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Getting It Right

Program Evaluation



CPR 
center *for* policy research

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Members of the Getting It Right Acceptance Board



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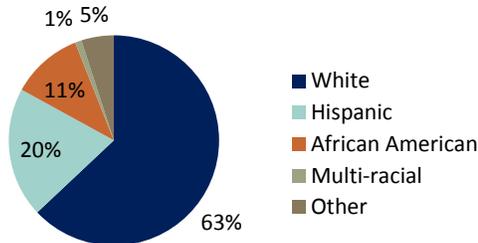
Summary of Findings: Getting It (Reentry) Right Infographic

Reentry Getting It Right

The Clients

The evaluation is based on 75 medium and high-risk male offenders

Most clients are White or Hispanic



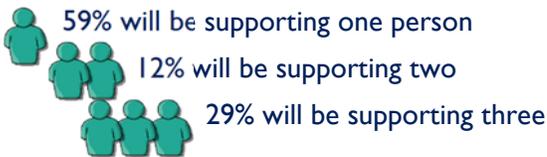
Average and median age = 36 years
Range in ages = 20 – 61 years

53% are single
20% are married
26% are divorced

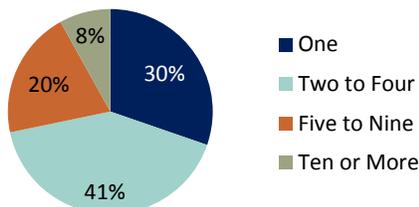
78% have children

12% have less than a high school degree
45% have a HS degree or GED
42% have some training/school past HS

Post-release



Number of Convictions



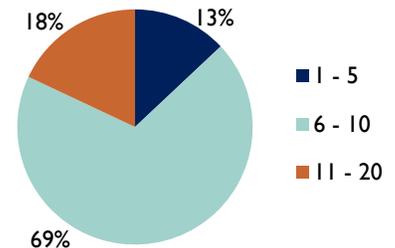
Number of Years Incarcerated Over His Lifetime
5.4 Years = Average
4.0 Years = Median



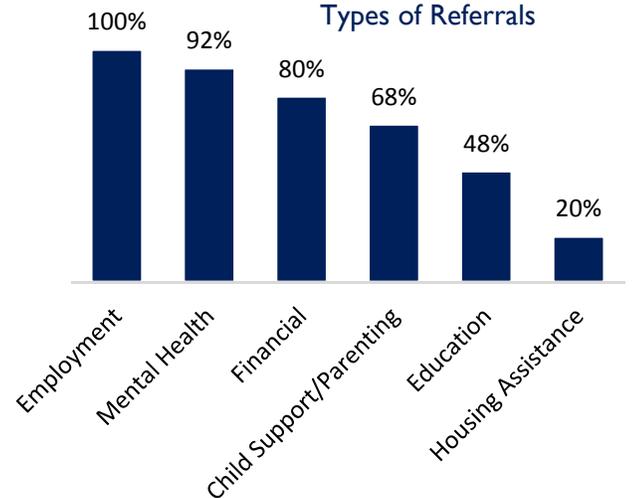
The Services

Contacts with Clients
8.1 = Average
7.5 = Median

Number of Service Referrals Made for Clients



Types of Referrals

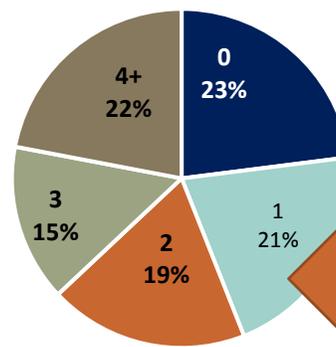


“ The grant changed the way we relate to offenders. ”

Getting It Right Staff

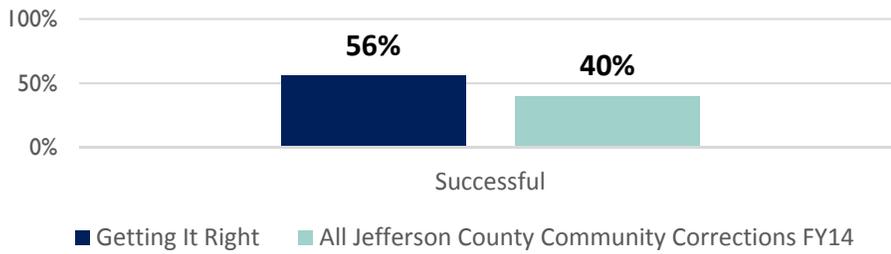
71%

Percent of Family Members Receiving Service Referrals



Number of Referrals

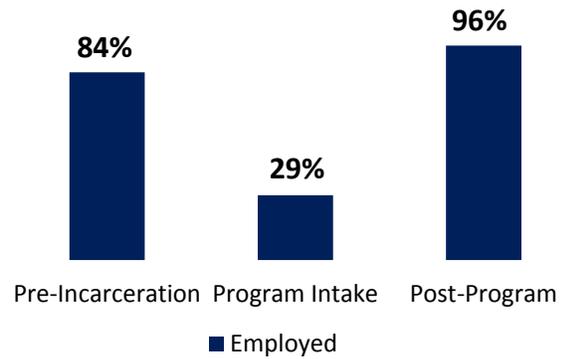
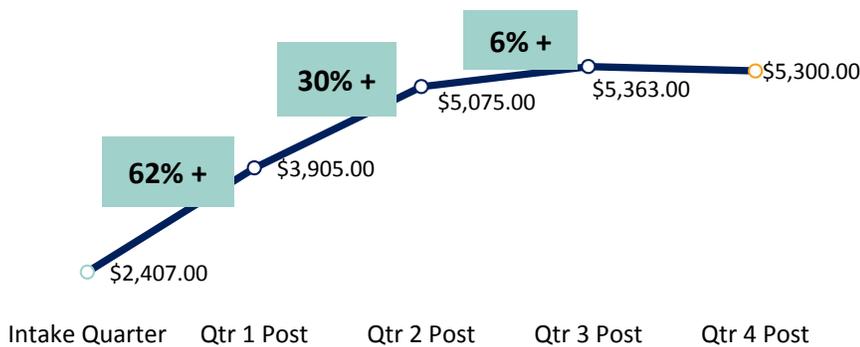
Figure 13. Status at Exit From Community Corrections: Getting It Right and All Jefferson County FY14 Community Corrections



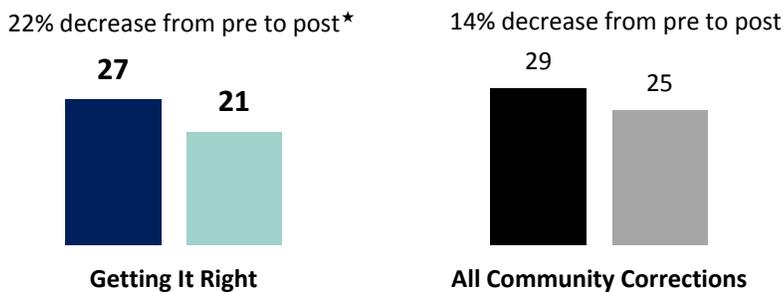
The Outcomes

Both Employment and Earnings Increased

Increase in Average UI Earnings From Intake to Four Quarters Post-Intake



LSI Scores At Intake and 6-Months Post-Intake for Participants in Getting it Right (n=41) and All Males in Colorado's Community Corrections in 2014



“ They go in an offender and they come out a father, tax payer, and employee. They are paying taxes, contributing to society. It really helps us as workers [to see them like that] but also how they look at themselves as well. ”

Getting It Right Program Manager

Program Outcomes Related to Program Services Received*

Participants who received key service components were significantly more likely to complete the program compared to those who did not:

| Service Component | Completed Services | Did Not Complete |
|------------------------------------------------------|--------------------|------------------|
| Financial Services | 69% | 27% |
| Housing Assistance | 85% | 54% |
| Contact with Family and Support Network | 69% | 44% |
| Thinking for a Change (cognitive behavioral therapy) | 79% | 39% |

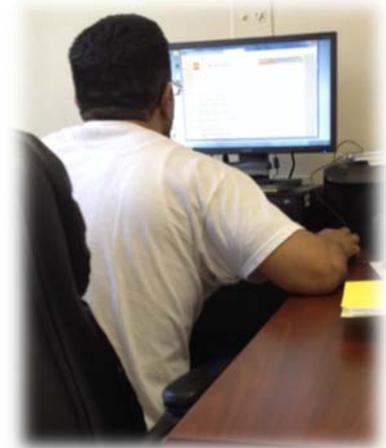
* Statistically significant at .01



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CHAPTER ONE: Introduction and Overview

Introduction



Participant searching for jobs

Jefferson County, Colorado Department of Human Services, Division of Justice Services was awarded funding from the Bureau of Justice Assistance, through the Second Chance Act to develop and test a comprehensive new approach to providing re-entry services to offenders released to Jefferson County, Colorado. The project, named Getting It Right was a strategic planning effort to develop, implement and evaluate a comprehensive reentry strategy that will reduce recidivism, increase public safety and promote self-sufficiency in Jefferson County, Colorado.

The project began in October 2013 and extended through March 2016. During this time period, Jefferson County convened a Task Force with representatives extending across county departments and local community service providers. The Task Force developed a strategic plan that aimed to provide a comprehensive reentry process with wraparound services to medium to high risk-offenders. During the first year, the Jefferson County Reentry Task Force was convened to guide the project and ensure the goals were achieved. Getting It Right provided services to offenders and their families, beginning at sentencing, continuing through community corrections, and eventually through their transition to community. Offenders and their family members received employment readiness training and support from faith- and community-based organizations.

To assess the implementation and potential outcomes of Getting It Right, The Center for Policy Research (CPR), a non-profit research organization based in Denver, Colorado was contracted to assist with the strategic planning effort and to conduct a process and outcome evaluation. This report begins by providing an overview of the strategic planning effort and Getting It Right project design. A literature review is presented to provide an overview of current research and context for addressing barriers beyond employment needs of offenders. Next, the study's objectives, research questions and data sources used for the analysis are presented. The enrollee demographics, services received and outcomes are described. Reactions from project staff and key stakeholders are presented, followed by a summary of project findings and implications for future research.



Project Overview

The goals of Jefferson County's Getting It Right project are to provide a comprehensive menu of services to medium to high-risk offenders while they are in community corrections and while they transition to the community. Going beyond traditional employment and case management services, Getting It Right sought to address reentry from a human services perspective by engaging the ex-offender's reentry support network of family and by providing additional support as needed. The services provided included: case management, employment, family reunification and responsible fatherhood programming, transportation assistance, housing assistance, human services integration, cognitive behavioral therapy, reentry support and transitional assistance to community.

Through the accomplishment of these goals, the Jefferson County Reentry Task Force had the following expectations for Getting It Right:

- Build an environment in the community that supports successful reentry through improved communication and expansion of community services.
- Identify and address obstacles to reentry.
- Increase accountability and quality assurance through continuous quality improvement.
- Reduce recidivism.
- Address sustainability.

Literature Review

In 2013, an estimated 1,574,700 individuals were in state and federal prisons, with 20,300 in Colorado alone. Most of those incarcerated are men. In 2013, an estimated 1,463,400 men were in state and federal prisons, and 18,500 of these were in Colorado (Carson, 2014). In mid-2014, the jail population stood at an estimated 744,600 and 631,600 of these were men (Minton & Zeng, 2015). The jail population in Colorado in mid-2014 stood at 11,600. The number of people in custody at community correction facilities demonstrated the largest increase, from 6,100 in 2000 to 9,300 in 2013 (Glaze & Kaeble, 2014).

In 2013, 623,300 inmates were released into the community (173,800 non-paroled and 399,300 paroled). In Colorado, approximately 10,000 were released in 2013 (1,454 unconditional and 8,600 conditional) (Carson, 2014; Colorado Department of Corrections, 2013). Most of those released in Colorado have Level of Supervision Inventory (LSI) for Community Based Offenders classification scores that place them at moderate to high risk for reoffending (i.e., LSI-R score of 17 or higher) (Colorado Department of Corrections, 2013).



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Obstacles to Reintegration

Unfortunately, offenders reentering their communities after incarceration face many barriers to successful reintegration. These barriers are key contributors to the “revolving door” problem in offender reentry (Wright et al., 2013). In fact, the U.S. Department of Justice estimates that within three years of release, **two-thirds** of offenders who are released from prison will be rearrested and more than **half** will return to prison or jail (Langan & Levin, 2002). The greatest risk for recidivism occurs within one year of release (Langan & Levin, 2002), indicating that there is a major need for improved transition planning before and immediately after release (Baillargeon et al., 2010). Colorado may have unique challenges. In 2013, 40% of parolees in Colorado returned to prison for a technical violation of parole, which is more than double the national rate of 14% (Colorado Department of Corrections, 2013). The discrepancy is probably due to the fact that other states, like California for example, actively seek to minimize use of prison sentences for technical violations (Pogrebin et al., 2014).

Factors that contribute to recidivism are complex. At the individual-level, people in jail or prison are often ill-equipped for successful reintegration given low levels of education, poor work histories, physical and mental health problems, including substance abuse. At a social-level, ex-offenders may face reintegration obstacles due to overstressed and inadequate social support, discrimination in the housing and employment markets, and excessive financial stresses. These factors are discussed below.

Individual Barriers to Reintegration

Education

Lack of educational attainment is common among incarcerated individuals (Bloom, 2006; Crayton et al., 2010; Duwe, 2012; Nally et al., 2014; Pogrebin et al., 2014). About 40- 70% do not have a high school diploma or its equivalent, compared to 18% of the general population (Bloom, 2006; Crayton et al., 2010).

Employment

Obtaining and maintaining employment is an immediate need that can be particularly challenging upon re-entry into the community. In 2002, 59 percent of the jail population reported no or limited employment during the month before arrest, compared with a national unemployment rate of 5.8 percent (Crayton et al., 2010).

Mental Health

Mental health distress symptoms or diagnoses are highly prevalent among the incarcerated (Baillargeon et al., 2010; Crayton et al., 2010). Those with serious mental illness are less likely to secure housing and employment than those who were released but do not have a serious mental illness (Baillargeon et al., 2010). As a result, ex-offenders with a serious mental illness are twice as likely to become homeless upon



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reentry and secure poorer employment as compared to those without serious mental illness (Baillargeon et al., 2010). Upon re-entry into the community, there continue to be barriers to receiving community-based mental health care (Baillargeon et al., 2010). About 60% of those with mental health conditions still had no health insurance 8-10 months after reentry (Baillargeon et al., 2010).

Substance Use Disorders

Substance use or dependence also presents challenges to present- and formerly-incarcerated individuals (Bloom, 2006; Crayton et al., 2010). Although 70% of ex-offenders meet the criteria for substance abuse dependence, less than 20% receive treatment after admission to jail. (Crayton et al., 2010).

Physical Health

Many incarcerated individuals have current medical problems and injuries needing treatment, which, unfortunately, may continue to go untreated after release (Bloom, 2006; Crayton, Ressler, Mukamal, Jannetta, & Warwick, 2010). Communicable diseases, such as hepatitis, HIV, and TB are also more common among people in prison than the general population (Crayton et al., 2010). Upon release, most individuals have no health insurance or public benefits in place, and are provided with very limited resources (e.g., a single bus ticket) (Baillargeon et al., 2010).

Prior Homelessness

Those with a serious mental illness are more likely to be homeless before incarceration (Baillargeon et al., 2010; Crayton et al., 2010). Once an individual becomes homeless exiting this situation is difficult, even without a criminal record.

Societal Barriers to Reintegration

Discrimination in Housing

Related to the barriers posed by histories of homeless are the barriers ex-offenders face in the housing market post-release. There are barriers such as policies barring them from most federal housing assistance programs, the inability to afford housing due to employment problems, discrimination — legal or not — on the part of landlords (Tejani et al., 2013).

“ Without adequate planning and support, returning prisoners are unlikely to obtain community-based mental health treatment and other services in a timely manner, putting them at risk for...criminal behavior and re-incarceration. ”

Baillargeon, Hoge & Penn, 2010



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Discrimination in Employment

Employers' unwillingness to hire those with a criminal background is a major barrier to successful reintegration (Baillargeon et al., 2010; Nally et al., 2014; Pogrebin et al., 2014). Further, employers are less likely to hire African American or Hispanic formerly incarcerated men compared to white men (Duwe, 2012). As noted above those who are poorly educated and those with a serious mental illness are less likely to secure employment or employment that provides livable wages (Baillargeon et al., 2010).

Lack of Social Support

Given the numerous social and financial barriers in place preventing successful reintegration, many former inmates turn to their social support network immediately following release. Their support system provides emotional and financial support, including housing, food, and help with finding employment (Grieb et al., 2014; Pogrebin et al., 2014). However, constraints of imprisonment can sever those ties prior to reentry; prisoners can become disconnected from their social network, causing reunification challenges following release. Furthermore, there is a cost to those providing support, as some studies have shown that those who are associated with or provide help to formerly incarcerated people have greater financial strain and mental health distress (Grieb et al., 2014). Because the social networks of incarcerated individuals are also challenged, the extension of services to these networks is all the more important.

Financial Strain and Financial Obligations

Many prisoners and ex-offenders are part of the child support caseload. For example, a 2001 data match between Child Support Enforcement (CSE) and the Department of Corrections (DOC) in Colorado found that 26% of inmates in state prisons and 28% of parolees were in both DOC and CSE caseloads (Griswold, Pearson, & Davis, 2001). Similarly, a 2003 data match in Massachusetts found that 26% of the DOC population had at least one open child support case (Griswold, Pearson, & Davis, 2004), and a 2004 data match in Maryland found that 13% of noncustodial parents were currently or previously in state prisons, with the overlap at 30% for families that receive public assistance (Ovwigbo, Saunders, & Born, 2005).

Parents typically enter prison with support orders that range from \$225 to \$300 per month. Because most parents have no real income and some states disqualify inmates from obtaining reduced support orders and consider incarceration to be "voluntary unemployment," their child support debt continues to accrue every month. A recent assessment of incarcerated obligors in Maryland found that they have an average total arrears balance of \$22,048 (McLean & Thompson, 2007).

Federal law allows child support agencies to garnish up to 65 percent of an obligor's wages for child support. Noncustodial parents who fail to pay face a variety of enforcement remedies, including driver's or professional license suspensions, contempt actions, bench warrants, and re-arrest. Advocates for low-



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income families urge child support agencies to adopt policies that are more responsive to the many barriers released offenders face so that ex-prisoners do not choose to leave the formal labor market because of extreme wage deductions and resort to under-the-table or pick-up jobs to pay off their debts.

In fact, research has demonstrated that the combination of low wages and high debt can discourage people from taking and keeping jobs in the formal economy, while encouraging the pursuit of income through illegal activities, thereby jeopardizing successful reentry. In turn, high rates of recidivism occur among ex-offender obligors and recidivism undermines their ability to work and pay child support

In addition to child support debt, formerly incarcerated people accumulate substantial amounts of debt from other sources, such as court costs and fees, tax deficiencies, or costs related to compliance with conditions of probation/parole (e.g., drug test costs) (Pogrebin et al., 2014). For example, research has shown that many men released from prison in Texas (39%) and Ohio (58%) owed monthly probation/parole supervision fees, 12% owed court costs and/or fines, and those with restitution orders owed an average of \$3,500. Probation officers in most states can require individuals to dedicate up to 35% of their income for the combined payment of court costs, fines, fees, surcharges, and restitution, which are rarely coordinated. More to the point, a study of probation revocations found that 12% were due in part to failure to meet the financial portion of probation supervision requirements (McLean & Thompson, 2007). This can make compliance with child support orders exceedingly difficult.



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CHAPTER TWO: Project Design

This section of the report provides a brief overview of how the program was developed and administered, including an overview of the services provided through the program, and how individuals were recruited and enrolled.

Reentry Taskforce Guidance



Start of a Garden Project

Getting It Right was conceived by the Jefferson County Justice Services Division Director, with input and guidance from the Jefferson County Reentry Task Force and the Getting It Right Acceptance Board. The Reentry Task Force met on three occasions as a group to discuss overall program vision and goals.

A smaller group made up of key members of the Reentry Task Force, that comprised the Getting It Right Acceptance Board, met on a regular monthly basis to hear program updates. At these meetings, the Getting It Right program staff reviewed the list of potential participants for Getting It Right acceptance, gave updates on the Getting It Right program and clients, and discussed and answered programming questions.

Following is a list of all agencies who were members of the larger Reentry Task force, Getting It Right Acceptance Board and community nonprofit partner agencies that comprised the Reentry Task force and the Getting It Right acceptance board.

- Chief Justice and Judges from 1st and Judicial District
- Workforce Director, Jefferson County
- Program Manager, Colorado Works, Child Care, Workforce
- Deputy Director of Jefferson County Human Services
- Sheriff, Jefferson County
- Division Director, Community Development, Housing and Workforce
- Director, Jefferson Center for Mental Health
- Director, Turnabout Offender Services



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- Executive Director, DenverWorks
- Chair, Jefferson County Corrections Board
- Executive Director, ICCS
- Colorado Division of Criminal Justice
- Public Defender's Office
- Community Assistance Agency
- Mediation Services
- Probation
- County Commissioner
- Intervention (ICCS Representative)
- Colorado Department of Corrections
- County Attorney
- Sheriff's Office
- Empowerment Program
- Public Defender
- Representative, City of Lakewood
- C.E.O., Jefferson Center for Mental Health
- Citizen member, at-large
- Representative, City of Golden
- Division Chief, Lakewood Police Department
- District Court Judge, First Judicial District
- Attorney, First Judicial Bar Association
- Chief Probation Officer, First Judicial District
- Representative, City of Wheat Ridge
- Sheriff, Jefferson County Sheriff's Office
- Representative, Unincorporated Jefferson County
- County Commissioner
- Department of Human Services
- District Attorney, First Judicial District



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Service Model

Getting It Right was designed as a comprehensive approach to community reintegration. A reintegration team would (1) assess those entering the program, (2) put in place a service plan that would offer comprehensive services to the participant, and (3) engage and support the family, both by providing services to families and in offering support as families reached out to the program participant. Following successful completion of the participants' residential program at ICCS, clients transitioned to non-residential or parole status in the community. Continued participation in Getting It Right was voluntary.

Reentry Coordinator

The Getting It Right Reentry Coordinator was placed on-site at Intervention Community Corrections Services (ICCS). The Reentry Coordinator provided intensive case management which began with an extensive intake interview and assessment. During this process the participant may have received one or more of the following assessments:

- Colorado Actuarial Risk Assessment (a risk assessment protocol for parole releases)
- Level of Supervision Inventory (LSI) for Community Based Offenders
- Mental health evaluations
- Psychosocial needs assessment

Based on the intake, a service plan was developed that might include the informational programs and services described below.

Education and employment services were primarily provided by the St. Francis Center. Program participants might receive:

- Education services, GED
- Employability classes and employment retention classes
- Employment placement
- Identification cards
- Mock job interviews
- Professional resume writing
- Sexual harassment awareness
- Skills assessments and skills/vocational on-the-job-training
- Work tool, work clothes assistance
- Workplace violence awareness

Other services provided by community partners included:



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Family Integration:

- Child welfare awareness training
- Domestic violence awareness
- Family integration
- Fatherhood and parenting
- Mediation

Financial Services:

- Child support services
- Financial literacy
- Low-income childcare assistance
- VITA- free tax prep
- Food pantries
- Housing assistance
- Medicaid, Medicare
- Medication assistance
- Transportation assistance, including a monthly bus pass and bus tokens, as needed.

Housing Services:

- Stipend to cover rent normally paid to ICCS and community foundation grants for rent post-release

Life Skills:

- Coping and problem-solving skills
- Life skills
- Mentoring by faith/community organizations
- Cognitive Behavioral Therapy sessions: Led by the Reentry Coordinator, Thinking for a Change was held one hour each work for a 25-week period. It was designed to help participants control their impulses through cognitive behavioral therapy.

SMALL CHANGES PRODUCE BIG RESULTS

Community corrections prohibits clients from having cell phones. Mid-way through the GIT program, it became apparent to project planners that the inability to have a cell phone was a huge barrier to the job search process, reconnecting with family, and to preventing the required check-ins with ICCS at designated times to reduce the likelihood of participants being charged with a technical violation or escape charge. The GIT project director negotiated a waiver from the rules with ICCS for the GIT participants. Program participants were allowed to have a phone once they had a positive account balance with ICCS and agreed to sign a contract following rules of use, including turning the phone in each night when returning to the facility. The GIT program bought the participants prepaid cell phones with a 30-day plan including talk, text and data. Following the 30 days the participant was responsible for the ongoing monthly fee. Approximately 20 GIT participants received a pre-paid cell phone with 30 days' worth of service.

Program Highlights

- ❖ Cell phones helped reintegrate clients into the 21st century. When seeking employment, employers could call them directly for interviews rather than having to give the ICCS number for call-backs.
- ❖ Escape was very rare for those with cell phones because they could call ICCS wherever they were for required check-in's.
- ❖ According to an ICCS case manager, the biggest benefit of providing cell phones was less contraband in residential facilities. Prior to implementation, clients were often caught with cell phones because they didn't want to use pay phones or the phone in the ICCS office. Cell phones were especially beneficial for those with families out of state to promote re-connection.



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Mental Health:

- Mental health treatment
- Intensive treatment for sex offenders
- Substance abuse treatment

The reentry team remained in contact for up to six months' post-release with the participant. Once clients transitioned to post-release services, the client was tracked by the Getting It Right Reentry Coordinator for up to 12 months following release to monitor recidivism.

Human Services Navigator

In addition to the Getting It Right Reentry Coordinator, each participant received assistance from the Human Services Navigator. Program architects felt that a key to reentry is the support of family and friends on the outside. Oftentimes that relationship has been damaged or broken due to the offender's incarceration. Taking the initial first step to reach out to the family and attempt to reconnect is often all it takes to mend broken ties. The Human Service Navigator provided each participant with intensive family focused services to support reentry, primarily by connecting the participant with family and friends who can support their reentry plan.

In addition to reconnecting the participant with positive supports in the community, the human service navigator reviewed the participant's relationship and family history with him, reviewed benefit eligibility and assists with applying for benefits. With the permission of the participant, the human service navigator reached out to the family of the participant and conducted a brief interview and assessment of the family's needs. The Human Service Navigator then provided assistance to the participant's family where needed, through referrals to employment services providers, housing assistance, and assistance with public benefits information.

Recruitment and Enrollment of Participants

In April 2014, Getting It Right began identifying and enrolling eligible participants into the program. Potential participants were identified for program services through various methods. A list of medium to high risk offenders nearing release and pending a parole board hearing was generated and reviewed by the Getting It Right reentry coordinator. The list included:

- Transition clients – referred to Jefferson County Corrections Board from the Colorado Department of Corrections (CDOC)
- Diversion offenders – referred to the Jefferson County Corrections Board by the Colorado First Judicial District Court.



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All clients were pre-assessed by Intervention Community Corrections Services (ICCS) staff. Staff determined community correction acceptance or rejection status based on ICCS program criteria. Following acceptance by ICCS, clients were reviewed by the Getting It Right Reentry Coordinator to determine project eligibility based on, but not limited to, the following criteria:

- Medium to high risk offenders with LSI-R score between 13 and 54.
- Offenders with a class 2, 3, 4, 5 Felony.
- Cases are noted with Getting It Right eligibility.

Cases assessed by ICCS were sent to the monthly Getting It Right Acceptance Board, a subcommittee of the Jefferson County Community Correction's Board (JCCB). The subcommittee accepts or rejects cases, or sends cases to full JCCB. The JCCB reviews all cases monthly for program acceptance or rejection. Once a suitable offender was identified for enrollment, the Getting It Right reentry coordinator met in person at the facility and conducted an assessment and completed a baseline application and screening and assessment tools. The application contained detailed information on the offender's demographics, incarceration history, employment and education history, mental health and identified barriers to re-entry. These were documented and a reentry service plan was developed. Once the case was accepted and the Getting It Right Reentry coordinator completed his assessment, the offenders were moved to the community corrections facility.

Once a potential participant was identified from the list and met the LSI score criteria, the Getting It Right case manager went to the facility to meet in person with the offender to screen for Getting It Right enrollment, discuss program requirements and to gain informed consent to participate in the project and research study. Word of mouth, referrals from parole and probation officers and referrals from other partner agencies contributed to the identification of potential participants and the recruitment process.



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CHAPTER THREE: Methodology



Thinking 4 a Change

The evaluation of Getting It Right, conducted by the Center for Policy Research was guided by the following logic model which shows:

- The population the program is designed to address
- The inputs, or resources, that the program will access to produce the desired changes
- The activities that the program will undertake
- The immediate short-term outcomes that the program hopes to achieve, before or after program completion
- The longer-term outcomes that the program hopes to achieve after program completion.

Research Questions

The evaluation included both process and outcome components. The process evaluation documented the development and implementation of Getting It Right.

Process Evaluation

The process evaluation sought to answer the following research questions:

- What agencies were involved in planning the project?
- To what extent did those agencies that would be affected by the project feel adequately consulted? What concerns, if any, did they raise regarding the project and how well did they feel these concerns were addressed?
- What procedures were considered for case referral, assessment and enrollment? Why were some options not chosen?
- What options did the program staff and the Reentry Task Force consider regarding service delivery?



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Getting it Right Logic Model

| Target Population | Inputs | Activities | Outcome Measures | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| |  |  | Short Term | Long-Term |
| <ul style="list-style-type: none"> ▪ Medium to high-risk offenders (those with a LSI-R score between 13 and 54) released to Jefferson County (transition or diversion) | <ul style="list-style-type: none"> ▪ Screening by the Community Corrections Screening Committee ▪ Screening by the Community Corrections Board ▪ Project planning by the Jefferson County Reentry Task Force ▪ Human Services Integration/ Reentry Navigator ▪ Getting It Right Program Staff ▪ ICCS ▪ Commitments to provide services by Community Service Providers ▪ JeffCo Dept. of Children, Youth and Families-Fatherhood Program ▪ St. Francis Employment Ctr. ▪ Mental Health Services ▪ Connect for Health Colorado | <ul style="list-style-type: none"> ▪ Needs Assessments ▪ Referrals to community service providers including mental health and education. ▪ Enrollment and Participation in Employment services ▪ Project Human Services Navigator provides supportive services ▪ Participation in ICCS services | <ul style="list-style-type: none"> ▪ Participation in Getting It Right ▪ Access employment services ▪ Employability classes ▪ Mock interviews ▪ Professional resume writing ▪ Skills/vocational on-the job-training ▪ Access to public benefits ▪ Medicaid, Medicare ▪ Housing assistance ▪ SNAP ▪ Access supportive services ▪ Bus passes ▪ Food pantries ▪ Work clothes/tools ▪ DV Treatment ▪ Personal Hygiene kits ▪ 30 day ICCS rent voucher ▪ Transitional Housing ▪ Child support waiver | <ul style="list-style-type: none"> ▪ Successful program completion of Getting It Right ▪ Did not re-offend ▪ Steady Employment ▪ Connections to family or community ▪ Enrolled and receiving health insurance ▪ Reduced dependence on public benefits ▪ Consistent payment of child support, restitution, other bills (if applicable) |



Getting it Right

- Were the services the program needed available? What, if any, service needs could not be addressed?
- What services were most in demand?
- What challenges did the program face in keeping participants engaged and compliant?
- Were certain types of participants viewed as more suited to the program or more successful? What were the characteristics of participants who were well or poorly suited to the program?
- What changes would the program staff and the Reentry Task Force make if the program were being implemented now?
- Should the program be expanded to other jurisdictions? What factors should be considered in making decisions related to expansion?

Outcome Evaluation

The outcome evaluation focused on the following key research questions:

Program Completion

- What percentage of the participants successfully completed the program?
- Are there characteristics of the participants or his criminal justice history that help to predict successful and unsuccessful program completion?
- What reasons are given by those who stop participating in the program?
- How long, on average, do participants remain in the program prior to terminating?

Participant Engagement, Service Delivery and Outcomes

- How engaged are program participants with program staff? How often do participants meet with the Project Human Services Navigator? With the Getting It Right case manager?
- What types of services do participants receive? What services do they complete? What, if any, services have they been unable to access? How are patterns of service access similar or different for those who successfully complete versus terminate the program?
- What percentage of the participants are employed at program termination? What are their earnings? Is it full-time permanent employment? How are patterns of employment similar or different for those who successfully complete versus terminate the program?
- What public benefits do participants receive?
- Among non-resident fathers with child support obligations, are they able to make payments? How are patterns of child support payment similar or different for those who complete versus terminate Getting It Right?
- What percentage of the Getting It Right participants have re-offended? At what point post-release did the re-offense occur? What are the charges for those who re-offend? Are there differences in recidivism rates among program completers versus those who terminate?



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Establishing a Baseline Recidivism Rate

One of the first steps CPR took for the evaluation was to establish a baseline recidivism rate. Establishing a baseline recidivism rate allowed key program stakeholders and the evaluators to compare program participation, completion and return to prison rates of those who participated in Getting It Right, compared to program completion and return to prison rates in Jefferson county and the State of Colorado, as a whole.

Nationally, recidivism rates have only been seen as a meaningful statistic to track in recent years. Moreover, current studies reveal significant variation in recidivism rates due to varying state characteristics, the methodology used to collect data, and how recidivism is defined. For the purposes of this study, CPR defined recidivism as any new misdemeanor or felony filing within one year following release. This is the definition used by the Colorado Department of Public Safety in reporting recidivism rates in their annual report to the Colorado State Legislature.

As with all offenders approved for community corrections and released to Jefferson County, the offenders recruited and enrolled in Getting It Right were assigned to receive services from ICCS, along with the enhanced services offered by the Getting It Right project. To establish a baseline recidivism rate to compare the target population served by Getting It Right, CPR conducted a review of resources available through the Jefferson County Justice Services Department, the Colorado Department of Public Safety, Office of Research and Statistics, and interviewed Kim English the Director of the Office of Research Statistics, Division of Criminal Justice, Colorado Department of Public Safety. Based on this research, CPR determined:

- Getting It Right should use the program outcomes and recidivism rates collected from ICCS-Jefferson County between 2010-2013. Between 2010 and 2013, 769 male residential offenders were terminated; 52% of these offenders were successfully terminated and 48% recidivated within **12 months**. This rate of 48% will provide the most accurate comparison of recidivism rates for the program.
- Based on the most recent data available from the Colorado Department of Public Safety, fiscal year 2011 recidivism rates for offenders released to ICCS were: 18.8% after 12 months and 37.0% after **24 months**, which is the comparison CPR will use in this report.



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Data sources

The evaluation of Getting It Right is based on data collected from a variety of sources. The outcome evaluation utilizes a variety of data sources to generate a portrait of the Getting It Right enrollees, as well as the services received and key outcomes of participants.

Getting It Right Participants

For Getting It Right, data were collected from the following sources:

- Program applications completed at enrollment;
- Risk and Needs Assessment, conducted following offender sentencing to community corrections (offender screening, employment and education assessment), completed at enrollment;
- Reentry plan development (pre-release service plan completed at enrollment with Getting It Right case manager);
- All data collected by Getting It Right coordinators and ICCS case managers was extracted from ICCS's E*Trac system.
- Assessment of human service needs, completed at enrollment and administered by Getting It Right Human Services Navigator;
- Tracking of services provided to Getting It Right, including client level and frequency of contact between the client and the Getting It Right program staff, completed by Getting It Right program staff;
- Contact between the Getting It Right Human Service Navigator with the participant's family and friends to provide supportive services to them. Getting It Right Human Service Navigator completed a family survey following the initial contact with family members.

Data from Other Systems

In addition to collecting information directly from Getting It Right participants and their family or friends supporting their reentry, outcome data was extracted from automated systems including:

- Criminal justice recidivism data;
- Public benefits data including TANF history for offender and family, food stamp receipt, Medicaid and child care benefit history from Colorado's Benefits Management System;
- Child support information including number of support orders, amounts due and paid and arrears balances from Colorado's Automated Child Support Enforcement System;
- Quarterly wage data from Colorado's Department of Labor UI compensation system.



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Interviews with Key Staff

Telephone interviews were conducted with Getting It Right program staff, key program architects who also led the Reentry Task Force, community service providers who worked with clients to gain employment and ICCS staff who worked closely with the Getting It Right program and clients to provide reentry services at the community corrections facility.

Informed Consent Process

Informed consent was gained from each participant at the time of enrollment in Getting It Right. The Getting It Right case manager provided each enrollee with a release of information and a participation agreement to voluntarily sign at the initial intake screening. The Getting It Right case manager explained that Getting It Right was participating in an evaluation by a research partner designed to measure effectiveness of the enhanced wraparound services received by Getting It Right participants. The program, services and participation were voluntary. The authorization allowed the sharing of program information and service receipt data among partner agencies and with CPR.



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CHAPTER FOUR: Profile of Getting It Right Participants

Overview of Participants

Demographic Characteristics

Getting It Right enrolled 75 medium- to high-risk male offenders to test an innovative approach to reentry in Jefferson County, Colorado. This chapter provides a description of the men who were served in the project.

As shown in Figure 1, Getting It Right served predominately White males (63%), followed by Hispanic (20%) and African-American males (11%). A very small percentage of the participants described themselves as multi-racial or chose some other racial or ethnic group.



Fatherhood and Parenting Time

Figure 1. Race / Ethnicity

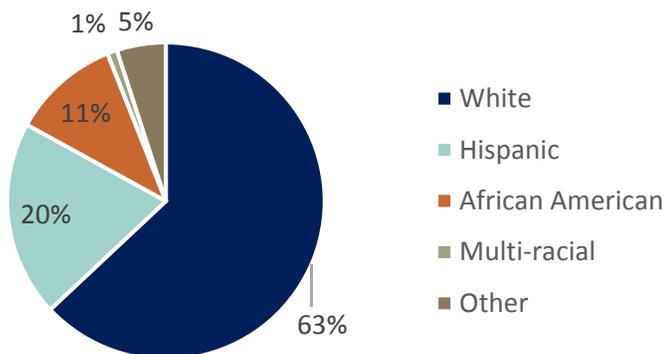


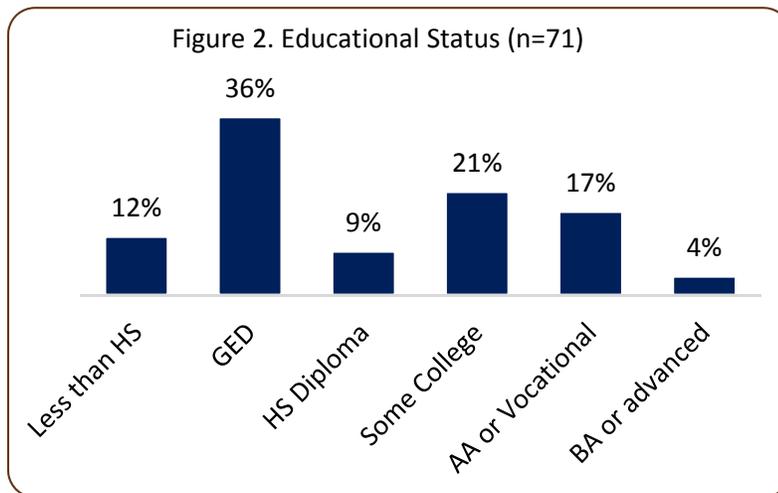


Table 1. Age of Participants (n=75)

| | |
|-------------|---------------|
| Average | 36 years |
| Median | 36 years |
| Range | 20 – 61 years |
| Age 20 – 25 | 16% |
| Age 26 – 30 | 16% |
| Age 31 – 35 | 16% |
| Age 36 – 40 | 23% |
| Age 41 – 50 | 21% |
| Over age 50 | 8% |

Table 1 shows the age distribution for program participants. There is a wide range of ages represented: from 20 years to 61 years. However, both the average and median age of participants is 36 years, and those aged 26 to 40 years account for two-thirds of the participants.

The educational status of participants also varied widely for participants. Relatively few have neither a high school diploma nor a GED (12%). Fully 45 percent have either a high school diploma (9%) or, more commonly, a GED (36%). Over 20% have attended at least some college. Four percent have a bachelor’s degree, while 17 percent have either an associate’s degree or vocational training.



Most of the men were unmarried at the time they were enrolled in the program. For most (53%) this meant they had never been married. Another quarter (26%) were either divorced or separated. Only 20 percent were married at the time of enrollment. Having children was common among Getting It Right participants. At the time of enrollment, most of the men reported having children. Only 22 percent did not have at least one child.



Table 2. Family Status of Participants (n=75)

| | | |
|----------------|-----------------------|-----|
| Marital Status | | |
| | Single | 53% |
| | Married | 20% |
| | Divorced or Separated | 26% |
| Children | | |
| | No Children | 22% |
| | Has Children | 78% |

Financial Situation and Public Benefit Receipt

Participants were asked about their financial stability and the type of financial support they may be expected to provide upon release. Most (59%) of the men for whom information was available reported that their only financial responsibility would be for themselves. However, nearly 40 percent said others would be relying on them to provide income.

Table 3. Economic Responsibilities at Intake (n=75)

| | | |
|----------------------------------------------|-------|-----|
| Number of People to Support (including self) | | |
| | One | 59% |
| | Two | 12% |
| | Three | 14% |
| | Four | 12% |
| | Five | 3% |
| Percent with Restitution Payments Due | | 90% |

Of the 57 men with children, 32 percent had a child support order at program intake. The average amount due per month on a current support order was \$170, with more than half of the men owing more than \$121 per month.

Table 4. Support Obligations at Program Entry

| | | |
|-------------------------|---------|------------|
| Current Monthly Support | | |
| | Range | \$50-\$410 |
| | Average | \$170.20 |
| | Median | \$121.00 |
| | | (18) |



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In addition to owing current support, 23 men had child support arrears that had built up over time as they failed to make payments. As shown in Table 4, the amount of arrears ranged from less than \$1,000 to over \$76,000. On average arrears stood at \$15,600 with a median of approximately \$9,800. Just over 20 percent of the men said they owed \$20,000 or more in arrears.

Individuals who have child support arrears are typically ordered to pay a set amount each month (in addition to any current support that is due) that will go toward the arrears balance. All but one of the men with arrears owed something each month on an arrears balance. The range was from \$5 to \$200 per month, with an average of approximately \$55 and a median of \$40. If the amount due monthly towards arrears is combined with the amount due monthly on current support, the average monthly obligation averages \$186, with a median of \$150. See Table 5.

| Table 5. Arrears at Program Entry | |
|-------------------------------------------------|----------------|
| Percent with no arrears | 4% |
| Of those with arrears | |
| Range | \$993-\$76,440 |
| Average | \$15,644 |
| Median | \$9,786 |
| Percent owing \$5,000 or less in arrears | 30% |
| Percent owing \$20,000 or more in arrears | 22% |
| | (23) |
| Monthly Payment Toward Arrears | |
| Range | \$5-\$200 |
| Average | \$54.95 |
| Median | \$40.00 |
| | (22) |
| Total (current monthly plus monthly arrears) | |
| Range | \$25-\$460 |
| Average | \$185.76 |
| Median | \$150.00 |
| | (23) |



In addition to others in the household relying on them for financial support, and child support obligations, 90 percent of the men said they would have the obligation to pay restitution. See Table 3.

Table 6. Public Benefits in the Previous Five Years (n=75)

| | |
|--------------------------------------------------------------------------|-----|
| Percent Receiving Some Type of Public Benefit in the Previous Five Years | 43% |
| Of Those Receiving Benefits, Type of Benefit Received | |
| Food Assistance | 41% |
| Medical Assistance | 24% |
| Both Food and Medical Assistance | 34% |

Just over 40 percent of the men (43%) had received some type of public assistance in the previous five years. Over 70 percent of these men had received food assistance (Supplemental Nutritional Assistance Program – SNAP

formerly Food Stamps) and for approximately 40 percent food assistance was the only type of benefit received. Nearly 60 percent received medical assistance and for a quarter of the men, medical assistance was the only public benefit they received. A third of the men who received benefits received both food and medical assistance.

Table 7. Major Life Problems (n=75)

| | | |
|---------------------------|-------------------------------------|-----|
| Significant Health Issues | Yes | 11% |
| | No | 89% |
| Housing at Program Intake | Own residence (apartment or house) | 53% |
| | Staying with Friends/Family | 29% |
| | Halfway or Transitional Living | 5% |
| | Shelter, hotel/motel, on the street | 12% |
| Lack Driver's License | Lack Driver's License | 63% |
| | Drivers' License Revoked | 55% |

Life Problems at Intake

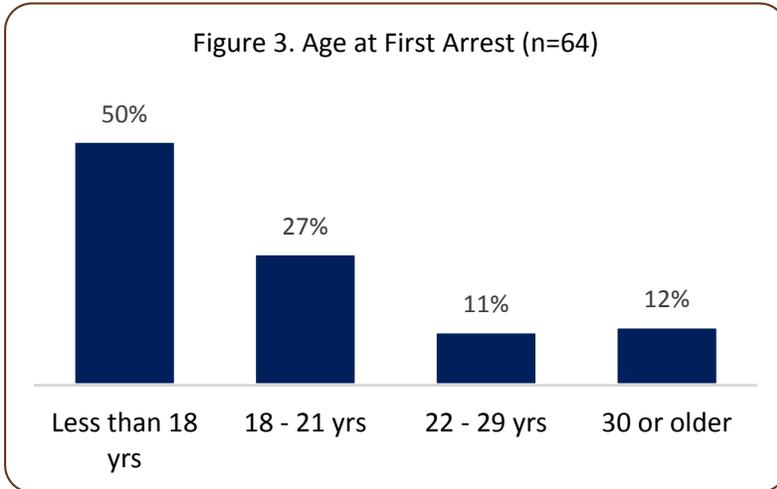
Serious health issues were reported by approximately 10 percent of the men enrolled in the program. A lack of permanent stable housing was a problem for 12 percent of the men who were staying in shelters, motels, or on the street.

Approximately 60 percent of the men reported needing a drivers' license, with 55 percent reporting their license had been revoked. Revocations may have been due to

traffic infractions or the result of the failure to pay child support.

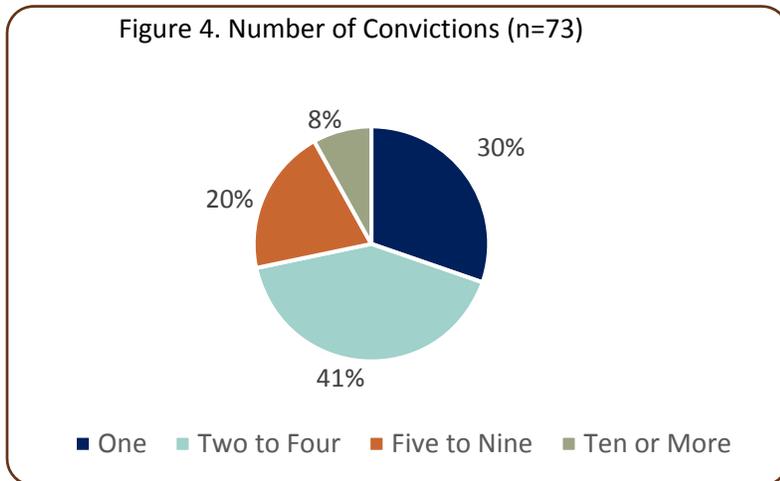


Previous Arrests and Convictions



For most men enrolled in the program their first arrest came before they were 21 years of age (72%). The breakdown of age at first arrest is shown in Figure 3. The average age at first arrest was 20.5 years, with a median of 17.5 years

The average number of convictions, based on self-report, was 4.5 with a median of 3.0. Approximately a third of the program participants reported only a single conviction, while close to 10 percent reported 10 or more convictions (Figure 4).



Revocations of probation were common with 70 percent of the men reporting at least one probation revocation. Parole revocations were less common: only 18 percent said this had happened to them at least once.

Length of incarceration during their lifetime stood at over 5 years for participants in Getting It Right, on

average. The average time incarcerated over their lifetime was 5.4 years, with a median of 4.0 years.

| | |
|-------------------------------------|-----|
| Prior Revocations of Probation | 70% |
| Prior Revocations of Parole | 18% |
| Time Incarcerated Over his Lifetime | |
| Average Years | 5.4 |
| Median Years | 4.0 |



Getting it Right

Figure 5 shows the most recent type of conviction (figures exceed 100% because there may have been convictions on multiple items). As it shows, property crimes were most common, followed by person offenses.

Men enrolled in Getting It Right were fairly evenly divided between those who reported receiving some type of job or educational training during their incarceration (48%) and those who reported they did not receive such services (52%). Figure 6 shows the services reported by those who said they received assistance with education and/or job skills. Occupational training was mentioned by over half of the men and GED services were mentioned by over a quarter. Smaller percentages reported receiving work readiness services or basic educational services.

Other types of services received while incarcerated are shown in Figure 7. Two-thirds of the men reported receiving one of these other services. The most common service was related to substance abuse, followed by mental health services.

Figure 5. Type of Most Recent Conviction (n=74)

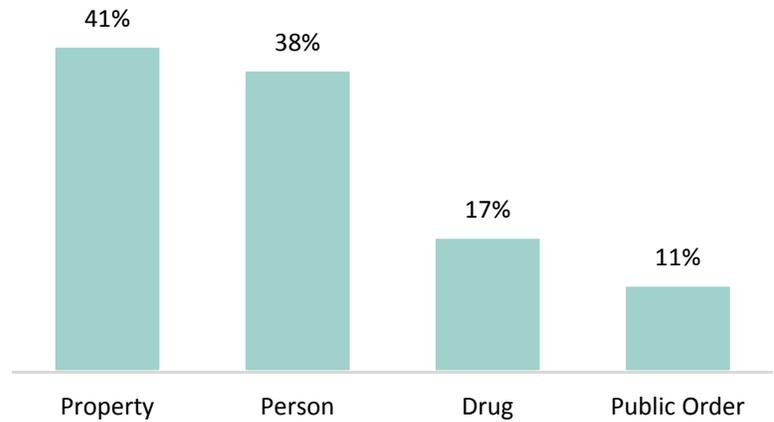
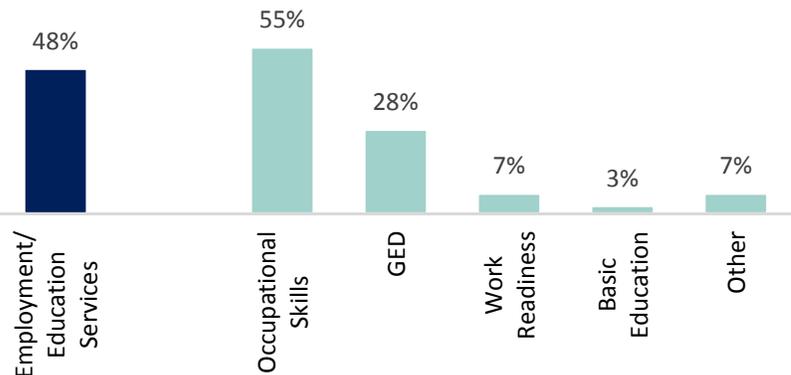


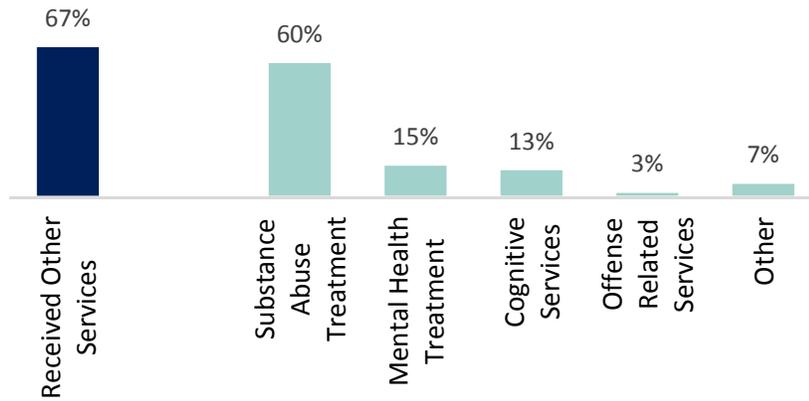
Figure 6. Work and Educational Services During Incarceration (n=61)





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Figure 7. Additional Services During Incarceration (n=61)





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CHAPTER FIVE: Services Provided By Getting It Right



Harvest

As noted previously, the goals of Jefferson County’s Getting It Right project are to provide a comprehensive menu of services to medium to high-risk offenders while they are in community corrections and while they transition to the community. Going beyond traditional employment and case management services, Getting It Right sought to address reentry from a human services perspective by engaging the ex-offender’s reentry support network of family and by providing additional support as needed. The services provided included: case management, employment, supportive services, human

services integration, cognitive behavioral therapy, reentry support and transitional assistance to community. This section of the report describes the referrals and services provided to participants.

Contacts with Getting It Right Staff

The Getting It Right staff provided intensive case management services as part of each Getting It Right participant’s reentry plan. Members of the reentry team included the Getting It Right Case Manager, the Getting It Right Human Services Coordinator, St. Francis employment case manager and mental health advocate from the community mental health provider.

Table 9. Contacts by Getting It Right Staff (n=75)

| Contacts Made with Program Participant | | |
|----------------------------------------|---------|-----|
| Average | | 8.1 |
| Median | | 7.5 |
| | 1 – 3 | 21% |
| | 4 – 6 | 25% |
| | 7 – 9 | 13% |
| | 10 – 14 | 26% |
| | 15 – 20 | 10% |
| | 21 – 25 | 5% |

The intensive case management was conducted by all members of the team, with each staff providing specific assistance within their area of expertise. By meeting with Getting It Right participants individually and addressing the service needs of that participant one on one, this allowed a more intensive and targeted approach to each participant’s unique needs. The reentry team met weekly to discuss participant progress and address any gaps in service needs and to ensure participants were staying on track with their reentry plan.



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Contact between participants and Getting It Right staff was an important aspect of the Getting It Right model. During the course of the program, frequent contact occurred between the participant and reentry team. On average, the men enrolled in Getting It Right were in the program for an average of 174.4 days (or nearly 6 months). The median figure was 161 days. A small percentage of men (12%) participated in the program for a relatively brief period of time — 2 months or less. Similarly, a small percentage (16%) had relatively lengthy stays in the program defined as nine to 15 months.

Contact with families

After participants were enrolled in Getting It Right, the Human Services Navigator attempted to contact a close family member or friend to involve them in the reentry process. In particular, surveys were completed with family and friends inquiring about the quality of their relationship with the participant, how involved they want to be in the participant's life, as well as more personal details about their lives. Family surveys gave the Navigator an opportunity to learn more about the participants through a family lens. Anecdotally, this increased buy-in among participants since their families were more involved in their reentry process as well as able to receive services through Getting It Right, themselves.

In total, family surveys were conducted for 83% of participants. Family surveys were most often filled out for parents or the mother of the participant's children. When asked about the quality of relationship between participant and family member contacted, the majority (66%) reported their relationship was very cooperative. The Navigator also asked how frequently the family member had contact with the participant. A majority of family members (68%) indicated that they have fairly regular, frequent contact with the participant. Of course, some family members did note that their contact isn't as frequent as preferred due to the participant's (or family member's, in some cases) involvement with the justice system. About a third of family members contacted (28%) were not as involved with the participant because they live out of state or too far away to have more frequent contact.

In addition to the family survey, the Navigator also reached out to family members and friends throughout the course of the Getting It Right project. As shown in Table 10, friends or family were contacted for 71 percent of all participants. These contacts were most often made to parents, partners or former partners of the participants. The initial purpose of these contacts was to introduce the family or friends to the Getting It Right program, as well as describe reentry more generally. They asked families and friends if they had any questions about reentry and if they needed any resource for themselves or their families.



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Table 10. Contacts by Getting It Right Staff (n=73)

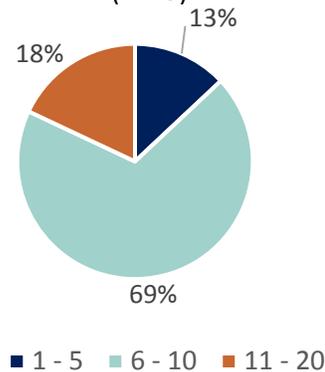
| | | |
|------------------------------------------------|---------------------------|-----|
| Contacts with Family or Friends | Yes | 71% |
| | No | 29% |
| Of Those with Family or Friends Contact (n=52) | | |
| Who was Contacted? | | |
| | Partner or Former Partner | 39% |
| | Parent | 46% |
| | Other Family | 13% |
| | Friends | 2% |

These contacts with family were also general check-ins, needs assessment, and resource referrals. Families and friends were asked how they thought the participants were doing and how the reentry process was going for them, personally. Conversations with family and friends often touched on: health insurance, medical needs, employment, and public benefits. These contacts really served as a way for Getting It Right staff to foster greater connection with the participants through family engagement. With family being more involved (and included) in the reentry process, Getting It Right staff were able to work toward a more holistic approach to reentry. This family connection is unique and vital to the success of Getting It Right, as traditional models of reentry do not involve family input or provision of services outside the client.

Referrals

Over the time span that men were enrolled in the program (again, on average 6 months), a total of 631 referrals were made to the 75 participants. On average each participant received 8.4 referrals, with a median of 8.0. As shown in Figure 8, most participants received between 11 and 15 referrals.

Figure 8. Number of Referrals to Participants (n=75)





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The types of referrals that were made are shown in Figure 9. Virtually all of the program participants received one or more mental health referral. These referrals were for services such as anger management, domestic violence treatment, victim empathy or general mental health services.

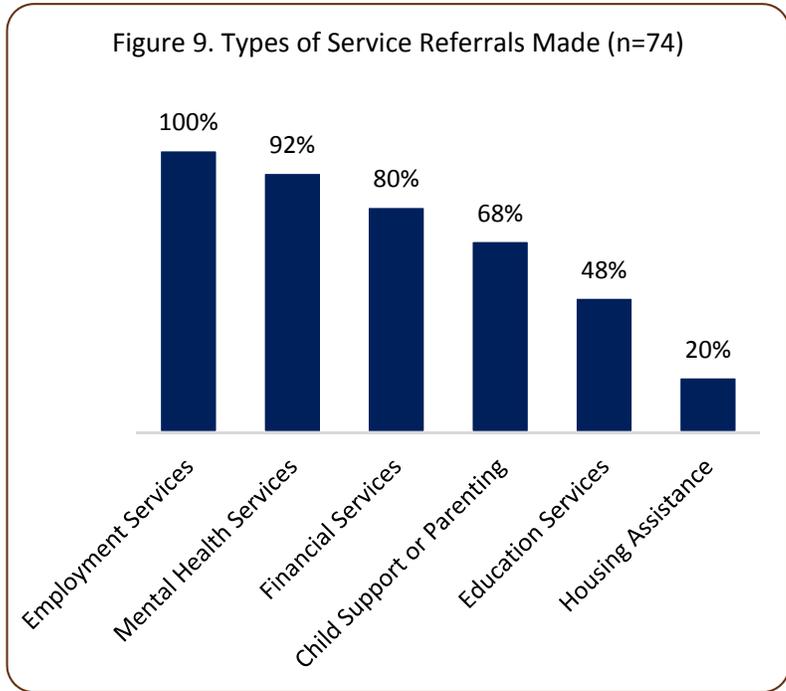
All participants received employment referrals, highlighting the crucial role employment and, through that, financial stability, play in the reentry process. Employment referrals were for a 40-hour intensive work readiness training program, work clothes and tools, help finding higher-wage employment, and general assistance in finding employment.

Financial service referrals were also common. These included referrals for general financial assistance, financial education, tax preparation, and utility assistance.

Nearly 70 percent of the participants received referrals related to child support and/or parenting. Education related referrals were given to nearly half of the program participants, while housing referrals were made in about 20 percent of all cases.

The housing assistance shown in Figure 11 does not include the first month of rent at ICCS (\$527) paid by the program for those enrolled. This was provided to 100% of the participants. In addition, the program received Community Development Block Grant money through the Jefferson County Community Foundation to support housing for 16 Getting It Right participants. The grant provided a fixed amount that was to be used for housing assistance. The assistance was typically used for security deposit, first and last month's rent. On average, the sixteen participants who received this support were given about \$2,000. Another benefit provided to all participants were a monthly bus passes and other forms of transportation assistance.

Other services included help with veterans' issues, including veteran's benefits (received by 5% of the participants), and help with child support issues (13%) such as reviewing and explaining orders, and





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working toward driver’s license reinstatement or order modifications. About 19% of the men took part in child welfare educational programming.

Support Services

In addition to receiving referrals, support services were also provided to Getting It Right clients. As shown in Table 12, nearly all clients received some type of support services.

Table 11. Supportive Services Received by Getting It Right Participants (n=68)

| | |
|------------------------------------------------|-----------|
| Received Supportive Services | 91% |
| Did not receive supportive services | 1% |
| Declined receipt of supportive services | 1% |
| Average number of supportive services received | |
| Mean | 4 |
| Median | 3 |
| Range | 1-13 |
| Average amount of supportive services received | |
| Mean | \$327 |
| Median | \$197 |
| Range | \$0-1,659 |

Support services were monetary, often relating to: transportation, employment, and basic needs. As shown in Table 11, the average amount of support services was \$327. The most support services were provided for employment (84% received), namely work tools, training equipment and materials, work clothes or boots. Basic needs services included hygiene kits and clothes. Transportation related services were typically bus passes and often for employment-related activities.

Table 12. Types of Supportive Services Received by Getting It Right Participants (n=68)

| | |
|-----------------------------------------------|-----|
| Received Supportive Services - Employment | 84% |
| Received Supportive Services – Basic Needs | 52% |
| Received Supportive Services - Transportation | 22% |

Finally, 100% of the participants were enrolled in and completed the first session of Thinking for a Change (T4C). The aim of these classes was to improve cognitive behavioral skills in relation to decision making, improve social skills and problem solving skills. T4C classes worked to integrate these skills into their daily lives with the hope of better decision-making. While all participants attended a minimum of one session



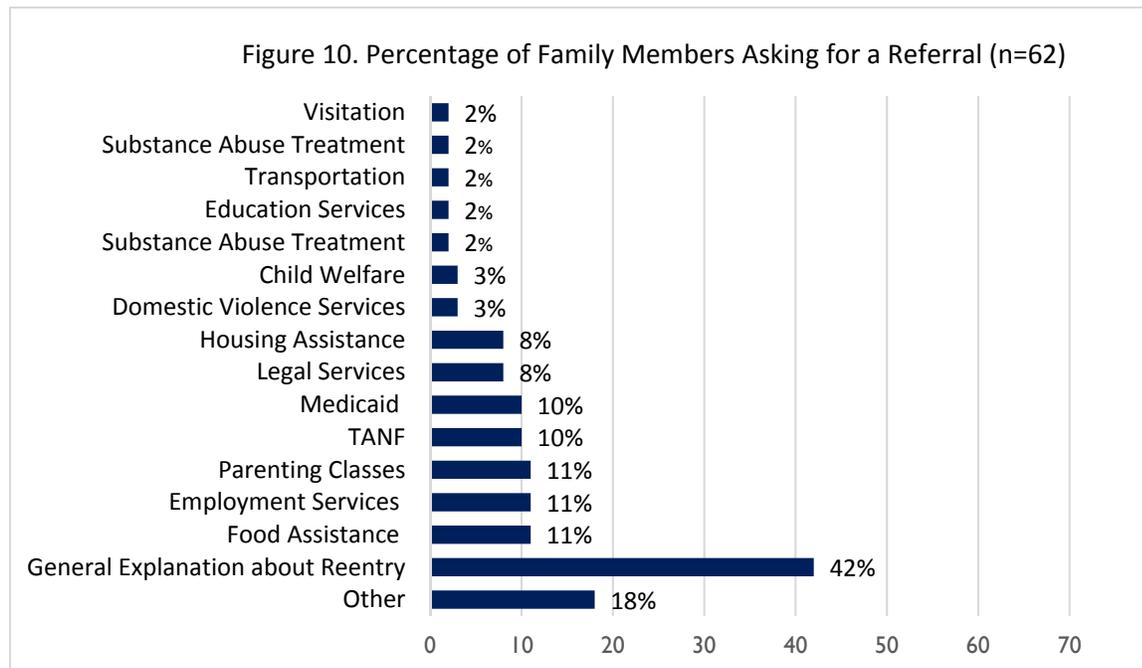
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of the T4C class, completion rates varied based on how long the participant remained in Getting It Right. Overall, just over half of all participants completed the course (56%).

| | |
|---------------|-----|
| Completed T4C | 56% |
| Escaped | 1% |
| Paroled | 16% |
| Sanctioned | 25% |
| Transferred | 1% |

Services and Referrals Provided to Families

In addition to supportive services, community referrals, and other educational opportunities provided through Getting It Right, participant’s families were also contacted in an attempt to extend services beyond the client and to his support network. Family member’s needs were initially assessed through the family surveys completed upon client enrollment; 62 family members were surveyed. As shown in Figure 10 below, 42% of family members surveyed asked for a general explanation about the reentry process. In response to this, Getting It Right staff created an FAQ-sheet detailing the reentry process and what to expect. Other referrals typically asked for included: parenting classes, employment services, and public benefit assistance such as food, Medicaid, and TANF.

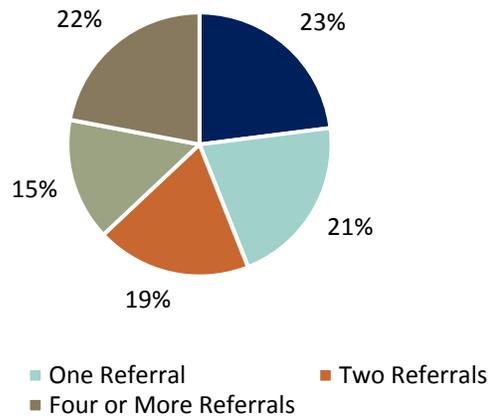




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Following the initial contact with families made through the surveys, the Getting It Right Behavioral Health Navigator would then attempt to maintain contact with that family member or friend throughout the course of the project. Contacts were made periodically with family member to follow-up on any resources or referrals provided as well as to reassess their needs. In total, 170 referrals were made to family members. As shown in Figure 11, just over three-quarters of the participants had one or more family members or friends contacted. While we were able to track what resources and referrals family members

Figure 11. Referrals Made to Family and Friends



we were asking for, we were not able to capture how many of the family members actually followed up with the referral and received services as a result of Getting It Right involvement.



Getting it Right

Case Study

Robert was incarcerated for 6 years prior to being released. He was enrolled in Getting It Right for 186 days. While enrolled, he completed Thinking For a Change. He received the Community Block Grant housing assistance, an RTD pass and additional RTD bus tokens. Other supportive services he received included: child support services, 40-hour intensive work training, tax filing assistance, fatherhood support group, eye glasses, mental health counseling, legal assistance, and veteran's services.

Robert worked with the St. Francis Center to find employment and, within two months of seeking services, was gainfully employed at \$10.00/hour. He reported an increased wage of \$17.00/hour within eight months of his first report. His LSI score decreased from 27 at intake to 22 twelve months later.

He successfully completed the program and is currently on parole.



CHAPTER SIX: Getting It Right Outcomes

This chapter explores the outcomes for participants in Getting It Right. When data is available, these outcomes are compared to those of all individuals in Community Corrections during FY2014. The chapter begins by presenting criminal justice outcomes:

- Changes in the Level of Supervision Inventory which measures risk of reoffending
- Program completion status
- Recidivism

This is followed by an analysis of program participants on a few key items that the program hoped to address:

- Employment and earnings
- Compliance with child support

In addition, the analysis looks at the relationship between key services received by program participants as it relates to successful program completion.



Tattoo Removal Service

Criminal Justice Status and Recidivism

Changes in LSI Inventory

Table 14. LSI Scores at Program Intake and 6-Months Post-Intake

| | Program Intake | 6-Months Post-Intake |
|-----------------------------------------|----------------|----------------------|
| LSI Score | | |
| Low risk (11-24) | 31% | 68% |
| Moderate risk (25-30) | 45% | 29% |
| High risk (31+) | 24% | 3% |
| | (75) | (41) |
| Paired T-test (n=41) significant at .00 | | |
| Average | 25.4 | 21.5 |

All offenders in Colorado are administered the Level of Supervision Inventory (LSI). The LSI is a standardized assessment tool administered at six-month intervals both during incarceration and while on parole or in community corrections. The LSI provides a score designed to measure an offender's likelihood of re-offending. The higher the score, the greater the likelihood of recidivism. The

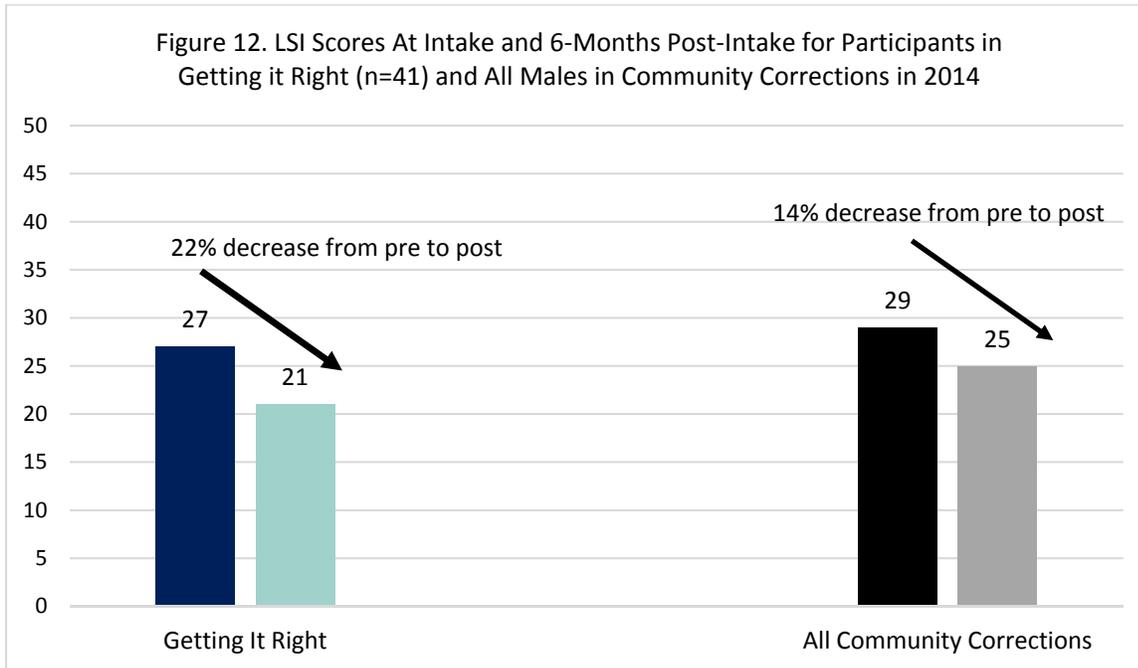
Colorado Office of Community Corrections has created categories of "low," "moderate," and "high" risk based on the statewide average LSI scores in FY2013 and FY2014.



Getting it Right

Using these categories, Getting It Right participants show significant drops in the high and moderate risk categories and significant increases in the low risk category. Using only the 41 participants with both intake and 6-months post-intake scores confirms a significant drop in average scores as shown by the decrease in average score.

Figure 12 compares the average pre and post-test scores for Getting It Right participants and all men in Community Corrections during FY2014. As the figure shows, both groups show decreases in LSI average scores between intake and 6-months post-intake. For Getting It Right Participants, there is a 22% decrease in the LSI score. For all men in Community Corrections there was a 14% decrease. Although this analysis is based on a small number of Getting It Right participants, and further research is clearly needed, the pattern is certainly encouraging.



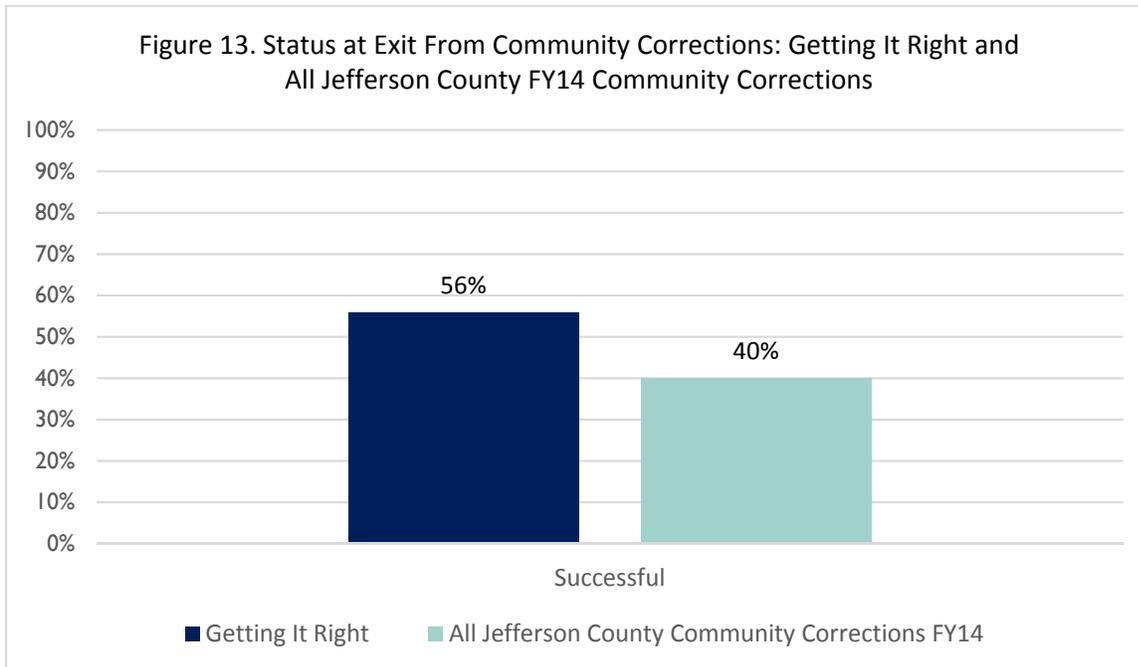


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Program Completion Status

At the time data were collected to complete the evaluation report, 19% (n=14) of Getting It Right Participants were still in the program and no completion status was known. Figure 13 shows the completion status of the 61 individuals with known outcomes. Outcomes for those in Getting It Right are shown along with outcomes for all individuals in Jefferson County Residential Community Corrections programs during FY2014.

The majority of Getting It Right participants with a known outcome successfully completed the program. This is much higher than that of all individuals in Jefferson County Community Corrections (56% vs 40%) (Jefferson County Justice Services, 2014). Those who successfully completed Getting It Right typically moved to a status of parole (n=25), a non-residential program (n=6), or sentence dismissal (n=3).





Employment and Earnings

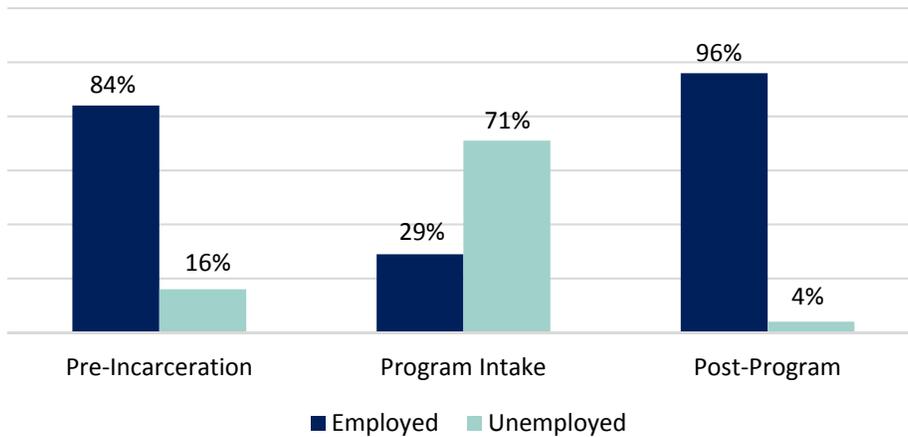
Employment

As with most reentry programs, employment history and changes in employment status post-intervention plays a key role in assessing the benefits the individual received from the program. Each participant’s employment history was documented during the intake interview. Nearly three-quarters of the men enrolled in the program reported that prior to incarceration they had been employed full-time, and another 12% had been employed part-time, for a total of 84% with employment histories pre-program.

At the time of their enrollment in the program, most of the participants were unemployed due to their recent release from incarceration. At program intake, 29% of the men reported being employed and said

they were working, on average, 34 hours per week. The remainder of the enrollees (71%) were unemployed.

Figure 14. Employment Status Pre and Post-Program



As part of Getting It Right, all participants (100%) received intensive employment services from an employment case manager at the St. Francis Center. The St. Francis Center employment case manager assisted participants with

securing employment very soon after enrollment in GIT. On average it took 38 days (or a median of 23 days) post-enrollment for participants to secure a job. Following participation in Getting It Right, 96% of participants found employment.

Table 15. Employment Status of Program Participants Post-Enrollment

| | |
|------------------------------|-------------------------|
| Employed post-enrollment | 96% |
| Length of time to employment | |
| Average | 38.1 days |
| Mean | 23.0 days |
| Range | Less than 1 to 389 days |



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Earnings

Table 16 shows the self-reported earnings of Getting It Right participants at the first job post-program enrollment. The average starting wage post-enrollment was \$11.21 per hour with a median wage of \$10.00 per hour. For those participants who either lost their initial post-enrollment job or switched jobs, the average hourly wage rose to \$12.71 per hour with a median of \$12.00 per hour.

Table 16. Self-Reported Earnings at First and Last Job Post-Program

| | | |
|------------------------------------------|---------|------------------|
| Hourly Wage at First Job Post-Enrollment | | |
| | Average | \$11.21 |
| | Mean | \$10.00 |
| | Range | \$4.75 - \$19.25 |
| Ending hourly wage | | |
| | Average | \$12.71 |
| | Mean | \$12.00 |
| | Range | \$8.00 - \$27.00 |

Another source of employment and earning data consulted for the program evaluation was the Colorado Department of Labor and Employment UI wage records. CPR obtained an extract of data containing program enrollee earnings from employment reported to the system. This is the most reliable source of earnings information that can be obtained since it does not rely on self-report, however not every type of employer is required to report wages to UI and there is also a substantial lag (up to 3 quarters) in reporting this information.

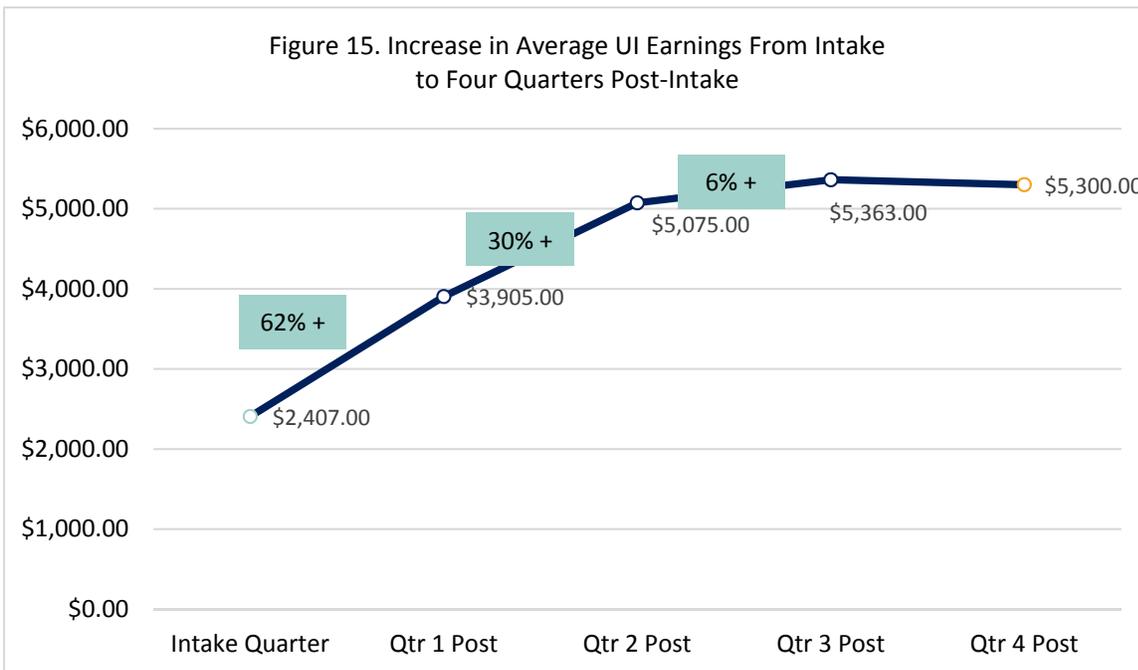
Based on UI data, post-enrollment, nearly 85% of the men showed earnings from employment. The remaining 11 men did not show wages in UI wage records. However, it is possible that some of these individuals were employed in settings that do not require UI reporting or did not have earnings show up in the UI records until after the extract was generated.

Among those with UI data available, average quarterly earnings increased 62% from the quarter in which they enrolled (when 31 men showed UI earnings) to \$5,000 in the second quarter post-enrollment (when 38 men showed earnings).



**Table 17. Quarterly Earnings from Department of Labor and Employment Records
by Quarter Post Program Enrollment**

| | Intake Quarter | Qtr. 1 Post | Qtr. 2 Post | Qtr. 3 Post | Qtr. 4 Post |
|-------------------------------|-------------------|----------------|----------------|----------------|----------------|
| Number with Earnings Reported | (31) | (53) | (38) | (21) | (10) |
| Median | \$1,545 | \$3,514 | \$5,243 | \$5,179 | \$5,403 |



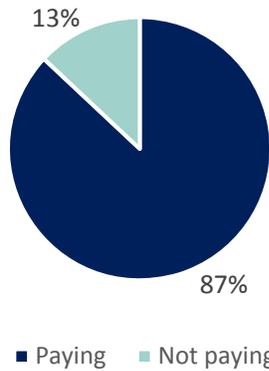
Child Support Outcomes

The Human Service Navigator at Getting It Right provided a direct referral to the child support agency for those participants where child support was an issue. The majority of participants needed help addressing child support, and the direct referral to a caseworker at the child support agency where the participants could get answers to their child support questions, review and adjustment initiated if needed and reinstatement of driver’s license was also addressed. Removing barriers to payment was a key component of the GIT program in providing services that aid in reducing debt and supporting reentry.



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Figure 16. Current Payment Status



An extract of administrative child support data was obtained to determine the child support payment status of participants following enrollment. As shown in Figure 17, about two-thirds of all participants were paying child support.

Table 19 shows payment status by program outcome. The numbers are quite small and firm conclusions cannot be offered, but the pattern shows for the majority of those who successfully

complete the program are current on their child support obligations.

Table 18. Payment Status by Program Outcome

| | Successfully Completed Program | Did Not Successfully Complete Program |
|-----------------------|--------------------------------|---------------------------------------|
| Currently Not Paying | 23% | 0% |
| Paying | 69% | 0% |
| Paying (Incarcerated) | 8% | 100% |
| | (13) | (7) |

Program Outcomes Related to Program Services Received

The following analyses consider whether program outcomes are related to the type or number of services received. Key services considered in these analyses are: housing assistance, child support or parenting services, educational services, cognitive behavioral therapy (Thinking for a Change), financial literacy and mental health services. Employment services and mental health services are not considered since nearly all participants received these services. Similarly, the analyses only consider housing services beyond the provision of funds to cover the rent charged to all offenders in residential programs.

As Table 20 shows, those who received financial services and housing assistance were more likely to successfully complete the program compared to those who did not receive these services. Similarly, those who successfully completed the cognitive behavioral therapy classes, Thinking for a Change were significantly more likely to have successful outcomes related to program completion than those who did



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not complete the course (39% versus 79%). The provision of educational services was not related to program outcome and while those who received child support or parenting services were more likely to be successful than were those who did not receive these services, the differences were not statistically significant.

Table 19. Program Outcome by Services Provided

| | | |
|------------|--------------------------------------------------|-----------------------------------------------|
| Outcome | Child Support or Parenting Services Not Provided | Child Support or Parenting Services Provided |
| Successful | 52% | 64% |
| number | 23 | 44 |
| Outcome | Educational Services Not Provided | Educational Services Provided |
| Successful | 59% | 61% |
| number | 34 | 33 |
| Outcome ★ | Thinking for a Change Not Completed | Thinking for a Change Completed |
| Successful | 39% | 79% |
| number | 13 | 27 |
| Outcome ★ | Financial Services Not Provided | Financial Services Provided |
| Successful | 27% | 69% |
| number | 15 | 52 |
| Outcome ★ | Housing Assistance Not Provided | Housing Assistance (other than rent) Provided |
| Successful | 54% | 85% |
| number | 54 | 13 |

★Chi square significant at .05



Table 20. Program Outcome by Contacts with Family and Friends

| Outcome ★ | Contacted Family or Friends | Did Not Contact Family or Friends |
|------------|-----------------------------|-----------------------------------|
| Successful | 69% | 44% |
| number | 42 | 25 |

★ Chi square significant at .05

Having program staff make contact with the participants' family and friends was also related to a successful outcome. For example, 69 percent of those who had family or friends contacted by the program were successful, compared to 44 percent who did not.

The total number of referrals or services provided through the program was also related to successful outcomes. For example, 90 percent of those with 15 or more services had a successful program outcome, compared to less than half of those with only 2-9 services.

Table 21. Program Outcome by Referrals/Services

| Outcome ★ | Number of Referrals | | |
|------------|---------------------|-------|-----|
| | 2-9 | 10-14 | 15+ |
| Successful | 48% | 62% | 90% |
| number | 27 | 29 | 10 |

★ Chi square significant at .07

Table 22. Days in the Program by Program Outcome

| Days in the program: | Successful Outcome | Unsuccessful Outcome |
|-------------------------------|--------------------|----------------------|
| ★ Average Days in the Program | 213.0 | 122.5 |

★ T-test significant at .00

However, it is possible that receiving more services does not directly contribute to a positive outcome, but rather that having a positive outcome and having more referrals were both the result of longer stays

in the program. As Table 23 shows, individuals who successfully completed Getting It Right spent an average of 213 days in the program, compared to 122 days for those who did not successfully complete the program.



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To explore this possibility, we restricted the analysis to those cases in the program for 213 days or less (the average time in the program for those with successful outcomes). This analysis continues to show the importance of housing and financial services, as well as the total number of service referrals.

**Table 23. Program Outcome by Services Provided for Participants in the Program
212 Days or Less**

| Outcome | | |
|------------|---------------------------------|-----------------------------|
| Outcome ★ | | |
| | Housing Services Not Provided | Housing Services Provided |
| Successful | 40% | 86% |
| number | 37 | 7 |
| Outcome ★ | | |
| | Financial Services Not Provided | Financial Services Provided |
| Successful | 21% | 60% |
| number | 14 | 30 |

★Chi square significant at .05



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CHAPTER SEVEN: Staff Reactions



Classes for Getting It Right

Project staff were interviewed and asked to describe their experiences with the Getting It Right program. In total, six project staff were interviewed: four worked for Getting It Right, one for the St. Francis Center, and one for ICCS (Community Corrections). All staff spoke favorably about their experiences with the program as well as its perceived impacts on clients. Project staff saw Getting It Right as the gold standard in Community Corrections and what other programs should be working toward. This chapter summarizes the following key themes discussed by interviewees: a) program implementation, b) enhanced services: the Getting It Right model, and c) sustainability.

Program Implementation

Staff Training and Introduction to the Program

Several interviewees felt that a more detailed introduction to the project would have been helpful, as there was often confusion about Getting It Right goals, the implementation process, and services. For example, some incorrectly believed that Getting It Right was just a new ICCS policy of giving clients “free stuff.” Ultimately, this contributed to challenges with staff buy-in.

Getting It Right Participant Recruitment

Getting It Right program staff talked about the importance of their relationship with the DOC throughout the recruitment process. Buy-in from the DOC was critical to project’s success as DOC staff assisted with recruitment, scheduled interviews at the facilities, and connected Getting It Right staff with other key stakeholders. In fact, more Getting It Right clients were sentenced through probation (Transition) than Community Corrections (Diversion), which contributed to a sample heavy with Transition clients. Interviewees attributed this to their perception that judges were less familiar with the Getting It Right program model than the DOC.

“ The grant changed the way we relate to offenders. ”

Getting It Right Staff



Getting it Right

A unique aspect of the Getting It Right model was that potential program participants were recruited and interviewed while in Corrections. Interviewees viewed this as a vital component to both recruitment and, ultimately, program success. In some instances, these initial meetings with clients served to inform sentencing decisions and being accepted into Community Corrections. Across clients, however, these interviews provided a key opportunity to build buy-in from clients and begin building a client-staff relationship. In addition, these in-person interviews also initiated the family connections component of Getting It Right—clients identified family members who could be contacted and potentially aid in the participants’ transition back into the community.

One challenge of recruitment, however, was it was not fully explained to some clients why they were selected for the Getting It Right program and what participation included. Interviewees stated that part of this was because clients were focused on getting to go the halfway house and did not understand the extent of the Getting It Right project. Although the relationship with DOC was critical to the success of recruitment efforts, one interviewee recommended that ICCS staff could be more involved in the recruitment process to address this challenge.

Staff Turnover

Tied to staff unfamiliarity with the Getting It Right model and goals was staff turnover at ICS. As new staff cycled in and out of ICCS, Getting It Right had to be re-explained to new staff and clients then re-oriented with a new case manager. Turnover was especially challenging for clients as they would develop a relationship with their case manager only to have them leave and then thrown in with a new person.

Enhanced Services: The Getting It Right Model

Case Management Approach

Interviewees mentioned that the strengths-based case management model used with Getting It Right clients is distinctive from the approach commonly used in Community Corrections. As part of the strengths-based approach, they used a “people-first” approach wherein clients are viewed as people rather than offenders. As one Getting It Right staff discussed, Community Corrections commonly refers to clients as “offenders” and “ex-offenders” rather

“ Don’t call them ‘security officers,’ that is destined to fail. Come up with something that allows case managers to be strength-based rather than punitive. ”

Getting It Right Staff



Getting it Right

than “returning citizens.” She went on to say: “Those words alone, the connotation is huge. And we, ICCS, need to get out of that correctional mindset into a more rehabilitative, informative, inspiring mindset.”

The Getting It Right case management model included built-in, frequent, and convenient contact between clients and case managers. Clients met with case managers daily until they found a job. Once clients found employment, they would then touch base weekly and, eventually, monthly as they continued in the program. Mentoring groups also occurred monthly and provided the opportunity for clients to connect with other Getting It Right participants, share job resources, and create a social support network. Getting It Right staff were also available on an as-needed basis, over and above the scheduled contacts. Furthermore, program staff made sure it was convenient for clients to reach them. Getting It Right staff were co-located at ICCS where they would introduce the program to clients as well as hold office hours to make themselves more available to clients.

Getting It Right staff also worked at the department level to enhance their ability to provide case management to individual clients. Weekly meetings were held with ICCS and Getting It Right staff to discuss changes at the facility, issues with any clients, and how to balance Getting It Right and ICCS goals.

The effort for this intensive, strengths-based, and relationship building approach proved successful. Clients told staff they felt more supported and invested in by the Getting It Right program than they had at other facilities. They felt that Getting It Right staff wanted them to succeed. Interviewees referred to the approach used in the Getting It Right program as more success-focused than punitive, with attainable rules and requirements set up for the clients to succeed. This contributed to the clients demonstrating improved self-esteem; a transformation in how they look at and think of themselves. Indeed, interviewees noted that one of the biggest predictors of success was having a positive relationship with a case manager.

Leveraging Community Resources and Partnerships

All interviewees mentioned that collaboration among community partners was integral to the success of the program. Getting It Right developed relationships with the following agencies to promote the success of their clients:

- ICCS
- Employment center
- Mental health treatment agencies
- Child support agencies
- Other community stakeholders



Getting it Right

A key barrier to re-integration is lack of social and community support, and the goal of these partnerships was to directly address this barrier. Close collaboration with community partners also allowed program staff to help clients more effectively navigate the criminal justice and human service systems upon reentry. In addition, these partnerships provided Getting It Right clients opportunities to develop relationships and support systems in their community. Specifically, program staff assessed client needs upon enrollment and then directly connected clients with an agency or individual to help address those needs—a “soft handoff.” Overall, interviewees were highly satisfied with the array of enhanced services provided to Getting It Right clients. They saw the services as comprehensive, supportive, and flexible to the client’s needs

“ You always talk about collaboration and communication but this was it in the truest form. It is nice to know that it is a deep enough connection, that if there is a real problem, I can reach out to one of them. ”

Getting It Right Staff

A key barrier to re-integration is lack of social and community support, and the goal of these partnerships was to directly address this barrier. Close collaboration with community partners also allowed program staff to help clients more effectively navigate the criminal justice and human service systems upon reentry. In addition, these partnerships provided Getting It Right clients opportunities to develop relationships and support systems in their community. Specifically, program staff assessed client needs upon enrollment and then directly connected clients with an agency or individual to help address those needs—a “soft handoff.” Overall, interviewees were highly satisfied with the array of enhanced services provided to Getting It Right clients. They saw the services as comprehensive, supportive, and flexible to the client’s needs.

A Focus on Economic Security

Affordable **housing** (including ICCS residency) was one of the top priorities for Getting It Right clients. Housing stability is critical because it allows clients to search for work and reconnect with their families. However, those re-integrating into the community have little financial resources, which is compounded by restrictions on where some clients could live due to a felony record.



Getting it Right

The Getting It Right model addressed this barrier in several ways. First, clients were given extra time before they had to start paying for their stay at Community Corrections. In contrast, non-Getting It Right clients must begin payment immediately upon transition. Thus, this housing assistance provided clients with the ability to focus on treatment or job readiness and budgeting because they weren't forced into a job right away to meet that financial obligation. Second, Getting It Right prioritized debt reduction strategies while providing case management to clients. Finally, a unique piece of the enhanced service model for housing was the Community Development Block Grant. Some clients were given financial assistance as they transitioned to non-residential in the form of first month's rent and a security deposit. Unfortunately, only 15 Getting It Right clients were able to obtain this assistance due to constraints of the grant.

Stable **employment** was another top priority for Getting It Right clients. Importantly, Getting It Right does not simply focus on any employment. Rather, the focus is on stable employment, livable, progressively increasing wages, and employment that is a good fit between clients' skill sets and interests. Interviewees spoke of the employment services as comprehensive: clients were given help creating their resumes, setting up email accounts, searching for jobs, obtaining work clothes and tools, as well as transportation to go to-and-from interviews. Each client's work history, child support restitution, and DOC information were taken into consideration as employment assistance was provided. Program staff aimed to build vocational skills to increase wages and promote professional development. Several interviewees mentioned anecdotal examples of clients getting promoted \$2-3 an hour, one client as high as \$28/hour. In contrast, ICCS typically provides a general list of employment opportunities that is rarely updated or reflective of a person's skills or qualifications.

“ Not having housing is a stressor. It doesn't allow you to work or reconnect with kids or family because you don't have a place to do it ”

Getting It Right Staff

“ All the stuff needed to get around and take a job is important. It is nice that Getting It Right can provide basic tools and transportation, it helps them feel more prepared. ”

St Francis Center Staff

As mentioned above, community partnerships were important to Getting It Right. One of the key partners in the Getting It Right project was the St. Francis Employment Center, a Denver nonprofit. Their Turnabout Program offers employment and reintegration services to ex-offenders. They offer a clothing bank, case



Getting it Right

management, resume assistance, transportation, work clothes and tools, and “whatever people need for employment.” There was near-daily communication between Getting It Right staff and St. Francis about each client’s progress through the program. In addition, bimonthly meetings were held to troubleshoot client issues as well as confirm program expectations and timelines.

All interviewees spoke of the St. Francis center favorably, particularly for their flexibility, responsiveness, and ability to get clients employed quickly. As one ICCS case manager noted: “The partnership with St. Francis is amazing; I love that place. These guys are getting employed a lot faster than general population.” At the time of the interviews, 54 clients were still enrolled in Getting It Right, and all were employed.

When asked about challenges encountered with employment, interviewees referenced certain policies they found archaic. For example, ICCS case managers are required to call employers to confirm that clients showed up for their interviews. This policy is potentially stigmatizing: if they say that an ex-offender went in for an interview, that employer might be less likely to hire them.

Family Engagement and Fatherhood Classes

A major component of reentry and, subsequently, a focus point of Getting It Right was family reunification and engagement.

Community Corrections works solely with offenders, but Getting It Right staff worked to build a relationship with family members as well. Program staff would help the Getting It Right clients’ families understand reentry, including what to expect as their family member transitioned. Getting It Right also provided services and resources to the families, such as connecting them with public service programs, workforce programs, computer and resume classes, child support, and Head Start. There was even a system in place to reimburse family members who posted bail for the client. Getting It Right family engagement efforts helped foster client success with the added benefit of improving program staff’s relationships with clients through connection to their family.

“ One of the biggest things I did was to answer [the family’s] questions about the client’s reentry. They did not understand what that means. We developed a FAQ sheet based on questions I was getting to help families understand the reentry process. ”

Getting It Right Staff



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Interviewees also felt that fatherhood classes were particularly useful for clients. Course topics included child development, managing child support orders, and reunification with their kids following their transition. Fathers who completed the program were given certificates to show the court. To reduce the financial burden of taking these classes, clients were given bus tickets to get to and from the classes.

Mental Health & Substance Abuse Treatment

Thinking for a Change classes were required of Getting It Right participants. Classes helped participants to control their impulses through cognitive behavioral therapy. Interviewees noted that clients were less problematic than non-Getting It Right clients and were able to avoid making impulsive decisions after participating in the classes.

Another key partner was Parker Froyd and Associates (see later section on Mental Health Services), a mental health treatment service provider located in Lakewood. Interviewees spoke highly of them as responsive, flexible, and client-focused. They offered classes/treatment on victim empathy, domestic violence, couples and individual counseling, substance abuse treatment, and mental health evaluations. These services were all free as part of the Getting It Right program.

Additional learning opportunities included a public health nurse speaking about STD's, budgeting and personal finance classes, counseling (e.g. anger management, victim empathy, domestic violence) and drug treatment.

Access to Resources

Getting It Right participants had increased access to a variety of resources compared to non-Getting It Right clients. Clients received eyeglasses and tattoo removal for reduced or no cost. The tattoo removal helped improve clients' self-esteem and get rid of tattoos they felt damaged their physical image and, thus, employability. A community garden was also established with several community partners. Clients helped build the garden and grew over 300 pounds of produce, which was donated to and even fed people in the Getting It Right program. The community garden was viewed as a healthy stress management activity, and helped clients connect with others outside of the traditional halfway environment.

A key resource was described by interviewees as critical to supporting the other Getting It Right enhanced services—a cell phone. Getting It Right clients were provided cell phones to help transition back into the community, which is unique because they are typically prohibited in ICCS. Yet, Getting It Right staff knew that cell phones are a crucial tool to finding employment and housing, as well as reconnecting with family



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and friends. In terms of implementation, interviewees said the new cell phone policy was instituted smoothly. In order to not create conflict with other, non-Getting It Right clients, there were restrictions on where the phones had to be kept (i.e., in a cubby with supervised access).

“ So now with the cellphones, we can have a live stream and it is not weird because everybody has a cellphone. It is not like it is humiliating. They used to have to pick up straws to prove where they were but that doesn't show what they did. ”

ICCS Case Manager

There were multiple advantages of providing Getting It Right clients with cell phones. Cell phones allowed clients to contact their case managers whenever they needed help. Participants gained budgeting skills by paying their cell phone bill. Clients were also able to keep in touch with relatives who lived long-distance, which helped maintain their crucial support systems. Importantly, the employment process was easier with cell phones as the clients were able to receive voice mails or return phone calls.

Cell phones were also an important security feature. An interviewee noted that clients with cell phones were found with less contraband than non-Getting It

Right clients because they already had such an important tool provided to them. Cell phones enabled case managers to track clients more effectively using GPS rather than the old method of having them pick up straws wherever they went to verify their location. This led to less “escapes” since they were able to see where the clients were.

All interviewees referred to this cell phone policy as “cutting edge” and a “must-have service” that should have been provided from the beginning. It is vital to client success and reintegration.

Impact & Sustainability

Interviewees believed Getting It Right to be very successful. Anecdotally, interviewees mentioned reduced recidivism compared to non-Getting It Right clients. In some cases, rather than clients being classified as “escaped,” the families would be contacted and would help bring the clients back into compliance. Getting It Right also allowed participants to leave the program with less debt than other clients transitioning through the halfway house. Case managers and Getting It Right staff interviewees mentioned clients being more financially stable than others. The housing assistance grant was also pivotal in helping clients reduce debt during their transition. Overall, one of the biggest outcomes noted by interviewees was the relationships developed between clients, case managers, and other Getting It Right-participants. The



Getting it Right

community created around the project was quite unique and served to provide more support and motivation to clients during their transitions.

Key informants viewed Getting It Right as a sustainable program, in part due to the community partnerships in place. St. Francis Center stated they will continue to connect clients with resources. Suggestions for future program enhancements included offering more motherhood resources and routine follow-up with clients after they complete Getting It Right (e.g. volunteer days).

Coupled with conversations about sustainability were recommendations for the

Community Corrections model. With regard to the case management approach, interviewees suggested taking more of a “people-first” approach, treating clients with compassion and empathy rather than punitively. Trainings for staff were mentioned as a way to teach case managers how to be “less like correctional workers” and more encouraging of the client’s success. Having a resource person on-hand with an open door policy was also recommended to ensure that client’s needs were always being addressed promptly. Based on the Getting It Right model emphasizing family engagement, interviewees spoke to the importance of making Community Corrections more family-focused. Involving clients’ children and families will help create more investment in their successful reentry, including making resources available to them. As was practiced in the Getting It Right program, holding family events like the gathering at the Nature and Science Museum was also suggested as way to boost family buy-in and involvement during reentry.

Employment restrictions were also brought up as a component needing revision. Many Getting It Right clients could not look for work in the service industry due to a regulation prohibiting them from handling money on account of a felony charge. Certain charges also prohibited clients from working in a house. These above examples were listed as barriers for clients finding employment and complying with program regulations.

“ They go in an offender and they come out a father, tax payer, and employee. They are paying taxes, contributing to society. It really helps us as workers [to see them like that] but also how they look at themselves as well. ”

Getting It Right Program Manager



CHAPTER EIGHT: Key Findings and Lessons

Summary of Findings

The goals of Jefferson County's Getting It Right project were to provide a comprehensive menu of services to medium to high-risk offenders while they are in community corrections and while they transition to the community. Going beyond traditional employment and case management services, Getting It Right sought to address reentry from a human services perspective by engaging the ex-offender's reentry support network of family and by providing additional support as needed. The services provided included: case management, employment, family reunification and responsible fatherhood programming, transportation assistance, housing assistance, human services integration, reentry support and transitional assistance to community.



In April 2014 Getting It Right began identifying and enrolling eligible participants into the program. Potential participants were identified for program services through various methods, primarily from a list of medium to high risk offenders nearing release and pending a parole board hearing. Once a potential participant was identified from the list and met the LSI score criteria, the Getting It Right case manager went to the facility to meet in person with the offender to screen for Getting It Right enrollment, discuss program requirements and to gain informed consent to participate in the project and research study. Word of mouth, referrals from parole and probation officers and referrals from other partner agencies rounded out the identification of potential participants and the recruitment process.

The evaluation is based on 75 individuals who enrolled in Getting It Right between July 2014 and October 2015.

Profile of Participants

Getting It Right served men ranging in age from 20 years to 61 years old. The average and median age of participants was 36 years, and two thirds of the participants ranged in age from 26 to 40 years old. Most of the men were unmarried at the time they were enrolled in the program. For most (53%) this meant they had never been married, the rest were either divorced or separated (26%), or married at the time of enrollment (20%).



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The majority of the participants had children, with only 22 percent reporting they did not have a child. This also meant that most of the men with children-57 of them- had a child support order at program intake, accounting for 32% of those enrollees. The average amount due per month on a current support order was \$170, with half of the men owing more than \$121 per month. In addition to owing current support, 23 men had child support arrears that had built up over time as they failed to make payments. The amount of child support arrears averaged \$15,600 with a median of approximately \$9,800. Just over 20 percent of the men said they owed \$20,000 or more in arrears.

For most men enrolled in the program their first arrest came before they were 21 years of age (72%). The average age at first arrest was 20.5 years, with a median of 17.5 years. The average number of convictions, based on self-report, was 4.5 with a median of 3.0. Approximately a third of the program participants reported only a single conviction, while close to 10 percent reported 10 or more convictions.

The Getting It Right Model

Men participating in Getting It Right an average of 174.4 days (or nearly 6 months). A small percentage of men (12%) participated in the program for a relatively brief period of time — 2 months or less. Similarly, a small percentage (16%) had relatively lengthy stays in the program defined as nine to 15 months.

A primary source of assistance provided to participants was in the form of direct referrals for services needed to address barriers to reentry. Over the course of program participation (on average 6 months), a total of 631 referrals were made to the 75 participants. On average each participant received 8.4 referrals, with a median of 8.0. A summary of referrals made to participants follows:

- Virtually all of the program participants received one or more mental health referral. These referrals were for services such as anger management, domestic violence treatment, victim empathy or general mental health services.
- All participants received employment referrals, highlighting the crucial role employment and, through that, financial stability, play in the reentry process. Financial service referrals were also common. These included referrals for general financial assistance, financial education, tax preparation, and utility assistance.
- Nearly 70 percent of the participants received referrals related to child support and/or parenting.
- Education related referrals were given to nearly half of the program participants.
- Housing referrals were made in about 20 percent of all cases.

Other services provided to Getting It Right participants included help with veterans' issues, including veteran's benefits (received by 5% of the participants), and help with child support issues (13%) such as



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reviewing and explaining orders, and working toward driver's license reinstatement or order modifications. About 19% of the men took part in child welfare educational programming.

The Navigator also reached out to family members and friends throughout the course of the Getting It Right project. Friends or family were contacted for 71 percent of all participants. These contacts were most often made to parents, partners or former partners of the participants. The purpose of these contacts was to introduce the family or friends to the Getting It Right program, reconnect the participant to his family and friends for reentry support, and describe reentry more generally to the family/friends. In addition, Navigators asked families and friends if they had any questions about reentry and if they needed any resource for themselves or their families. Contacts were made periodically with family member to follow-up on any resources or referrals provided as well as to reassess their needs. Over the span of time the participant was engaged with Getting It Right, 170 referrals were made to family members.

Process Evaluation Outcomes

Getting It Right program staff talked about the importance of their relationship with the DOC throughout the recruitment process. Buy-in from the DOC was critical to project's success as DOC staff assisted with recruitment, scheduled interviews at the facilities, and connected Getting It Right staff with other key stakeholders.

A unique aspect of the Getting It Right model was that potential program participants were recruited and interviewed while in Corrections. Interviewees viewed this as a vital component to both recruitment and, ultimately, program success. In some instances, these initial meetings with clients served to inform sentencing decisions and being accepted into Community Corrections. Across clients, however, these interviews provided a key opportunity to build buy-in from clients and begin building a client-staff relationship. In addition, these in-person interviews also initiated the family connections component of Getting It Right—clients identified family members who could be contacted and potentially aid in the participants' transition back into the community.

Interviewees mentioned that the strengths-based case management model used with Getting It Right clients is distinctive from the approach commonly used in Community Corrections. As part of the strengths-based approach, they used a "people-first" approach wherein clients are viewed as people rather than offenders.



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Participant Outcomes

Program Completion and Risk for Future Reoffending

A key finding related to recidivism was that Getting It Right participants showed significant drops in the high and moderate risk categories on the standardized risk assessment used by the state (LSI) and significant increases in the low risk category. In addition, when Getting It Right participants are compared to all men in Community Corrections in FY2014, Getting It Right Participants show a 22% decrease in the LSI score, compared to 14% for all men in Community Corrections. Although this analysis is based on a small number of Getting It Right participants, and further research is clearly needed, the pattern is certainly encouraging.

At the time data were collected to complete the evaluation report, 19% (n=14) Getting It Right Participants were still in the program and no completion status was known. Most Getting It Right participants with a known outcome had successfully completed the program. This is much higher than that of all Jefferson County individuals in Community Corrections (56% vs 40%). Those who successfully completed Getting It Right typically moved to a status of parole (n=25), a non-residential program (n=6), or sentence dismissal (n=3).

Employment and Earnings

Getting It Right participants worked with the St. Francis Center employment case manager to secure employment. On average it took 38 days (or a median of 23 days) post-enrollment for participants to secure a job. Following participation in Getting It Right, 96% of participants found employment. The average starting wage post-enrollment was \$11.21 per hour with a median wage of \$10.00 per hour. For those participants who either lost their initial post-enrollment job or switched jobs, the average hourly wage rose to \$12.71 per hour with a median of \$12.00 per hour.

Another source of employment and earning data consulted for the program evaluation was the Colorado Department of Labor and Employment UI wage records. This is the most reliable source of earnings information that can be obtained since it does not rely on self-report, however not every type of employer is required to report wages to UI and there is also a substantial lag (up to 3 quarters) in reporting this information. Based on UI data, post-enrollment, nearly 85% of the men showed earnings from employment. Among those with UI data available, average quarterly earnings increased 62% from the quarter in which they enrolled (when 31 men showed UI earnings) to \$5,000 in the second quarter post-enrollment (when 38 men showed earnings).



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Meeting Child Support Obligations

An extract of administrative child support data was obtained to determine the child support payment status of participants following enrollment. About two-thirds of all participants were paying child support. The numbers are quite small and firm conclusions cannot be offered, but the pattern is for the majority of those who successfully complete the program to be current on their child support obligations.

Program Components Associated with Successful Outcomes

The analysis considered whether key program components could be identified that show strong associations with successful outcomes. Several factors do appear to be especially relevant to program success. Those who received financial services and housing assistance were more likely to successfully complete the program compared to those who did not receive these services. Participants who successfully completed the cognitive behavioral therapy class, Thinking for a Change, had more successful program outcomes, than those who did not complete the class. Those participants who received child support or parenting services were more likely to be successful than were those who did not receive these services, however the differences were not statistically significant.

Having program staff make contact with the participants' family and friends was also related to a successful outcome. Fully, 69% of those who had family or friends contacted by the program were successful, compared to 44% who did not.

To control for the possibility that receiving more services does not directly contribute to a positive outcome, but rather that having a positive outcome and having more referrals were both the result of longer stays in the program, we conducted an analysis of those individuals who were active in the program for 213 days or less (the average time in the program for those with successful outcomes). This analysis continued to show the importance of housing and financial services, as well as the total number of service referrals.

Lessons

As Getting It Right continues to operate, and as new programs look to Getting It Right for insights and guidance, several lessons from this evaluation are relevant:

1. Partnerships Matter

Getting It Right staff report that program buy-in from the DOC was critical to project's success. DOC staff assisted with recruitment, scheduled interviews at the facilities, and connected Getting It Right staff with other key stakeholders.



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Getting It Right staff also stressed the impossibility of meeting all of their clients' needs internally and the importance of partnerships with community based services. Experienced service providers in the areas of employment, housing, child support, mental health, and other areas of need were able to ensure that clients were provided comprehensive services where needed.

2. Contacts Matter

Throughout the evaluation, a common theme was that contacts matter. For example, contacts at the earliest possible stage — pre-release — is seen by project staff as critical to gaining buy-in to the program, and to getting a jump start on developing a pre-release plan that can help to ensure successful reentry.

Post-release, client contact with the Getting It Right Reentry coordinator leads to improved reentry outcomes, as does contact with the Human Services Navigator. Centralizing service coordination with a reentry team that provides support to navigate complex systems leads to the better identification of an individual's needs and the greater likelihood of linking clients to the correct partner organizations.

Follow-up contacts with clients are needed to ensure that the referral process works and the client is receiving necessary services. Follow-up contacts also allow for ongoing assessments of clients' needs.

Contact with family members leads to better reentry outcomes. These contacts are useful initially to re-establish contact and being to rebuild the relationship between the offender and his family support network. This contact also is helpful to explain the program to family and friends so they are better able to support their loved one. The contacts on an ongoing basis also help identify support needed by family and friends to allow them to continue to be a resource for their loved one.

3. Referrals and Services Matter

The number of contacts and referrals a client receives is important in setting the client up for success. While further research is needed with larger sample sizes, this preliminary evaluation suggests that "more is better." Among those participants who received 2-9 referrals, 48% successfully completed the program. Among those receiving 10-14 referrals, 62% were successful, and among those with 15 or more referrals, 90% were successful.



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