



Vocational Justice:
Reentry Strategies that Work
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Presenter

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CEO'S VISION AND MISSION



CEO'S MISSION

The Center for Employment Opportunities (CEO) is dedicated to providing immediate, effective and comprehensive employment services to men and women with recent criminal convictions in New York City and around the country.

CEO'S VISION

CEO's vision is that anyone returning from prison who wants to work has the preparation and support needed in order to find a job and stay attached the labor force.

THE CEO MODEL



JOB READINESS TRAINING

3,000+ Enrolled
Annually

TRANSITIONAL EMPLOYMENT

Average 250
Participants
Working Every Day
On 45+ Work Crews

FULL-TIME PLACEMENT

1,642 Placements
In FY 2012

ONE YEAR FOLLOW UP

Up to \$500 in
Retention
Incentives available
to participants

MDRC'S 3 YEAR RANDOM ASSIGNMENT EVALUATION RESULTS: CEO makes communities safer and saves public systems money

CEO's Impact on...	Finding	Outcomes
Public Safety	Statistically significant reductions on all measures of recidivism	Over 20% reduction in reconviction and returns to incarceration
Employment	Substantial increase in employment early on & some positive impacts on long term employment for some populations	1 st year improvements were substantial (44%), but faded over time
Public Spending	Nearly 4:1 Benefit: Cost Ratio	Up to \$3.85 saved for every tax payer dollar spent

BEST RESULTS WITH HIGHER RISK CLIENTS

including young adults. These results were driven by those recently released from incarceration.

CEO OFFICES



CALIFORNIA

- Oakland
- San Diego
- 3rd site by 2014

OKLAHOMA

- Offices Open:
- Tulsa

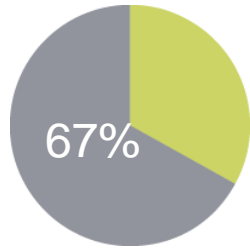
NEW YORK

- Offices Open:
- New York City
 - Albany
 - Buffalo
 - Rochester
 - Binghamton

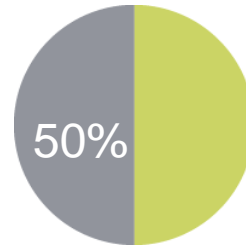
Reentry and Employment

REENTRY, WORK & CRIME IN AMERICA

Over **700,000** individuals will be released from prison this year.

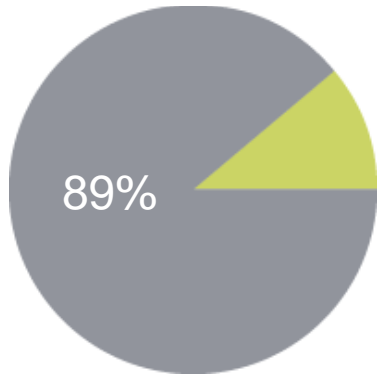


67% of those paroled
will be rearrested within
3 years



over 50% will **return** to prison.

The **unemployment** rate of ex-prisoners
1 year post-release is up to **60%** .



89% of all people who violate parole
ARE UNEMPLOYED AT THE TIME OF VIOLATION

7 MILLION REASONS WHY REENTRY, WORK & CRIME MATTERS



6.6 million people are under criminal supervision in the United States.

More than half are fathers

7,000,000 children in the U.S. today have fathers in the criminal justice system.

A FATHER'S INCARCERATION: IMPACT ON FAMILY EARNINGS

Year Before

\$50K

During

\$39K

**-22%
from
before**

Year After

\$42K

**-15%
from
before**



Concentrated Community Impact

- People come from a relatively small number of neighborhoods, primarily low-income communities of color
- Depletes communities labor force, esp. of working age men
- Increased fiscal burden on family and friends
- Depresses future earning potential of formerly incarcerated for years to come

THE BOTTOM LINE

People with jobs
commit fewer crimes
than people without jobs

{ As wages go up,
crime goes down }

Building for Success

Setting the Right Expectations

“ There’s nothing in our history of over 100 years of reform that says that we know how to reduce recidivism by more than 15 or 20 percent. And to achieve those rather modest outcomes, you have to get everything right – the right staff, delivering the right program, at the right time in the offender’s life, and in a supportive community environment. We just have to be more honest about that...”

- Joan Petersilia, former San Quentin Warden

Defining Success with Multiple Partners

Distinct missions of criminal justice and workforce agencies result in multiple definitions of success. These objectives can be mutually reinforcing if partners collaborate effectively.

	<u>Criminal Justice</u>	<u>Human Welfare</u>
Goals	Reduce recidivism Increase public safety	Promote self-sufficiency; protect vulnerable populations
Indicators	Criminogenic risk factors Arrests Reconviction (esp. violent)	Income Employment Wealth
Interventions	Assessing risk Targeting highest risk Strategic use of sanctions	Public Benefits Job Training/Placement Financial Education

Building the right system

Provide the right services to the right people at the right time

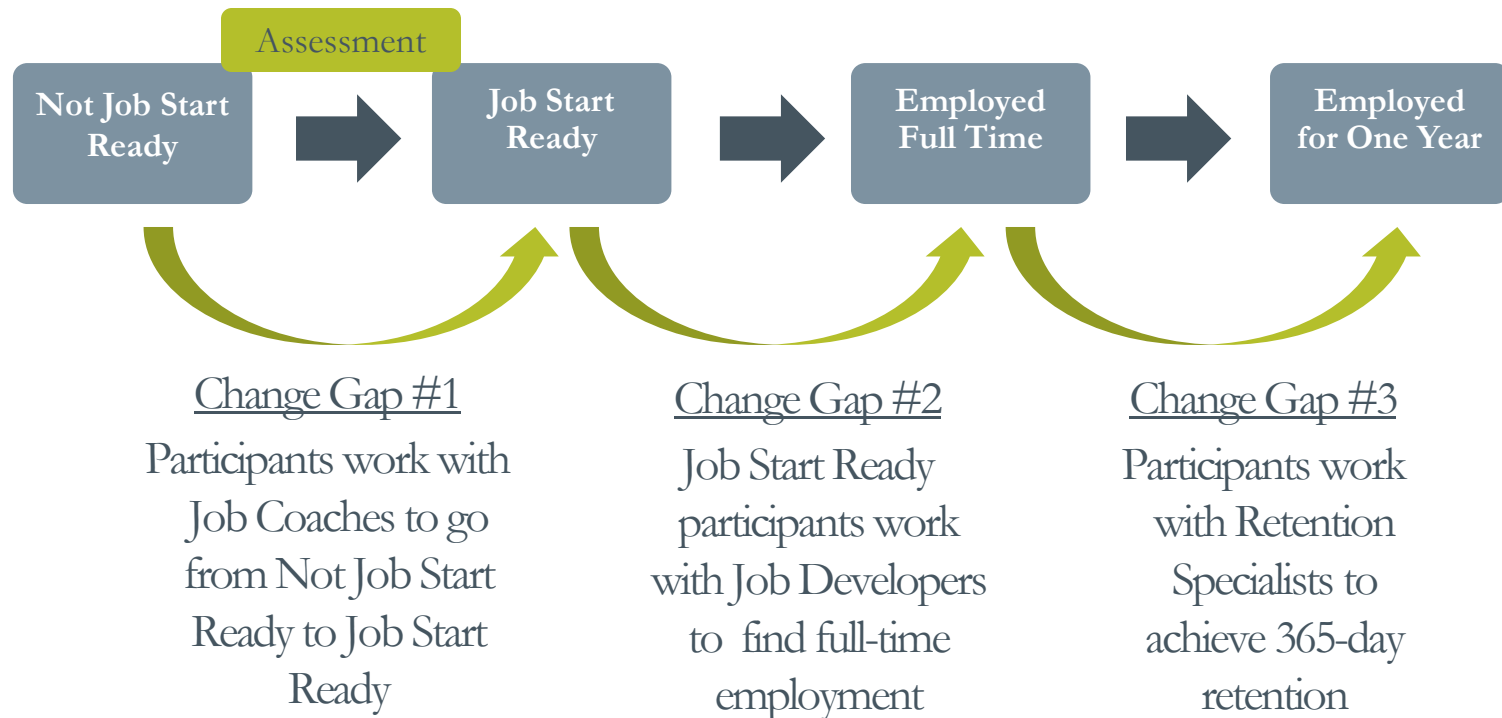
- Target funding towards needs of higher risk inmates and establish realistic expectations for performance with this hard to serve sub-group
- Offer medium and lower risk inmates less intense services with an emphasis on critical junctures (e.g. release)
- Leverage existing systems to offer core services (e.g. one-stops, mental health, social services)
- Co-locating services within existing CBOs that are already serving this population

Build the right team

- County personnel should have the skill set to perform the tasks being asked of them, this may require hiring new staff with non-traditional backgrounds (esp. within Criminal Justice agencies)
- Strategic contracting with CBOs to provide services to allow flexibility in services offered
- Create opportunities for cross training that includes staff from human service and criminal justice agencies as well as CBOs

HOW CEO USES ASSESSMENT TO DETERMINE SERVICE DELIVERY

At CEO, we utilize our job start readiness assessment to deploy our services at the moment in time when we believe they will have the greatest impact. While we still devote the bulk of our resources to those with the highest risk/need (not job start ready) this approach allows others to move forward and, ideally secure full time employment thus diminishing the intensity of their engagement w/ CEO.



Incarceration, Release & Reentry

**“Our response must be
greater than the problem”**

- Arnold Perkins, former Alameda County Public
Health Director

Reentry Process



Common Reentry Employment Services

- **Basic Education** – basic literacy and numeracy, pre-GED and GED
- **Pre-employment Readiness** – interview coaching, job search strategies, “soft skills”
- **Vocational training** – training in targeted sector, ideally credential awarding
- **Transitional/Supported Employment** – Time limited paid employment in supported environment
- **Job Placement** – placement in unsubsidized employment
- **Retention services** – on-the-job supports, career counseling, incentives

Incarceration

Desired Outcome: Identify high risk/need inmates and implement individual reentry plan for addressing those needs

System

- Target resource based on risk and need level
- Assess and classify inmates according to risk and needs
- Create an individualized reentry plan focusing on most significant needs
- Institution has administrative capacity and procedures to ensure provision appropriate

Typical In-Custody Services

- GED Classes
- Vocational Training
- Pre-employment readiness
- Benefits Screening & document preparation
- Child Support suspension
- State ID (if possible)
- Parenting programming
- Mentoring
- Job Fairs

Release

Desired Outcome: Immediate connection to source of income and housing facilitated by probation and CBOs

System

- Focus on high risk individuals
- Prioritize basic needs (e.g. income, housing)
- Data and information sharing
- Establish primary CBO prior to leaving jail
- Remove/mitigate potential barriers (e.g. provide ID, resume medical)

Services

(must address need for immediate income)

- Comprehensive Provider
 - Transitional Employment
 - Job placement and retention
 - Vocational Training
 - Pre-employment readiness
 - Basic Education
- {training should include stipend or other means of income}

Reentry

Desired Outcome: No recidivism and sustained, unsubsidized employment with reduced probation contact

System

- Regular reassessments and planning
- Target programs that offer long term employment solutions
- County and CBO's high level of coordination initially, diminishing over time
- Ensure flexibility that accounts for "bumps in the road" to reduce impact and prevent recidivism

Services

- Focus on job placement and retention
- Provide opportunities for advancement
- Offer supplemental services (e.g. financial services, asset building opportunities)
- Assistance in maintaining level of support as income increases

Opportunities Presented by Realignment

- Early benefits enrollment in due to consistent county residency
- Utilize resources in ways that are mutually reinforcing of broader program goals (e.g. incorporating health care enrollment into workforce programs)
- Flexibility of funding has the potential to encourage innovation
- **LEVERAGE, LEVERAGE, LEVERAGE**

Conclusion and Recommendations

- Risk/need assessments drive supervision and services
- Need an array of services, with varying levels of intensity to meet the diverse needs of the population
- Collaboration and communication between systems will enable both to succeed through mutual reinforcement
- Timing is everything, need to be strategic about when to use which service and with whom
- Success may require new staff positions that may not currently exist
- Create joint training opportunities that bring County and CBOs staff together