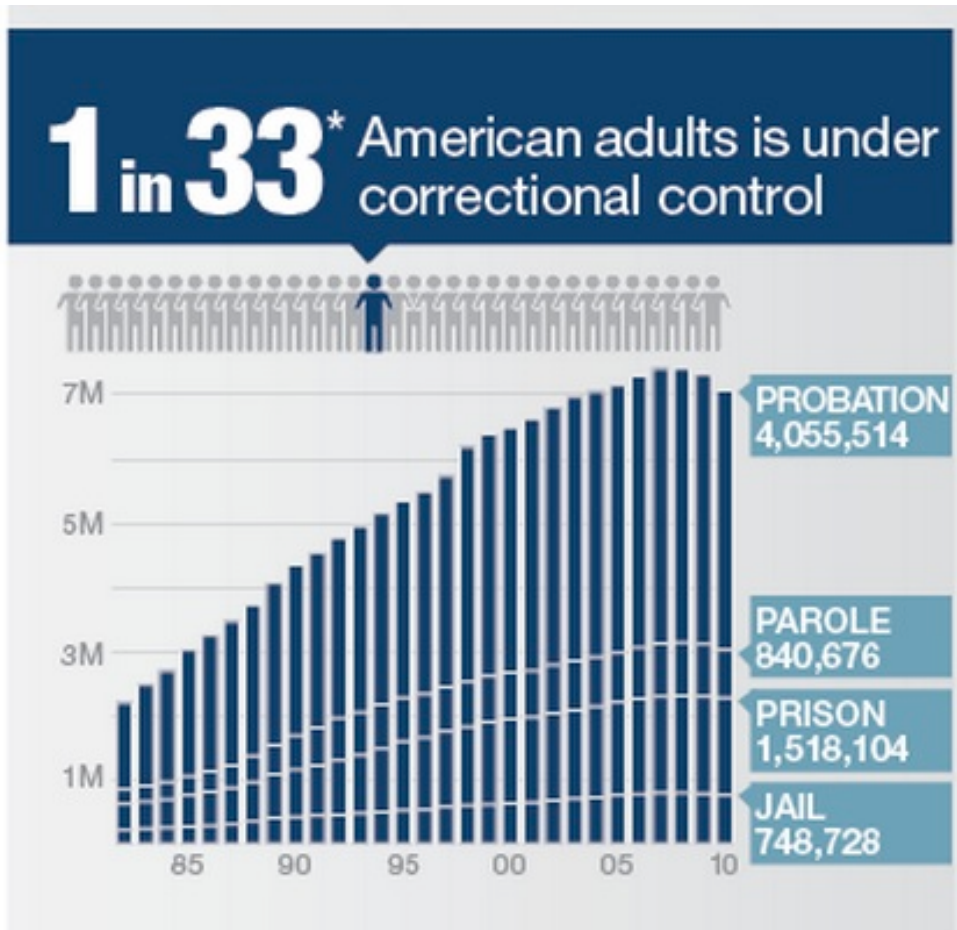


U.S. Secretary of Labor Thomas E. Perez and Secretary John Wetzel, PA Department of Corrections



U.S. Congressman Danny Davis (7th District of Illinois)

Scope of the Reentry Challenge: Public Safety Impacts



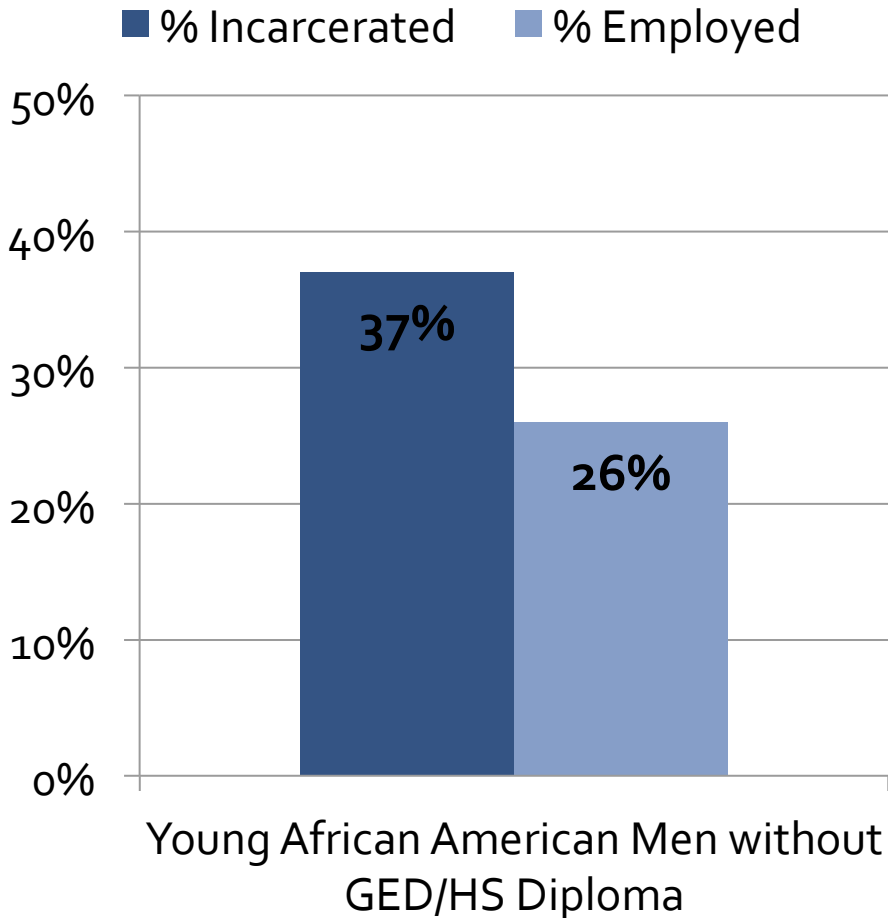
Over **90%** of individuals in jail/prison return to the community, and:

68% of state prisoners are rearrested in 3 years

50% of state prisoner are reincarcerated in 3 years

Source: Pew Center on the States (2012); Bureau of Justice Statistics (2014)

Scope of the Reentry Challenge: Employment Impacts



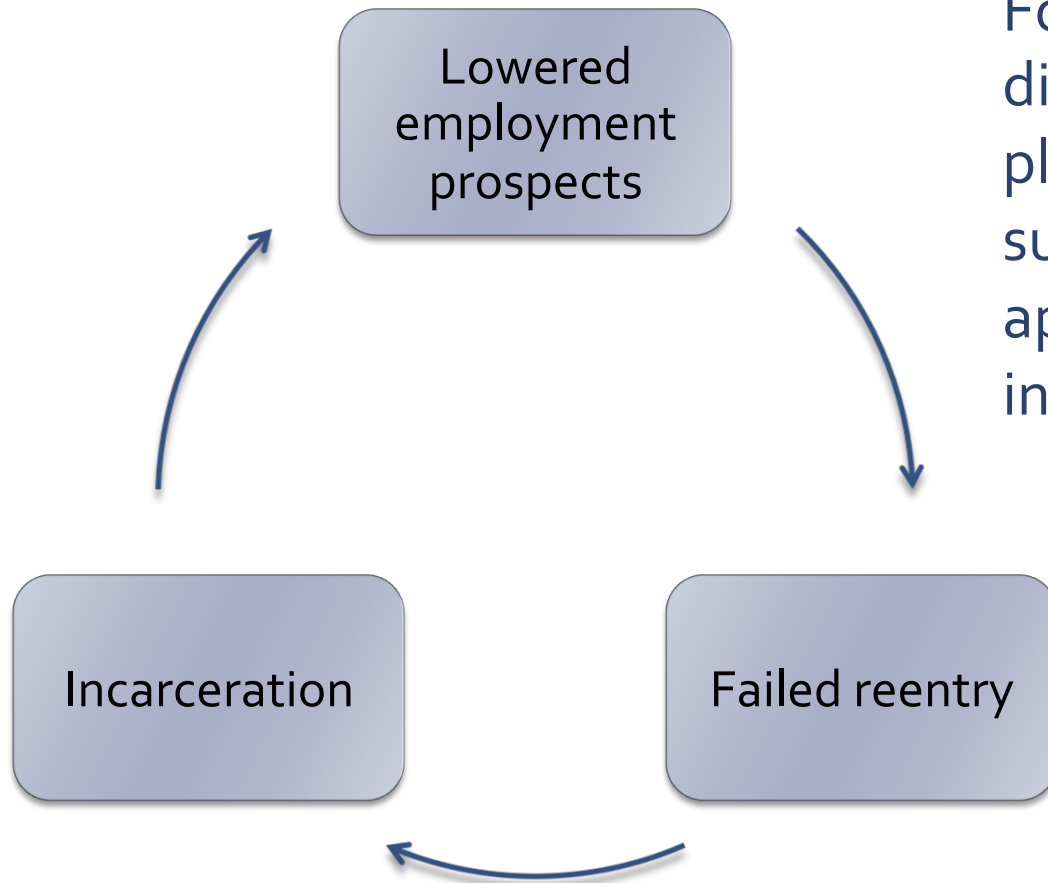
For men, serving time reduces:
hourly wages by **11 percent**,
annual employment by **9 weeks**,
and annual earnings by **40 percent**.

2.7 million children (1 in 28) have a parent behind bars.

Family income is reduced **22 percent** while a father is incarcerated.

Source: The Pew Charitable Trusts (2010) "Collateral Costs: Incarceration's Effect on Economic Mobility"

How Do We Break the Cycle?



For this particularly disadvantaged population, job placements alone will not be sufficient – need an integrated approach that addresses individuals' unique needs



How Do We Get There? Make the Most of Limited Time and Resources



Workforce Development

Job readiness assessment

Address skill deficits that impact employment

Case management and wraparound support



Corrections & Reentry

Risk/need assessment

Address needs that lead to reoffending

Case management and wraparound support



How Do We Get There? Make the Most of Limited Time and Resources



One Client, One Plan

Integrated risk/need and job
readiness assessment

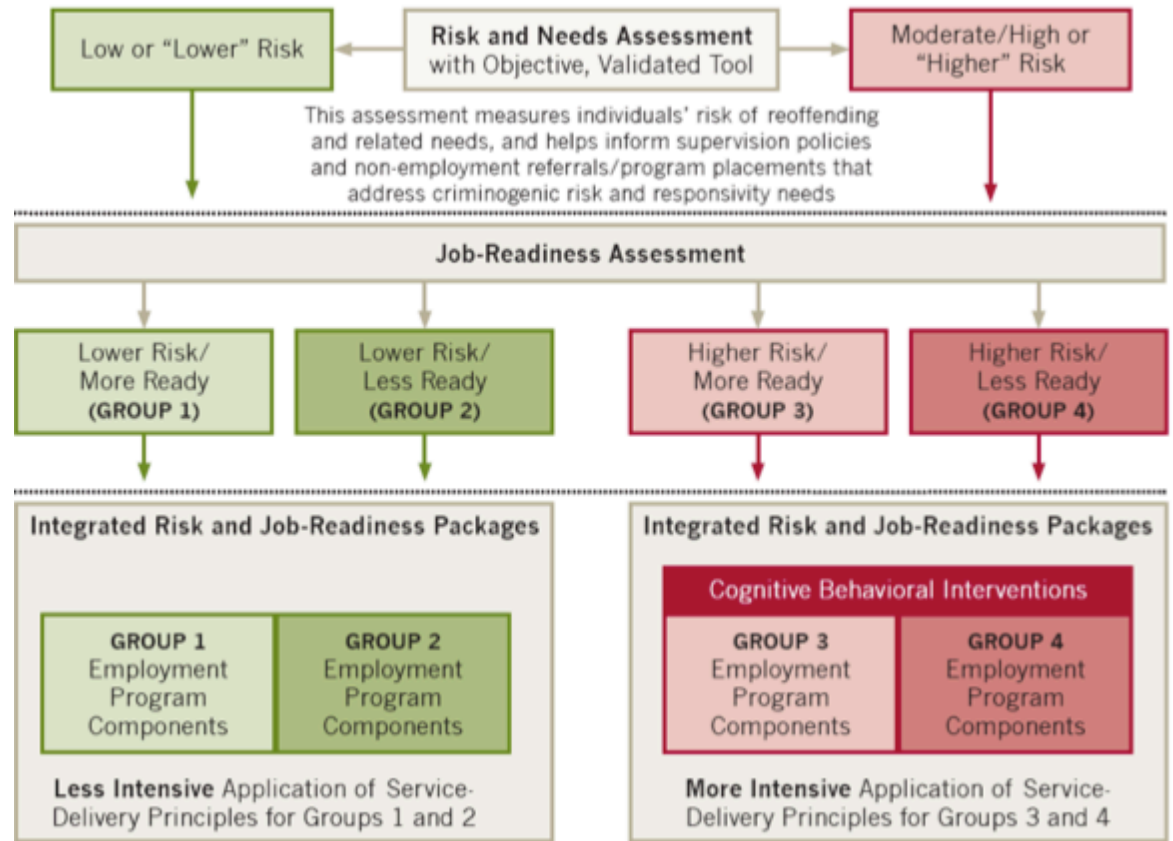
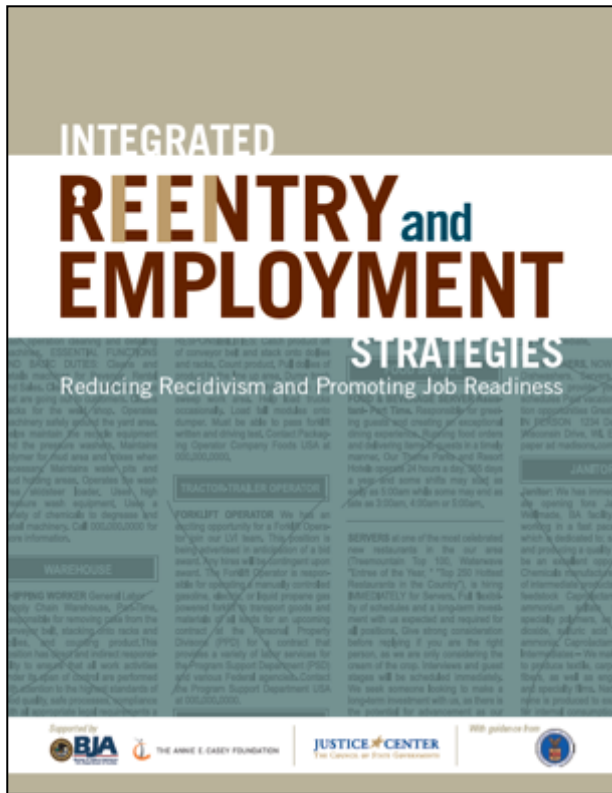
Integrated treatment of risk
and employment needs

Coordinated case plan



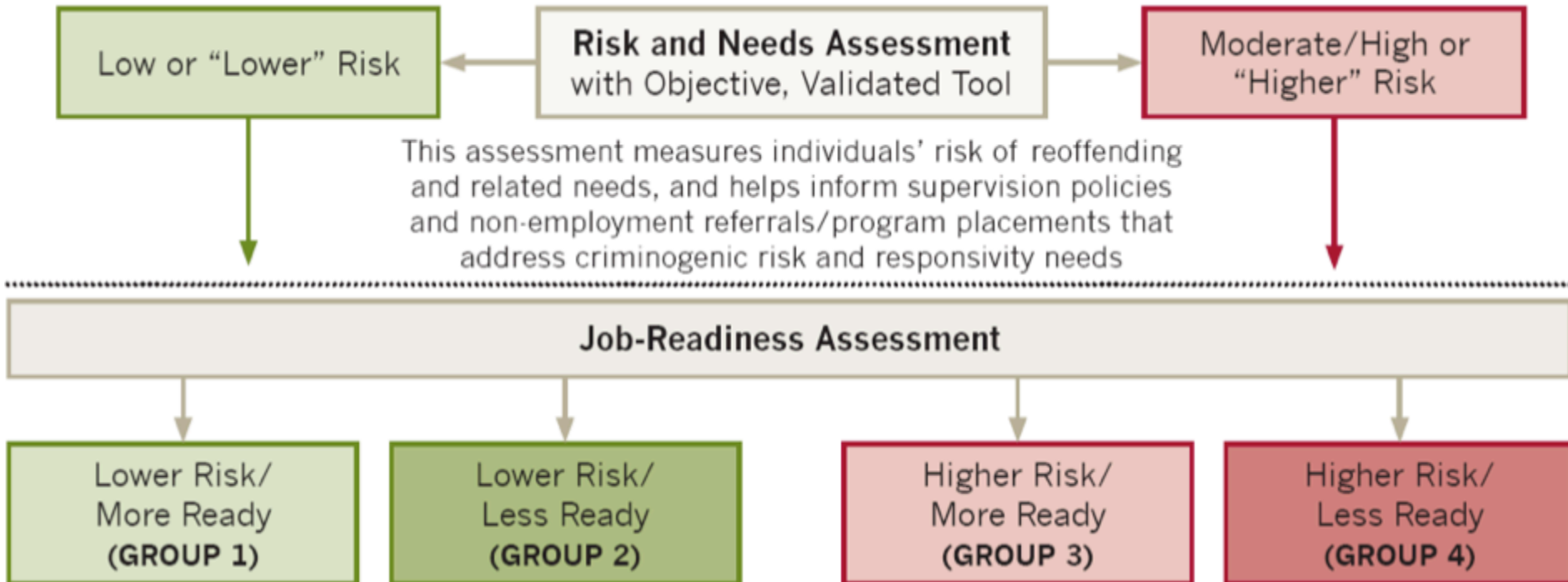
The Integrated Reentry and Employment Strategies White Paper

The Resource-Allocation and Service-Matching Tool



The Resource-Allocation and Service-Matching Tool

Assess Individuals Risk/Need and Job Readiness



Assessing for Criminogenic Risk/Need

Dynamic Predictors of Recidivism (common among higher-risk individuals)⁴

- Presence of Antisocial Behavior
 - Antisocial Personality Pattern
 - Antisocial Cognition
 - Antisocial Associates
- The “Big 4” Risk Factors
- Poor Family and/or Marital Relationships
 - **Low levels of performance and satisfaction in work/school**
 - Lack of pro-social leisure activities
 - Substance Abuse

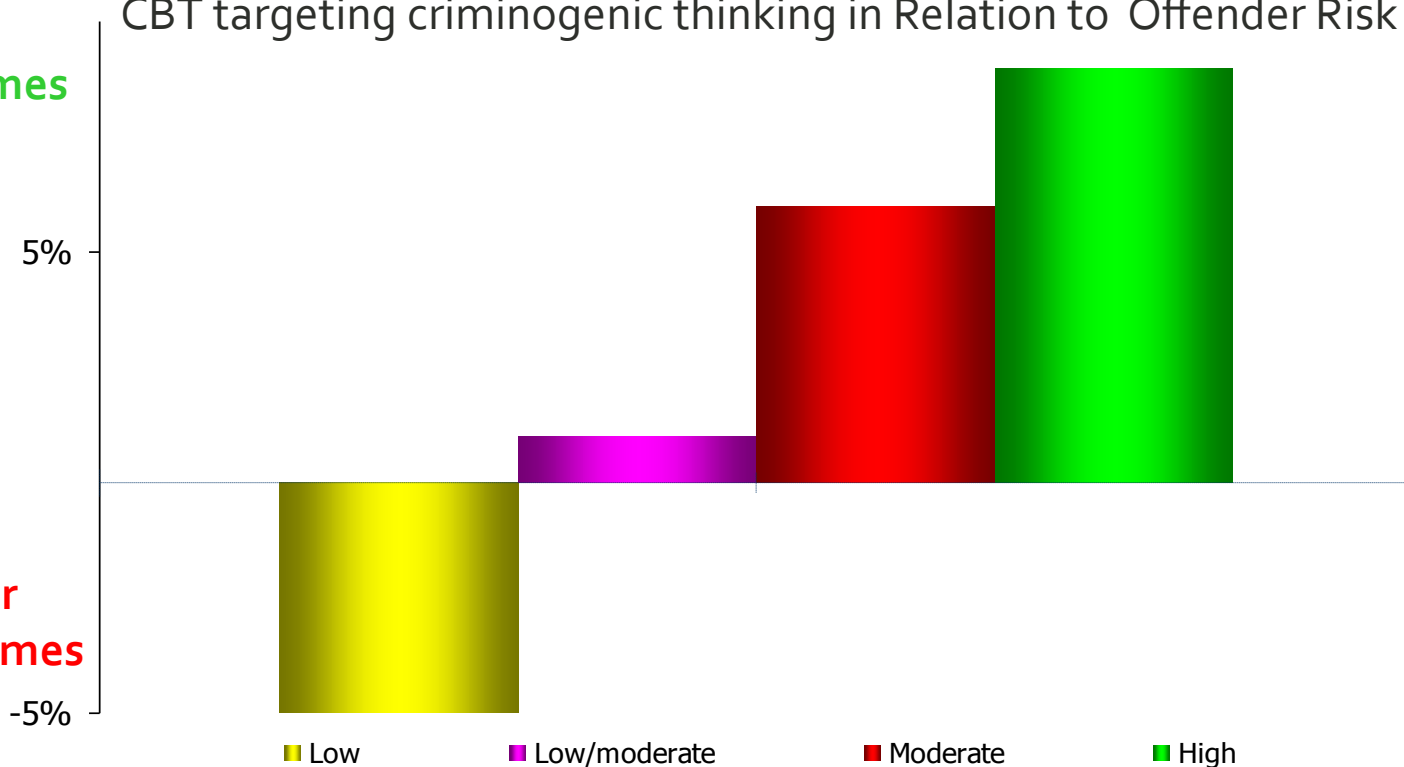


Why Assess for Criminogenic Risk/Need?

It tells us who will benefit from intensive services

Efficacy of Halfway Houses that focus on providing case management and CBT targeting criminogenic thinking in Relation to Offender Risk Level*

Better outcomes



Poorer outcomes

* Approx. 3,500 offenders placed in halfway houses, compared to 3,500 not placed in a halfway house

(Lowenkamp & Latessa, 2005b)

Why Should **Workforce Development Professionals** Care about Criminogenic Needs?

The “Big 4” criminogenic needs affect one’s ability to find and retain gainful employment

- ▶ Attitudes on the job
- ▶ Valuation of work
- ▶ Lacking self-control/self-regulation
- ▶ Having poor problem-solving or coping skills
- ▶ Having skills (soft or hard) to succeed on the job

Takeaway: you need to address the top 4 risk factors to see improvements in employment outcomes



Why Should Reentry Professionals Care about Job Readiness Factors?

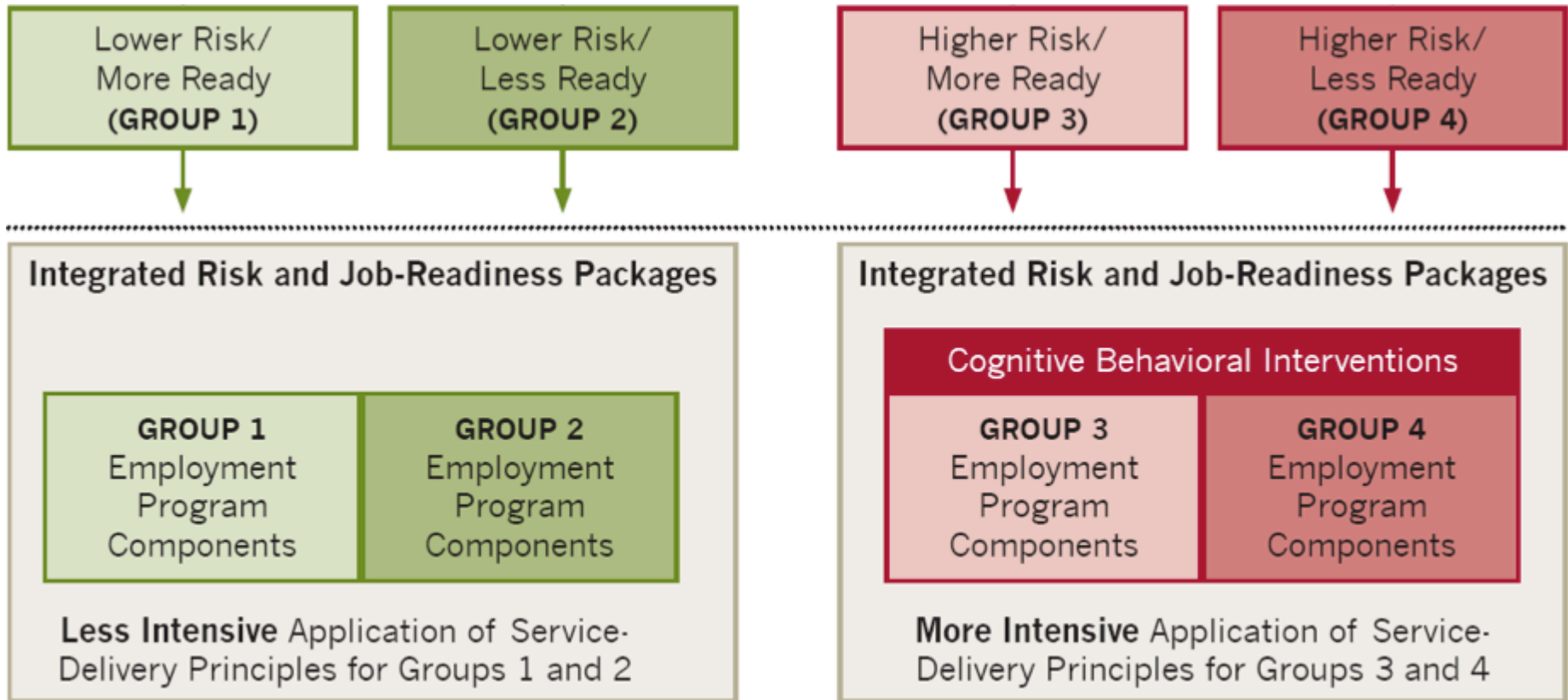
Gainful employment supports reentry – need to know what job readiness factors to address to prepare individuals for work.

Dynamic Predictors of Recidivism (common among higher-risk individuals) ⁴		Business/ Job Readiness Factors ⁵
• Presence of Antisocial Behavior	} The "Big 4" Risk Factors	Level of Education
• Antisocial Personality Pattern		Job Skills
• Antisocial Cognition		Work Experience
• Antisocial Associates		Job "Skills"
• Poor Family and/or Marital Relationships		Attitudes about work
• Low levels of performance and satisfaction in work/school		Expectations about work
• Lack of pro-social leisure activities		History of employment
• Substance Abuse		



The Resource-Allocation and Service-Matching Tool

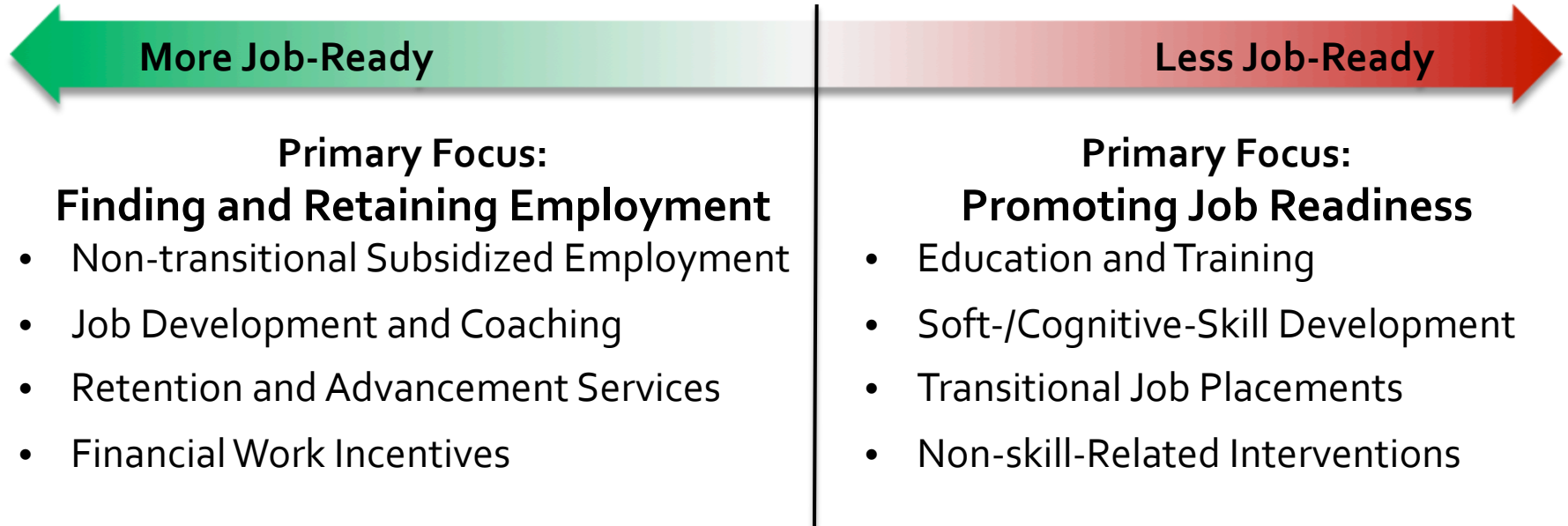
Use Assessments to Match Clients to Appropriate Services



Responding to Varying Levels of Job Readiness

Workforce Development Program Components

“what” services are provided based primarily on job-readiness



Accounting for Criminogenic Risk/Need

Service Delivery Principles

“how” services are provided based primarily on risk



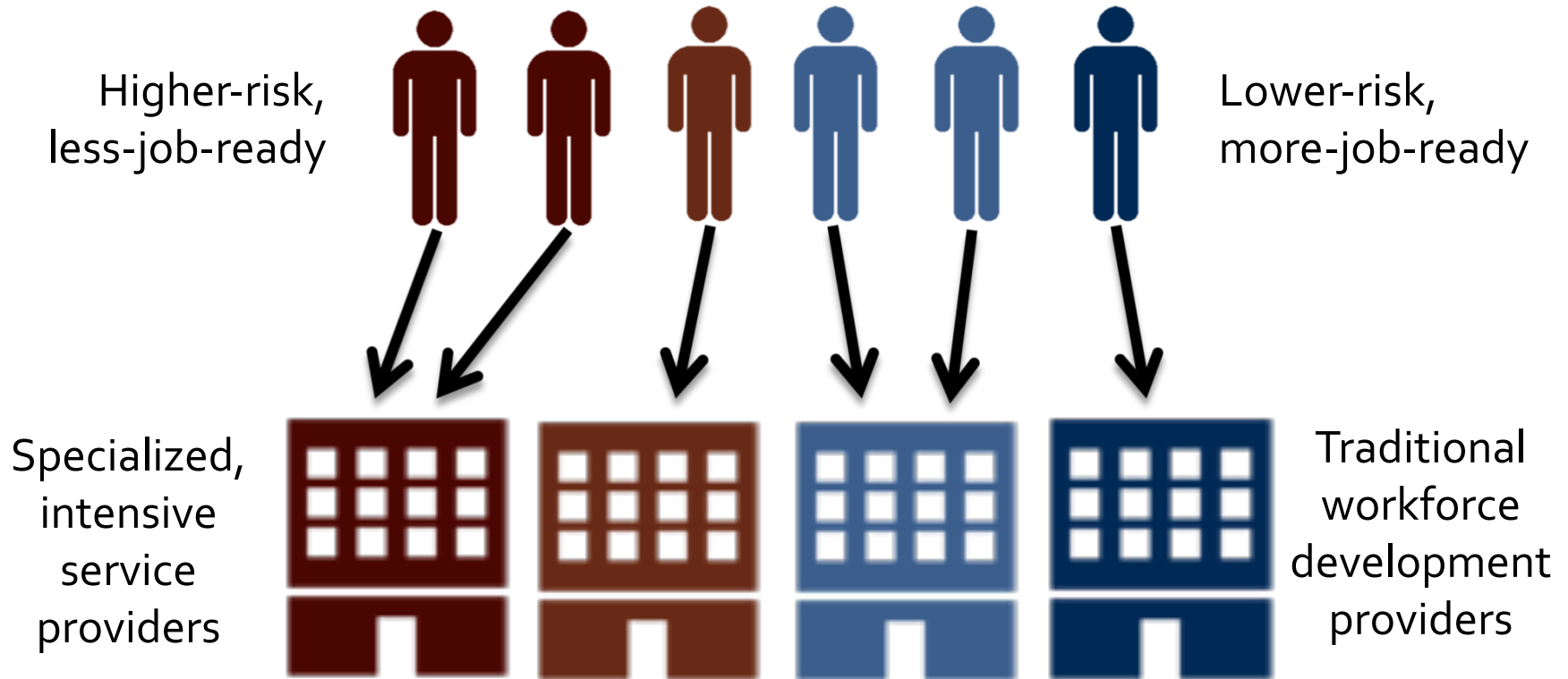
Lower Risk

- ▶ For the most part, treat like any other client
- ▶ Do NOT benefit from specialized, intensive services
- ▶ May still need special assistance with disclosure, finding jobs without legal barriers, etc.

Higher Risk

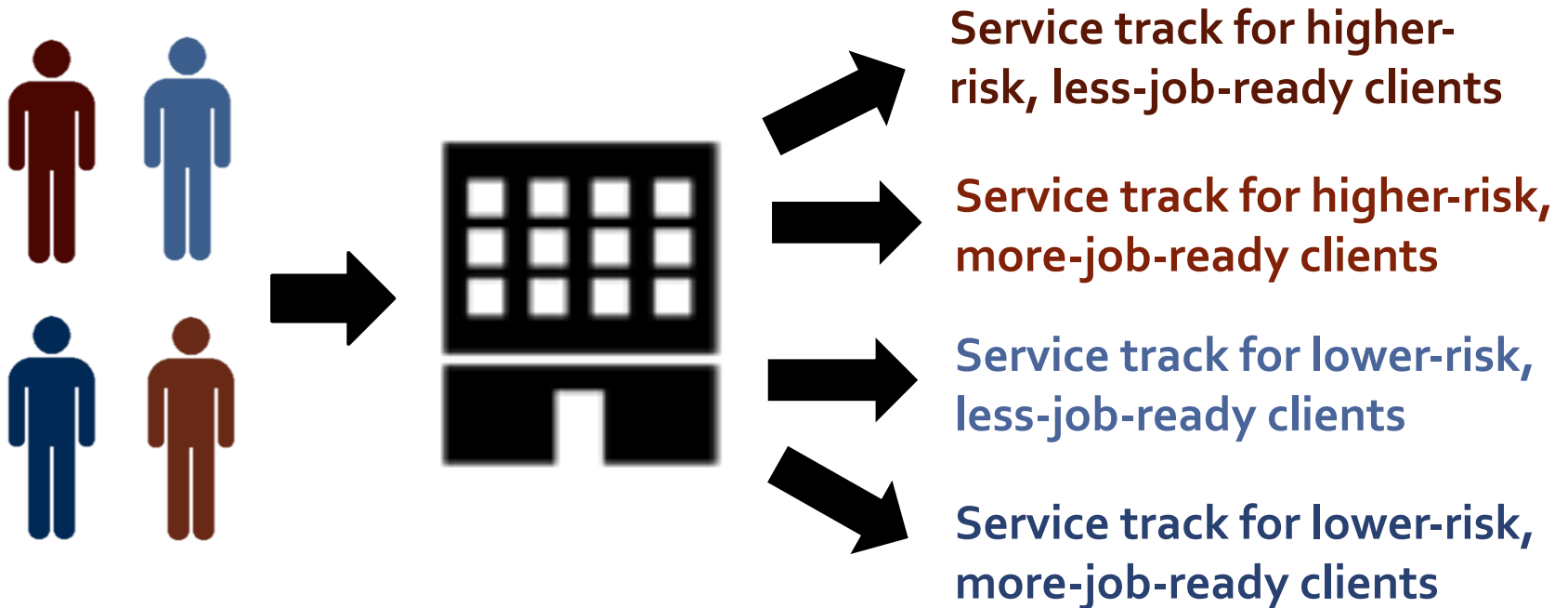
- ▶ Need to address the “Big 4” criminogenic needs (antisocial personality pattern, attitudes, cognitions, peers)
- ▶ Requires use of cognitive-behavioral interventions and intensive, structured engagement

Client-Matching: System-Level Approach



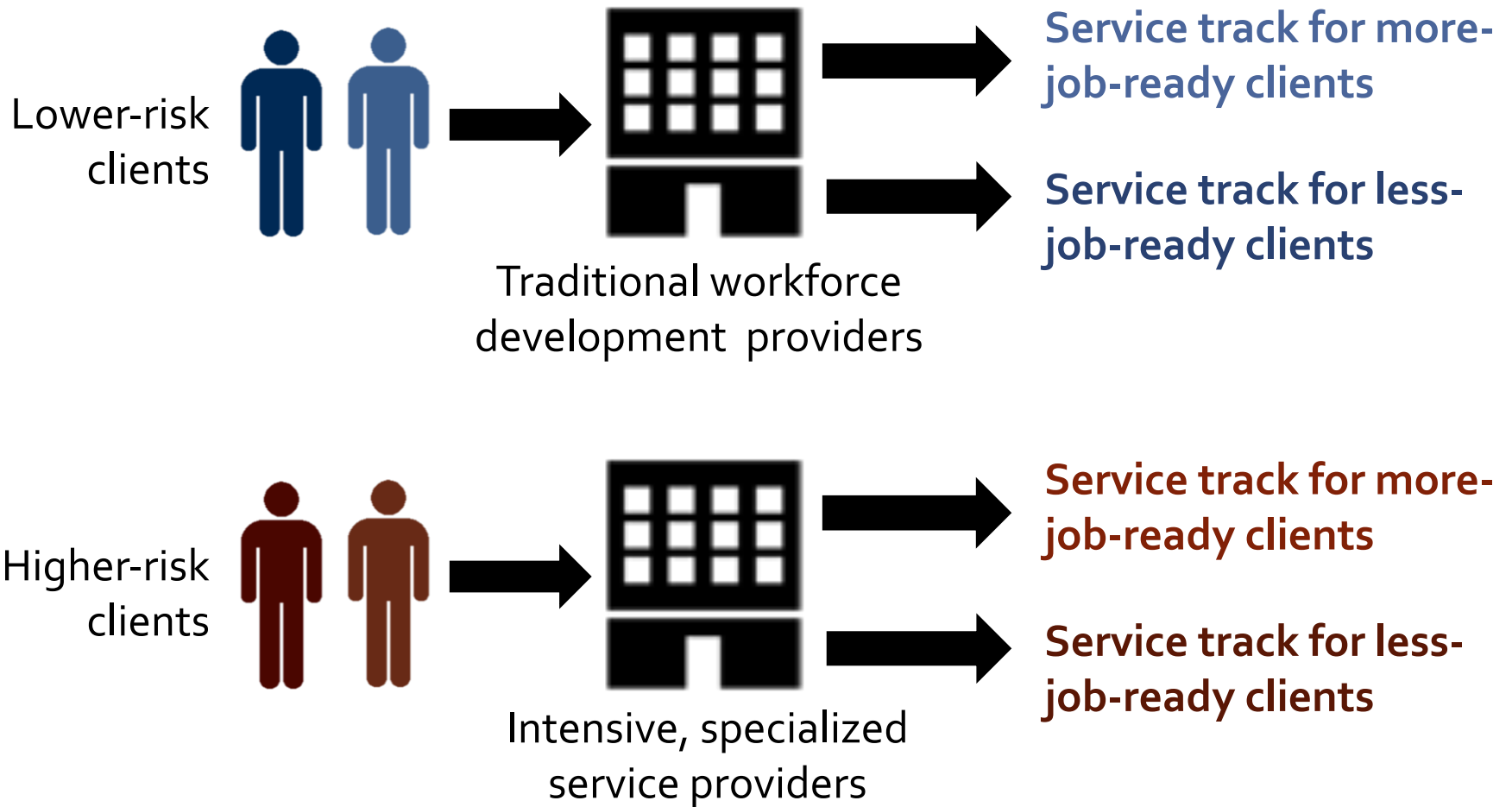
Key to success: need a wide range of providers in community that provide unique service packages

Client-Matching: Program-Level Approach



Key to success: providers must have enough capacity and manage flow of clients in a way that contact between low-risk and high-risk clients is minimized

Client-Matching: Hybrid Approach



Presentation Outline

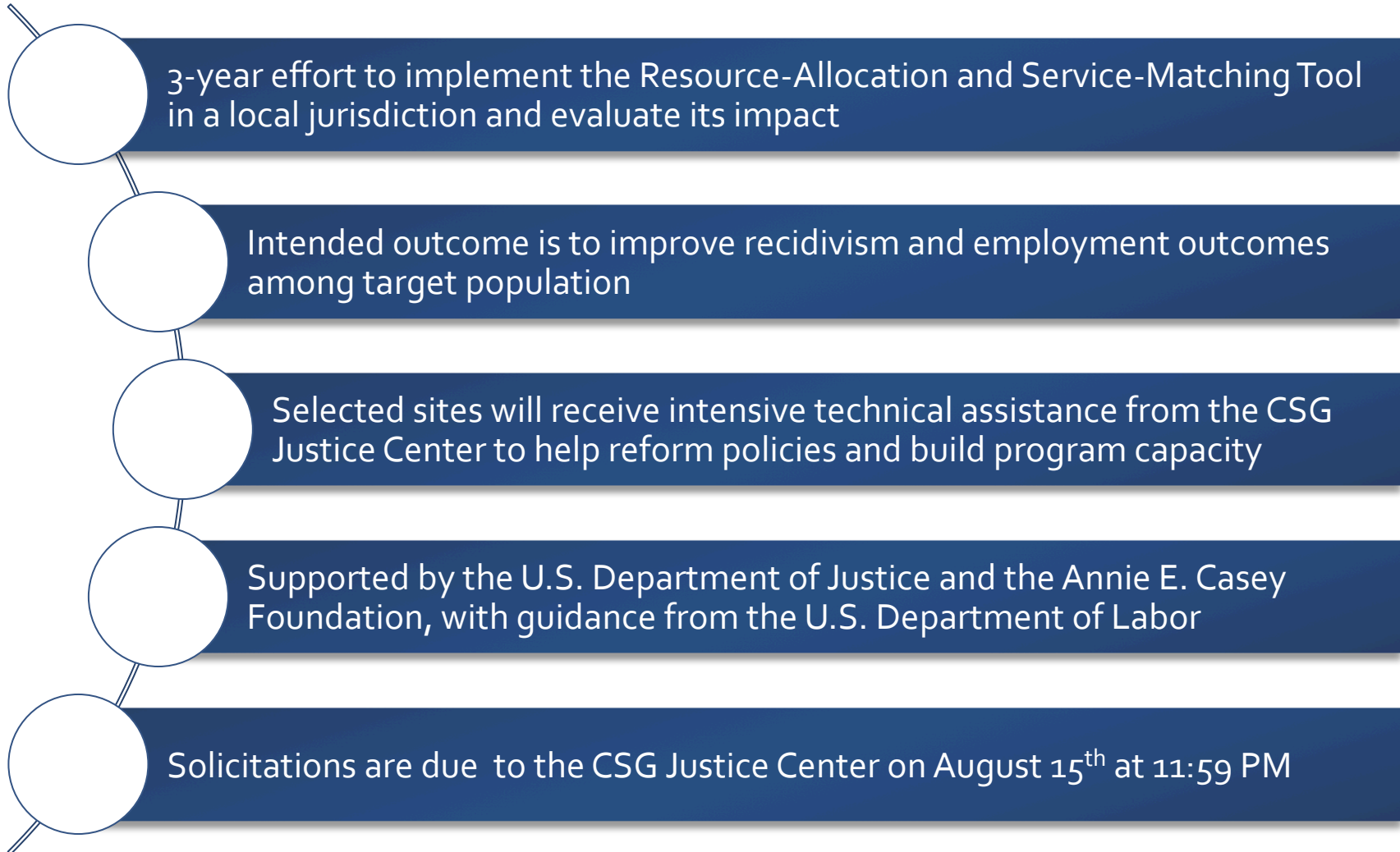
Reentry and Employment White Paper

Pilot Project

Application Process

What's Next?

The Pilot Project: What is it?



The Pilot Project: Informing the Field

Leader on
integrating best
practices across
workforce
development and
corrections fields

Be on the
cutting edge
of innovation

Learning site for
the field and
inform national
policy on reentry
and employment

Shape the
National
Discussion

The Pilot Project: Basic Information

Eligibility Requirements

- Open to any state, county, or municipal jurisdiction
- State could apply with a target site in mind (e.g. county or city)
- Corrections agency with supervising authority must be lead applicant

Target Population


- Individuals returning from prison or jail to the pilot jurisdiction during pilot period
- Must be under correctional supervision in the community
- Specific number of individuals served driven by size and programming capacity of selected jurisdiction

Program Length

- Up to three years (includes 1 year of planning, 1 year of implementation, 1 year of evaluation)
- Must meet annual milestones to move to next phase

The Pilot Project: Program Structure

Year 1

- Convening
 - Data Analysis
 - Planning and Capacity-Building
- 

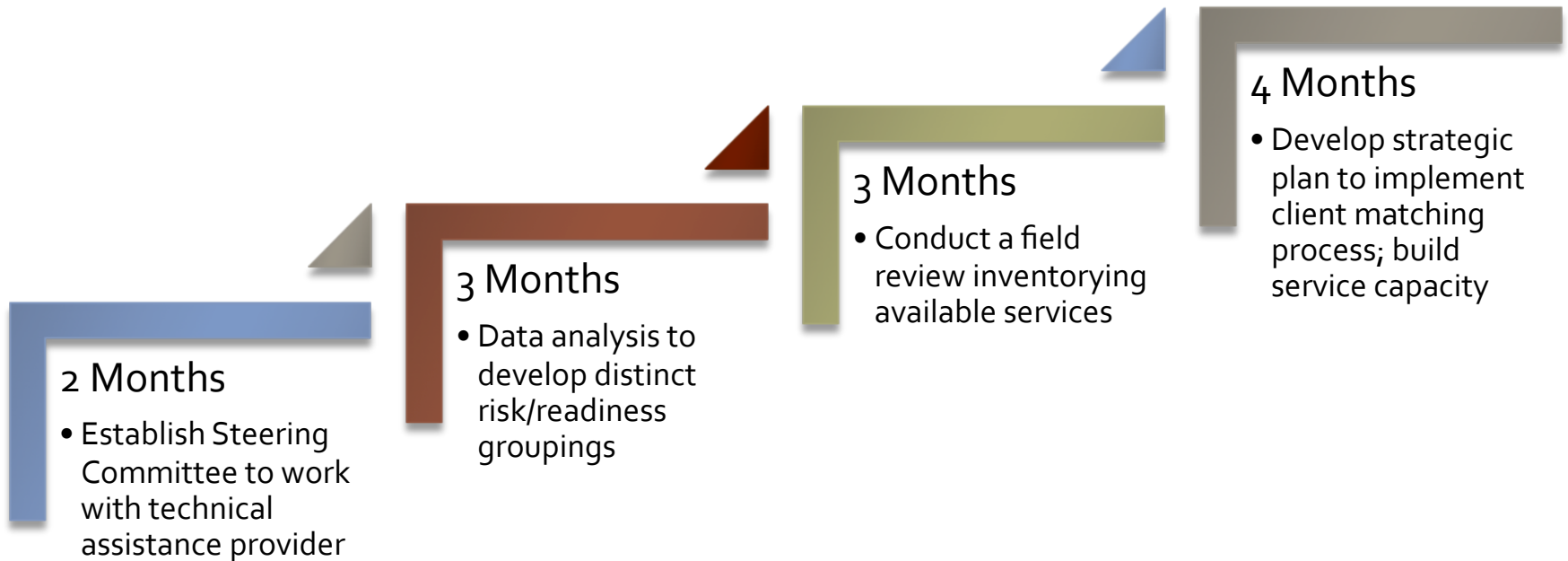
Year 2

- Implementation
 - Process Evaluation
- 

Year 3

- Follow up
- Evaluation

Year 1: The Planning Year



See page 8 of the solicitation for additional information

Client-Matching in NYS: A Case Study



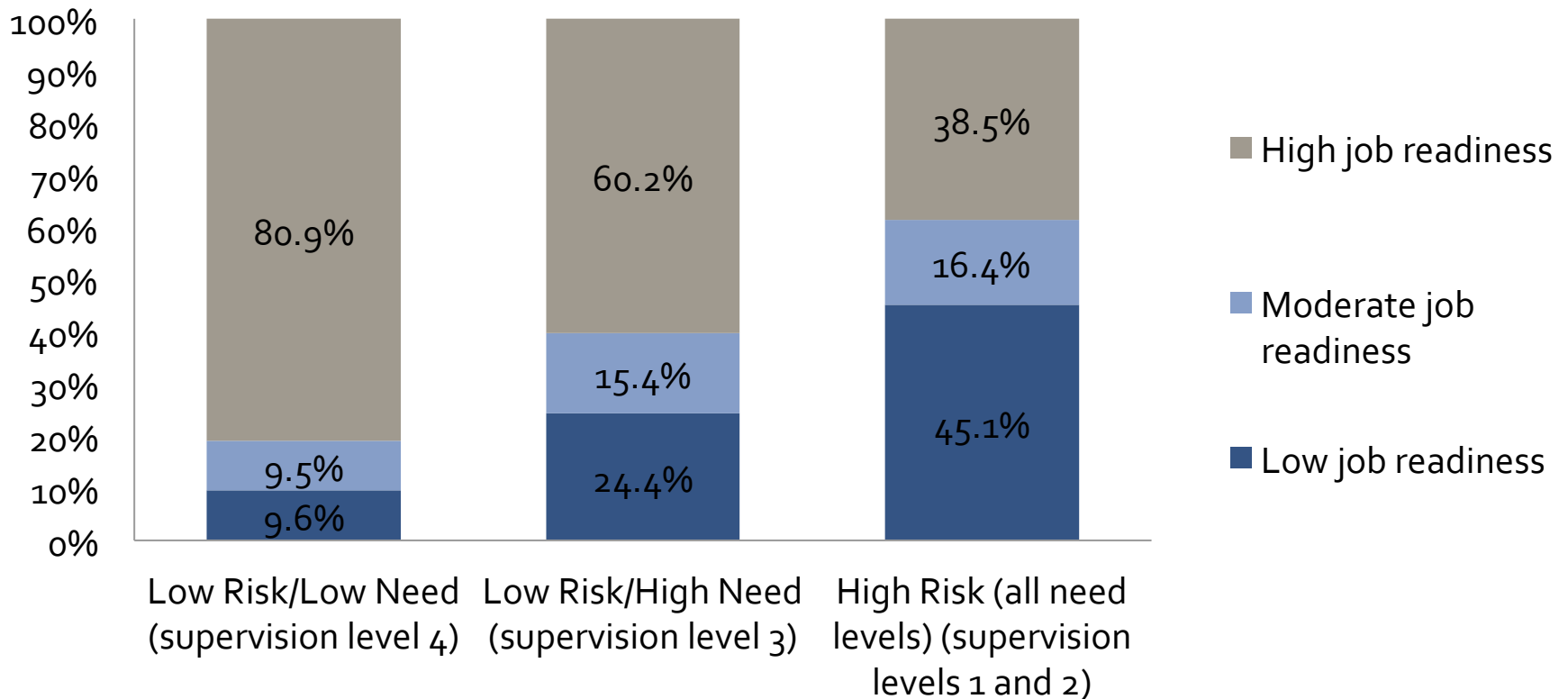
Right People – Right Services – Right Time

- **Who** is coming back to the community?
- **What** services are available to meet their unique needs?



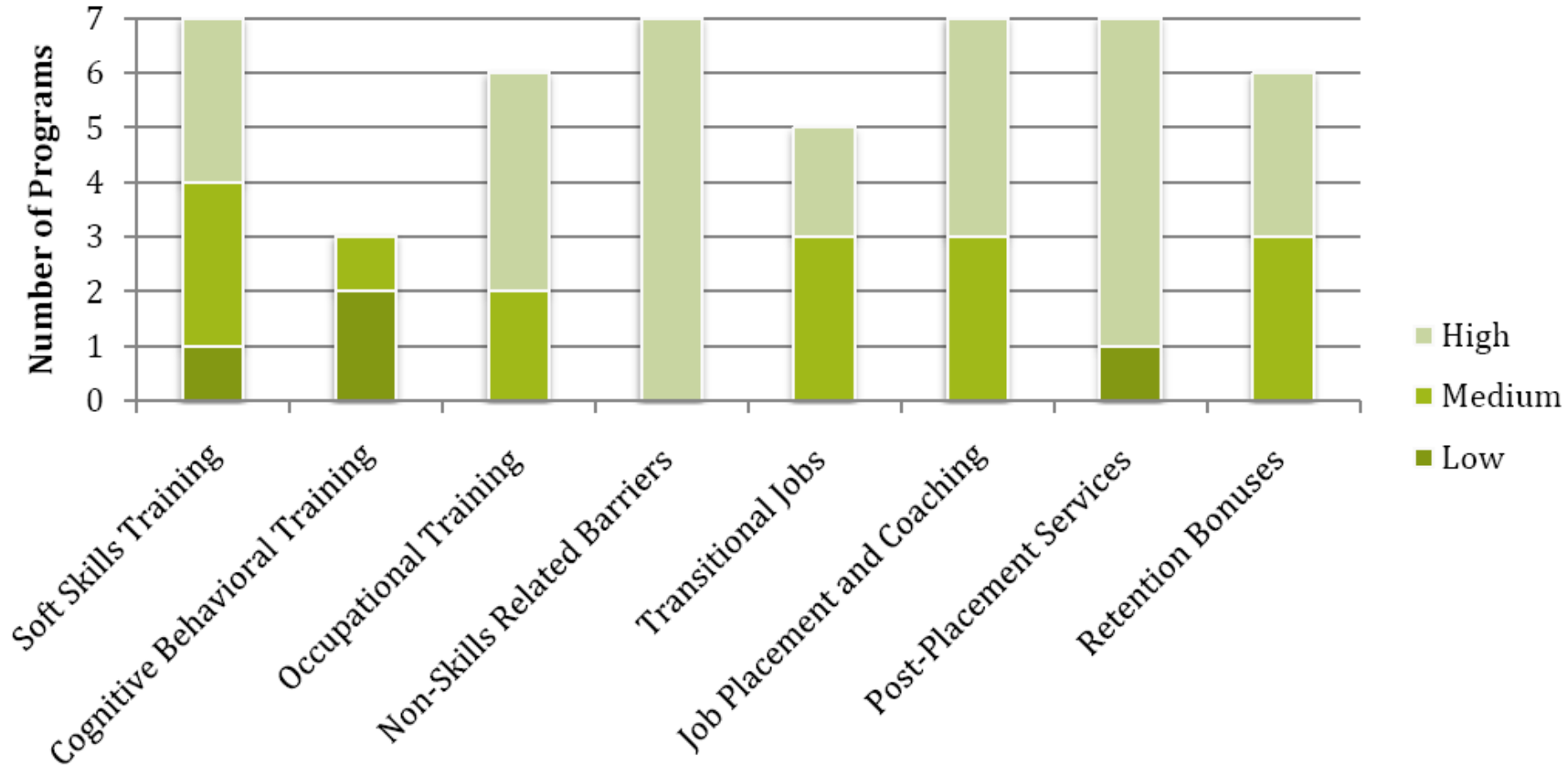
Data Analysis on Needs of Target Population

Employment readiness of parolees by risk level (based on risk/need assessments completed in CY 2012)

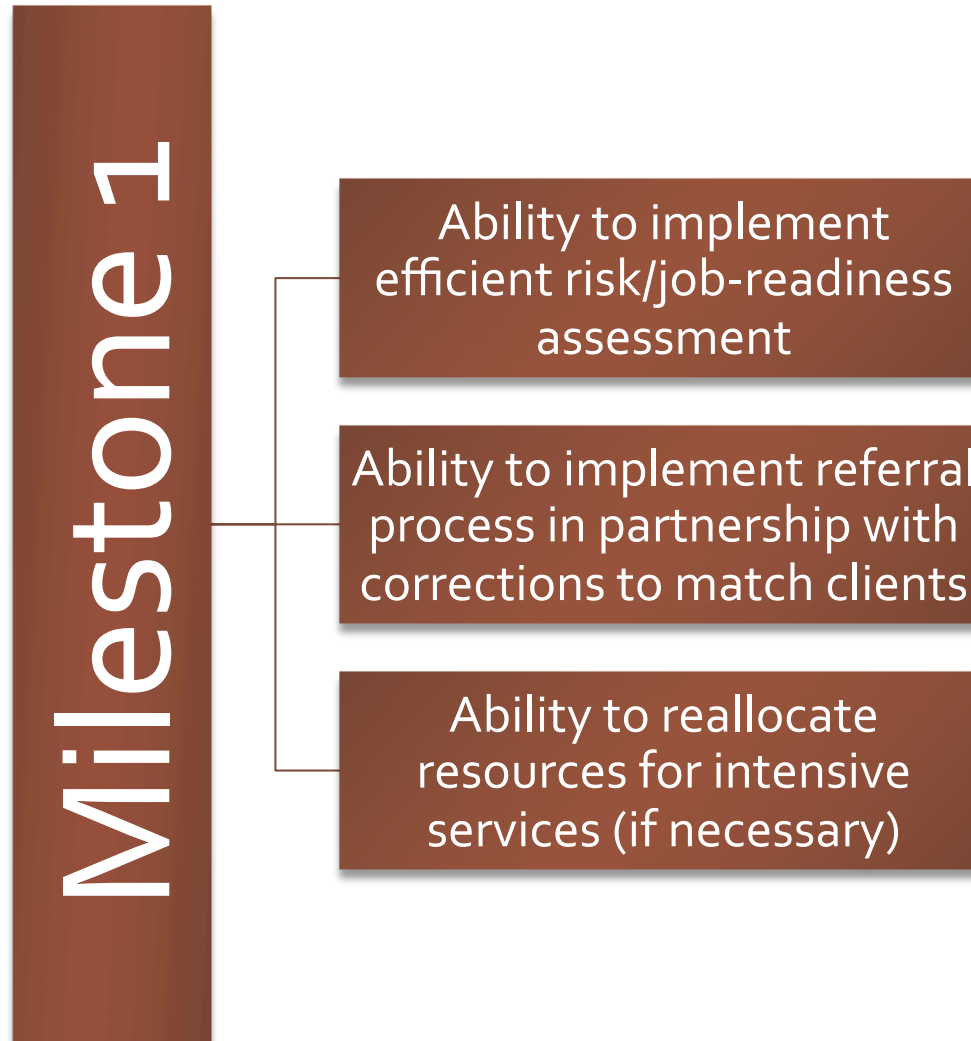


Review of Community Programs

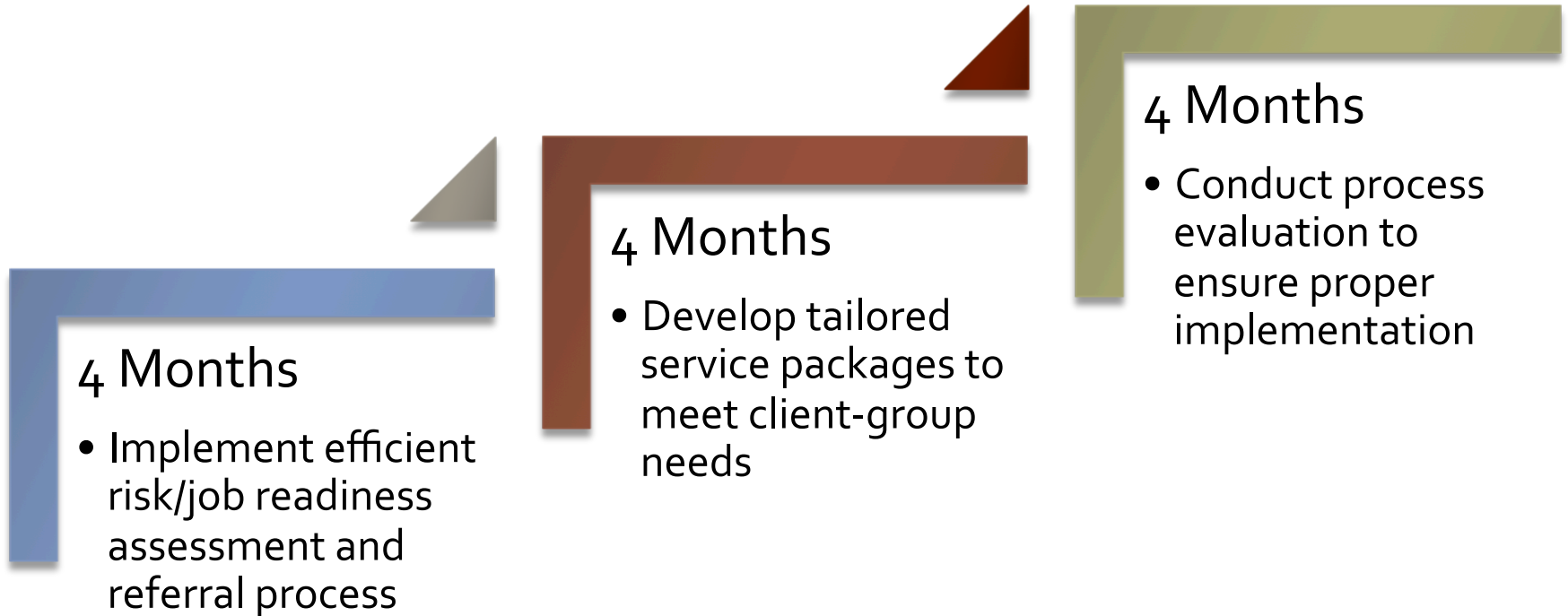
Intensity of Employment Program Services



Pilot Site Milestone 1

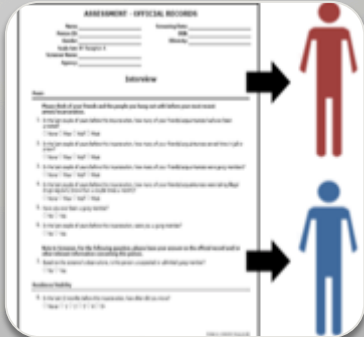


Year 2: The Implementation Year



See page 8 of the solicitation for additional information

NYS Client-Matching Pilot



Assessment

- DOCCS assesses individuals 4-6 months prior to release with COMPAS risk/needs reentry assessment
- Low-risk individuals are assigned to low-intensity parole supervision
- High-risk individuals are assigned to high-intensity parole supervision
- Assessment information is provided to parole officers before individuals' release



Referral

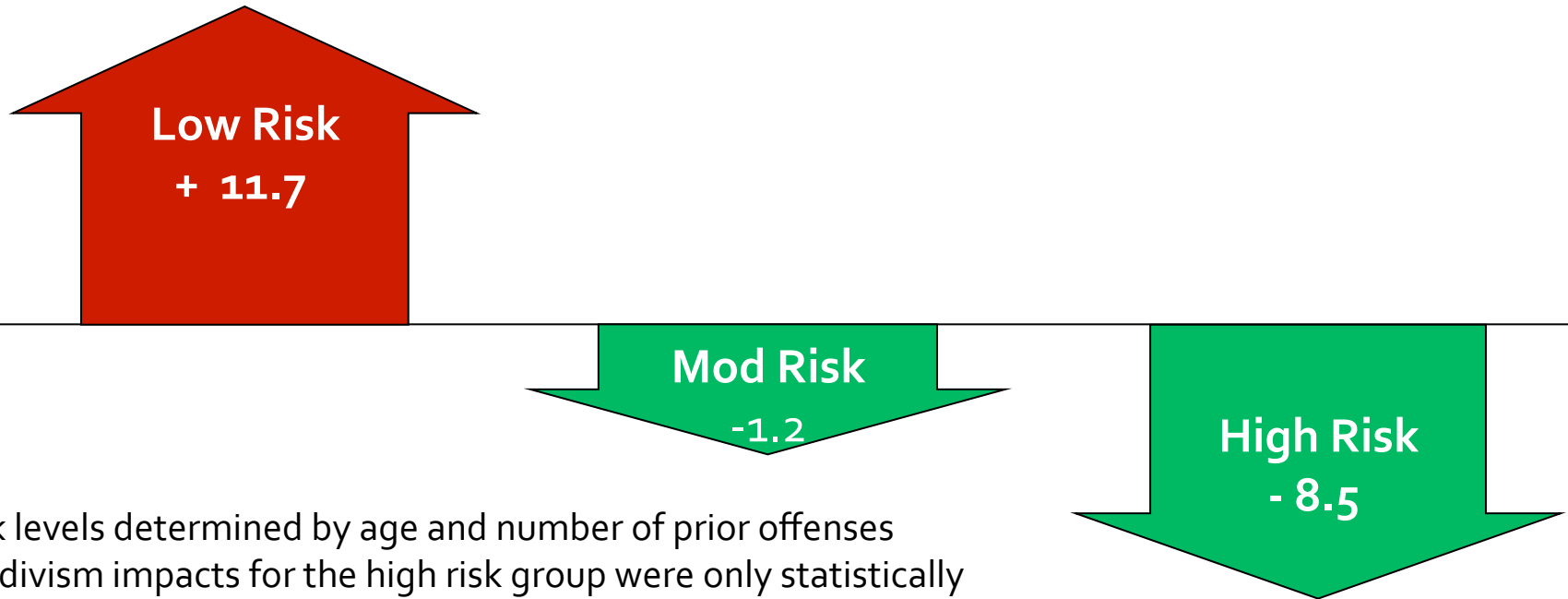
- For low-risk clients in the pilot, parole officers consider additional job readiness factors, and if the individual is deemed suitable, they are referred to the targeted Career Centers, operated by the State DOL
- For high-risk clients in the pilot, parole officers refer individual to the Center for Employment Opportunities (CEO). CEO staff also meet with the individual to educate them about the program

An Example of Programming for Higher-Risk Clients: The Center for Employment Opportunities (CEO)

- ▶ Provide transitional job placements that provide work experience and structured setting
- ▶ Use a small work crew model that provides high levels of engagement
- ▶ Emphasis on soft-skill development and addressing anti-social attitudes
- ▶ Financial incentives of “pay each day” model
- ▶ Enroll people as soon after release as possible and minimize wait times
- ▶ Regular assessments on progress and job readiness are used to determine when client receives job development/coaching services

CEO Evaluation: Recidivism Outcomes by Risk Level*

Differences in reconviction rates between program participants and control group (years 1 and 2)†

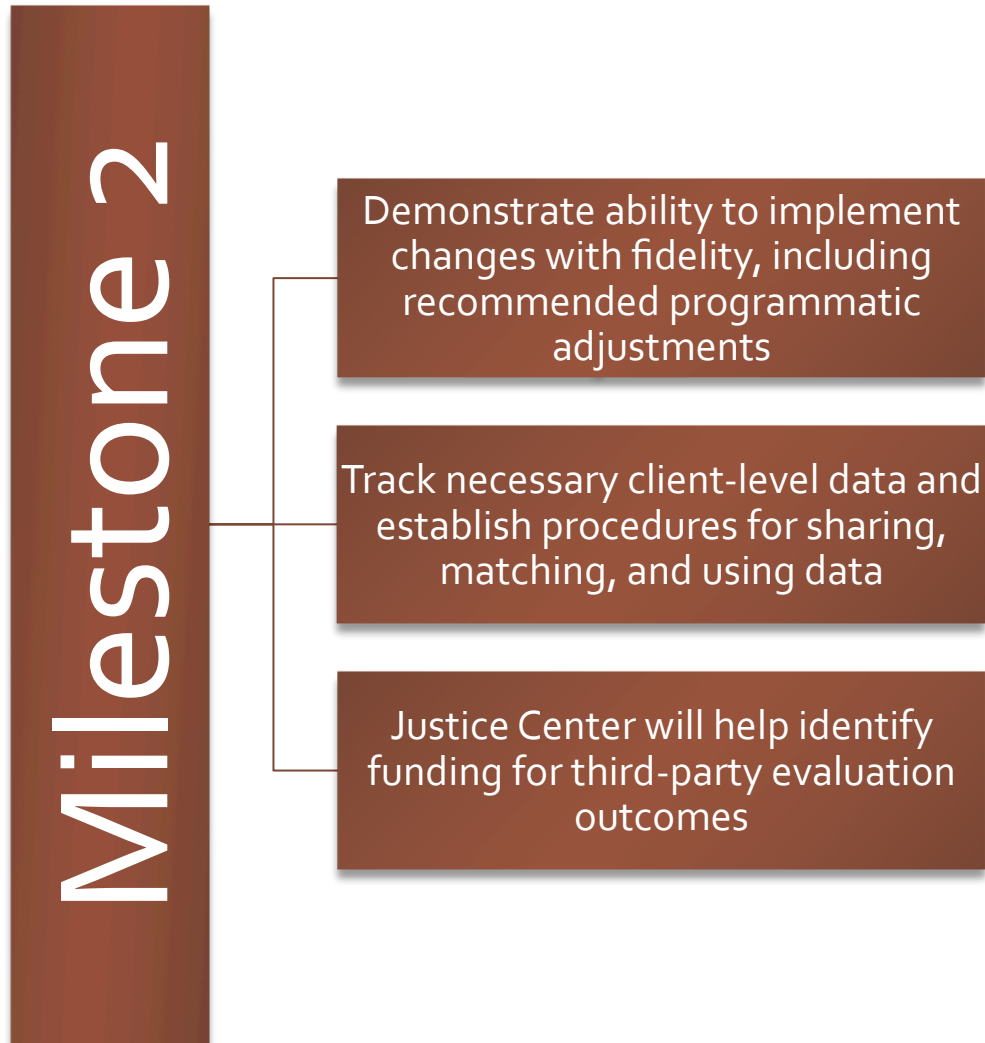


*Risk levels determined by age and number of prior offenses

†Recidivism impacts for the high risk group were only statistically significant in year 2

Source: Zweig, Yahner, and Redcross, "Recidivism Effects of the Center for Employment Opportunities (CEO) Program Vary by Former Prisoners' Risk of Reoffending" (2010)

Pilot Site Milestone 2



Year 3: The Analysis Year



See page 8 of the solicitation for additional information

The Pilot Project: Putting it all Together

See page 8 of the solicitation for full details on pilot site activities

Technical Assistance Activities and Milestones	Suggested Time to Complete Activities
1. Establish a steering committee to work alongside the technical assistance provider to support implementation of the pilot project.	2 months
2. Conduct a system-mapping exercise that details the current assessment and referral process, and analyze data on the risk and job readiness characteristics of the target population. Use assessment data to disaggregate target population by risk/needs and job readiness levels and develop four distinct risk/readiness groupings in line with the sorting tool in the <i>Integrated Strategies</i> white paper.	3 months
3. Conduct a field review that inventories employment and reentry services available or commonly provided to the target population, with a focus on their capacity for meeting the needs of higher-risk/less-job-ready individuals.	3 months
4. Use data to develop a strategic plan for implementing a client assessment and matching process and building service capacity to meet needs of clients.	4 months
Milestone 1: Before moving on to TA activities 5-7, the site must demonstrate its ability to implement an efficient risk/job-readiness assessment and referral process in partnership with corrections to match clients to existing reentry/employment services. If the existing services do not meet the needs of a higher-risk/less-job ready population, the site will also be expected to reallocate resources to develop intensive services.	

1. Implement an efficient risk/job readiness assessment and referral process in partnership with corrections to match the four client group profiles to the appropriate reentry/employment services.	4 months
2. Develop tailored service packages (either through a network of providers or within larger agencies) to ensure that service providers are meeting needs of the four client groups.	4 months
3. Conduct a process evaluation to ensure steps 5 and 6 are being implemented with fidelity.	4 months
Milestone 2: Before moving on to TA activities 8-10, the site must demonstrate its ability to implement policy/programmatic changes with fidelity, including making any programmatic adjustments that are recommended as a result of the process evaluation. The site must also demonstrate that it is able to participate in an evaluation by tracking necessary client-level data and establishing procedures for sharing, matching and using data for evaluation purposes. The CSG Justice Center will help identify funding for a third-party evaluation of outcomes.	
4. Identify a valid matched comparison group that has comparable data.	2 months
5. Collect client-level data for the target and comparison groups as needed for the evaluation.	6 months
6. Evaluate impact of policy/practice changes on recidivism (rearrest/reincarceration) and employment outcomes for participants and comparison group.	4 months
Total Time:	36 months

The Pilot Project: Funding

WE ARE NOT

- Funding a new program or expansion of existing programs

We ARE

- Developing policies and procedures
- Leveraging existing resources
- Building program capacity

See page 2 of the solicitation for additional information

The Pilot Project: Technical Assistance

Lead TA Provider: Council of State Governments Justice Center

Policy Guidance

- Intensive technical assistance around the development of the client-matching system

Data Analysis

- Data analyses of target population and program reviews conducted to inform the client-matching system

Training

- National experts will be brought on site to conduct trainings to build local expertise and program capacity

Evaluation

- Third-party evaluator will conduct process and impact evaluation

Technical Assistance Support to Pilot Sites

NIC training will be made available for corrections agencies and community providers in the pilot sites

OFFENDER EMPLOYMENT RETENTION

Principles and Practices



Presentation Outline

Reentry and Employment White Paper

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What's Next?

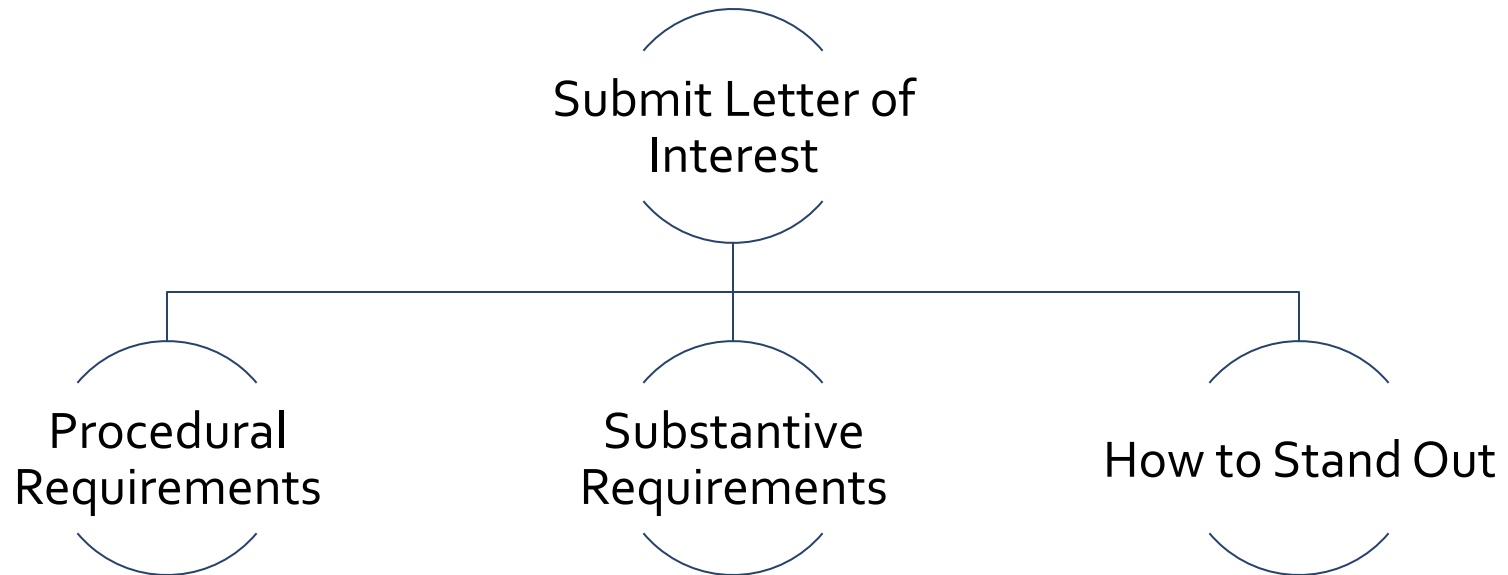


Application Process: Who Can Apply?

- ▶ Open to state, county, and municipal jurisdictions
- ▶ Lead applicants must include:
 - ▶ Corrections agency with releasing and supervision authority over the target population
 - ▶ A community-based workforce partner that provides services for the reentry population (government agency or NGO)
- ▶ Demonstrate support of the chief executive of the targeted jurisdiction (e.g. governor, mayor)

See page 4 of the solicitation for additional information

Application Process: How do you Apply?



See Section IV of the solicitation for additional information

Letter of Interest: Procedural Requirements

Double
Spaced

12 Point Font

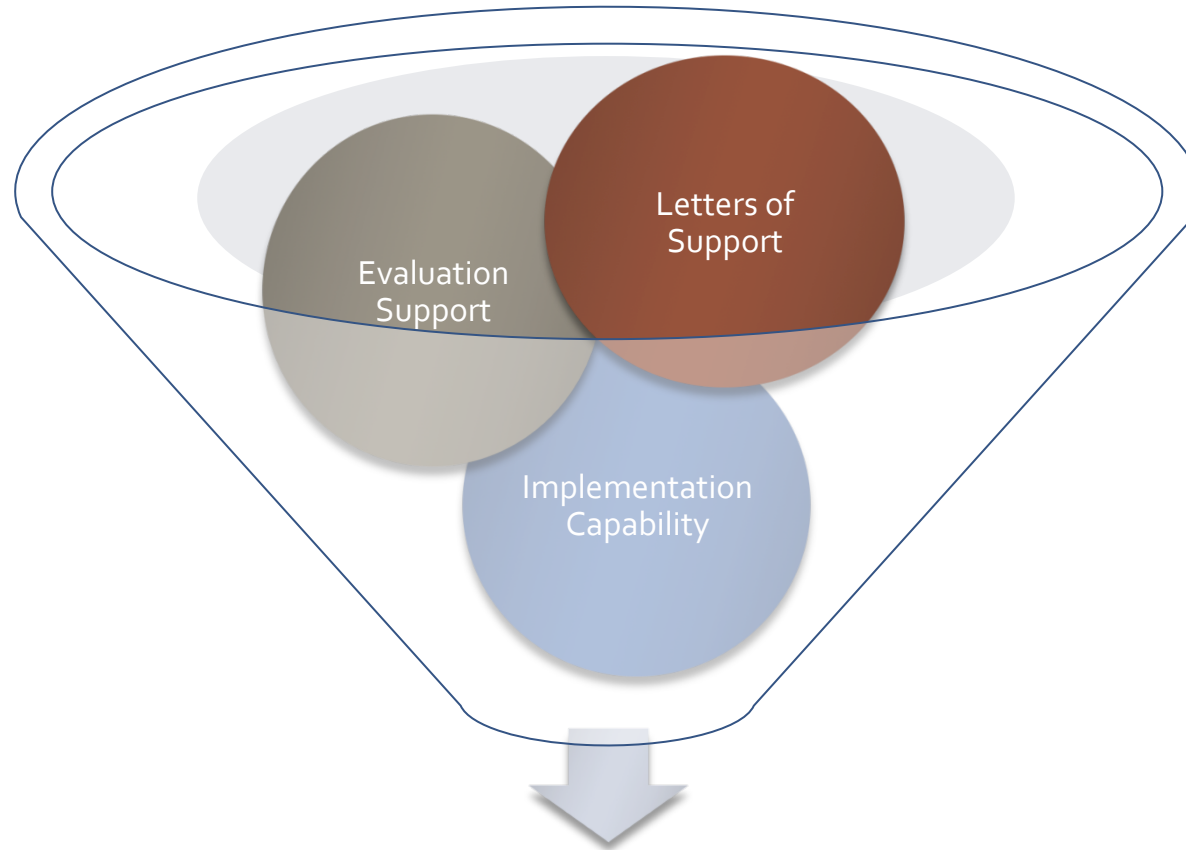
Times New
Roman (or
similar)

1 in. margins

10 Pg.
Maximum

See Section IV, Part A of the solicitation for additional information

Letter of Interest: Substantive Requirements



Substantive Requirements

See Sections IV and VII of the solicitation for additional information

Substantive Requirements: White Paper Implementation Capability

Demonstrated Leadership	Demonstrated commitment of Chief Executive of Jurisdiction and other policymakers to the project
Demonstrated Partnerships	Established partnerships among providers and corrections agencies <i>Attach the letters of support (1 page per letter)</i>
Data Collection / Sharing Capacity	Able and willing to collect and share accurate and complete data on target population
Risk Assessment Capacity	Demonstrated ability to assess individuals' criminogenic risk <i>Attach a copy of the tool and completed validation studies</i>
Job Readiness Assessment Capacity	Site has the potential or ability to assess individuals' level of job readiness <i>Attach a copy of any current job readiness tool used in site, if available</i>
Assessment - Driven Service Matching	Commitment to apply the results of individuals' assessments to develop personal service packages for the target population
Service Capacity	Continuum of community-based employment services <i>Attach a list and brief description of programs available/ # served</i>

Substantive Requirements: Evaluation Support

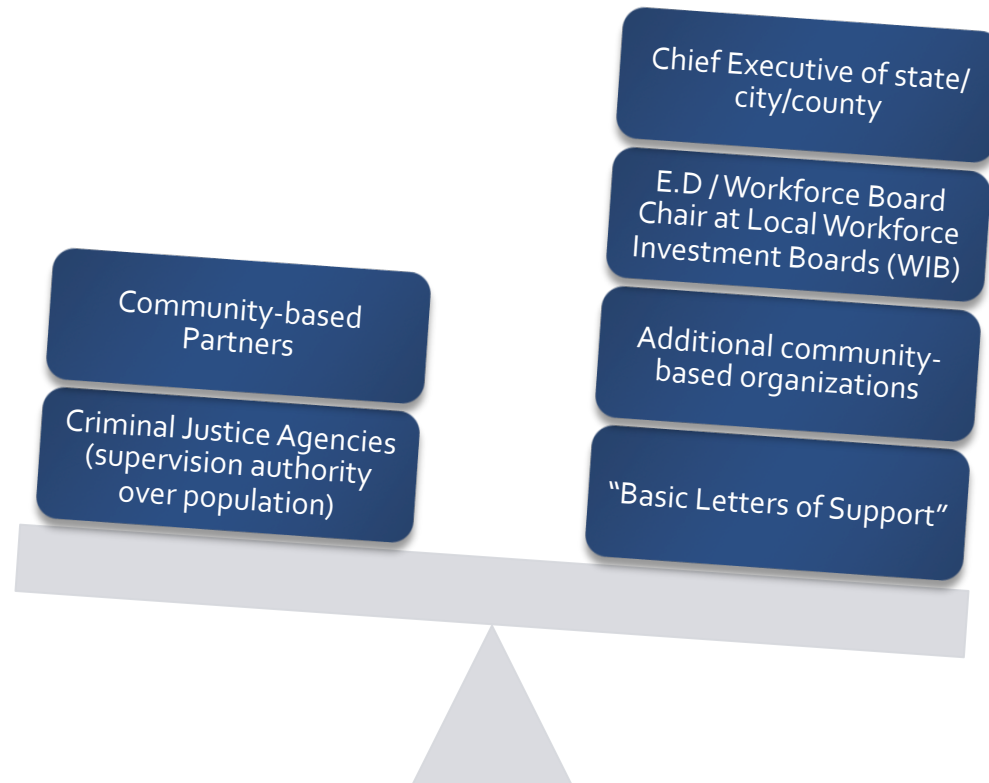


See Section VII Part B of the solicitation for additional information

Substantive Requirements: Letters of Support

Basic Letters of Support

Stand-Out Letters of Support



Letter of Interest: Priority Consideration



Priority Consideration will be given if a letter of support is from a recipient of an active:

- Bureau of Justice Assistance Second Chance Act (SCA) Grant
- Department of Labor Reintegration of Ex-Offender (RExO) Grant

Demonstrate how this project will be enhanced by your SCA and/or Rexo grant

See page 4 of the solicitation for additional information

Letter of Interest: Example Structure

1 Page

- Why your jurisdiction is interested

≈5 Pages

- How your jurisdiction meets the criteria

≈4 Pages

- Overview of your jurisdictions capacity and willingness to support technical assistance activities



Presentation Outline

Reentry and Employment White Paper

Pilot Project

Application Process

What's Next?

What's Next: Deadlines

SUBMISSION DEADLINE:

August 15th, 11:59 PM EST

Submit completed applications to:

Phoebe Potter
ppotter@csg.org



What's Next: The Selection Process



Questions?



Contacts:

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