

July 17, 2018



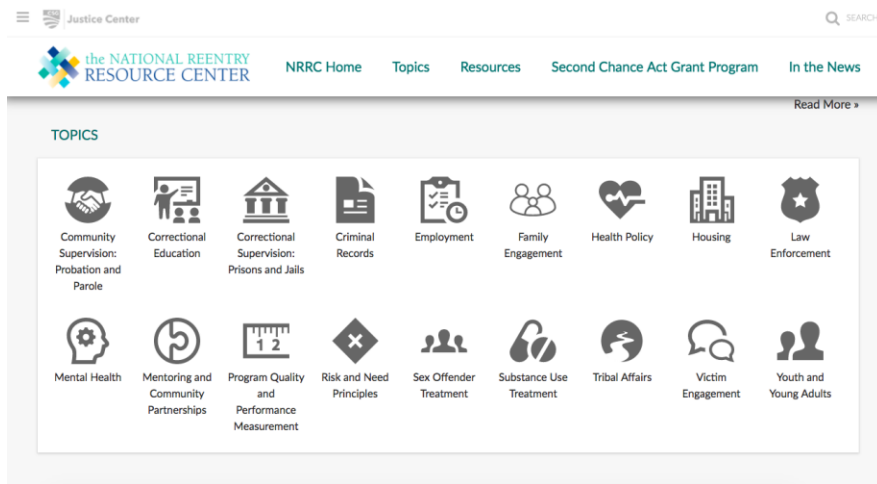
# *Best and Promising Practices in Integrating Reentry and Employment Interventions*

# Speakers

- **Erica Nelson**, Policy Analyst  
The Council of State  
Governments Justice Center
- **James Rhoads**, Director of  
Training and Education  
The Lord's Place
- **Craig Spatara**, Criminal Justice  
Program Manager  
Palm Beach County Public  
Safety Department
- **Chris Warland**, Associate  
Director for Field Building  
Heartland Alliance's National  
Initiatives on Poverty &  
Economic Opportunity
- **Ray Woodruff**, Employment  
Programs Manager  
Wisconsin Department of  
Corrections

# National Reentry Resource Center (NRRC)

- ✓ The NRRC was authorized by the passage of the Second Chance Act (SCA) and launched by the Bureau of Justice Assistance (BJA) in 2009.
- ✓ NRRC staff have worked with nearly 800 SCA grantees, including state and local government agencies and community-based organizations.
- ✓ The NRRC provides individualized, intensive, and targeted technical assistance, training, and distance learning to support SCA grantees.



# Overview

- Understanding the intersection of reentry and employment
- Strategies for integrating best and promising reentry and employment practices
- Planning a system-wide, coordinated reentry process

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Quiz: How many adults were under some form of US correctional supervision at year-end 2016?

(A) ~15 million

(B) ~5.5 million

(C) ~6.7 million

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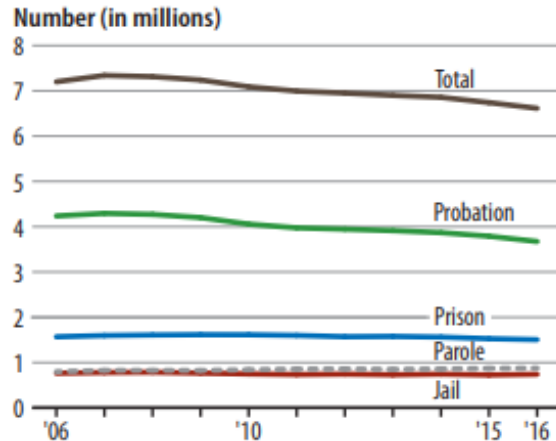
(B) ~5.5 million

(C) ~6.7 million

# Federal, state, and local governments are managing large correctional populations

**1 and 38 adults is under correctional control**

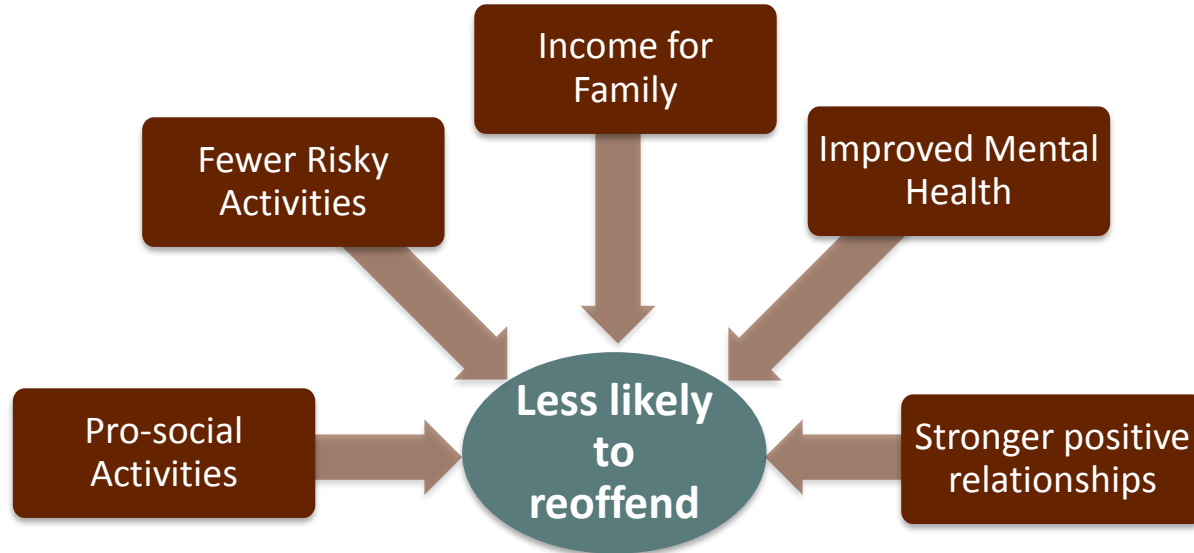
Total population under the supervision of U.S. adult correctional systems, 2006–2016



- **95%** of people incarcerated in state prisons will be released
- **68%** will be rearrested within 3 years
- **79%** within 6 years
- **83%** within 9 years



# Employment is an important part of successful reentry



- Especially when earnings are above minimum wage
- Especially with stable jobs

# Having a felony conviction and/or having been in prison can make people significantly less employable



Skill deterioration\*

Lack of access to pro-social networks\*

Employer bias

Legal barriers to employment

*\* For people who spent time in prison.*

# Reduce barriers to employment for people who have criminal records

**Build skills**

**Engage employers**

**Reduce policy barriers**

# Overview

- Understanding the intersection of reentry and employment
- **Strategies for integrating best and promising reentry and employment practices**
- Planning a system-wide, coordinated reentry process

# Research underlies effective program design and practice

Just connecting someone to a job has not been shown to reduce recidivism



**Address all underlying needs related to recidivism**

Not everyone with a criminal record needs the same services



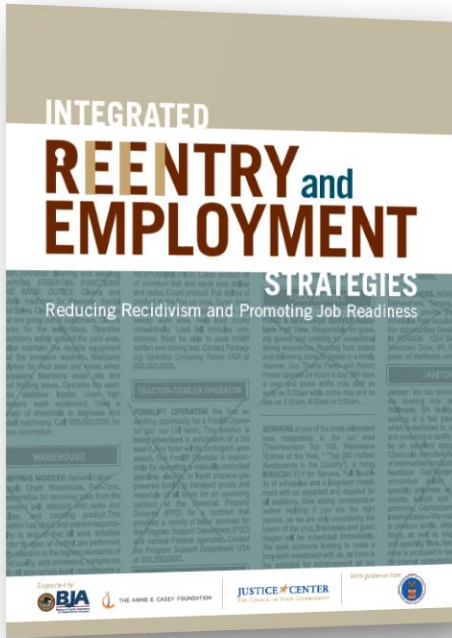
**Assess level of job readiness and likelihood of recidivism**

People who are higher risk require cognitive behavioral interventions, while those services can be detrimental to people who are lower risk



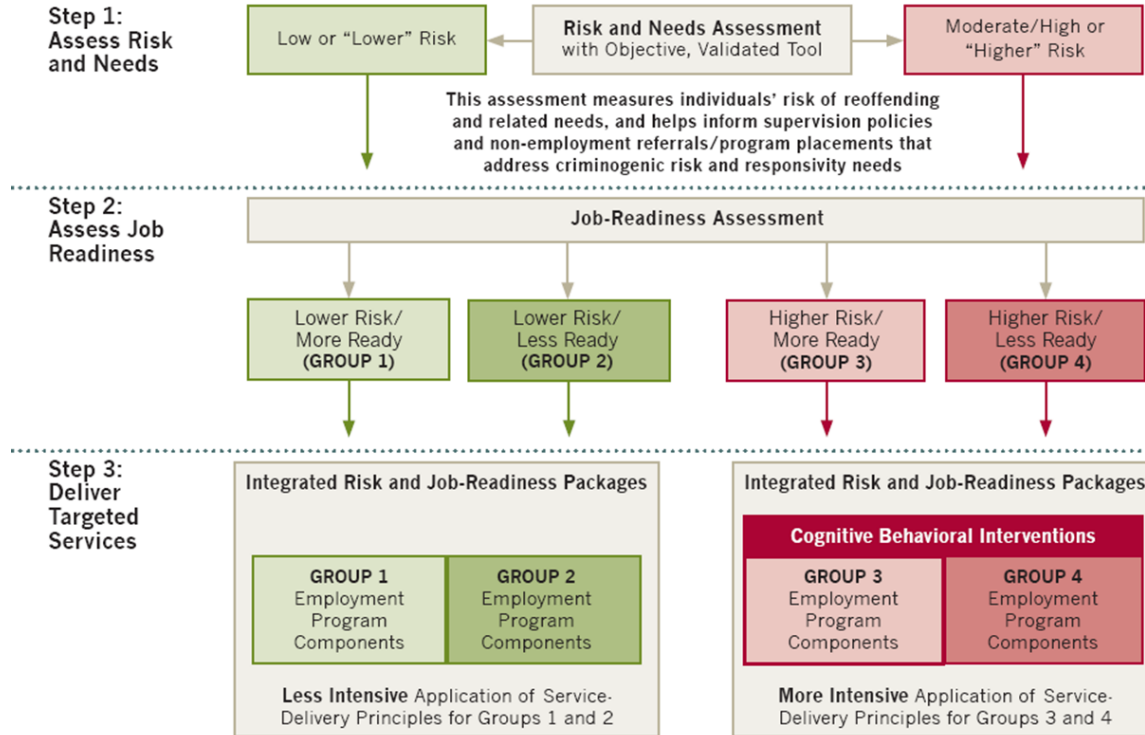
**Match people to services based on assessment results**

# Integrated Reentry and Employment Strategies (IRES) white paper released in 2013



- Supported by the U.S. Department of Justice and the Annie E. Casey Foundation, with guidance from the U.S. Department of Labor
- Purpose: Bridge and integrate best practices from the **corrections, reentry,** and **workforce development** fields

# Connect people to appropriate services based on assessed risk, needs, and job readiness



# Employment Program Components to Improve Work Outcomes (*What to Do*)



## More Job-Ready

### Primary Focus:

#### Finding & Retaining Employment

- Non-transitional subsidized employment (e.g., on-the-job training)
- Job development and coaching
- Retention and advancement services (*includes continued education and training*)
- Financial work incentives



## Less Job-Ready

### Primary Focus:

#### Promoting Job Readiness

- Education and training
- Soft-skill development
- Transitional job placements
- Non-skill-related interventions



# Employment Service-Delivery Principles to Reduce Recidivism (*How to Do It*)

	Lower Risk	Higher Risk
<b>Engagement</b>	Avoid intensive case management	Intensive case management and cognitive-behavioral interventions
<b>Timing</b>	Connect to services upon release	Connect to services pre-release or immediately upon release
<b>Incentives</b>	External motivation is less critical	Enhance motivation through recognition and incentives
<b>Coordination</b>	Less intensive community supervision	Work closely with supervision agents and reentry service providers
<b>Structured Time</b>	Avoid disrupting existing pro-social ties	Structure time in pro-social environment

# An Example

**Group 1**  
Lower Risk/  
More Ready



## Joseph

- 28
- Felony conviction
- GED

**Group 4**  
Higher Risk/  
Less Ready



## Michael

- 27
- Felony conviction
- High school graduate

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Other Risk  
Factors:

- No prior convictions
- Maintained family ties
- 3 prior convictions
- History of substance addiction

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Other Job  
Readiness  
Factors:

- Employed at time of arrest
- Worked in correctional industries while incarcerated
- Unemployed at time of arrest
- Gaps in employment history
- Limited skills

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Appropriate  
Services:

- Connect with services that focus on job attainment and retention
- Low intensity service delivery and supervision
- Intensive engagement and structured programming
- Focus on soft skills development and building job readiness

# Polling Question: What are two significant barriers to employment facing your clients

- (A) Limited work experience
- (B) Legal barriers to employment
- (C) Lack of occupational skills
- (D) Lack of “soft job skills”
- (E) Negative attitudes about work

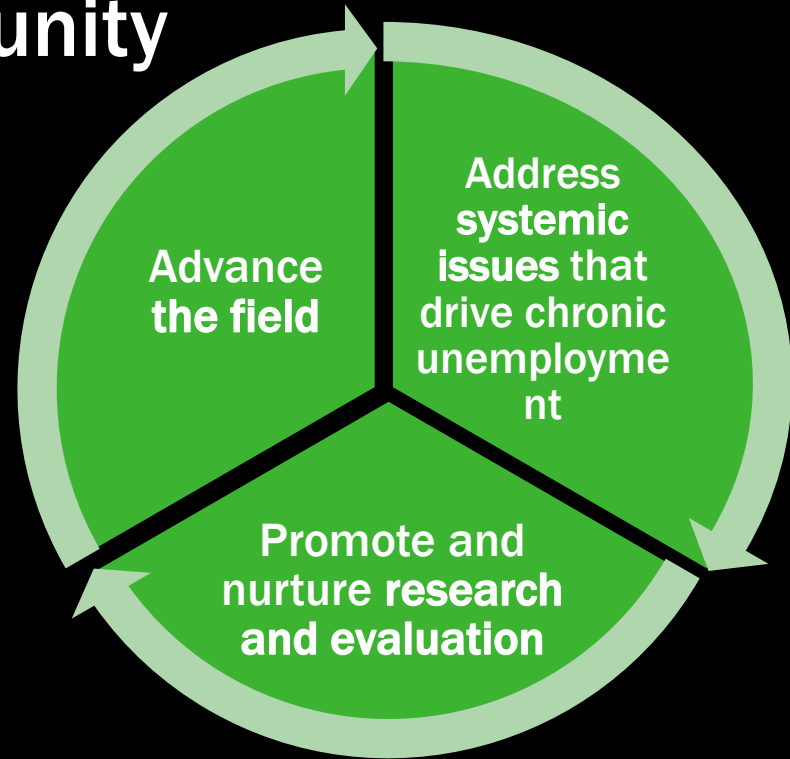
# Integrating Transitional Jobs and Cognitive-Behavioral Interventions for Returning Citizens

Chris Warland  
National Initiatives  
on Poverty and Economic  
Opportunity



# National Initiatives on Poverty & Economic Opportunity

Dedicated to ending chronic unemployment and poverty.



# Defining TJ

- Time-limited, **wage-paid work**
- Supportive services
- Skill development
- Job development and retention services





# The **goals** of TJ

- **Stabilize** with income
- **Learn** experientially
- **Address** barriers
- **Build** work history
- **Access** incentives
- **Develop** skills
- **Transition** to permanent employment

# The community benefits of TJ

- Economic stimulus
- Increased tax payments
- Benefits to employers
- Reduced recidivism
- Reduced reliance on public benefits
- Positive ROI





# Research evidence supporting TJ

- Has been very rigorously studied (multiple randomized control trials)
- Very high participation rates
- Significant impacts on recidivism and child support
- Works better for higher-risk individuals
- Positive ROI
- Impacts on violence when combined with cognitive-behavioral interventions



# Cognitive-Behavioral interventions



- Evidence-based—one meta-analysis estimates 25% reductions in recidivism
- Focus on how feelings, thoughts, and behaviors interrelate
- Impact both employment and justice involvement

# Cognitive-Behavioral interventions



- Studies find reductions in anxiety and depression among jobseekers
- Jobseekers find work more quickly and work more hours
- CBT may also focus on changing workplace behaviors to increase retention and success

# TJ & CBT Combined: Evidence

## ■ Enhanced Transitional Jobs

### Demonstration

- Integrated CBT & TJ achieved best recidivism impacts

## ■ One Summer Chicago Plus

- Significant impacts on violent crime arrests

## ■ Reducing Crime and Violence in Liberia

- CBT plus income achieved significant reductions in crime and violence



# READI Chicago

- **Rapid Employment and Development Initiative**
- **Designed to address Chicago's gun violence crisis**
- **Combines extended TJ with Cognitive-behavioral intervention**
- **Other key features:**
  - **Extended TJ: 18 months of paid work**
  - **Relentless outreach and reengagement**
  - **Trauma-informed; harm reduction principles**
- **Random-assignment evaluation to be performed by University of Chicago Crime Lab**
- **1K jobs in year 1**

# Integrating TJ & Cognitive-Behavioral interventions

## Lessons Learned



- Curriculum selection: many are evidence-based, fewer are culturally competent
- Scheduling alongside work can be a challenge
- Dosage issues
- Compensation?

# Trauma-Informed service delivery



- Incarceration may=trauma
- Realize your participants have experienced trauma
- Recognize the signs and symptoms of trauma, e.g., avoidance or aggression
- Avoid re-traumatization



# National Initiatives Toolkits

WIOA  
Planning &  
Implementation  
Toolkit



Opportunity  
Youth  
Employment  
Toolkit



Employer  
Engagement  
Toolkit



Working  
To End  
Homelessness  
Toolkit



Transitional  
Jobs  
Programs  
Toolkit



TANF and  
Transitional  
Jobs  
Toolkit



[www.heartlandalliance.org/nationalinitiatives](http://www.heartlandalliance.org/nationalinitiatives)



# **THE LORD'S PLACE**

## **PALM BEACH COUNTY FLORIDA**

### **Integrating Reentry and Employment Strategies**

**Presented by**

**Jim Rhoads –Director of Training and Education – The Lord's Place**

# ABOUT THE LORD'S PLACE

- **Serving homeless individuals and families in Palm Beach County for over 35 years**
- **1,600 clients served per year**
- **Providing reentry services since 2010**
- **Enrolling nearly 300 individuals per year into employment services. Approximately 50 of these individuals enroll into a transitional work experience (TWE)**
- **57% of TWE students report being released from incarceration in the previous year**

# TRANSITIONAL WORK EXPERIENCE

## History of Transitional Work Experience

- Clients were offered a choice of either Culinary, Clerical, or Retail
- Program length up to 2 months. However if clients wanted to stay longer they could.
- Clients were getting jobs but were unable to maintain them
- National evidenced based models prompted us to lengthen our TWE programs from 6 – 9 months.
- This allowed clients additional “Hug Time” to assist in their “soft skill” development while attending TWE.

# TRANSITIONAL WORK EXPERIENCE

## Incorporating CBI into Transitional Work Experience

- With 6-9 month program we needed additional curricula to improve our program dropout rate and for helping clients maintain their employment for longer than 3 month
- What is CBI-EMP? – Cognitive-Behavioral Interventions for Offenders Seeking Employment
- Implementing CBI-EMP – included in the work schedule-- 2 hours every Monday and Friday
- This permitted us to complete a cohort within 4 months
- 16 weeks X 2 days a week to complete the required 32 sessions
- Well within the TWE timeframe of 6-9 months

# CBI & TRANSITIONAL WORK EXPERIENCE

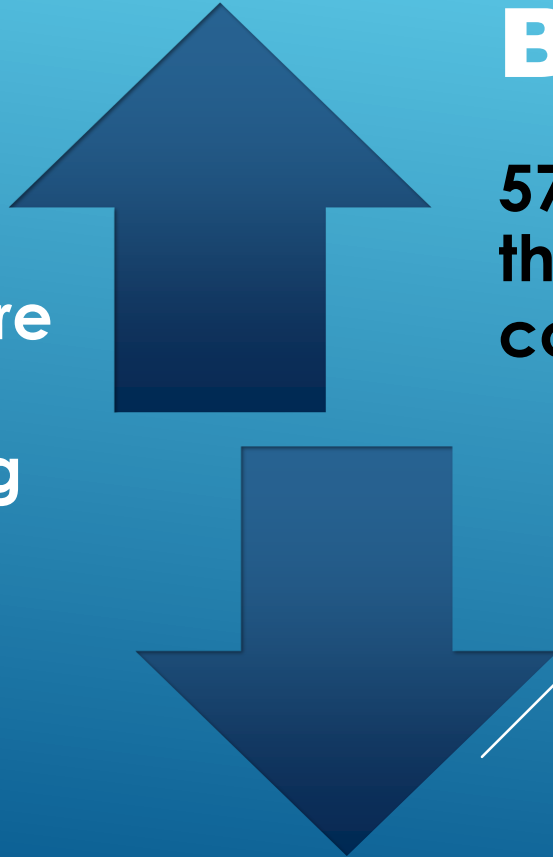
**Before**

**57% of clients left  
the program before  
completion**

**After**

**32% of clients left  
the program before  
completion**

**Program  
retention  
numbers before  
and after  
implementing  
CBI**



# **CBI & TRANSITIONAL WORK EXPERIENCE**

## **Lessons Learned**

- **Co-Facilitator model**
- **All male and female cohorts**
- **Motivation for 31 sessions**
- **Choosing the right instructors**
- **Homework (practice work) and attendance**
- **Using a What, Why, and How lesson format**
- **Partnership with the City's Downtown Development Authority (DDA)**

# CLIENTS CANNOT FIX WHAT THEY DON'T UNDERSTAND



# TRANSITIONING TO UNSUBSIDIZED EMPLOYMENT FROM TWE

Level One  
(0-3 mos.)

- CBI and interpersonal and professional skills development



Level Two  
(3-6 mos.)

- Performance based assessments
- “Rack system”

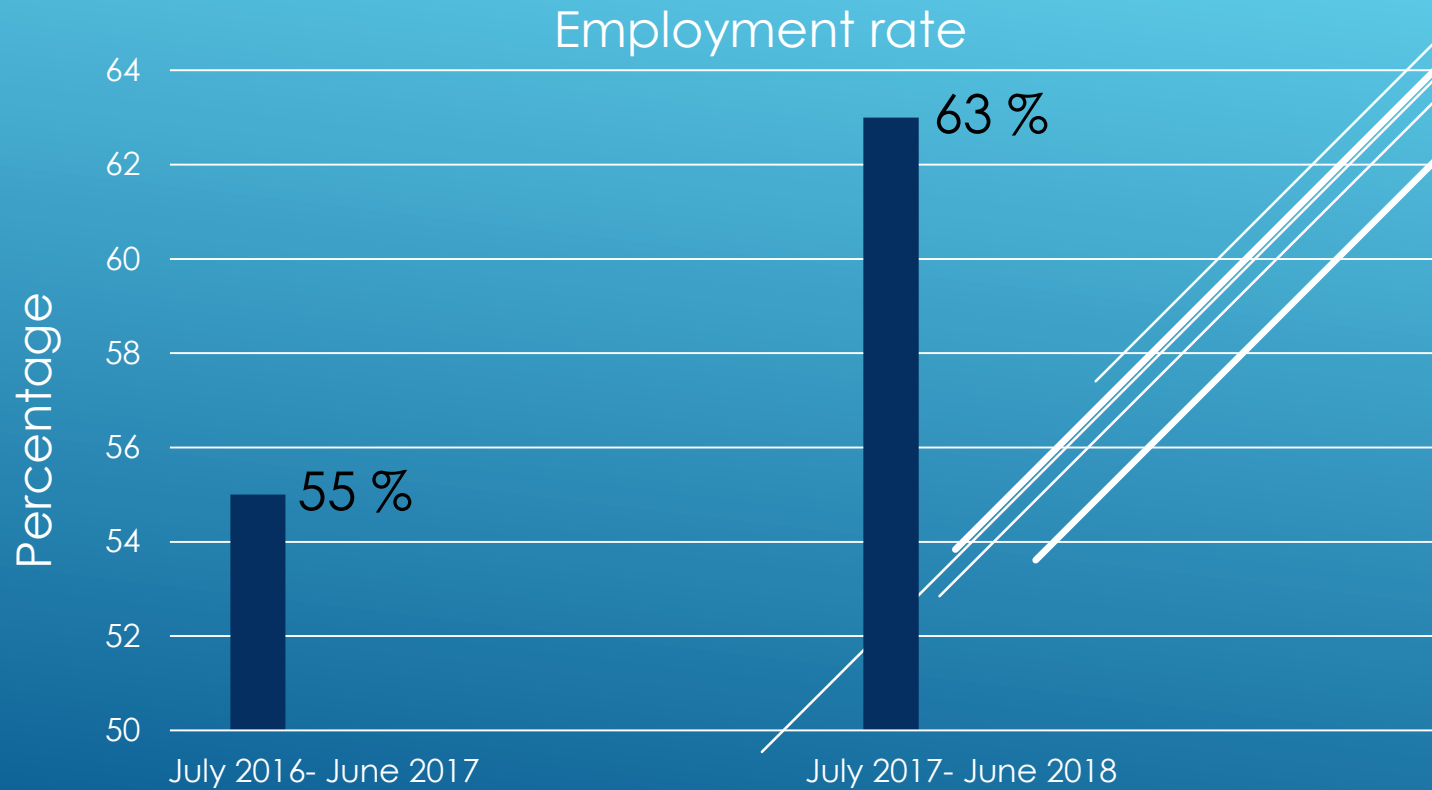


Level Three  
(6-9 mos.)

- Intensive job coaching



# TRANSITIONING TO UNSUBSIDIZED EMPLOYMENT FROM TWE



# Polling Question: Does your agency offer subsidized employment opportunities?

(A) Yes

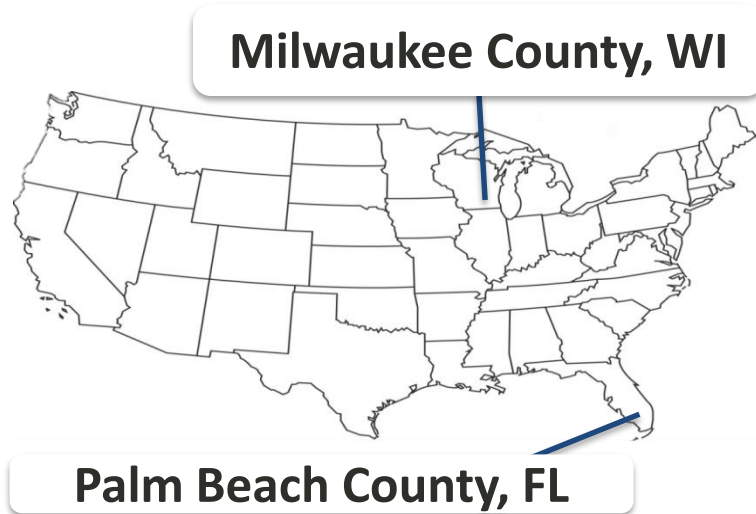
(B) No

(C) No, but interested

# Overview

- Understanding the intersection of reentry and employment
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- **Planning a system-wide, coordinated reentry process**

# Applying the IRES Framework at a systems level



1. Is our **leadership** committed to a collaborative approach?
2. Do we conduct timely risk-needs **assessments** and job-readiness **screenings**?
3. Have we conducted a comprehensive process analysis and **inventory of employment services**?
4. Do we have a **coordinated process** for making service referrals and tracking data?

# Wisconsin Department of Corrections



## **MAKING ASSESSMENT INFORMED REFERRALS WITHIN A CORRECTIONAL SYSTEM**

Ray Woodruff,  
Employment Programs  
Manager

# Wisconsin Department of Corrections (WI DOC) operates 37 adult correctional facilities and centers across the state



**23,519** people incarcerated,  
and **8,993** people released in 2017

~ **90 percent** of people released are on  
community supervision

**Milwaukee Co. receives  
greatest proportion of  
releases**



# 50% of people released in 2015 to Milwaukee Co. were higher risk and less job ready



## Data Definitions

**Higher Risk:** Medium, Medium with Override Consideration, or High Recommended Supervision Level

**Lower Risk:** Low Recommended Supervision Level

**More Ready:** Unlikely Education/Vocational Need Scale or Unlikely Employment Expectations Scale

**Less Ready:** Probable or Highly Probable Education/Vocational Need Scale or Probable or Highly Probable Employment Expectations Scale

*Data was analyzed for everyone released from four institutions of focus to Milwaukee Co. in 2015. Missing COMPAS Recommended Supervision Level and Core Education/Vocational Need Scale or Reentry Employment Expectations Scale for 32 people.*

\* WI DOC data analyzed by the Council of State Governments Justice Center

# WI DOC Primary Treatment Program Areas



- **Prior to 2017 – 5 WI DOC Primary Treatment Program Areas:**
  - Cognitive Behavioral
  - Anger Management
  - Domestic Violence
  - Substance Abuse
  - Sex Offender Treatment
  
- **February, 2017 – WI DOC established 6<sup>th</sup> Primary Treatment Program Area:**
  - Employment



# WI DOC Employment Program Standards



- **Creation of Employment Program Standards (2017)**
  - Increase the effectiveness and consistency of service delivery throughout WI DOC
  - Carefully consider fiscal and human resources
  - Identify subordinate goals, objectives, and outcomes to form the basis of a policy and procedure guide
  - Guide curriculum development and implementation
  - Identify offender risk, needs, and responsivity factors and incorporate them into all aspects of treatment and treatment design
  - Maximize service benefit by ensuring continuity of care
  - Utilize evidence-based practices to continually improve program quality and effectiveness

# WI DOC Employment Program Standards applies the IRES Framework



Program Example:

## **Windows to Work**

### Employment Program Components

- Education and Training
- ✓ Soft/Cognitive-Skill Development
- ✓ Transitional Subsidized Employment
- ✓ Non-Skill Related Interventions
- ✓ Non-Transitional Subsidized Employment
- ✓ Job Development and Coaching
- Retention and Advancement Services
- ✓ Work Incentives

### Employment Service Delivery Principles

- ✓ Engagement
- ✓ Timing
- ✓ Incentives
- ✓ Coordination
- ✓ Structured Time

Target: Moderate to High Risk and Less Job Ready

# Implementation of the Employment Program Standards



- **WI DOC Division-Specific Implementation Teams**
  - Division of Adult Institutions
  - Division of Community Corrections
  - Division of Juvenile Corrections
  
- **Building Capacity in WI DOC**
  - Curriculum End User Training
  - Reentry Planning Committee
    - ✦ Social Worker and Treatment Specialist Academy


# SYSTEMS LEVEL COORDINATION FOR ASSESSMENT INFORMED SERVICE REFERRALS

Palm Beach County, Florida

CRAIG SPATARA

Palm Beach County Public Safety  
Department

## KEY DEVELOPMENTS- COLLABORATION

- ✓ Established Reentry Task Force
  - ✓ Detailed Assessment of Reentry Services
  - ✓ Partnerships with Correctional Facilities
  - ✓ Reentry Strategic Plan
  - ✓ Community Based In-Reach Services
  - ✓ Agreement on Countywide Individual Assessment
  - ✓ Collecting and Tracking Data- RENEW
  - ✓ Policies and Procedures
  - ✓ Evaluation
  - ✓ Aligning resources and funding to build capacity
- 

# PALM BEACH COUNTY CRIMINAL JUSTICE COMMISSION (CJC)

The CJC was created by a Palm Beach County ordinance in 1988. It has 21 public sector members representing local, state, and federal criminal justice and governmental agencies, and 12 private sector business leaders representing the Economic Council of Palm Beach County. It has an established history of building strong partnerships to improve the criminal justice system in the County.

## **Vision**

Cultivate and enrich local criminal justice practice, policy, and program development

## **Mission**

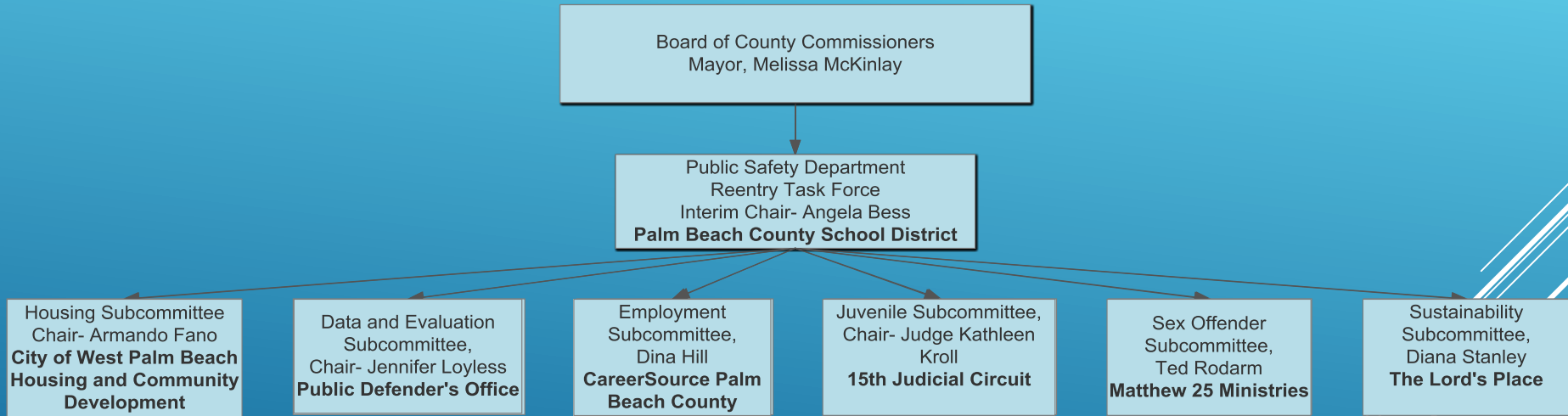
Serve as a catalyst to bring together criminal justice and related agencies in partnerships

# IMPACT- CJC AND REENTRY

Promoting collaboration among service providers and between corrections, reentry, workforce agencies and community-based organizations

Manages service contracts & quality assurance of services delivered

# REENTRY TASK FORCE STRUCTURE





# DETAILED ASSESSMENT OF REENTRY SERVICES

1) Created an inventory of the County services

2) Identified Gaps and Challenge

*Geographical- certain areas underserved*

*Coordination- lacking in coordination*

*Systemic- no pre-release contact*

# COMMUNITY-BASED

*Most reentry efforts in the country are developed and administered by Law Enforcement.*

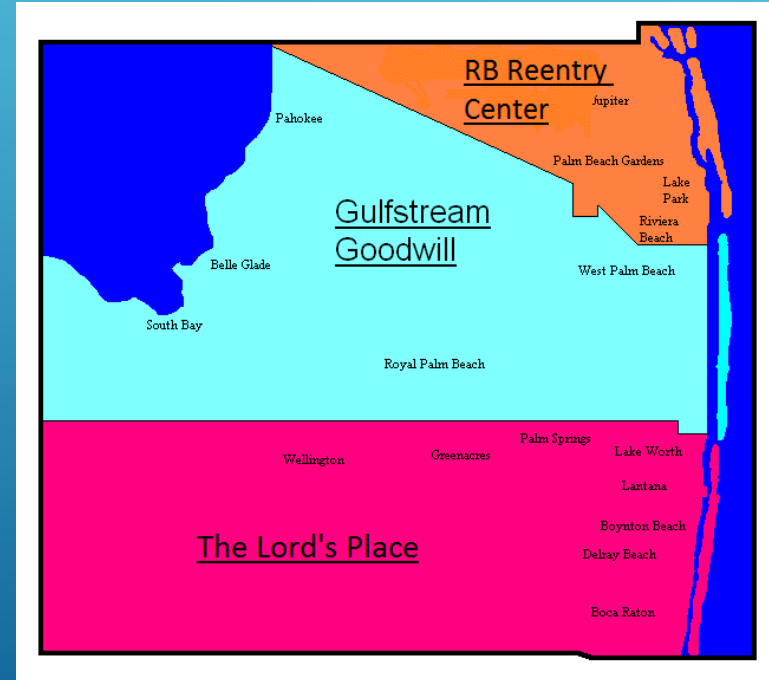
*Our partners make us unique:*

The Lord's Place

Gulfstream Goodwill

The Riviera Beach Reentry Center

Choice to Change



# DEVELOPING A SYSTEM-WIDE REENTRY PROCESS



Developing policies

Adopting a standardized assessment process

Identifying strategies to engage people prior to release



# TRANSITION PLANNING

## Program Components:

- Family reunification
- Job readiness
- Peer mentoring
- Transportation assistance
- Occupational skills training (OST)
- Substance abuse and mental health treatment
- GED courses
- Transitional housing
- Transitional work experience



# PBC REENTRY NETWORK- RENEW PROMOTES INFORMATION SHARING

A case management system, RENEW, was developed to ensure offender criminogenic risk and needs are identified and addressed. This system includes the following elements: on-going risk and needs assessment, responsivity, case planning, case plan follow-up and documentation, transfer of records, staff training and quality assurance.

## Consistent information flows

Assessment ⇨ Planning ⇨ Execution of Services

# CHALLENGES OF COORDINATING

- ▶ Custody and Control vs. Social Service
  - ▶ Language Barrier
  - ▶ Turf Issues
- 
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# EVALUATION

Welcomed 3<sup>rd</sup> party input, constructive criticism, suggestions, etc.

- University of South Florida
  - Criminal Justice Commission Research and Planning Unit
  - RTI International and Urban Institute
  - University of Miami
- 

# FUNDING

## SHIFTED EXISTING COUNTY RESOURCES TOWARDS REENTRY EFFORTS

- ✓ Department of Justice Edward Byrne Memorial Justice Assistance Grant (JAG)
  - ✓ Department of Justice Second Chance Act
  - ✓ State of Florida JAG and State Appropriation
  - ✓ Law Enforcement Trust Funds (Forfeiture)
  - ✓ Local Ad Valorem Dollars
  - ✓ MacArthur Foundation
- 



# RESULTS

Cut 1-year recidivism rates in half compared to baseline re-arrest rates

## **Palm Beach County Baseline Re-Arrest Rates**

Florida Department of Corrections- 68%

Local Jail- 50%

## **FY 2016- Palm Beach County RESTORE Program Results**

Florida Department of Corrections- 30.3%

Local Jail- 24.5%

# Building the capacity of reentry and employment service providers



**INSPIRING  
CHANGE**

**REENTRY SUMMIT  
OCTOBER 3-5, 2018**  
WEST PALM BEACH, FL

For registration and more information please visit [www.reentrysummitpbc.com](http://www.reentrysummitpbc.com)

**REGISTER NOW!**

Join leaders from across the nation to share industry best practices and innovative programs for reentry services. Be part of the conversation that inspires criminal justice reform and advocates for social justice.

**KEYNOTE SPEAKERS:**

Sec. John Wetzel – Penn Department of Corrections

Tonier Cain – Neen Cares

Ed Latessa, Ph.D. – University of Cincinnati

# Questions and Answers

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Corrections

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# Resources

- ❑ **Integrated Reentry and Employment Strategies (IRES): Reducing Recidivism and Promoting Job Readiness**
  - ❑ [IRES white paper](#)
  - ❑ [First year of lessons learned from implementing the IRES framework on a systems-level](#)
- ❑ **National Reentry Resource Center Reentry and Employment Program**  
<https://csgjusticecenter.org/nrrc/topics/employment>
- ❑ **National Transitional Jobs Network:** [www.transitionaljobs.net](http://www.transitionaljobs.net)
- ❑ **National Skills Coalition:** <https://www.nationalskillscoalition.org>

# Thank you!

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For more information, contact  
[info@nationalreentryresourcecenter.org](mailto:info@nationalreentryresourcecenter.org)

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