

## 2012 Program Report Card: Residential Work Release – Department of Correction

*Quality of Life Result:* All Connecticut working age residents have jobs that provide financial self-sufficiency.

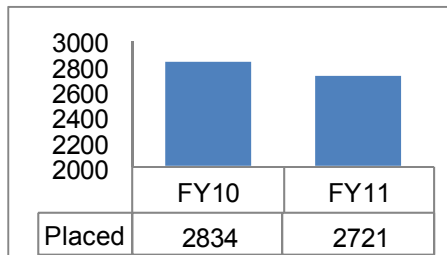
*Contribution to the Result:* Placing offenders in halfway houses allows us to supervise them in a controlled setting, while halfway house staff and other agencies provide job readiness, job-finding, and job retention services. Job readiness includes acquiring identification, securing clothing, and preparing for interviews. Job-finding entails matching the offender to existing job openings that fit his or her needs. Job-retention includes coaching the offender when they encounter challenges or when they are discouraged.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual FY 11	\$19,142,673.00	\$0	\$0	\$19,142,673.00
Estimated FY 12	\$19,142,673.00	\$0	\$0	\$19,142,673.00

*Partners:* Connection, CT Renaissance, Neon, Perception, Department of Mental Health and Addiction Services, Department of Social Services, Department of Labor, Board of Pardons and Paroles, University of Hartford, University of Connecticut, local city and town governments, local colleges and universities, business community, other non-profit agencies, and other state agencies. In addition, the work release halfway houses help offenders access services from DOC contracted non-residential services and many services that are not under contract. These include behavioral health, employment, and housing related services.

### How Much Did We Do?

Number placed in work-release halfway houses.



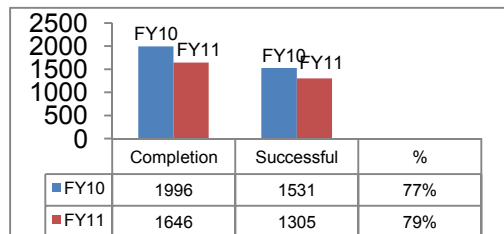
#### Story behind the baseline:

There was a 4% reduction in the number of individuals placed in work-release (113). This small decline is explained by a small increase in the length of stay (FY10: 144 days and FY11: 146 days) and a 1% reduction in utilization (FY10 97% and FY11 96%). We think this reflects normal fluctuation and not a true trend.

Trend: ◀▶

### How Well Did We Do It?

Percentage of successful completions



#### Story behind the baseline:

Successful completion rates in 2010 ranged from 56% to 94% within the halfway house programs with a variance of 38%. In 2011, the completion rates ranged from 68% to 93% within the halfway house programs with a variance of 25%. This reflects a more consistent and improved outcome. However, the FY11 variance suggests we have room for improvement. Although we have analyzed some data to determine possible factors, thus far we do not have a definitive answer. One possibility relates to differential rates of resources that halfway houses have.

Trend: ▲

### How Well Did We Do It?

Average agency employment rate

FY	Served	Employed	Percentage
2011	2151	1205	56%

#### Story behind the baseline:

This is a new data element we have added for FY11. “Served” refers to the numbers who had completed orientation and who were not in a training or treatment program.

In 2011, there was a range from 18% to 100% within the halfway house programs with a variance of 82%. This large variance may reflect a data problem or a lack of consistency in practice. Other possible explanations for this variance may include different unemployment rates for different geographical areas, presence of an employment specialist on staff, and the number and variety of employers to which agencies can regularly refer clients.

Trend: N/A

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### Is Anyone Better Off?

Percentage with stable housing

FY	Successful Completion	Housed	%
2011	1305	1281	98%

#### Story behind the baseline:

This data element was first available in FY11. In 2011, stable housing ranged from 83% to 100% within the halfway house programs with a variance of 17%. The denominator in this measure is those clients who successfully discharged from the program. Unsuccessful outcomes were those who were discharged to a shelter with no case management or discharged with no housing.

The high proportion of successful outcomes reflects the success that our non-profit partners, DOC Parole and Community Service staff, and other state agencies have in placing offenders in appropriate housing.

**Trend:** N/A

### Is Anyone Better Off?

Average bank account balance

FY	Eligible	Average
2011	1188	\$928.35

#### Story behind the baseline:

This data element was first available in FY11. There was a range in savings from \$200.00 to over \$1500.00 within the halfway house programs. Thirteen of the twenty-five halfway houses had an average savings of over \$1000.00.

It is clear that most of the halfway houses are doing a good job of helping offenders save money in preparation for release from the halfway house. We need to investigate the much lower savings in other halfway houses.

One possibility to explain the variation is that in some halfway houses, the hourly rate of pay to employed inmates is different. There is a direct relationship between rate of pay and savings. Rate of pay information will start to be collected on January 1, 2012.

**Trend:** N/A

### Proposed Actions to Turn the Curve:

Service variability should be informed by and improved by a process evaluation currently underway. Two years ago a Program Fidelity Model for halfway houses was created based on a research review, which included an audit tool. This model includes a number of low-cost or no-cost approaches that have been shown to improve outcomes. Examples include assisting offenders to engage in pro-social activities, utilizing motivational interviewing, and utilizing CBT principles. This process became de-railed due to facility population pressures, as well as financial constraints. Since then, the Department of Correction contracted with the University of Hartford and Connection, Inc., to undertake a process evaluation designed to identify implementation challenges that we have encountered and corrective actions that can be taken.

We are in the process of adding an audit team that will be in place by February 1, 2012. The audit team will be responsible for quality assuring the Program Fidelity Model. We fully expect improvements in completion rates, employment rates, and savings rates.

In mid December the DOC made “seed money” available for agencies to hire an Employment Specialist. We estimate that if successful, income generated by increased employment income will cover the future cost of the individual salary beyond the year the seed money will be available.

We need to collect data that better addresses “financial self-sufficiency.” On January 1, 2012 we will begin to collect information on the number of hours worked and hourly wages. In addition, we will collect information on the proportion of individuals with “financial self-sufficiency plans.” We expect to have the first quarterly report available May 1, 2012.

#### Data Development Agenda:

Regarding employment rates we recently resent information to providers regarding how employment figures should be calculated. We have reason to believe part of the variance is due to inconsistency in data calculation. Following the communication to providers, the Parole and Community Services will conduct an audit.