

## BACKGROUND

This marked the third and final year of the Jail Collaborative’s 2016–2019 Strategic Plan. A new strategic planning process is slated to begin in the fall of 2019; it will culminate in a strategic plan for 2020–2023. What follows is a report on Jail Collaborative activities during this year and progress on the 2016–2019 strategies.

## ABOUT THE COLLABORATIVE

Created in 2000, the Jail Collaborative is an alliance of government agencies and nonprofit groups dedicated to addressing the needs of people returning to the community after leaving the Allegheny County Jail. In its almost 20 years, the Jail Collaborative has influenced system change and implemented evidence-based programming to achieve its mission of reducing recidivism for people involved in the criminal justice system in Allegheny County.

The Jail Collaborative owes much of its success to the ongoing commitment of the Chief of Staff, Office of the Allegheny County Executive; the President Judge, Court of Common Pleas; the Administrative Judge for Criminal Division, Court of Common Pleas; the Warden of the Allegheny County Jail; the Director of the Allegheny County Health Department; and the Director of the Allegheny County Department of Human Services (DHS).

The Jail Collaborative’s work has been made possible by multiple funding sources, including DHS, the Inmate Welfare fund, the local foundation community, and federal and state grants.

## JAIL COLLABORATIVE PROGRAMMING

The nationally recognized Reentry Program is the Jail Collaborative’s longest running program. It offers pre- and post-release case management and evidence-based services to adults who are sentenced or detained in the Allegheny County Jail and who are at medium to high risk of recidivism. The program links people with service coordination, education, job readiness, treatment, family supports and other services at least five months prior to release. Service providers assess individuals’ risk and needs during their first 30 to 60 days in jail and collaborate with jail staff to direct people to needed in-jail services and treatment. The program then

prepares participants for discharge and connects them with supports in the community. The Urban Institute's 2014 analysis of the Allegheny County Jail Collaborative's Second Chance Act-funded programs indicated that they reduced the probability of re-arrest — by 24 percentage points for one program — and prolonged time to re-arrest.<sup>1</sup>

<sup>1</sup> <https://www.urban.org/research/publication/evaluation-alleggheny-county-jail-collaborative-reentry-programs>

While in the Allegheny County Jail, inmates and their families can participate in the Reentry Program's Family Support service which provides activities and resources not only for the incarcerated parents but also for their families on the outside. In July 2019, the Urban Institute released a publication, "Model Practices for Parents in Prisons and Jails: Reducing Barriers to Family Connections,"<sup>2</sup> that cites the efforts at the Allegheny County Jail and references its model as a best practice in visiting and parent-child communication.

<sup>2</sup> <https://urbn.is/2MC5gK6>

The Jail Collaborative also supports post-jail programming in the four Adult Probation Community Resource Centers (CRCs), located in Arlington, East Liberty, McKeesport and the Northside. The CRCs allow individuals on probation to have access to services such as job placement, cognitive-behavioral therapy groups, drug and alcohol evaluations, and batterers' intervention programs in or near their home communities.

The Jail Collaborative also serves individuals in alternative housing and on electronic monitoring through the Training-to-Work program. This grant-funded program is operated jointly with the local workforce investment board, Partner4Work. Program participants receive case management, job training, mentoring and job placement assistance, with the goals of increasing employment and reducing recidivism.




## STRATEGIC PLAN AND PROGRESS TO DATE

In July 2016, the Jail Collaborative released its third strategic plan to continue reducing recidivism. It developed the three-year 2016–2019 strategic plan by speaking directly with those impacted by the Jail Collaborative's services, analyzing the effectiveness of past services and consulting literature on best practices. It focuses on four strategies to reduce recidivism:


1. Ensuring high-quality, evidence-based programs for people at a higher risk of re-offending
2. Making the transition to the community effective for each person leaving the jail
3. Reducing barriers to employment, transportation, health care and housing for formerly incarcerated people by developing a policy platform and advocating through its members and supporters
4. Developing and implementing a comprehensive plan for diverting, treating and supporting people who have behavioral health issues, including those who have co-occurring substance use and mental health disorders

The following table outlines plan objectives that relate to these four strategies and progress toward those objectives in 2018–2019.

**TABLE 1: STATUS OF JAIL COLLABORATIVE OBJECTIVES**

STRATEGIC PLAN OBJECTIVES	JAIL COLLABORATIVE STATUS	
<b>1. Ensuring high-quality, evidence-based programs for people at a higher risk of re-offending</b>		
<p><b>Improve the Reentry Program.</b></p>	 <p><b>PROGRESS MADE</b></p>	<p>The Reentry Program served 316 clients in 2018–2019, all of whom are in the target group.</p> <p>To enhance the continuity of service coordination and bolster engagement with participants post-release, the Jail Collaborative approved shifting all service coordination to be under the supervision of the jail’s Reentry Administrator. The new model requires that each service coordinator provide continuous service coordination to their caseload of Reentry Program participants throughout incarceration and following release.</p>
<p><b>Develop and implement a plan of using alternative housing as a step down from jail to the community.</b></p>	 <p><b>COMPLETED</b></p>	<p>The jail has modified its practice to increase the number of people in the Reentry Program who step down to alternative housing at least one month before their release. In 2018–2019, 48% of reentry participants stepped down to alternative housing, compared with 39% in 2014–2015.</p>
<p><b>Reentry Program will expand partnerships with organizations that can provide resources to support people in the jail and post-release.</b></p>	 <p><b>COMPLETED</b></p>	<p>The Jail Collaborative and Partner4Work collaborated on a program to increase the number of incarcerated and detained individuals who complete training programs and get jobs. This federally funded “Training to Work” program has trained 84 people for careers in customer service, construction and culinary arts, and increased employment by 87 jobs. The average wage for customers who participated is \$11.22.</p>

STRATEGIC PLAN OBJECTIVES	JAIL COLLABORATIVE STATUS	
<b>2. Making the transition to the community effective for each person leaving the jail</b>		
<p><b>Properly orient everyone in the jail to a successful community release; organize the resources to support effective discharge; and coordinate probation, the discharge center, physical and behavioral health providers, and other services with the discharge and release process.</b></p>	 <p><b>PROGRESS MADE</b></p>	<p>Progress includes:</p> <ul style="list-style-type: none"> <li>• Improvements in the discharge process. Discharge Center staff meet with individuals on their jail housing units prior to release to help arrange housing, transportation and medication.</li> <li>• Improvements in the discharge process for people who have behavioral health issues. The jail now offers Naloxone to each individual leaving the jail and coordinates a weekly housing meeting to ensure continuity of care and smooth discharge planning for those leaving the jail.</li> </ul>
<b>3. Reducing barriers to employment, transportation, health care and housing for formerly incarcerated people by developing a policy platform and advocating through its members and supporters</b>		
<p><b>Research policies that impact people with criminal records and develop a policy platform that can be used to educate legislators, community members and business leaders.</b></p>	 <p><b>COMPLETED</b></p>	<p>In 2018–2019, Jail Collaborative members focused on reducing the barriers to housing for formerly incarcerated people. They researched policies of the Housing Authority of the City of Pittsburgh and those of other jurisdictions (New Orleans, NYC); introduced recommended policy language to the HACP and to the City’s Human Relations Commission that would eliminate some of the criminal charges that result in housing refusal; and engaged tenants and tenant councils in advocacy efforts.</p>
<p><b>Examine the hiring practices of Jail Collaborative members.</b></p>	 <p><b>COMPLETED</b></p>	<p>The Jail Collaborative researched the hiring practices and policies of Allegheny County, Allegheny County DHS and the 5th Judicial District</p>
<b>4. Developing and implementing a comprehensive plan for diverting, treating and supporting people with behavioral health issues, including those with co-occurring substance use and mental health disorders</b>		
<p><b>Conduct an external evaluation of mental health issues throughout the entire criminal justice system.</b></p>	 <p><b>COMPLETED (2017–2018)</b></p>	<p>This evaluation is complete. It is a comprehensive review of the intersection of mental health and criminal justice in Allegheny County. The Jail Collaborative will be implementing the recommendations that will most effectively address the highest risk/need populations.</p>
<p><b>Implement medication-assisted treatment and overdose prevention in the jail.</b></p>	 <p><b>COMPLETED (2017–2018)</b></p>	<p>Allegheny County received multiple grant awards to support the implementation of medication-assisted treatment in the jail. As noted above, the jail also offers Naloxone to everyone leaving the jail.</p>

STRATEGIC PLAN OBJECTIVES	JAIL COLLABORATIVE STATUS	
<p><b>Assess the impact of current programs for frequent users of the jail, mental health homeless systems, and people who have co-occurring disorders, and continue programs that are effective in reducing recidivism.</b></p>	 <p><b>COMPLETED (2016)</b></p>	

**REENTRY DINNER**

The Jail Collaborative organized the Second Annual Reentry Dinner to continue a tradition of celebrating the achievements of current and former Reentry Program participants. Over 70 people attended, including participants, family members, friends and staff. This annual event strives to publicly recognize participants and reinforce the positive steps they have taken. The Jail Collaborative recognized each Reentry Program participant for their hard work, awarding them personalized, framed certificates. Participants thanked the Reentry Program and staff members for their help, and pointed to the children and family members in the room who kept them motivated along the way. An alum of the Reentry Program, who had also attended the first Reentry Dinner, shared encouraging remarks and spoke to the meaningfulness of the program and the event.

**WHO THE JAIL COLLABORATIVE SERVED IN 2018–2019**

The Jail Collaborative serves the majority of its clients through the Reentry Program, which begins in the Allegheny County Jail and continues in the community, and the Adult Probation Community Resource Centers (CRCs). Demographic information for Reentry Program participants and people who have accessed services in the CRCs follow. As there is some duplication between these two groups, the CRC demographics do not include Reentry clients who also used CRC services.

FIGURE 1: Participants in Reentry Program, 2018–2019

TOTAL SERVED: 316

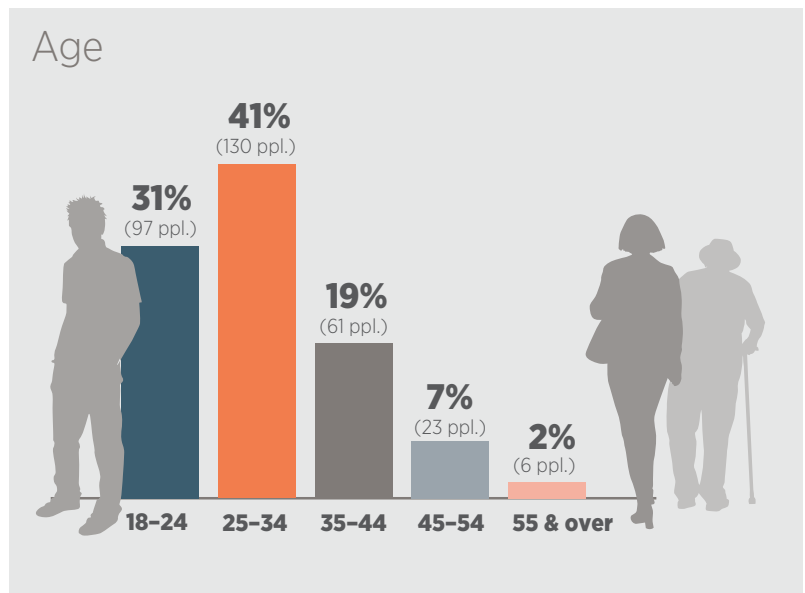
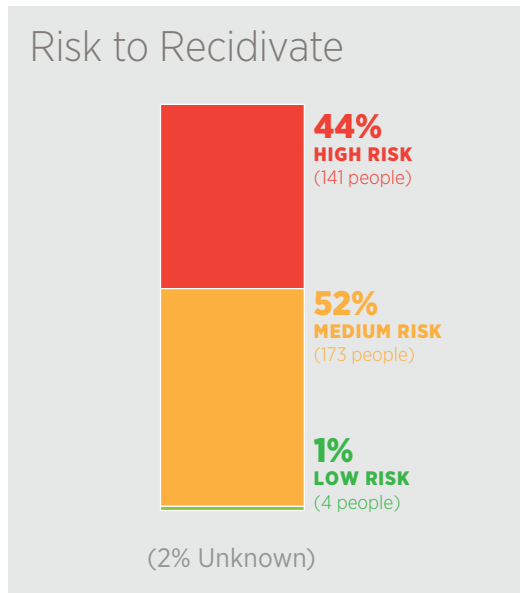
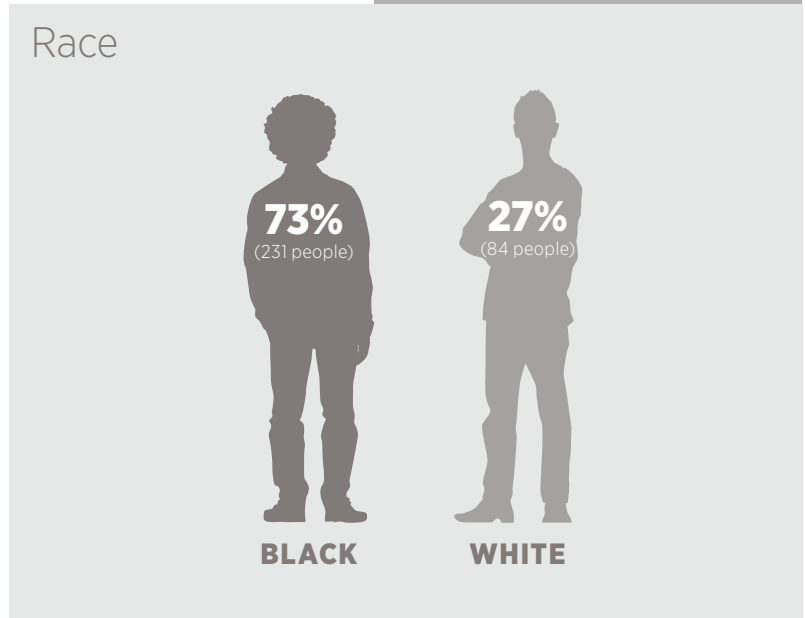
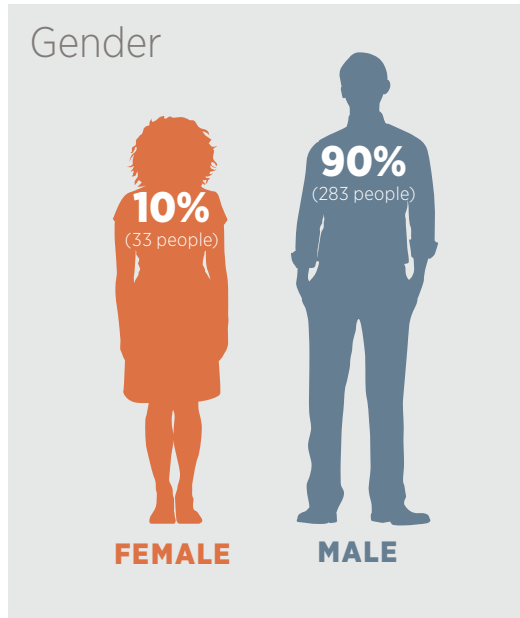
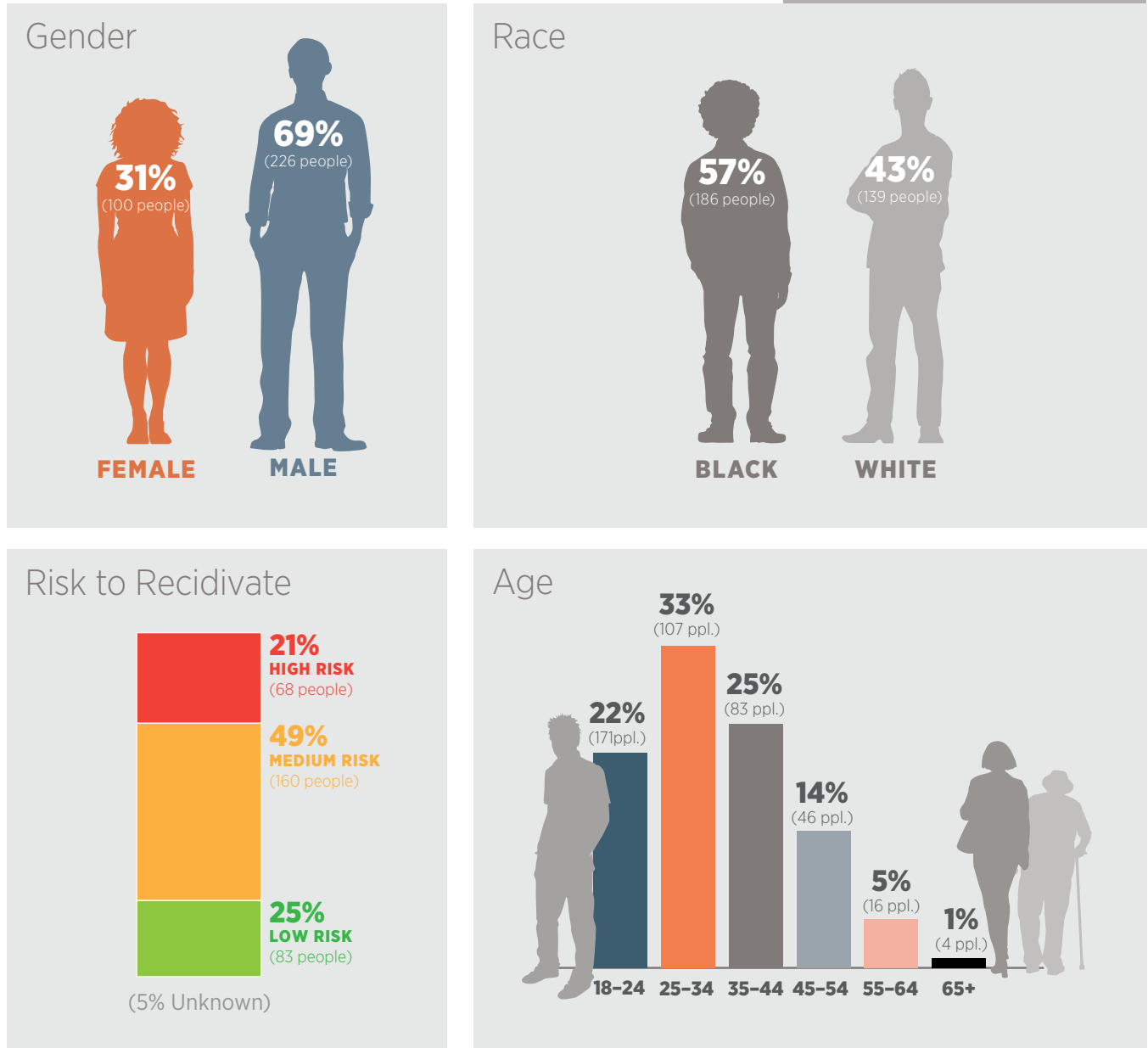


FIGURE 2: Participants in Community Resource Centers, 2018–2019

TOTAL SERVED: **327<sup>3</sup>**



<sup>3</sup> The total served figure includes those served through the CRCs by Goodwill of Southwestern Pennsylvania – Employment and Training; Goodwill of Southwestern Pennsylvania – Education; Mercy Life Center Corporation – Cognitive Behavioral Therapy (aftercare); and Community Human Services Corporation – Housing.

**JAIL COLLABORATIVE 2018–2019 SERVICE OUTCOMES**

The tables below show the number of participants served in each Jail Collaborative service, in the Allegheny County Jail and in the community, as well as the outcomes of those services. Where available, the tables show both completion rate and adjusted completion rate for services. (The adjusted completion rate removes clients from the count who exited the services for reasons beyond the control of the program, such as release from jail.)

**TABLE 2: In-Jail Service Participants and Outcomes**

SERVICE (IN JAIL)	NUMBER OF PARTICIPANTS	OUTCOMES
<p><b>Thinking for a Change</b> An evidence-based cognitive behavioral therapy (CBT) curriculum delivered to groups in the jail</p>	<b>398</b>	<p>Completion Rate: 66%</p> <p>Adjusted Completion Rate: 92%</p>
<p><b>Sage Maintenance Group</b> A follow-up to the Thinking for a Change curriculum offered to inmates housed on the Reentry Pod. The group is targeted for clients who have completed Thinking for a Change and allows an extended time put into practice the CBT concepts in a small-group setting.</p>	<b>102</b>	<p>Completion Rate: 67%</p> <p>Adjusted Completion Rate: 100%</p>
<p><b>Drug &amp; Alcohol Outpatient</b> Individual and group D&amp;A therapy provided to clients on a weekly basis. Each participant receives one hour of one-on-one therapy and one hour of group therapy each week.</p>	<b>134</b>	<p>Completion Rate: 57%</p> <p>Adjusted Completion Rate: 88%</p>
<p><b>Education</b> A range of educational courses for different academic levels, including adult basic education, pre-GED, GED and computer literacy</p>	<b>492</b>	<p>GEDs Obtained<sup>4</sup> of an Enrolled GED Class: 38%<sup>5</sup></p> <p>Class Completion Rate: 45%</p>
<p><b>Family Support</b> Services that include parenting and relationship classes, coached family phone calls and structured family visits</p>	<b>288</b>	<p>Class Completion Rate: 71%</p> <p>Adjusted Class Completion Rate: 87%</p> <ul style="list-style-type: none"> <li>• 229 family contact visits per year (average 0.8 per person)</li> <li>• 874 family phone calls per year (average 3 per person)</li> </ul>

<sup>4</sup> This refers to the total number of GEDs obtained among all individuals who were enrolled in a GED class during FY 2018–2019.

<sup>5</sup> 35 out of 91 ended classes



**TABLE 3: In-Community Service Participants and Outcomes**

SERVICE (IN COMMUNITY)	NUMBER OF PARTICIPANTS	OUTCOMES
<p><b>Breaking Free</b> A CBT curriculum delivered in alternative housing and the community</p>	<b>822</b>	<p>Class Completion Rate <b>57%</b></p>
<p><b>Drug &amp; Alcohol Assessment</b> Assessments completed in the CRCs to determine whether a client should be recommended for a level of drug and alcohol treatment</p>	<b>1012</b>	<p>Assessment Completion Rate <b>93%</b></p>
<p><b>Housing</b> Single-room occupancy for re-entry or probation clients who are homeless</p>	<b>18</b>	<p>Stably Housed <b>33%</b></p>
<p><b>Job Placement</b> Services provided in the CRCs to improve soft job skills and assist clients in obtaining and retaining employment</p>	<b>304</b>	<p>Job Placement Rate <b>51%</b></p> <p>Three-Month Job Retention Rate <b>44%</b></p> <ul style="list-style-type: none"> <li>• Average wage of \$11.31/hour</li> </ul>
<p><b>Vocational Training</b> Training offered free of charge to clients in various fields, including masonry, culinary arts and roofing</p>	<b>23</b>	<p>Completed Program <b>59%</b></p> <ul style="list-style-type: none"> <li>• Average wage for training program-related job placements: \$13.46/hour</li> </ul>