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

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Tuesday, July 15, 2014
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.

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

- Low or “Lower” Risk
- Risk and Needs Assessment with Objective, Validated Tool
- Moderate/High or “Higher” Risk

Job-Readiness Assessment

- Lower Risk/More Ready (GROUP 1)
- Lower Risk/Less Ready (GROUP 2)
- Higher Risk/More Ready (GROUP 3)
- Higher Risk/Less Ready (GROUP 4)

Integrated Risk and Job-Readiness Packages

- GROUP 1 Employment Program Components
- GROUP 2 Employment Program Components
- GROUP 3 Employment Program Components
- GROUP 4 Employment Program Components

Less Intensive Application of Service-Delivery Principles for Groups 1 and 2

More Intensive Application of Service-Delivery Principles for Groups 3 and 4
The Resource-Allocation and Service-Matching Tool

Assess Individuals Risk/Need and Job Readiness

- Low or “Lower” Risk
- Risk and Needs Assessment with Objective, Validated Tool
- Moderate/High or “Higher” Risk

Risk and Needs Assessment

This assessment measures individuals’ risk of reoffending and related needs, and helps inform supervision policies and non-employment referrals/program placements that address criminogenic risk and responsivity needs.

Job-Readiness Assessment

- Lower Risk/More Ready (GROUP 1)
- Lower Risk/Less Ready (GROUP 2)
- Higher Risk/More Ready (GROUP 3)
- Higher Risk/Less Ready (GROUP 4)
Assessing for Criminogenic Risk/Need

<table>
<thead>
<tr>
<th>Dynamic Predictors of Recidivism (common among higher-risk individuals)⁴</th>
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<tbody>
<tr>
<td>• Presence of Antisocial Behavior</td>
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<td>• Antisocial Cognition</td>
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<tr>
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<td>• Lack of pro-social leisure activities</td>
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The “Big 4” Risk Factors
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

-5%  5%

Poorer outcomes

-5%

Low  Low/moderate  Moderate  High

* 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.

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Business/Job Factors⁵

- Skills
- Experience
- “Soft” skills
- Information about work
- Expectations about work
to employment

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The Resource-Allocation and Service-Matching Tool

Use Assessments to Match Clients to Appropriate Services

Integrated Risk and Job-Readiness Packages

- **GROUP 1** Employment Program Components
- **GROUP 2** Employment Program Components
  - Less Intensive Application of Service-Delivery Principles for Groups 1 and 2

Integrated Risk and Job-Readiness Packages

- **GROUP 3** Employment Program Components
- **GROUP 4** Employment Program Components
  - More Intensive Application of Service-Delivery Principles for Groups 3 and 4

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Responding to Varying Levels of Job Readiness

Workforce Development Program Components
“what” services are provided based primarily on job-readiness

- More Job-Ready
  - Primary Focus: Finding and Retaining Employment
    - Non-transitional Subsidized Employment
    - Job Development and Coaching
    - Retention and Advancement Services
    - Financial Work Incentives

- Less Job-Ready
  - Primary Focus: Promoting Job Readiness
    - Education and Training
    - Soft-/Cognitive-Skill Development
    - Transitional Job Placements
    - Non-skill-Related Interventions
Accounting for Criminogenic Risk/Need

Service Delivery Principles
“how” services are provided based primarily on 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.

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

Lower Risk
Higher Risk

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Client-Matching: System-Level Approach

Higher-risk, less-job-ready

Specialized, intensive service providers

Lower-risk, more-job-ready

Traditional workforce development providers

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

Lower-risk clients

Traditional workforce development providers

Service track for more-job-ready clients

Service track for less-job-ready clients

Higher-risk clients

Intensive, specialized service providers

Service track for more-job-ready clients

Service track for less-job-ready clients
Presentation Outline

Reentry and Employment White Paper

Pilot Project

Application Process

What’s Next?
The Pilot Project: What is it?

3-year effort to implement the Resource-Allocation and Service-Matching Tool in a local jurisdiction and evaluate its impact.

Intended outcome is to improve recidivism and employment outcomes among target population.

Selected sites will receive intensive technical assistance from the CSG Justice Center to help reform policies and build program capacity.

Supported by the U.S. Department of Justice and the Annie E. Casey Foundation, with guidance from the U.S. Department of Labor.

Solicitations are due to the CSG Justice Center on August 15\textsuperscript{th} at 11:59 PM.
The Pilot Project: Informing the Field

- Leader on integrating best practices across workforce development and corrections fields

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

- Be on the cutting edge of innovation

- 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

2 Months
- Establish Steering Committee to work with technical assistance provider

3 Months
- Data analysis to develop distinct risk/readiness groupings

3 Months
- Conduct a field review inventorying available services

4 Months
- Develop strategic plan to implement client matching process; build service capacity

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)

- Low Risk/Low Need (supervision level 4)
  - High job readiness: 80.9%
  - Moderate job readiness: 9.5%
  - Low job readiness: 9.6%

- Low Risk/High Need (supervision level 3)
  - High job readiness: 60.2%
  - Moderate job readiness: 15.4%
  - Low job readiness: 24.4%

- High Risk (all need levels) (supervision levels 1 and 2)
  - High job readiness: 38.5%
  - Moderate job readiness: 16.4%
  - Low job readiness: 45.1%
Review of Community Programs

Intensity of Employment Program Services

- Soft Skills Training
- Cognitive Behavioral Training
- Occupational Training
- Non-Skills Related Barriers
- Transitional Jobs
- Job Placement and Coaching
- Post-Placement Services
- Retention Bonuses

Legend:
- High
- Medium
- Low
Pilot Site Milestone 1

- Ability to implement efficient risk/job-readiness assessment
- Ability to implement referral process in partnership with corrections to match clients
- Ability to reallocate resources for intensive services (if necessary)
Year 2: The Implementation Year

4 Months
- Implement efficient risk/job readiness assessment and referral process

4 Months
- Develop tailored service packages to meet client-group needs

4 Months
- Conduct process evaluation to ensure proper implementation

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)†

- **Low Risk**
  - + 11.7

- **Mod Risk**
  - -1.2

- **High Risk**
  - -8.5

*Risk levels determined by age and number of prior offenses
†Recidivism impacts for the high risk group were only statistically significant in year 2

Pilot Site Milestone 2

- Demonstrate ability to implement changes with fidelity, including recommended programmatic adjustments
- Track necessary client-level data and establish procedures for sharing, matching, and using data
- Justice Center will help identify funding for third-party evaluation outcomes
Year 3: The Analysis Year

2 Months
- Identify a valid matched comparison group with comparable data

6 Months
- Collect client-level data for the target and comparison groups

4 Months
- Evaluate impact of policy/practice changes on recidivism and employment outcomes

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

<table>
<thead>
<tr>
<th>Technical Assistance Activities and Milestones</th>
<th>Suggested Time to Complete Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish a steering committee to work alongside the technical assistance provider to support implementation of the pilot project.</td>
<td>2 months</td>
</tr>
<tr>
<td>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 Integrated Strategies white paper.</td>
<td>3 months</td>
</tr>
<tr>
<td>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.</td>
<td>3 months</td>
</tr>
<tr>
<td>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.</td>
<td>4 months</td>
</tr>
</tbody>
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### 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.
Presentation Outline

Reentry and Employment White Paper

Pilot Project

Application Process

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?

Submit Letter of Interest

- Procedural Requirements
- Substantive Requirements
- How to Stand Out

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

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

- Work with CSG Justice Center Research Staff
- Maintain Client-Level Electronic Records
- Access to Individual Level Data on Recidivism Outcomes
- Willingness to Share Necessary Data to Implement the White Paper
- Arrange Interviews with Staff, Workforce Agency, Community Service & Other Key Providers
- Conduct Exit Interviews and / or surveys

See Section VII Part B of the solicitation for additional information
Substantive Requirements: Letters of Support

Basic Letters of Support
- Community-based Partners
- Criminal Justice Agencies (supervision authority over population)

Stand-Out Letters of Support
- Chief Executive of state/city/county
- E.D / Workforce Board Chair at Local Workforce Investment Boards (WIB)
- Additional community-based organizations
- “Basic Letters of Support”

Council of State Governments Justice Center
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

Identify Subset of Sites as Finalists
- Based on completed Letter of Interest packet

Follow up calls/on-site visits
- To make sure the necessary resources are available

Identify limited number of best qualified sites
- “Best Qualified” = greatest capacity to implement recommendations from the *Integrated Strategies* White Paper

Make final selection in partnership with:
- US Department of Justice’s Bureau of Justice Assistance
- US Department of Labor Employment and Training Administration
- Annie E. Casey Foundation
Questions?

Contacts:

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