The Integrated Reentry and Employment Services (IRES) Pilot Project: Preparing People for Work
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Overview

Goals and scope of pilot project

Programming and process changes

Next steps
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Next steps
The scope of reentry is too big to ignore

10 million adults in the U.S. are returning from incarceration each year*

70 million adults nationwide have an arrest or conviction record

* 600,000 people released from state and federal prisons, plus 9 million people released from jails

Scope of the Issue in Wisconsin

- 66,000+ under correctional supervision in the community
- 22,000+ incarcerated in Wisconsin DOC institutions
- 8,500 – 9,000 DOC inmates released each year in WI

### 2016 Releases from Incarceration

**Percent of Releases**

<table>
<thead>
<tr>
<th>County</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milwaukee</td>
<td>31.3%</td>
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<tr>
<td>Dane</td>
<td>6.1%</td>
</tr>
<tr>
<td>Racine</td>
<td>5.9%</td>
</tr>
<tr>
<td>Brown</td>
<td>4.7%</td>
</tr>
<tr>
<td>Waukesha</td>
<td>4.3%</td>
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</tbody>
</table>

Employment is an important part of reentry

- Less likely to reoffend
- Fewer Risky Activities
- Improved Mental Health
- Income for Family
- Pro-social Activities
- Stronger positive relationships

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

What is the Employment Factor?

- People who are employed and earning higher wages soon after release from incarceration less likely to recidivate
- Individuals who receive correctional education less likely to recidivate and more likely to obtain employment
- Subsidized employment programs for those recently released from prison, as well as wrap-around programs (pre-release interventions with post-release services), have been shown to boost employment and earnings while reducing recidivism
Considerations for employment programs seeking to reduce recidivism

Not everyone with a criminal record needs the same services

Just connecting someone to a job will not reduce recidivism

People at a higher-risk of reoffending require cognitive-behavioral interventions, while those services can make people at a lower-risk of reoffending worse off

Assess differences in risk of recidivism and job readiness

Address underlying needs related to recidivism

Match people to services based on assessed risk and needs

SOURCE: Latessa (2012), “Why work is important and how to improve the effectiveness of correctional reentry programs that target employment”
Integrated Reentry and Employment Strategies (IRES) white paper released in 2013

**Purpose:** Bridge and integrate best practices from the corrections, reentry, and workforce development fields

Supported by

**With guidance from**
Connect people to appropriate services based on assessed risk and needs

**Step 1: Assess Risk and Needs**
- Low or “Lower” Risk
- Risk and Needs Assessment with Objective, Validated Tool
- Moderate/High or “Higher” Risk

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.

**Step 2: Assess Job Readiness**
- 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)

**Step 3: Deliver Targeted 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
Two pilot sites selected to test framework at a systems level

Milwaukee County, WI and Palm Beach County, FL
Why Wisconsin?

- Committed Leadership
- Existing Partnerships
  - Milwaukee Reentry Network
  - Windows to Work
  - EM Coordinating Council
Employ Milwaukee Partnerships

- Coordinating Council

The *Coordination Council* is a group of local workforce related entities from the *Public, Private For Profit, and Non-profit* organizations engaged in the funding, delivery and monitoring of services to both employers and workers.

- Its primary focus is to address the needs of the worker in their efforts to insure alignment with the employers needs for a skilled workforce.

  - Provides Employ Milwaukee a system to position it as the primary coordinator of all workforce related issues.
  - Responds to employer’s desires to have a source for identifying and hiring qualified workers.
  - Creates the vehicle to address and engage all community workforce stakeholders in plans to resolve local workforce issues.
  - Creates a mechanism to respond to local employer trends.
  - Convenes Public, Private, Non-Profits and Foundations engaged in workforce solutions.
About 38% of all adults released to Milwaukee Co. come from four DAI facilities:

- Fox Lake Correctional Institution (FLCI): 4%
- Milwaukee Secure Detention Facility (MSDF): 23%
- Oakhill Correctional Institution (OCI): 3%
- Racine Correctional Institution (RCI): 8%
Scope of pilot project in Milwaukee Co. and research questions

Target Population

1035 adults returned to Milwaukee Co. from four DAI facilities of focus in 2016

- What are their risk levels and service needs, and what types of services are available pre-release?

Referral Mechanism

Pre-release staff coordinate with supervision agent for reentry planning

- What are the assessment and referral processes, and who coordinates?

Programs

~25 agencies in Milwaukee Co. provide workforce services to adult reentry population

- What types of services are available, and who are providers best equipped to serve?
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IRES project timeline

- Information Gathering
  (Feb 2015 – Mar 2016)

- Planning and Implementation
  (Apr 2016 – Dec 2017)

- Process Evaluation
  (Jan 2018 – Apr 2018)
System map  
*(pre-to post-release)*
Step 1: Conduct risk-needs assessment to group population by risk and job readiness levels.
47% of people released in 2016 from four DAI facilities 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

*Scores missing for 34 people

Data analyzed by the Council of State Governments Justice Center
Step 2: Make referrals to correctional programming
Step 3:
Make connection to supervision agent and referral to workforce program in community
Referral Process

- Supervision Agent sends referral to EM
- Reach in services conducted within 30 days pre-release
  - Complete Online Work Readiness Assessment
  - Discuss individual employment and/or training plan
  - Provide appointment for week of release
- Provide case management and referrals to workforce programs upon release
- Coordinate programming and supportive services with DCC Agent
  - Provided with copy of IEP and first appointment
  - Monthly progress notes provided to Agent
What is wQ?

- A customized, online, standardized appraisal tool that, when coupled with proper interviewing skills:
  - Assists case managers with helping customers access services and an appropriate employment pathway
  - Provides comprehensive customer information
  - Standardizes the employability appraisal process
  - Streamlines work and work readiness planning activities
- Provides in-depth appraisal of customer strengths and barriers
- For use with any population—particularly those hard to serve or unemployed/underemployed
### New Interview Assessment Added - Self-Sufficiency Plan must be created

*Interview ID: 339138 Updated: 03/09/2017*

#### Strengths

**Employment**

<table>
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<tr>
<th>Previous Jobs</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>(Job History)</td>
<td></td>
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<tr>
<td></td>
<td>Has held the following jobs:</td>
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<tr>
<td></td>
<td>Kohl's (10/14/2016 - )</td>
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<tr>
<td></td>
<td>Type of work:</td>
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<tr>
<td></td>
<td>Special skills:</td>
</tr>
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</table>

**Language Proficiency**

<table>
<thead>
<tr>
<th>Recommendation</th>
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</thead>
<tbody>
<tr>
<td>Has the following language proficiency:</td>
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<tr>
<td>Albanian: Fluent</td>
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</table>

**Work Interests**

<table>
<thead>
<tr>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the following work interests:</td>
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<tr>
<td>- Coordinating, training, supervising, or managing the activities of others to accomplish goals</td>
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<tr>
<td>- Working alone</td>
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<tr>
<td>- Working with words and numbers</td>
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<tr>
<td>- Working with numbers</td>
</tr>
<tr>
<td>- Using traditional skills (canoe building, art work, baskets, beadwork)</td>
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<tr>
<td>- Working with databases</td>
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Feature: Employment Projections
Feature: Reports

Reports

Client by Demographics
Presents counts of clients broken down by various demographic factors, including gender, race/ethnicity, and age.

Participants by Employment History and Career Preferences
Provides counts of clients broken down by current employment status, reasons currently not working, and career preferences.

Participants by Educational Attainment
Displays counts of clients based on highest grade level completed, familiarity with English, and other educational attainments.

Clients by Potential Barriers - Legal, Housing, and Transportation
Summarizes total counts of clients based on transportation, housing and legal barriers.

Participants by Health Barriers
Shows counts of clients based on physical health concerns and disabilities, mental health concerns, and alcohol and substance abuse/addiction.

Clients by Potential Barriers - Childcare, Domestic Abuse, and Well-Being
Depicts counts of clients based on domestic violence, family member health problems, childcare issues and barriers.
Findings

Customers:
- Feel more engaged in the process and actively participate in the assessment
- Feel more ownership in their Self Sufficiency plan
- Generated more buy-in to recommendations
- Feel they have an advocate who understands their challenges
- Have connections to the workforce trends and labor market needs

Staff:
- See customer trends, resulting in alignment of resources to needs
- Able to better understand case load and service delivery needs
- Promotes consistency and accountability among case managers
- Strengthens referral process
- Helps identify additional staff training needs
- Staff think more holistically about customer desires, objectives, strengths, and barriers
Step 4:
Deliver reentry and workforce programs in community based on assessed risk and needs
What services are provided should be based on a person’s level of job readiness

More Job-Ready

Primary Focus: Finding & Retaining Employment
• Permanent unsubsidized employment
• 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
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Expand employment programming pre-release and prioritize services

- **Lower Risk/ More Ready (GROUP 1)**
  - Self-guided employment curriculum + technical or vocational training programs

- **Lower Risk/ Less Ready (GROUP 2)**
  - Volunteer-led employment curriculum + experiential job training programs

- **Higher Risk/ More Ready (GROUP 3)**
  - Cognitive intervention + technical or vocational training programs

- **Higher Risk/ Less Ready (GROUP 4)**
  - Cognitive intervention then employment-focused cognitive intervention
Ensure a smooth and coordinated transition from pre- to post-release

- Refine referral process for information sharing between DCC agents and Employ Milwaukee

- Identify which workforce programs are best equipped to serve each risk/need grouping

- Build capacity of workforce providers to integrate recidivism reduction techniques into employment programs
Questions?