RESEARCH REPORT

Early Implementation Findings from Responsible Fatherhood Reentry Projects

OPRE Report # 2014-68

January 2015

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OPRE Report #2014-68

January 2015

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Contents

Acknowledgments **v**

Overview **vi**

Introduction **1**

The Reentry Programming Context 1

Demonstration Overview 3

Overview of the Evaluation Study 4

Report Purpose and Scope 5

Grantees **6**

Section 1. Cross-Grantee Summary **9**

Program Administration and Structure 9

Target Population 14

Prerelease Activities 16

Postrelease Activities 21

Discussion 28

Conclusions and Next Steps 30

Section 2. Grantee-Specific Reports **32**

Kanawha Institute for Social Research & Action, Inc. 32

Lutheran Social Services of South Dakota 37

New Jersey Department of Corrections' Office of Drug Programs 43

PB&J Family Services, Inc. 50

The RIDGE Project, Inc. 57

Rubicon Programs, Inc. 63

Appendix A. Logic Model for the Study of Community-Centered Responsible Fatherhood Ex-Prisoner Reentry Pilot Projects **71**

Appendix B. Cross-Grantee Matrix **72**

Notes **78**

References **79**

About the Authors **81**

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Overview

The Urban Institute is conducting an implementation evaluation of six Community-Centered Responsible Fatherhood Ex-Prisoner Reentry ("Fatherhood Reentry") Pilot Projects funded by the Office of Family Assistance, US Department of Health and Human Services. The grantees were funded and began program operations in October 2011; this report summarizes grantee activities through May 2013. The evaluation is sponsored by the Office of Planning, Research and Evaluation.

The Fatherhood Reentry grantees provide soon-to-be and recently released fathers and their families with activities and services in three program areas—responsible fatherhood and parenting, healthy marriage and relationships, and economic stability—to help stabilize the fathers and their families, move the fathers toward self-sufficiency, and reduce recidivism. The activities offered in the three program areas include such services as counseling, mentoring, parental and relationship education, financial planning, job search assistance, and transitional employment. The following grantees are included in this evaluation study:

- Kanawha Institute for Social Research and Action, Inc., a nonprofit, faith-motivated organization headquartered in Dunbar, West Virginia.
- Lutheran Social Services of South Dakota, a nonprofit faith-based organization based in Sioux Falls.
- New Jersey Department of Corrections' Office of Drug Programs, headquartered in Trenton.
- PB&J Family Services, Inc., a nonprofit organization located in Albuquerque, New Mexico.
- The RIDGE Project, Inc., a nonprofit, faith-based organization headquartered in McClure, Ohio.
- Rubicon Programs, Inc., a nonprofit organization headquartered in Richmond, California.

This report focuses on initial program implementation, specifically the programs' administration and structure, target populations, and prerelease and postrelease activities.

Key Findings

- **The grantees serve fathers before, during, and following their release from incarceration.** The grantees provide services to participating fathers six to nine months before their release, assist with their transition planning, and offer them postrelease services in the community. The programs also enroll fathers with recent criminal justice histories who have already been released.
- **The grantees are implementing a wide range of prerelease and postrelease activities.** These activities include parenting and relationship classes, financial literacy training, domestic violence screening and services, support groups, mentoring, child-parent visits, and family activity days. The grantees also provide various case management services to help fathers find and maintain economic stability and healthy relationships with their families, including help finding permanent employment, modifying child support obligations, finding housing, and receiving mental health or substance abuse treatment.
- **The grantees partner with a wide range of local criminal justice agencies and community- and faith-based organizations.** Partners include state departments of corrections, probation and parole offices, child support offices, and educational institutions, as well as domestic violence, mental health, and substance abuse treatment providers. Grantees work with these organizations to access correctional facilities, provide services to participants and their families, and refer participants to community-based services.

The Urban Institute will continue to document program implementation of the six Fatherhood Reentry grantees through regular teleconferences, key staff and stakeholder interviews, field visits, and monitoring of program operations. A final report is anticipated in late 2015, following the completion of the grantee demonstration in September 2015.

Introduction

In September 2011, the Administration for Children and Families' Office of Planning, Research and Evaluation (OPRE), in collaboration with the Office of Family Assistance (OFA) of the US Department of Health and Human Services (DHHS), tasked the Urban Institute with conducting a multiyear qualitative and quantitative evaluation of selected grantees implementing prerelease and postrelease responsible fatherhood reentry services. Six grantees located in **California, New Jersey, New Mexico, Ohio, South Dakota,** and **West Virginia**[1] were funded to coordinate and partner with community-based organizations and government agencies to provide responsible fatherhood and parenting, healthy marriage and relationships, and economic stability services. The program's goals were to (1) aid the stabilization of formerly incarcerated individuals and their families, including children; (2) support progression toward self-sufficiency; and (3) contribute to a reduction in recidivism. This report provides an interim cross-grantee synthesis and summary of information gathered by Urban Institute researchers from **October 2011 through May 2013**. Researchers gathered information from site visits with grantees, which included field observations of program operations and semistructured interviews with program staff and their partners; bimonthly teleconferences with program staff; reviews of grant applications and progress reports; and examinations of written program materials. This report details the six grantees' progress on program implementation through May 2013 and highlights key aspects of their programming.

This report begins with a summary of the reentry programming literature and an overview of the demonstration grant program and the evaluation study. The report is then organized in two sections. Section 1 details key dimensions of the grantees' programming, including their management structures, locations, target populations, and prerelease and postrelease activities. Section 1 highlights similarities and differences across the grantees' program activities, and it concludes with a discussion of preliminary conclusions and next steps. Section 2 includes case studies for all the grantees' programs. The case studies describe each program's target population, prerelease and postrelease activities, and community partners.

The Reentry Programming Context

The burgeoning population of incarcerated individuals in the United States has caused more families to be affected by absentee members. More than half of those held in state or federal prisons are parents of

children under 18—the parents of 1.7 million of the nation's children. Ninety-two percent of these parents are men (Glaze and Maruschak 2008). Further, the vast majority of incarcerated men are married or consider themselves to be in intimate relationships (Lattimore, Visher, and Steffey 2008).

Relationships among incarcerated individuals and their spouses, partners, or children are often disrupted by incarceration: communication and contact are restricted; family decisionmaking and performance of other roles may change dramatically; and adult relationships may be undermined as community-based family members endure serious financial hardships, as well as possible stigma, isolation, and unresolved feelings of anger and resentment. These experiences may affect the balance of power within families, as well as families' psychological well-being. Children of incarcerated parents are at risk of being subjected to new or unstable caregiver arrangements, while others may plummet into poverty or involvement with the child welfare system—stressors linked to increased rates of anxiety, depression, learning problems, and aggression (Lindquist, McKay, and Bir 2012).

Lessons from the literature show that effective reentry programs should consider the range of needs individuals face and reflect the diversity of formerly incarcerated fathers in income, education, marital status, living arrangements, number of children and parental partners, involvement with their children's lives, and involvement with the child-support system (Visher et al. 2009). Programs need to build collaborative partnerships with diverse entities—including criminal justice agencies, community- and faith-based organizations, and businesses—to create comprehensive service strategies.

Moreover, because continuity of care is a crucial aspect of reentry success, interventions should begin before release and continue after individuals have returned to the community (La Vigne et al. 2008; Visher and Travis 2011). For example, employment services are more effective if they are linked to comprehensive case management (Rossman and Roman 2003) and if they help participants gain employment before release (Visher, La Vigne, and Travis 2004). When individuals maintain employment after they are released from prison or jail, they can support themselves and their families, avoid the need to earn income through illegal activities, build prosocial connections, and gain a sense of self-efficacy and a positive self-image (Sampson and Laub 1997; Solomon et al. 2004; Uggen 1999). Perhaps for all these reasons and others, people who are employed after release from prison, especially those with higher wages, experience lower recidivism rates (Bernstein and Houston 2000; Grogger 1998; Sampson and Laub 1997; Uggen 2000; Visher and Courtney 2007; Visher, Debus, and Yahner 2008).

Engagement and support from family members can also promote successful reentry outcomes (Dowden and Andrews 2003; La Vigne et al. 2008; Shollenberger 2009). For example, former prisoners who receive emotional support from their family members after release are less likely to report

involvement in criminal activities and violence (Zweig et al., forthcoming), and those who are married or living in committed relationships have lower odds of recidivism and drug use (Visher et al. 2009). Further, formerly incarcerated individuals who have healthy relationships with their children enjoy better employment and substance-use outcomes (La Vigne, Shollenberger, and Debus 2009; Visher, Debus, and Yahner 2008). In addition, marriage has been found to have a positive effect on male employment and earnings (Ahituv and Lerman 2007).

Despite the magnitude of the challenges confronting recently released prisoners and jail inmates, interventions that promote successful reentry can improve outcomes among returning prisoners, their families, and their communities. Reentry services provided before or soon after release can reduce recidivism, increase public safety, lower criminal justice system costs, and help improve the chances of long-term reentry success (Johnston Listwan, Cullen, and Latessa 2006; Solomon et al. 2008; Solomon et al. 2006; White et al. 2008).

Demonstration Overview

Based on the literature on reentry challenges for former prisoners and the possible effect of incarceration on families and children, the Administration for Children and Families' Office of Family Assistance allocated grant funding for responsible fatherhood services for soon-to-be released and recently released fathers to strengthen families and promote the economic and social well-being of children, individuals, and communities.

The Community-Centered Responsible Fatherhood Ex-Prisoner Reentry ("Fatherhood Reentry") Pilot Projects provide responsible fathering, healthy relationships, and economic stability programming and other supportive services for incarcerated men who have children and are nearing release from prison or jail or who have recently returned to their communities. The demonstration projects are expected to conduct a range of activities that may include the following:

- **Responsible fatherhood and parenting activities:** counseling, mentoring, providing mediation services, disseminating information about good parenting practices, providing parental education, and encouraging child support payments.
- **Healthy marriage and relationships[2] activities:** counseling, mentoring, financial planning, enhancing relationship skills, educating individuals about controlling aggressive behavior, and disseminating information on the causes of domestic violence and child abuse. Additional

examples include disseminating information about the benefits of marriage and two-parent involvement for children, providing marriage preparation programs and premarital counseling, and providing divorce education and reduction programs (including mediation).

- **Economic stability activities:** job searching, job training, job retention training, providing employment, subsidizing employment through employers, providing career-advancing education, and coordinating with employment services and employers.

Overview of the Evaluation Study

Six organizations offering Fatherhood Reentry services are included in the ongoing evaluation study.[3] The evaluation's primary objective is to describe the six grantees across a number of dimensions, including program history and context, organization and structure, target population, intervention strategies, and program design. The study is also documenting the implementation of the programs, including successes, challenges, and lessons learned. The evaluation is not designed to test program effects or to document participant and family outcomes. However, future reports will document program outcomes to the extent that the grantees track and share such information with the evaluation team.

The conceptual framework guiding the evaluation study is shown in appendix A, including the relevant inputs, activities, outputs, and outcomes associated with the grantees' programs. The framework assumes that multiple factors influence program details, including target population characteristics, grantees' internal structure and characteristics, and collaborative relationships between grantees and other community-based stakeholders and service providers.

The conceptual framework also assumes that external factors over which the grantees have little control influence the nature of the programs and the outcomes and performance they can achieve (e.g., state laws and macroeconomy). Much of program operation occurs at the service-delivery level, including such activities as individual recruitment, assessment of service needs, referrals, service provision, follow-up, and case management. The evaluation study uses the conceptual framework to identify specific activities related to program performance, challenges encountered, problem mitigation or resolution, and lessons learned.

In addition to using publicly available data that depicts relevant community characteristics, the study employs a number of different data collection techniques, including bimonthly teleconferences

with program staff to capture program status and changes, and reviews of grantee documents such as applications, operational guidelines, manuals, training materials, progress reports, and management information system data. The study also relies on site visits that include (1) program observation; (2) focus groups with program participants; and (3) one-on-one and small-group semistructured interviews with program staff, partner service providers, collaborators, and other local stakeholders.

Report Purpose and Scope

The scope of this initial report is limited to documenting the early plans and implementation activities of the six grantees that are part of the evaluation study. The report provides a cross-grantee summary of information gathered from October 2011 through May 2013 with the techniques described above. The report focuses on several dimensions of initial program implementation, including the following:

- **Program administration and structure**, including characteristics of the grantee organizations and other partnering agencies, the nature and extent of collaborative relationships, the operational and management strategies of the grantees and their collaborative partners, and program staffing and management.
- **Target population**, including programs' target groups and participant outreach, recruitment, and engagement strategies.
- **Prerelease and postrelease activities**, including key components of the program models and key services provided by the grantees and their partner agencies.
- **Discussion**, including discussion of challenges and barriers to program design, implementation, and operation.

The information in this report focuses on extant features of the six programs. Some discussions also reflect an evolution over time since most grantees have altered or expanded their efforts based on their experiences.

Grantees

The six grantees included in the evaluation study are geographically diverse: two organizations are in the West, two are in the Midwest, one is in the South, and one is in the Northeast.

Four of the six grantees (Lutheran Social Services of South Dakota, the New Jersey Department of Corrections' Office of Drug Programs, PB&J Family Services, Inc., and The RIDGE Project, Inc.) were initially funded in September 2011 under the Fatherhood Reentry grant announcement and subsequently included in the evaluation study. Urban Institute researchers conducted three rounds of site visits to these four grantees in February through April 2012, September through December 2012, and April through May 2013.

Two additional grantees were included in the evaluation study later. Rubicon Programs, Inc., was included in October 2012 after receiving funding from the Fatherhood Reentry grant announcement in September 2012. Kanawha Institute for Social Research and Action, Inc., was added in November 2012, though it had been receiving funding from OFA through DHHS's Pathways to Responsible Fatherhood program since September 2011. Urban conducted visits to Rubicon Programs, Inc., in December 2012 and March 2013 and conducted one visit to Kanawha Institute for Social Research and Action in March 2013.

A brief overview of all six grantees is presented below, with additional details provided in section 2 of this report.

- **Kanawha Institute for Social Research & Action, Inc. (KISRA)**, a nonprofit, faith-motivated organization headquartered in Dunbar, West Virginia, serves currently incarcerated, recently released, and low-income fathers and their families through its West Virginia Pathways to Responsible Fatherhood Initiative (WVPRFI). WVPRFI is a multisite program; prerelease services are offered in 12 state prisons, 10 regional jails, 4 state work-release centers, and 13 day-reporting centers. The program's postrelease services are offered in KISRA offices in Beckley, Charleston, Clarksburg, Dunbar, Elkins, Gore Hall, Huntington, Parkersburg, Princeton, and Winfield. KISRA was previously awarded a Promoting Responsible Fatherhood Grant by OFA; it was operational from September 2006 through September 2011.
- **Lutheran Social Services of South Dakota (LSS)**, a nonprofit, faith-based organization headquartered in Sioux Falls, South Dakota, serves currently and formerly incarcerated fathers and their families through its Fatherhood and Families (FF) program. The FF program extends

across multiple sites; prerelease services take place at all five male South Dakota Department of Corrections facilities, and postrelease services are centralized through LSS offices in Sioux Falls and Rapid City. LSS was previously awarded a Responsible Fatherhood, Marriage and Family Strengthening Grant for Incarcerated and Reentering Fathers and Their Partners (MFS-IP) by OFA; the grant was operational from September 2006 through September 2011.

- **New Jersey Department of Corrections' (NJDOC) Office of Drug Programs**, headquartered in Trenton, New Jersey, serves fathers and their families through its Engaging the Family (ETF) program. The ETF program serves fathers in NJDOC facilities before and after their sentences are maxed out (i.e., those who are released without any supervision when their terms of incarceration expire). ETF is a multisite program; prerelease services are available in all eight NJDOC facilities. Postrelease services are centralized through three community-based partner organizations in Egg Harbor City (southern region), Newark (northern region), and Trenton (central region). NJDOC was previously awarded an OFA MFS-IP grant, which was operational from September 2006 through September 2011.

- **PB&J Family Services, Inc. (PB&J)**, a nonprofit organization located in Albuquerque, New Mexico, serves currently incarcerated and recently released fathers and their families in the Bernalillo County area (in and around the city of Albuquerque) through its Importance of Parents and Children Together (ImPACT) program. ImPACT provides prerelease services in one state prison and one county jail near Albuquerque; postrelease services are offered in PB&J offices in Albuquerque.

- **The RIDGE Project, Inc. (RIDGE)**, a nonprofit, faith-based organization, headquartered in McClure, Ohio, serves currently incarcerated and recently released fathers and their families through its Keeping Families And Inmates Together in Harmony (Keeping FAITH) program. Keeping FAITH is a multisite program; prerelease services are offered in three state prisons, three community-based correctional facilities, and two county jails. Postrelease services are centralized through staff offices in McClure (northwest region), Canton (northeast region), Columbus (central region), and Dayton/Cincinnati (southwest region). RIDGE was previously awarded an OFA MFS-IP grant, which was operational from September 2006 through September 2011.

- **Rubicon Programs, Inc. (Rubicon)**, a nonprofit organization headquartered in Richmond, California, serves currently incarcerated and recently released fathers and their families in Contra Costa County through its Promoting Advances in Paternal Accountability and Success

in Work (PAPAS Work) program. PAPAS Work is a multisite program; prerelease services are offered in one county jail and two substance abuse treatment facilities and postrelease services are offered in Rubicon offices in Antioch and Richmond.

As noted, four of the six grantees (KISRA, LSS, NJDOC, and RIDGE) have previously received OFA funding for responsible parenting or healthy marriage programming through earlier grant announcements. All four of these grantees view their previous OFA-funded programs as precursors to their current programming.

The grantees are expected to provide responsible fatherhood and parenting, healthy marriage and relationships, and economic stability services to help stabilize formerly incarcerated people and their families, support their progression toward self-sufficiency, and contribute to reductions in recidivism (US Department of Health and Human Services 2011). The grantees are also expected to coordinate and partner with other organizations such as departments of corrections; local US Department of Justice Second Chance Act grantees; and local criminal justice agencies, shelters, transitional housing agencies, public housing authorities, one-stop career centers, workforce investment boards, employment assistance and training programs, child support agencies, child welfare agencies, domestic violence programs, and other community- and faith-based organizations.

Appendix B provides a cross-grantee matrix of the programs detailing program management and staffing, prerelease and postrelease office and service locations, partnerships, target populations and eligibility criteria, recruitment mechanisms, prerelease and postrelease curricula, and other services. More detailed information on each grantee is available in section 2.

Section 1. Cross-Grantee Summary

Program Administration and Structure

Lead Agencies

Only one Fatherhood Reentry grantee, NJDOC, is a public agency; the other organizations are private entities. PB&J and Rubicon are nonprofit organizations, LSS and RIDGE are faith-based nonprofit organizations, and KISRA is a faith-based community development corporation. With the exception of NJDOC, whose mission is "to protect the public by operating safe, secure, and humane correctional facilities . . . through effective supervision, proper classification, appropriate treatment of offenders, and by providing services that promote successful reentry into society,"[4] the grantees are all service providers focused on helping low-income individuals and families by providing an array of community-based services.

Only one organization—RIDGE—was founded explicitly to serve individuals with criminal justice histories and their families; however, all the organizations have prior experience working with such populations. KISRA, LSS, NJDOC, and RIDGE have implemented previous responsible fatherhood programs under earlier OFA awards.

Four of the grantees (KISRA, LSS, PB&J, and RIDGE) provide pre- and postrelease services within each of the three core Fatherhood Reentry activities—parenting, relationships, and economic stability—using their own staff. These four grantees augment their parenting, relationships, and economic stability activities with services offered through their partnerships with other community-based providers. NJDOC and Rubicon provide pre- and postrelease services within the three core Fatherhood Reentry activities through their own staff as well as their partner organizations.

NJDOC provides the three core Fatherhood Reentry activities before release only and uses partner agencies—Catholic Charities, Careers Opportunity Development, Inc., and Shiloh Community Development Corporation in partnership with A Better Way—to provide postrelease economic stability services. Rubicon provides pre- and postrelease services in one of the three core Fatherhood Reentry activities—economic stability—and relies on two partner organizations, the Contra Costa County Office

of Education and Brighter Beginnings, to deliver pre- and postrelease parenting and relationship services.

Program Management and Staffing

All the grantees' programs are managed by program directors who oversee program implementation and supervise one or several program managers. Program directors also facilitate outreach and engagement with partner organizations. Each grantee also employs a staff member focused on data collection for performance measurement, as required by the OFA grant.

In addition, all six grantees have several staff members focused on providing direct services to participating fathers and their families. These staff members are separate from program managers and program directors; in this report, these people are referred to as case managers. For the purposes of this report, case management is used broadly to refer to the coordination of direct services on behalf of participating fathers and their families, including classroom facilitation, family assistance, career coaching, and counseling provided by grantee staff. This definition of case management also includes providing referrals to partner organizations for additional services related to responsible parenting, healthy relationships, and economic stability.

Case managers are responsible for facilitating classroom-based curricula for participating fathers and, in some cases, their partners (e.g., healthy relationships activities), as well as providing broader case management services to the participating fathers and their partners, coparents, children, or children's caregivers. Outside the structured classes, case managers assess the participants' needs and make referrals, connections, and links to services offered by their own staff or through program partnerships. These services range widely and include those intended to help fathers address their reintegration needs and goals as well as those that help reunify and support their families. The case management component within each program is not a structured service that includes mandatory weekly or biweekly meetings before or after release.

Two grantees (LSS and NJDOC) have structured their programs so case managers focus on either prerelease or postrelease class facilitation and activities.

Rubicon separates its case managers by function: one set focuses on the responsible fatherhood and healthy relationship activities, and another set focuses on the employment activities. Therefore, each father in the Rubicon program has two case managers assisting him before his release from the correctional or treatment facility, as well as after release.

KISRA has separated its case management function into three separate domains: facilitators focus on facilitating pre- and postrelease classes, job coaches focus on providing employment activities for participating fathers, and case managers focus on participants' overall pre- and postrelease fatherhood and reentry needs and provide links and referrals to relevant services offered by KISRA and its partners. Some KISRA staff members serve all three functions within the program.

KISRA, PB&J, and RIDGE use the same staff to facilitate all pre- and postrelease activities. KISRA, RIDGE, and Rubicon staff their class facilitation and associated pre- and postrelease activities geographically (KISRA and Rubicon by city; RIDGE by region).

Each grantee uses different titles for its case management positions, such as job coach, facilitator, and parent reentry specialist. While classes or structured curricula are the backbone of grantees' activities, the goal of each program is not the completion of a structured curriculum. Rather, each program aims to provide fathers with activities, skills, and training opportunities focused on responsible parenting, healthy relationships, and economic stability.

As discussed in the subsequent sections of this report, all six grantees provide a number of activities within the three core areas. All the programs are voluntary, and each grantee focuses on providing fathers (and their families) with services as needed. The case management function of each program includes needs assessments and referrals to services that are offered by the program through its own staff or its partners. Beyond curricula focused on parenting, relationship, and economic issues, the activities provided by the grantees are fairly diverse. In addition to the curricula, the current activities provided by the grantees can be characterized as follows:[5]

- **Responsible parenting activities.** Prerelease activities include family activity days; assistance with child and family visitation during incarceration; assistance navigating child support, paternity, and custody issues; and preparation of video diaries to communicate with children during incarceration. Postrelease activities include family activity days; substance abuse classes; support groups or fraternities; child care reimbursement to attend classes; therapeutic programs for children; and assistance navigating child support, paternity, and custody issues.

- **Healthy relationship activities.** Prerelease activities include domestic violence classes and referrals and facilitated communication through coached telephone calls with partners during incarceration to help improve communication and relationship skills. Postrelease activities include domestic violence classes and referrals and support groups for participants' partners (as well as the aforementioned responsible parenting services, which are also expected to assist in healthy relationships).

- **Economic stability activities.** Prerelease activities include job skills and job readiness training. Postrelease activities include assistance finding transitional jobs and permanent employment; provision of and assistance with public housing; help securing public benefits; legal assistance; GED-preparation assistance and tuition assistance and reimbursement; vocational school training; cognitive behavioral therapy; and assistance obtaining small business loans and individual development accounts.

The grantees also routinely offer emergency cash assistance, particularly when participating fathers are being released from incarceration. This assistance may include gift cards for local grocery stores and for stores selling work supplies and clothing. Additionally, they provide transportation and transportation incentives, such as gas vouchers and public transportation vouchers, to help participants get to and from classes or other program-related activities and jobs. Finally, the grantees also routinely support participating fathers at parole hearings and other court hearings.

Consistent with variations in class facilitation, curricula, and related program activities, described below, the grantees also vary in how they implement the case management function of the program. In general, the case management component serves as the hub for service delivery by linking participating fathers to pre- and postrelease classes and direct services the grantees offer, as well as to external service offerings and opportunities that are available in the community through the grantees' partners or other stakeholders.

Partnership Arrangements

All six grantees have formed partnerships with public and private entities to offer services within the three core areas of Fatherhood Reentry activities. With the exception of NJDOC, all the grantees have also developed relationships with their state child support enforcement agencies. Four grantees (LSS, PB&J, RIDGE, and Rubicon) also have partnerships with domestic violence agencies.

Three grantees (LSS, PB&J, and Rubicon) actively work with housing authorities to provide transitional and permanent housing for participating fathers. Rubicon offers transitional housing to some participating fathers through a grant from the US Department of Housing and Urban Development.

Four grantees (KISRA, LSS, PB&J, and RIDGE) have partnerships with community colleges and technical and vocational schools to provide degree-earning and certificate-based classes for participating fathers. Additionally, all six grantees have partnerships with employment-service

providers, state departments of labor, or employers to assist with the employment stability of participating fathers.

The grantees have signed memoranda of agreement with all these partners to provide services for the fathers as part of their program activities. Rubicon is the only grantee with a lawyer on staff and partnerships with legal agencies that help fathers identify and surmount legal barriers to employment.

Because of the nature of the programs, all five of the nonprofit agencies have partnerships with their respective departments of corrections and, in the case of Rubicon, two state substance abuse treatment facilities. The nonprofit grantees are all accustomed to providing community-based programs and services, but the Fatherhood Reentry grant requires them to reach into the correctional facilities that house their target populations before release. Consequently, all the nonprofit grantees have developed partnerships with the state and federal prisons and local and regional jails that house their target populations. NJDOC is the one grantee for whom reaching into correctional facilities was already business as usual.

Prerelease Activity Settings

All the grantees offer prerelease activities in multiple correctional facilities. LSS and NJDOC only serve inmates in state prisons. KISRA, PB&J, and RIDGE serve state prison and county or regional jail populations. RIDGE also offers services in community-based correctional facilities, and KISRA also offers services in state work-release centers, day-report centers, and federal prisons. In addition to serving individuals detained in one county jail (West County Detention Center), Rubicon is the only grantee to offer prerelease services in residential substance abuse treatment programs. While the treatment program is not a correctional setting, Rubicon considers it a prerelease setting; fathers must have been recently released from a correctional institution to participate in the PAPAS Work program.

LSS and NJDOC staff members have office space in the correctional institutions where prerelease activities are offered. LSS's office space in each of the five institutions where services are offered provides staff with the opportunity to meet with fathers while they are incarcerated and establish rapport with them. Several LSS staff members have prior experience working within the South Dakota prisons as correctional officers, which has helped them build relationships within the correctional facilities. NJDOC's staff members also have office space in some of the institutions where they offer prerelease services. The other four grantees do not have office locations within the prerelease institutions.

Postrelease Activity Settings

Except PB&J, all the grantees provide postrelease activities in multiple geographic locations. PB&J conducts its postrelease activities in a single city (Albuquerque). With the exception of NJDOC, all the grantees have at least one community-based office that serves as their headquarters or main site for postrelease activities (the location that offers the most postrelease activities). While NJDOC does not have offices in any community locations, it has contracted with three partner organizations to provide employment services in different regions of the state (north, central, and south).

Four of the six grantees (KISRA, LSS, RIDGE, and Rubicon) have two or more community-based offices for postrelease activities. KISRA has 10 office locations: Dunbar (headquarters), Beckley, Charleston, Clarksburg, Elkins, Gore Hall, Huntington, Parkersburg, Princeton, and Winfield. Some of KISRA's offices are colocated within Workforce West Virginia facilities, which are workforce development centers funded by the US Department of Labor. LSS has two office locations: Sioux Falls (headquarters) and Rapid City. RIDGE has two office locations: McClure (headquarters) and Canton. Rubicon has two office locations in Contra Costa County: Richmond (headquarters) and Antioch.

While office locations are the main places postrelease activities are provided, they are not the only settings where participants can receive services and participate in the programs. LSS, for example, offers limited postrelease activities outside Sioux Falls and Rapid City, in the Yankton and Springfield areas. RIDGE offers postrelease activities outside McClure and Canton, in the central (Columbus) and southwest (Cincinnati) parts of the state. All the grantees provide some postrelease activities through relationships with partner organizations; those activities are typically conducted in the partners' offices.

Target Population

Eligibility Requirements

All the grantees recruit eligible participants in these pre- and postrelease settings. For all six grantees, eligible participants are biological or adoptive fathers or stepfathers of children under 18 years old. RIDGE considers fathers of children up to 21 years old for its program. To be eligible for each of the six programs, fathers are not required to have a specific intimate partner or marital status, or to have lived with their children or to have had custody of their children before or after incarceration. As specified by the grant program, eligible participating fathers must have recent criminal justice histories; recent is

defined as a period of incarceration that occurred within six months of potential entry into the program. NJDOC is the only grantee that focuses specifically on incarcerated fathers who will be released after serving their entire sentence and without any community-based supervision (i.e., "max-out" inmates). NJDOC also prefers to enroll fathers with substance abuse histories.

Because of the nature of the program activities, the partners, coparents, and children of eligible fathers are also served by all the programs. PB&J and RIDGE offer activities specifically designed for the partners of the participating fathers, and PB&J and KISRA offer activities designed for their children. These program activities are independent from the program component aimed at the fathers.

Five grantees (KISRA, LSS, NJDOC, PB&J, and RIDGE) have at least one exclusionary criterion. KISRA excludes sexual offenders, and LSS excludes sexual offenders and those who have served time for domestic violence offenses. NJDOC does not automatically exclude fathers convicted of sexual offenses, though individuals with these criminal histories are considered for program enrollment case by case. PB&J excludes fathers with histories of sexual offenses or methamphetamine manufacturing. RIDGE does not specifically exclude convicted sexual offenders, but it permits their participation in community-based components only if they are allowed legal contact with their children.

Recruitment Mechanisms

The grantees use a number of mechanisms to recruit potentially eligible fathers. Except NJDOC, all the programs recruit fathers who are currently incarcerated and fathers who have been recently released. NJDOC recruits fathers only while they are incarcerated within NJDOC facilities. The other five grantees use their relationships with partner organizations, including other community-based service providers and public agencies, to recruit eligible fathers both before and after release.

To recruit eligible fathers who are currently incarcerated or, in the case of Rubicon, in treatment facilities, the grantees use multiple mechanisms: holding routine orientations in the facilities and institutions where their programs have a presence; posting fliers and posters in these facilities and institutions; and passing information to potentially eligible fathers through correctional officers, treatment staff, current participants, and program staff. As an example, LSS uses the admission and orientation sessions held in the prison used for all South Dakota Department of Corrections admissions to give fathers an orientation to the FF program.

Five grantees use an open approach to recruitment; that is, staff recruit fathers by making themselves available in various prerelease settings and asking fathers to identify themselves. Available

administrative data and program enrollment forms are used to check an individual's eligibility. NJDOC is the exception to this open approach to recruitment. Since NJDOC focuses on "max-out" inmates, program staff use NJDOC's data management system to first identify those who will max out in six to nine months, and then check each potential participant's file to determine whether the inmate has children under age 18. All the grantees are required to recruit participants who are within three to six months of release from prison or jail to ensure continuity of services from the institution into the community. As such, part of recruitment is to gain access to correctional information regarding individuals expecting or nearing their release.

To recruit eligible fathers who have been recently released, the grantees leverage their existing relationships in the community. All five community-based organizations (KISRA, LSS, PB&J, RIDGE, and Rubicon) have been operational for several years and are well known in their communities. As a result, other nonprofit organizations, service providers, and government agencies know of their services and refer potential participants to them. All the programs use their relationships with parole and probation departments and other reentry-focused community organizations to recruit participants. For example, RIDGE presents at monthly "Going Home to Stay" events sponsored by local reentry coalitions. The events are open to the public, but most of the attendees are parolees or probationers who have been recently released from incarceration. While public and private organizations provide formal referrals to the grantees, four of the five grantees that recruit participants after release also accept recently returned fathers who self-refer after learning about the program through other participants, family or friends, or community-based partners and providers.

Prerelease Activities

All six grantees provide fathers with prerelease activities in the three core Fatherhood Reentry components: parenting, relationships, and economic stability. Some of these activities are offered through curriculum-based classes, while others are not. The curriculum-based activities are offered over several weeks; cohorts or groups of fathers take classes together in a group setting. The grantees have chosen curricula that encourage discussion-based classes. Sessions are led by facilitators who pose questions to encourage class participation. Facilitators use workbooks and PowerPoint presentations developed by the authors of the curricula, as well as personal experiences, to guide the class conversations. The curricula may also call for individual projects (e.g., keeping a journal), homework assignments, or group activities.

Across the six grantees, there are no structured mechanisms for requiring completion of classes or activities. Participation in activities and classes is voluntary. Participants do not have to complete all the prerelease activities before they are released and enroll in postrelease activities. Instead, the release from prison, jail, or treatment facility constitutes automatic enrollment in the grantees' postrelease activities. Participants are considered enrolled in the grantees' programs for as long as they wish to participate. For all grantees, there are no criteria participants have to fulfill to complete the prerelease or postrelease programs; however, participants are encouraged to participate in the activities through completion.

Responsible Parenting Activities

All six grantees provide curriculum-based classes as participants' primary prerelease parenting activity. While the grantees use different curricula, each responsible parenting curriculum focuses on strengthening fathers' perceptions of parenting, their knowledge of child development, and parenting skills and practices. Classes cover such topics as men's health, self-identity, spirituality and family, family values, child development, communication, defining manhood, and bonding with children. LSS and PB&J use the InsideOut Dad curriculum, KISRA and Rubicon use Parenting Inside Out, NJDOC uses Active Parenting Now, and RIDGE uses a curriculum developed internally called TYRO Dads.

The developers of InsideOut Dad, Parenting Inside Out, and Active Parenting Now describe them as evidence-based. The evaluation study is unable to ascertain whether and to what extent the grantees are implementing the curricula with fidelity to the model.

All the grantees intend to implement prerelease parenting curricula in a structured way: classes are held for the same amount of time each day, on the same days every week, for a certain number of weeks. However, in practice, the grantees have maintained flexible schedules that adapt to the needs of the correctional institutions in which they are operating and the needs of the participants, which may change by curriculum, participating cohort, or institution. With flexibility in mind, the grantees aim to offer the curriculum in the following structures:

- KISRA offers Parenting Inside Out classes in two-hour classes held twice a week for six weeks.
- LSS implements the 12-session InsideOut Dad curriculum with one-hour classes held four days a week for three weeks.

- NJDOC implements the Active Parenting Now curriculum in two-hour classes held once a week for six weeks.
- PB&J offers the InsideOut Dad curriculum in 90-minute sessions held for 12 weeks.
- RIDGE offers TYRO Dads in two-hour sessions held twice a week for five weeks.
- Rubicon provides Parenting Inside Out through two partner organizations. The Contra Costa County Office of Education facilitates three-hour classes five days a week for seven weeks in the West County Detention Center. Brighter Beginnings facilitates 90-minute classes twice a week for 12 weeks at two residential substance abuse treatment facilities: Discovery House and Neighborhood House.

Grantees organize their classes differently—they may enroll participants on a continuous basis or by cohorts, with clear start and end dates. All grantees offer multiple classes simultaneously, but typically at different locations.

Beyond the curriculum-based services, four of the six grantees offer additional prerelease activities focused on strengthening fathers' perceptions of parenting and improving their knowledge, skills, and practices, as well as their relationships with their children. In West Virginia, KISRA offers mentoring services to some of its participating fathers through a US Department of Justice Second Chance Act grant to provide prerelease mentoring. KISRA also offers Courage to Change classes—cognitive behavioral classes focused on helping fathers reduce their likelihood of reoffending.

PB&J facilitates prerelease child visitation for participating fathers. LSS and RIDGE have implemented family activity days in the correctional facilities: children and families visit the prisons for activities, crafts, or structured play with their incarcerated fathers. LSS also provides the materials fathers need to communicate with their children prerelease through video diaries and handwritten letters. Both child visitation activities and family activity days require program staff to work closely with correctional staff to ensure that parent-child visitations and activities are enjoyable experiences for the children. LSS and PB&J have outfitted the areas where the activities are held as child-friendly spaces by providing toys, stuffed animals, murals, games, puzzles, play mats, and the like.

LSS offers an additional prerelease parenting activity: all participating fathers are eligible for assistance with state applications for child support modification. Upon fathers' enrollment in the program, LSS case managers communicate with the South Dakota Office of Child Support and Enforcement, which has agreed to work with all fathers participating in the LSS program. The fathers complete a referral form supplied by LSS case managers, who submit the forms to the South Dakota

Office of Child Support and Enforcement. These referrals aim to help fathers modify their child support payments, modify the amount they owe in arrearages, and reinstate any licenses that have been suspended because of child support arrearages.

To supplement NJDOC's parenting curriculum, the agency's case managers coach participants while they make telephone calls with their children and family members. The case managers are present for the calls and guide participants during their conversations as necessary.

Healthy Relationships Activities

Four of the six grantees (KISRA, LSS, NJDOC, and RIDGE) provide curriculum-based classes as participants' primary prerelease relationship activity. The grantees use various healthy relationships curricula: Couple Communication (RIDGE), Married and Loving It! (NJDOC), Walking the Line (LSS), and Within Our Reach and Within My Reach (KISRA). The curricula focus on such topics as positive communication skills, anger management, commitment, addictions, infidelity, conflict resolution, and skills for handling stress. PREP, Inc., the developer of two of these curricula (Walking the Line and Within Our Reach and Within My Reach), describes them as evidence-based, but the evaluation study is unable to ascertain whether the grantees are implementing the curricula with fidelity to the evidence-based model.

KISRA and RIDGE offer their healthy relationships curricula to participants after they complete the responsible parenting curricula. KISRA provides Within Our Reach and Within My Reach classes in two-hour sessions twice a week for approximately six weeks (Within Our Reach is for fathers in a relationship; Within My Reach is for single participants). RIDGE offers Couple Communication for two hours a week for four weeks or in one eight-hour session.

LSS and NJDOC offer their healthy relationships curricula to participants before they begin the responsible parenting curricula. LSS implements the Walking the Line curriculum in one-hour classes four days a week for three and a half weeks. NJDOC offers Married and Loving It! classes in two-hour sessions once a week for five to six weeks. The NJDOC program is the only prerelease program that encourages participants' partners to attend classroom sessions. Partners are encouraged to attend one session of the prerelease programming weekly (the other session, focused on substance abuse, is not designed for partner participation). To support partner participation, NJDOC offers partners $25 gas cards to offset their travel costs and $25 grocery cards to motivate their participation.

All the grantees address domestic violence before and after release as part of their programs' healthy relationships component. Domestic violence is addressed within the healthy relationships curricula; additional activities include screening at the time of program enrollment and referring participants to domestic violence service providers.

RIDGE and Rubicon have worked with domestic violence experts to develop questions for the participant enrollment process; if instances of domestic violence are discovered, case managers refer participants to services offered by their partners.

LSS case managers screen participants using the Propensity for Abuse Scale; when the screening reveals evidence of domestic violence, they refer participants to a domestic violence class facilitated by a domestic violence service provider. The class, taught by the provider in the correctional institutions, lasts six months, covering 25 sessions rooted in the Duluth Model.

NJDOC's facilitators also teach one two-hour prerelease session called Understanding Domestic Violence, either before or after the healthy relationships curriculum. KISRA teaches a domestic violence awareness and prevention class called DV-101 before and after release. DV-101 classes meet for two hours a week for four week.

Economic Stability Activities

All six grantees provide prerelease activities focused on economic stability. However, most economic stability activities offered by the grantees are offered after release. KISRA, LSS, and NJDOC offer prerelease curriculum-based classes related to economic stability. These classes are largely focused on financial literacy, discussing such topics as money management, budgeting, interpreting credit scores, understanding mortgages and other loans, and opening bank accounts.

LSS offers two additional curricula—the Job Search Assistance Program, facilitated by the state Department of Labor and Regulation, and Credit When Credit is Due, developed by LSS's consumer credit counseling department; each is a one-day six-hour class. NJDOC offers participating fathers a curriculum called Money Smart, which is delivered in two-hour classes once a week for three weeks. KISRA implements David Ramsey's Financial Peace University curriculum, which is a 13-module DVD course offered in two-hour sessions twice a week.

Four grantees (KISRA, LSS, RIDGE, and Rubicon) offer additional prerelease economic stability activities. RIDGE offers eligible fathers training and certification for a commercial driver's license (CDL)

if they are in one of the two prisons that offer the training. Eligibility for the CDL program is contingent on having a child under the age of 21, holding a valid Ohio driver's license, being within 12 months of release, and being classified as low-security (i.e., no manslaughter or sex offenses, no warrants or detainers, and no instances of institutional discipline). Eligible fathers must also complete the responsible parenting curriculum (TYRO Dads) before or while taking the CDL training. Classroom and in-truck training are provided by TRAINCO Truck Driving Schools, a CDL training school.[6] KISRA, LSS, and Rubicon also assist fathers before release with job coaching, writing résumés, and interview skills.

Postrelease Activities

Responsible Parenting Activities

Four of the six programs (KISRA, PB&J, RIDGE, and Rubicon) offer the same structured responsible parenting curricula before and after release. In addition to InsideOut Dad, PB&J incorporates the Celebrating Families curriculum into its postrelease responsible parenting component.

The grantees implement the postrelease curricula in different ways. Rubicon, for example, expects fathers to take the responsible parenting curriculum again even if they completed the entire course prerelease. Meanwhile, KISRA, PB&J, and RIDGE expect fathers to complete their responsible parenting curricula once; fathers who completed the course before release are not expected to take it again. All four grantees offering postrelease parenting classes attempt to provide one-on-one make-up sessions for the responsible parenting curricula since it can be difficult to offer the instruction in groups when fathers have competing demands on their time (e.g., work schedules). Five grantees (KISRA, LSS, PB&J, RIDGE, and Rubicon) also attempt to provide one-on-one make-up sessions in the community for fathers who did not receive the entire responsible parenting curricula before release.

The grantees aim to provide postrelease classes through a formal schedule but know they may need to offer supplementary approaches given the demands on fathers' time after release (e.g., work commitments, parole or probation commitments, and family commitments). Supplementary approaches include reducing the number of class sessions and offering one-on-one make-up sessions. The availability and structure of postrelease classes may also be influenced by the program's resources, available programming space in the community, and the local infrastructure. Given these issues,

grantees with multiple service locations may not be able to offer all classes or program components at all their locations.

- KISRA offers Parenting Inside Out classes in 12 modules, meeting for two hours per class twice a week over six weeks.
- PB&J provides InsideOut Dad classes, blended with the Celebrating Families curriculum, in 90-minute sessions once a week for 12 weeks, but also offers InsideOut Dad as individualized training to enable fathers who cannot attend group sessions to complete programming they started while incarcerated.
- RIDGE offers TYRO Dads in four-hour classes once a week for five weeks.
- Rubicon offers Parenting Inside Out in 90-minute classes twice a week for 12 weeks.

The grantees aim to have the fathers attend a minimum number of classes, or attend all of them, to complete the curriculum. But given that these programs are voluntary, participants may opt to participate in as many classes or activities as they wish without completing the full series.

In addition to the curriculum-based activities, all six grantees offer other activities focused on responsible parenting. Four grantees (LSS, PB&J, RIDGE, and Rubicon) work with child support agencies to help fathers obtain child support modification and address child custody and paternity issues. For example, Rubicon has representatives from the Contra Costa County Child Support Services Division make routine presentations to fathers participating in its Financial Opportunity workshops (discussed below).

In New Jersey, NJDOC participants who express concerns about child support may be referred to the NJDOC's Responsible Parenting Program (RPP), which is supported by the US Department of Health and Human Services' Office of Child Support Enforcement. The RPP offers assistance with child support modification applications, as well as an eight-week parenting class using the InsideOut Dad curriculum. The NJDOC and RPP have jointly funded a child support case manager who attends classes and helps participants with child support matters.

RIDGE offers TYRO Accountability Fraternities in some communities for fathers who have completed the responsible parenting curriculum. The fraternities are a form of peer-to-peer mentoring. RIDGE staff members are typically present at the fraternity meetings, but meetings are highly interactive, with participants coaching and motivating one another. The fraternities provide fathers the opportunity to share and address their challenges in transitioning back into the community. The

fraternities also reinforce the values taught through the TYRO Dads curriculum. The fraternities lead community service projects such as hosting special events or adopting a highway.

As for services that benefit families and children directly, three grantees (LSS, PB&J, and RIDGE) offer activities to help fathers socialize and interact with their children (using toys, books, and structured play time), family activity days, arranged family visits, and associated events to strengthen the bond between fathers and their children and families (e.g., sporting events, craft days, Father's Day events).

RIDGE also offers support groups for women. Female partners of participating fathers have the option to partake in a women's support group specifically for partners. RIDGE offers the support group to help the women overcome challenges within the family, provide them with an outlet to discuss potential problems, and help them find solutions to issues they are facing in supporting their intimate partners. In addition, KISRA offers after-school programming and child care services for participating fathers at its Dunbar community-based location for a nominal fee.

Healthy Relationships Activities

Four of the six grantees, including two that do not offer prerelease healthy relationships classes (KISRA, PB&J, RIDGE, and Rubicon), provide curriculum-based healthy relationships classes after release. KISRA uses Within Our Reach and Within My Reach, PB&J uses Celebrating Families, RIDGE uses Couple Communication (1 and 2), and Rubicon uses Healthy Relationships: Successful Families (HR:SF). PB&J, RIDGE, and Rubicon encourage partners to participate in these classes.

As with the responsible parenting curricula, the grantees may shorten the number of weeks of classes to accommodate participants' schedules and competing demands. Schedule changes typically occur based on the cohort. Grantees provide individual make-up sessions for participants, given the difficulty of coordinating group make-up sessions. RIDGE also offers the curricula in one- or two-day sessions in an effort to address the challenge of offering postrelease services for couples. Therefore, the duration and intensity of the classes may change from one cohort to the next, depending on the grantees' learned information about the participants' schedules and availability.

Grantees with multiple offices may face resource constraints, local infrastructure challenges, or a lack of programming space. Thus, all service locations within a given grantee's program may not be able to provide all the classes or program components. Nonetheless, the grantees attempt to offer healthy relationships classes according to the following schedule:

- KISRA offers Within Our Reach and Within My Reach classes in 13 sessions.
- PB&J offers healthy relationships support groups, guided by themes from the Celebrating Families and InsideOut Dad curricula, once a week for 1.5 hours each. PB&J's weekly support groups begin with a family meal that partners and children are encouraged to attend; at the end of the meal, the participating fathers and couples attend the support group, while the children attend therapeutic age-graded play sessions.
- RIDGE provides Couple Communication classes in two-hour sessions once a week for four weeks.
- Rubicon offers two-hour HR:SF classes once a week for 12 weeks.

In addition to the curriculum-based services focused on healthy relationships, all six grantees offer activities focused on addressing domestic violence issues. To be clear, each responsible parenting and healthy relationships curriculum used by the grantees has sections and discussions about participants' healthy relationships with their coparenting partners. The domestic violence activities—as part of the healthy relationships activities—are intended to provide additional training and education on domestic violence issues, including mediation techniques and training.

KISRA offers a postrelease curriculum-based course on domestic violence awareness called DV-101. LSS, PB&J, RIDGE, and Rubicon work with local domestic violence service providers to offer domestic violence classes. For example, Rubicon partners with STAND! For Families Free of Violence to provide classes for participating fathers with histories of domestic violence. In addition to referring participants to domestic violence classes and service providers in the community, PB&J case managers develop coparenting safety plans addressing any domestic violence issues.

Economic Stability Activities

Four of the six grantees (KISRA, LSS, PB&J, and Rubicon) offer curriculum-based activities as part of their postrelease economic stability components. Two of them, LSS and Rubicon, have developed their own curricula focused specifically on employment training. Meanwhile, a fifth grantee, RIDGE, is in the process of developing an economic stability curriculum. The scope of the economic stability classes is wide-ranging: from teaching money management and life skills to understanding credit and how to save money to job readiness and job preparedness training (e.g., résumé writing, interview skills, and how to dress for interviews).

The two grantees that have developed their own curricula implement them through two-week courses that meet daily. Each describes its employment training as a workshop: Rubicon's training is called the Financial Opportunity Workshop; LSS's is called the Work Training Program. The fathers enrolled in LSS's Work Training Program receive a stipend of $8 an hour for attending four-hour classes each morning for 10 days. PB&J uses curricula called Hands On Banking and Prosperity Works and KISRA uses curricula called Dave Ramsey's Financial Peace University and Getting the Job You Really Want. KISRA offers Financial Peace University classes in 13 one-hour sessions and Getting the Job You Really Want in 10 two-hour sessions.

In addition to the curriculum-based activities, all the grantees provide various postrelease activities focused on economic stability. All grantees provide financial assistance for GED preparation and tuition assistance for vocational training programs such as commercial truck driving, welding, landscaping, and manufacturing. LSS and RIDGE, for example, each have partnerships with several technical schools across their respective states that provide certificate-earning training for participating fathers.

PB&J offers a Money Club one afternoon a week that uses its financial curricula to cover such topics as budgeting, housing, financial literacy, home ownership, business ownership, savings, debt relief, and credit reports. PB&J also partners with Prosperity Works to provide fathers with an Individual Development Account (IDA) program. Participants also can open a Second Chance checking account, which comes with a debit card, checks, direct deposit, online account access, and the ability to open a savings account. The Second Chance accounts are made available through PB&J's partnership with a local Wells Fargo Bank, which sends representatives to PB&J's workforce development center monthly.

PB&J's off-site Fathers Building Futures workforce development center provides soft- and hard-skills training to participating fathers. The training is primarily facilitated by retirees with work experience including carpentry, furniture reupholstery, automobile detailing, and engine repair. PB&J also provides transitional employment in the aforementioned enterprises at the workforce development center for $8.50 an hour up to 20 hours a week, for up to 30 weeks. Men who complete 30 weeks can apply for an additional six weeks of training to become training facilitators themselves at a rate of $10 an hour for up to 15 hours a week.

Soft-skills learning opportunities consist of learning attitudes and behaviors that are essential to successful job searching and retention (e.g., arriving on time, communicating effectively, and avoiding or de-escalating disagreements with other employees). Hard-skills learning opportunities include learning appropriate workplace safety protocols, together with the technical skills needed to operate and

properly maintain the range of equipment used for the various enterprises (listed above). The workforce development center began with a focus on four areas: carpentry, small appliance and engine repair, furniture reupholstery, and automobile detailing. Based on the staff's growing knowledge and experience, the center is moving toward more market-driven specialties (e.g., handicap-accessible construction, power washing, and auto lube jobs), its carpentry and automobile detailing efforts are expanding, and small-engine repair and upholstery are being phased out in favor of work opportunities identified by the center's newly added business developer and production consultant.

Like PB&J, KISRA has an IDA program to help fathers accumulate wealth and build assets. For each dollar the fathers save, KISRA will put an additional $8 in the father's IDA account, up to $4,500 annually. The IDAs are held at a local bank, and the fathers can withdraw funds if emergencies arise. As of May 2013, KISRA had matched funds for more than 20 fathers. KISRA also offers transitional employment opportunities through its janitorial-services training program and through local employers. When hired by employers, the participating fathers earn $8 an hour for 40 hours a week, for up to eight weeks. KISRA works with the fathers and the employers, with the goal that the fathers will be hired full time.

KISRA and RIDGE both offer culinary programs as transitional job opportunities for participating fathers, as well as programs teaching urban farming skills to help them support their own farming businesses. In particular, each grantee has hired staff to teach fathers skills in urban farming and greenhouse practices. KISRA and RIDGE both maintain greenhouses at one of their community-based locations, where some of the culinary classes are held. KISRA and RIDGE leverage the other components of their program offerings, such as budgeting skills, time management, and soft skills, to help fathers create their own business plans and sell their produce to local grocery stores.

KISRA is also a Small Business Administration microlender and is able to provide loans up to $50,000 for fathers who want to start or expand their own business. The participating fathers develop business plans that must be approved by KISRA's loan committee, which consists of two or three members from KISRA's board of directors. The committee either approves the proposal or recommends how to improve the business plan.

NJDOC has subcontracted its economic stability component to three regionally based providers. These providers each offer a suite of services, including job fairs, transportation assistance, gift cards for purchasing interview clothing, and referrals to staffing agencies that prioritize the participants. NJDOC has partnered with Catholic Charities of the Archdiocese of Newark in its northern region, A Better Way in the central region, and Career Opportunity Development in the southern region. The

primary focus of the providers is to offer employment services—including employment-readiness assessments, job preparation, soft-skills training, and job search assistance—as well as wraparound services for mental health needs, disabilities, and public benefits. Participating fathers are able to receive a number of referrals from these providers that extend beyond economic stability to include substance abuse treatment, mental health treatment, cancer screenings, legal assistance, and housing.

RIDGE participants can also take advantage of the CDL training program postrelease. PI&I Motor Express, the trucking company partnered with RIDGE, presents an overview of the company and explains the job to a class of postrelease participants. RIDGE then helps interested fathers find funding for and enroll in a CDL training course at a local vocational school. Upon passing the CDL driving test and receiving a CDL, fathers complete PI&I's finishing school for six weeks at PI&I headquarters. Participants who started the CDL training program before release complete the finishing school at PI&I's headquarters. If the participants are released to a halfway house, PI&I coordinates transportation between the house and its headquarters.

Rubicon offers fathers legal aid services through a staff lawyer. This staff member, working with Rubicon's career coaches (i.e., case managers), conducts routine legal assessments within one week of participating fathers' release. The legal assessments determine whether participants need referrals to services for child support, custody, housing, and employment; the lawyer also examines the fathers' records of arrest and prosecution to see if convictions will impede their career paths and to develop plans to remedy any legal barriers. The lawyer also helps men discuss their criminal histories with employers and landlords and tells them how to expunge records. If fathers need legal services for custody or divorce, Rubicon refers them to a family law facilitator and administrative court office. If fathers need legal services related to housing, Rubicon refers them to Bay Area Legal Aid, a PAPAS Work partner.

Rubicon also provides participating fathers with routine public-benefit screenings by a trained specialist from the Contra Costa County Department of Behavioral Health. The specialist receives referrals from PAPAS Work to examine fathers' cases and determine whether they have received benefits in the past; whether they have been denied benefits in the past; whether they are currently receiving benefits (short-term jail stays do not automatically disqualify an individual from receiving benefits during incarceration); and whether they are eligible for cash benefits, Social Security, CalWorks (i.e., cash aid and services), food stamps, and Medicaid. The benefits specialist, alongside PAPAS Work staff, assists the fathers with the benefits application, if they are eligible. Through a grant from the US Department of Housing and Urban Development, Rubicon also offers transitional housing assistance to some of the PAPAS Work fathers in the Richmond area.

Discussion

The grantees' efforts to date highlight the benefits and challenges of working with an array of partner agencies across multiple offices and geographic locations. The programs have each amassed impressive support to help fathers with their family reunification, family support, and economic reentry goals. Indeed, one benefit of participating in these programs is that the fathers (and their families to a lesser extent) are able to avail themselves of services provided by both government agencies and community- and faith-based organizations, thanks to the programs' successes leveraging existing services and working with various organizations.

However, the depth and breadth of each grantee's partnerships also present challenges. Each grantee must coordinate with a number of different service providers to ensure quality, make sure the mission of the organization and program is followed consistently, communicate issues and resolve them as they arise, and continue to refine its internal referral processes and service delivery to maximize efficiency and effectiveness.

Based on information gathered from grant applications, program materials, field observations, bimonthly teleconferences with key program staff, and onsite interviews with program staff and their partner stakeholders, it is clear that all six grantees experience similar implementation challenges related to providing full program dosage, structuring pre- and postrelease offerings, remaining responsive to national or state initiatives, expanding the program, and ensuring the program is properly staffed with qualified individuals.

The proportion of participants who take part in the full program is low for all the grantees because of such challenges as participants' need for transportation to and from activities, the transient nature of the population, and limited availability of services in the communities they serve. Many grantees have altered some of the program components to make the program better fit fathers' schedules and to give them opportunities to participate in all of the program's offerings. In general, while enrolled fathers are likely to participate in some program activities and classes, very few are receiving all the programs' activities and offerings.

Further, the grantees with multiple service locations and offices may not offer all program components in all locations. Some locations provide all program components, while resource constraints, limited program space, or other infrastructure challenges in other locations may limit program offerings to only a few components, or even just one component. Therefore, fathers returning to some communities may not be able to avail themselves of all the program offerings. Although program directors and case managers have the best intentions and the programs are not designed to

offer every activity to every father, program staff members are often faced with time and resource constraints that hinder their ability to serve fathers equally.

The grantees have generally been able to implement structured prerelease classes, but many have had difficulty managing postrelease activities, particularly structured classes. This is often because fathers focus on finding jobs and finding housing after release, which limits their ability to attend classes routinely. As a result, non-class-based activities intended to link fathers to services that will assist in their reentry and reintegration have been much more robust after release than before release. Given the challenges of scheduling classes at a convenient time for fathers and the competing demands in the community, such as parole or probation supervision, work, and family, the duration and intensity of postrelease classes vary considerably across participating fathers and are certainly less consistent than the duration and intensity of prerelease classes.

In addition, nearly all the grantees have been affected by Department of Justice grant programs (e.g., Second Chance Act), state criminal justice reforms (e.g., justice reinvestment legislation), or agency policy changes. These initiatives affect the grantees in various ways: they may offer additional funding opportunities for expanding their programming, influence the program's eligibility criteria if the funding is for a particular target population, change the characteristics of the participating fathers because of new sentencing or release guidelines, or affect the class or activity schedules in correctional facilities.

These different, and sometimes overlapping, programs and reforms require the grantees to foster strong partnerships with correctional institutions and other criminal justice agencies to ensure that the Fatherhood Reentry programs adhere to new policies or procedures while meeting the needs of the participants. These changes may require the grantees to modify their programming to ensure that service-delivery efforts are not being duplicated and that data systems are tracking program participation across agencies and various grant-funded programs consistently and accurately. For the most part, the grantees have enjoyed strong partnerships with the correctional agencies and are seen by the correctional departments as worthwhile partners engaged in beneficial service activities for reentering fathers.

Because of the recognition they receive for serving fathers and their families, most grantees have been under pressure to expand to new places or to widen their partnership networks. The extremely dedicated staff members of all the Fatherhood Reentry grantees seem adept at seizing unique, location-specific opportunities to assist fathers and their families. Many grantees have received requests to offer their services in additional cities and correctional facilities and to partner with other service providers.

Some of these opportunities may enhance elements of the programs, while others may distract from their core functions.

The positive reputation that the programs have developed has stimulated this interest and increased program enrollment and recruitment, since many rely on information spreading among former and current participants and other agency referrals. Therefore, an ongoing challenge for the grantees is balancing the pressure to increase or spread their program offerings in response to community needs with maintaining quality control and staying true to their program models and organizational missions (i.e., avoiding "mission creep").

Many of the nonprofit grantees have had challenges hiring appropriate staff to scale up their programs. Many grantees justifiably feel they need to put careful thought and attention into staff hiring; they perceive that their programs require dedicated, charismatic staff who are passionate about the program and organizational missions. Many grantees report that positions within their programs are not easy to fill because of difficulty offering competitive salaries, need for flexible working hours to serve participants during evening and weekend programming, and the time-limited nature of the job since it is funded by a federal grant.

Further, given the importance of staff to program success, staff turnover has presented a challenge to some programs, particularly when turnover occurs in a position where only one staff member has received a certain type of training or functions in a space where others are not acclimated. Given that the programs need dynamic staff who are flexible, mission-oriented, and often cross-trained or experienced at working with an array of partners and organizations, qualified staff can be difficult to find and retain. The difficulties of scaling up can be compounded by staff turnover. Since most grantees serve large geographic areas and are interested in further expansion, high staff turnover or limited qualified candidates may present a challenge to providing sufficient levels of quality services and staff.

Conclusions and Next Steps

The Fatherhood Reentry programs are continuing to evolve as grantees identify new opportunities for improving and expanding services to their targeted populations. Additionally, each grantee has demonstrated its willingness and ability to fine-tune its program offerings and service approaches, consonant with operational lessons learned and feedback from program participants as well as guidance from OFA and training received from partner organizations, stakeholders, and other sources. Urban Institute researchers will continue to engage in regular teleconferences and field visits to each

grantee in order to document program operations, evolution, and lessons learned throughout the demonstration. A final report is anticipated in late 2015, after the conclusion of the demonstration in September 2015. The following section of this report provides additional details on key features of each grantee's programming, including its management structure, locations, target populations, and pre- and postrelease activities.

Section 2. Grantee-Specific Reports

Kanawha Institute for Social Research & Action, Inc.

The Kanawha Institute for Social Research & Action, Inc. (KISRA), is a faith-motivated nonprofit organization of Ferguson Baptist Church that provides services throughout West Virginia. It is headquartered in Dunbar and has service locations in Beckley, Charleston, Clarksburg, Elkins, Gore Hall, Huntington, Parkersburg, Princeton, and Winfield. Including remote services, KISRA serves 17 counties in West Virginia. The West Virginia Pathways to Responsible Fatherhood Initiative (WVPRFI) began as a state-funded fatherhood program in 2003 and received its first OFA grant in 2006.

Program Management and Staffing

In addition to its leadership team, the WVPRFI program has 11 case managers, 3 job coaches, and 11 facilitators, although job responsibilities merge for some positions and several staff serve in dual roles. Certain case managers are designated to primarily work with fathers in the community, while others are designated to work with those in correctional facilities.

Performance measures such as the number of participants served and recidivism rates are entered into the KISRA Information Technology System. Case managers coordinate frequently with facilitators to ensure fathers can receive services while attending classes.

Prerelease and Postrelease Locations

Prerelease class locations include 39 facilities such as state prisons, regional jails, state work-release centers, and day-report centers. Postrelease classes are taught in the 10 KISRA offices, West Virginia Workforce one-stop career centers, and other partner locations across 17 counties.

Partnerships

KISRA works with numerous local agencies and businesses in order to implement WVPRFI. Partner organizations such as the West Virginia Division of Corrections (DOC), federal prisons, the West Virginia Regional Jail and Correctional Facility Authority, day-report centers, Workforce West Virginia, several family courts, and several other community-based partners refer fathers to the program. During program implementation, KISRA must work with the DOC as well as regional jails and federal prisons to coordinate class sessions, case management, and family visits.

KISRA also has partners specifically to implement its Growing Jobs Project. JPMorgan Chase provided funding for KISRA to purchase land for the project. A horticulture expert and nutrition expert, both from West Virginia State University, serve as consultants. A chef from the Carver Culinary School consults on the kitchen component.

Multiple stakeholders also provide services directly to program fathers. The Southern West Virginia Fellowship Home and Storm Haven are centers that provide housing and community-based drug and alcohol treatment. The Raleigh County Community Action Association provides a ten-passenger shuttle that KISRA fathers can use to attend classes. Several behavioral health centers and other partners provide substance abuse and mental health services to fathers. The Men's Wearhouse also provides fathers with suits to assist in the job search process.

Target Population and Eligibility Criteria

The WVPRFI serves fathers who (1) are current Temporary Assistance for Needy Families (TANF) recipients, former TANF recipients, or whose children are receiving TANF; (2) have incomes at or below 200 percent of the federal poverty level; (3) are within six to nine months of release from state prison; or (4) have experienced any form of incarceration. WVPRFI services are not restricted to biological fathers; stepfathers are permitted to participate. Current program participants include those with and without criminal backgrounds. Mothers are also permitted to participate in some WVPRFI classes, although they make up a small percentage of the overall participant pool.

KISRA recruits for the WVPRFI in state and federal prisons, regional jails, work-release centers, and day-report centers by focusing on fathers who are nearing release to the community. For the prerelease program, KISRA targets fathers who are six to nine months from release and will be eligible to receive services in the community. KISRA also advertises the program at various community locations, such as

stores and churches, and sends e-mail advertisements to its constituent database. Anyone can use KISRA's website to self-refer or to refer a family member.

When enrolling fathers, KISRA uses the Level of Service/Case Management Inventory (LS/CMI) risk-assessment tool to plan for community-based services, risks, and needs. For fathers without criminal histories, the case managers use a goal-based approach instead of a service-based approach to avoid providing unnecessary services. Case managers' average caseloads range from 15 to 20 cases. Case managers refer fathers to existing community-based services, including substance abuse treatment, housing, TANF, and the Supplemental Nutritional Assistance Program, and help them apply for services.

Prerelease Curriculum and Activities

The WVPRFI curriculum covers the three components required by the Fatherhood Reentry grant—responsible parenting, healthy relationships, and economic stability—in addition to two classes geared to the target population: Domestic Violence 101 and Courage to Change. With the exception of one class that is not offered in the community, WVPRFI classes are available before and after release. No services are duplicated: participating fathers who receive a WVPRFI class before release do not take the same class again after release. KISRA prefers that fathers complete the curriculum while incarcerated, enabling them to focus on job searching in the community. However, some participants begin the program before release and complete it in the community.

As described by the curriculum developers, Parenting Inside Out is a 12-module course that is an evidence-based, parent-management skills program for incarcerated parents (responsible parenting component). Classes are tailored to the needs of individual fathers and include role-play scenarios, planning for child visits, and debriefing following family calls and visits. The classes are cohort-based.

Within My Reach and Within Our Reach are 13-module, evidence-based (as cited by PREP), courses developed by PREP Inc. (healthy relationships component). There are two versions of the course: Within Our Reach for married individuals, and Within My Reach for nonmarried individuals. KISRA offers open enrollment in these classes.

Domestic Violence 101 is a domestic violence awareness and prevention class developed by the West Virginia Coalition Against Domestic Violence. The class is taught in four modules and is completely voluntary, although judges and other social service agencies have recommended that some individuals attend. The classes include male and female participants, some of whom are not in the

WVPRFI program. Topics include defining domestic violence, distinguishing physical abuse from emotional abuse, and the effect of domestic violence on children. The instructors lead group discussions and use exercises, videos, and quizzes to complement the material.

WVPRFI uses Financial Peace University (economic stability component), a 13-module DVD course, to help fathers develop money management skills. Topics include creating a budget, saving, avoiding debt, and using credit. A KISRA instructor facilitates the class, and there are workbooks with exercises that correspond to the DVD.

Postrelease Curriculum and Activities

KISRA provides the same responsible parenting, healthy relationships, and economic stability curricula before and after release. KISRA's postrelease offerings also include significantly expanded economic stability activities.

In addition to Financial Peace University, Getting the Job You Really Want is a 10-module DVD course that prepares fathers to find jobs. Participants create résumés and cover letters, and work on computer skills. A KISRA instructor facilitates the class, and there are workbooks with exercises that correspond to the DVD.

To further supplement the program after release, KISRA added the Growing Jobs Project in the second year of the grant. The Growing Jobs Project provides transitional employment for fathers, who can participate while attending other WVPRFI classes. This program has a greenhouse component and a culinary kitchen component. In the greenhouse component, fathers participate in Farming 101 training and work in the greenhouse at KISRA's headquarters in Dunbar. KISRA then sells the fruit and vegetables grown in the greenhouses at local farmers' markets. In the culinary kitchen component, fathers take a culinary skills class in which they learn cooking, knife skills, safe service, and culinary math. Fathers can then cater events for KISRA partners and local businesses using the onsite kitchen or a mobile kitchen. Through this program, KISRA pays cohorts of fathers $8 an hour to work 40-hour weeks for up to eight weeks. KISRA hires approximately 20 fathers at a time for the greenhouse and 10 for the kitchen. These programs are currently available only at the KISRA headquarters.

KISRA uses its reputation in the community and its partnerships to find temporary and permanent employment for fathers. To find jobs for the fathers, job coaches work with employers and the fathers. Coaches conduct overviews of fathers' skills and inquire about their previous employment. Fathers must complete the WVPRFI curriculum before KISRA will arrange for them to meet with employers.

KISRA develops memoranda of understanding with employers to hire fathers in transitional capacities for up to eight weeks. KISRA will pay for fathers' salaries during this period, with the condition that the employers hire the fathers full time after the eight-week trial period. The places fathers have been employed include construction companies, department stores, hotels, and retirement homes.

KISRA also works with community colleges and staffing agencies to enroll fathers in classes and vocational training programs in such areas as coal, construction, welding, green energy, and in-house care. Additionally, the organization has worked with community colleges to allow WVPRFI classes to count for credit. KISRA also provides GED-preparation assistance.

To address another component of economic stability, KISRA helps fathers save money in an Individual Development Account or Assets for Independence grant. The organization matches fathers' savings in either type of account, up to $4,000. KISRA is also a Small Business Association microlender with a committee that can give loans to those who are typically turned down by traditional lenders. The maximum loan amount is $50,000.

Other Program Services

Additionally, fathers have access to KISRA's support services, including the following:

- **Child development center.** KISRA offers a child development center for children in kindergarten and younger. Attendance costs $50 a week. The organization also runs an after-school program for children in kindergarten through fifth grade; attendance costs $100 a month.
- **Health clinic.** The headquarters has a clinic that is open to the public, with a doctor who is certified to write prescriptions. A traveling clinic is also available in some locations.
- **Courage to Change.** A seven-module, evidence-based (according to the developers) cognitive behavior class is taught in certain facilities. The DOC requested that KISRA provide this course; it is available to WVPRFI participants as well as non-WVPRFI participants. KISRA teaches this class at select state and federal prisons, based on the needs of the facility. Topics include social values, responsible thinking, peer relationships, and family ties.
- **Second Chance Act mentoring.** WVPRFI fathers also may be eligible for KISRA's mentoring program that is funded through a Second Chance Act (SCA) grant from the Bureau of Justice Assistance (BJA). In this program, parents in prison are matched with mentors nine months

before release. These mentors continue to work with fathers after release, and all participants attend group mentoring sessions in the community.

- **Incentives.** As incentives for program completion, KISRA provides fathers $10 a week for transportation, up to $75 toward work clothing, and $25 for each curriculum component completed (except DV-101 and Courage to Change).

Operating Context

In addition to the Fatherhood Reentry grant, KISRA is a grantee under the BJA's Second Chance Act program. As part of its SCA grant, KISRA offers mentoring services for incarcerated parents in the same facilities where WVPRFI classes are held. Fathers can be enrolled in both the mentoring services and WVPRFI services. In addition, West Virginia is part of the Justice Reinvestment Initiative, a BJA program offering technical assistance to help localities invest in cost-effective criminal justice policies that reduce recidivism and increase public safety. West Virginia recently passed reinvestment legislation that could affect KISRA when it is fully implemented. KISRA has attended meetings at the state capitol regarding the reinvestment process.

KISRA differs from the other Fatherhood Reentry grantees because it is not concentrated in one area and has locations throughout West Virginia. Local governments in areas with no KISRA presence have expressed interest in having KISRA expand to their localities. The WVPRFI program also places high significance on its employment component. The Growing Jobs Project is a major aspect of the program, and the presence of multiple job coaches demonstrates KISRA's focus on job placement as a metric for success. KISRA is the only grantee to teach classes at day-report centers, and some of its offices are colocated with existing state resources such as WorkForce West Virginia offices.

Lutheran Social Services of South Dakota

Lutheran Social Services of South Dakota (LSS) is a faith-based nonprofit organization serving currently and formerly incarcerated fathers and their families with healthy relationships and responsible parenting education, job placement assistance, housing referrals, and other case management services through its Fatherhood and Families program. LSS aims to improve fathers' knowledge of positive relationship and parenting skills, increase child support payments, increase parent-child reunification, and help released people secure employment and housing. While the Fatherhood and Families program

is statewide and offered at five South Dakota Department of Corrections (DOC) facilities, the services provided to recently released fathers are centralized in Sioux Falls and Rapid City.

Program Management and Staffing

The Fatherhood and Families program is led by a project director and LSS's counseling services director, who provide program oversight. The program is also staffed by prerelease case managers who facilitate classes in the DOC facilities and postrelease case managers who facilitate program activities after participants are released from prison. All the prerelease case managers have offices and keep office hours at the DOC facilities.

Prerelease and Postrelease Locations

The prerelease curricula are implemented at five DOC facilities: South Dakota State Penitentiary (Sioux Falls), Unit C Minimum Facility at South Dakota State Penitentiary (Sioux Falls), Mike Durfee State Prison (Springfield), Rapid City Minimum Unit (Rapid City), and Yankton Minimum Unit (Yankton). Postrelease services are provided at two LSS offices: one in Sioux Falls (LSS headquarters), and one in Rapid City.

Partnerships

LSS partners with several government agencies, community organizations, and educational institutions to implement Fatherhood and Families. LSS has executed a memorandum of understanding (MOU) with the following agencies to provide services to Fatherhood and Families participants:

- South Dakota DOC to allow LSS to teach the prerelease classes at five facilities.
- South Dakota Department of Labor and Regulation (DLR) to allow Fatherhood and Families participants to attend the prerelease Job Search Assistance Program classes and access other DLR services postrelease.
- Sioux Falls Housing and Redevelopment Commission to provide housing education and counseling to fathers in Sioux Falls. The Housing and Redevelopment Commission also allows

Fatherhood and Families participants to apply for public housing in Sioux Falls upon entry to prison so they are added to the waiting list early.

- South Dakota Department of Social Services–Division of Child Support to provide child support education and counseling, as well as help reinstating any suspended licenses and modifying child support arrears.
- Compass Center to provide prerelease domestic violence education in Sioux Falls, Springfield, and Yankton.
- Mountain Plains Evaluation, LLC, to develop and maintain a database for LSS and DOC that tracks Fatherhood and Families and SCA participants. Mountain Plains Evaluation also provides reports for LSS on program outputs.

LSS is also partnering with the Training Solutions Institute at Southeast Tech in Sioux Falls, the Regional Technical Education Center in Yankton, Teach Out in Rapid City, and Western Dakota Technical Institute in Rapid City to provide vocational and customized training programs for participants enrolled in its work training.

Additional program partners include DOC's Parole Services division, the South Dakota Network Against Family Violence and Sexual Assault, and Child Protective Services. LSS is partnering with Parole Services to receive referrals. The South Dakota Network Against Family Violence and Sexual Assault provides consultation, support, and networking services to the Fatherhood and Families case managers to ensure they are aware of available domestic violence programs and services in the state. Child Protective Services accepts LSS's InsideOut Dad classes to satisfy court orders for child visitation requirements.

Target Population and Eligibility Criteria

The Fatherhood and Families program serves fathers who are incarcerated in one of five DOC facilities and are six months from their release date. The fathers must be at least 18 years old when convicted of the crime(s) leading to their incarceration. Participation in Fatherhood and Families is voluntary, and LSS uses a broad definition of "father," including all men who will be (or intend to be) in a parenting role upon release. The child must be under 18 years old.

To generate interest in the program, Fatherhood and Families case managers place posters and fliers in all the DOC facilities. The program primarily recruits at the time of admission and orientation

(A&O) at Jameson Annex at the South Dakota State Penitentiary (all South Dakota state prisoners go through A&O in this facility; some are then transferred to other facilities). Program recruitment happens not just at A&O, but also at the other four DOC facilities. Inmates who enroll at other facilities either (1) hear about the program at A&O, decide not to participate at that time, and then change their minds after transferring to another prison; or (2) did not hear about the program at A&O because they had already been through A&O before the program started.

Fatherhood and Families also receives referrals from the family activity days it hosts in prisons for participating fathers and other inmates, parole agents, and partnering community-based organizations. Fathers can also be enrolled in the Fatherhood and Families program within six months of their release from prison. Postrelease recruitment primarily happens through word of mouth communication about the recently implemented Work Training Program.

Prerelease Curriculum and Activities

Participants begin working with a case manager at A&O and receive a Dad Packet. The packet includes blank greeting cards to send to family members, child support information, a child's storybook, and parenting pamphlets to use during participants' time in the facility and as they return to the community. The case managers also develop release plans with each participant that address housing needs, employability, and needs for state identification (e.g., birth certificate, driver's license). Case managers also begin public-housing applications during A&O. Given the long waiting list for public housing, LSS negotiated with the Sioux Falls Housing and Redevelopment Commission to place current inmates on the waiting list for public housing with the hope that they will be closer to the top when they are released from prison (this service is available in the Sioux Falls area only).

When fathers enroll in the Fatherhood and Families program, an LSS case manager screens for evidence of domestic violence using the Propensity for Abuse Scale. If the case manager notes a certain score, the father is referred to the Compass Center. The Compass Center provides a 25-week domestic violence class to Fatherhood and Families participants in four DOC facilities (two in Sioux Falls, one in Springfield, and one in Yankton). The same domestic violence class is also available to participants after release.

Fatherhood and Families then provides prerelease curriculum-based training in three activity areas: responsible parenting, healthy relationships, and economic stability. The responsible parenting component is based on the InsideOut Dad curriculum developed by the National Fatherhood Initiative.

InsideOut Dad consists of 12 sessions taught over three weeks. The curriculum used for the healthy relationships component is PREP's Walking the Line, which consists of 15 sessions taught over three and a half weeks. The two economic stability curricula are the Job Search Assistance Program (JSAP), taught by the South Dakota Department of Labor and Regulation, and Credit When Credit is Due (CWCD), taught by LSS's Consumer Credit Counseling department. The JSAP and CWCD programs are each six-hour courses, taught in one day.

In addition to the curriculum, LSS hosts family activity days, monthly events open to all inmates at the five DOC facilities with children. Children come to the prisons and make crafts and do other activities with their fathers. The family activity days are also used to recruit additional fathers into the program. LSS also encourages fathers to record video diaries for their children before release. The participants can read books, sing songs, or record messages. LSS provides the DVD, case, and mailers, and the participants provide the postage. The participants are not limited to one video diary.

Postrelease Curriculum and Activities

As the participants are preparing to be released, the case managers meet with them to explain the program's postrelease services, finalize release plans, write and sign letters for child-support modifications, and provide guidance on parenting issues.

After the participants are released, they contact a postrelease case manager and receive a starter kit including hygiene products, bus passes, gift cards, and a clothing voucher. Case managers then meet with fathers as necessary to address their needs (e.g., where to live, what to wear, and what to eat). The case managers use a checklist—which includes information about what Fatherhood and Families classes participants completed prerelease, identification and birth certificate needs, housing, and other treatment needs—to determine the assistance needed. The case managers also attend parole hearings with the participants. Through the Work Training Program, participants also receive interview clothes, work supplies or tools, and tuition reimbursement for vocational training.

If participants need assistance navigating child support issues, the case managers work with the South Dakota Department of Social Services–Division of Child Support (DCS) to help Fatherhood and Families participants reduce their child support arrears. In South Dakota, child support does not stop accruing during incarceration. DCS also works with the fathers to reduce the amount of child support withdrawn from their paychecks if the amount is greater than $25 a month.

Although not systematically offered postrelease, Fatherhood and Families case managers in Sioux Falls and Rapid City can teach individual make-up sessions with any released participant to complete the responsible parenting or healthy relationships curriculum (InsideOut Dad and Walking the Line, respectively).

The postrelease economic stability component consists of a Work Training Program for fathers either recently released from prison or enrolled in the community transition program at the Unit C Minimum Facility in Sioux Falls. The Work Training Program is divided into three phases. Phase I consists of two weeks of classes covering job-readiness and financial literacy curricula, both developed by LSS and based on the Federal Deposit Insurance Corporation's Money Smart curriculum. Phase II includes individualized case management and helps fathers search for jobs or pursue further education at local technical schools. Four local technical schools provide the fathers with short-term training certification programs in commercial driving licensure, manufacturing, and welding, for example. Phase III of the Work Training Program consists of additional case management to help strengthen the fathers' relationships with their employers with the goal of improving job retention. The participants earn income while completing the Work Training Program: $8 an hour for each class attended and for any job searching they complete in the LSS offices outside class time. The Work Training Program is offered at both the Sioux Falls and Rapid City LSS offices.

Along with the Work Training Program, case managers help participants resolve holds on any of their licenses. In South Dakota, anyone with child support arrears in excess of $1,000 has a hold placed on all of his or her licenses (including driver's licenses and specialty licenses, such as plumbing licenses). After confirming with an LSS case manager that participants are enrolled in the Fatherhood and Families program and that they agree to pay child support arrears, DCS removes any holds on their licenses.

Other Program Services

In addition to case management services, case managers use a van to transport fathers to and from the LSS Sioux Falls office or other appointments (as of May 2013, transportation services were not routinely offered through the Rapid City office).

Operating Context

In February 2013, the South Dakota legislature enacted the Public Safety Improvement Act (SB 70) that reformed sentencing for nonviolent offenses; promoted the expansion of drug courts, substance abuse treatment, and mental health interventions; and established an oversight group to ensure sustainability. The legislation is estimated to save South Dakota enough resources that the state will not have to construct two new prisons. As a result of the legislation, LSS may notice a difference in the types of individuals it works with: given that nonviolent offenders may not receive prison sentences, fathers in the prisons and potentially in the program may have more serious criminal backgrounds in the future.

Additionally, the South Dakota DOC is implementing a Second Chance Act program and is included in the national evaluation of SCA. DOC's SCA program recruits participants based on risk and enrolls both males and females. Inmates assigned to the treatment group of the SCA evaluation receive programming and enhanced case management services, all before their parole dates. Inmates assigned to the control group for the SCA evaluation do not receive DOC SCA programming, yet they can receive the curriculum-based training from the Fatherhood and Families program before and after release. LSS cannot provide housing services to the SCA control group, since DOC's perspective is that doing so would contaminate the control population.

A unique feature of the Fatherhood and Families program is its emphasis on the importance of family reunification through several activities. The fathers have redecorated family-visit rooms in the prisons to make them welcoming to children. There are also toys and books available in the rooms for the children to play with during visits. While fathers are incarcerated, LSS encourages them to connect with their children by making video diaries and attending family visiting days. The fathers also receive blank cards in their Dad Packets so that they can write letters to their children. Upon release, LSS equips fathers with resources and tangible items to help with their transition to the community, such as the Starter Kits with basic items that they may not be able to afford or do not have access to. These benefits demonstrate the level of care LSS provides to fathers and their families.

New Jersey Department of Corrections' Office of Drug Programs

The New Jersey Department of Corrections' (NJDOC) Office of Drug Programs offers its Engaging the Family (ETF) program to incarcerated fathers and their partners in eight of its correctional facilities. The ETF program provides responsible fatherhood and healthy relationships programming, substance abuse

treatment, financial literacy education, and case management services prerelease. The NJDOC partners with three community-based organizations to provide employment and other services to ETF participants after they are released. The ETF program is funded by two separate grant programs. The Fatherhood Reentry grant supports programming in five state facilities, while two BJA SCA grants (FY 2010 and FY 2011) support programming in three additional facilities. Although the ETF programs funded by the Fatherhood Reentry grant are similar in practice to those funded by BJA, only those funded by the Fatherhood Reentry grant are discussed below.

Program Management and Staffing

The ETF program is led by a project director and coordinator and staffed by prerelease and postrelease case managers. Each prerelease case manager is assigned to one or more correctional facilities and is responsible for facilitating classes and providing case management services to the ETF participants in those classes. The postrelease case managers follow up with ETF participants after they are released and may also help prerelease case managers with the prerelease courses. New Jersey has a network of reentry task forces in counties across the state. ETF case managers attend these task force meetings from time to time to learn about community-based resources and network with representatives of the organizations that provide them.

The NJDOC uses Microsoft Excel spreadsheets to collect participant data. The spreadsheets are constructed in a way that requires current participants to be counted manually. Postrelease case managers also use spreadsheets to record contact with participants.

Prerelease and Postrelease Locations

Prerelease programming is provided in five facilities: Garden State Youth Correctional Facility, Southern State Correctional Facility, South Woods State Prison, Mid-State Correctional Facility, and East Jersey State Prison. Postrelease economic stability activities are provided through three subcontractor partnerships in three regions of New Jersey: north (Newark), central (Trenton), and south (Egg Harbor City).

Partnerships

In August 2012, an MOU was executed between NJDOC and the Division of Mental Health and Addiction Services (DMHAS) that allows certain ETF staff to access DMHAS's New Jersey Substance Abuse Management System (NJSAMS), an assessment tool that includes a database of community-based mental health and substance abuse treatment providers throughout the state. The MOU is valid for 16 months and may be renewed in 2014. The MOU was intended to allow ETF program staff to use NJSAMS to conduct assessments and make treatment referrals for ETF participants; however, the extent to which this has actually occurred is limited, due in part to the fact that, until recently, only one ETF staff member possessed the credentials needed to conduct the assessments. This staff member is a case manager for the BJA-funded ETF program at the Edna Mahan Correctional Facility for Women; therefore, she has mainly conducted assessments for female ETF participants. A recently hired ETF staff member also has the credentials to complete the assessments, so the assessment component may expand in the future.

NJDOC also partners with three employment service providers and the Office of Child Support Services, as described below.

Target Population and Eligibility Criteria

The ETF program serves "max-out" prisoners—that is, those who will be released without supervision, rather than being placed on parole, at the termination of their sentence. The program accepts male inmates who have at least one child under the age of 18. ETF participants' partners are also invited to participate in the program. Partners may include wives, girlfriends, or coparents. Each ETF participant is asked to identify one partner with whom he has a child under the age of 18. Although it is preferable that men have partners who are willing and able to participate in classes with them, the program also accepts men without partners and those whose partners or coparents are unable or unwilling to participate.

The ETF program does not have strict criteria for offense type. Those convicted of sex offenses may be eligible for the program, depending upon the nature of the offense; these determinations are made case by case. However, those convicted of domestic violence or abuse against their partners or children are not eligible. The program gives preference to individuals with substance abuse issues (defined as having an Addiction Severity Index score of three or more), but those without substance abuse issues

may still be accepted into the program. No other criteria relating to risk and needs assessment are used to determine program eligibility.

To identify eligible participants, case managers use the NJDOC's data management system to obtain a list of all inmates who are six to nine months from release and who have at least one child. Managers then look at each potential participant's file to determine the age of the child. This is the primary recruitment mechanism, but inmates also hear about ETF through word of mouth.

Prerelease Curriculum and Activities

The prerelease curriculum is taught with cohorts of about 10–15 participants. Each cohort attends two classes offered concurrently: one entitled "Engaging the Family" (which uses several curricula), and the other covering the Living in Balance curriculum, described on page 48. The entire prerelease program takes approximately four months to complete, after which time a new group begins. In total, ETF participants meet twice weekly (once during the day and once in the evening) for two hours each time, for a total of four hours a week.

Engaging the Family. The Engaging the Family course contains four units, each with its own curriculum: responsible parenting, healthy relationships, domestic violence, and financial literacy. This class is held once a week for two hours per session. Fathers' parenting partners are invited to participate in these classes. The course is held in the evening, after normal business hours, to remove a barrier to coparent participation.

- **Responsible parenting.** This unit uses the Active Parenting Now curriculum. This curriculum has three chapters that take up to six weeks to complete.
- **Healthy relationships.** This unit uses a curriculum called Married and Loving It!, which lasts five to six weeks and teaches relationship strengthening, anger management, communication, and other key skills.
- **Domestic violence.** This unit is taught in a single two-hour session using the curriculum Understanding Domestic Violence. Case managers determine whether to cover this topic at the end or in the middle of the Engaging the Family course. The session covers the definition of domestic violence and the use of nonviolent methods to deal with problems.
- **Financial literacy.** This unit uses the Money Smart curriculum, created by the Federal Deposit Insurance Corporation. Because it is a long and detailed curriculum, case managers do not

teach the whole curriculum, but rather focus on key concepts. For this reason, the length of the curriculum varies by case manager and cohort; it may last about three weeks. ETF participants are provided with the full packet of materials to enable them to review content that was not covered during class.

In addition to the curricula, ETF participants are assigned to a prerelease case manager. Before discharge, prerelease case managers meet individually with participants as needed to create discharge plans and discuss issues pertaining to release and reentry.

Postrelease Curriculum and Activities

NJDOC provides postrelease services to ETF participants through three community-based organizations that have contracted with NJDOC to provide employment and other services. The organizations are located in three regions of the state: north, central, and south. Referrals are based on the region of the state to which each ETF participant plans to return upon release. The three subgrantees received their first referrals from the ETF program in April 2013.

Under the grant, the agencies receive payment for providing employment-preparation services and for meeting certain participant benchmarks. Subgrantees receive benchmark payments for each intake completed and when an ETF participant has been employed for 30, 60, and 90 days. The agencies provide postrelease services only; subgrantee program staff members are not able to enter the prisons to meet with ETF participants or provide services before release. The three agencies are as follows:

- **Northern region. Catholic Charities of the Archdiocese of Newark** (Catholic Charities, Newark). This organization primarily provides services to the developmentally disabled population and those on welfare. It has not had previous experience working specifically with the reentry population. The following services are offered to ETF participants: employment assessment, job preparation and soft-skills training (such as training on proper business attire and job retention), job search assistance, résumé writing and mock interviews, job referrals and job placement, vocational training in a variety of fields, referrals to the New Jersey Division of Vocational Rehabilitation Services as appropriate, legal assistance, general case management services, and referrals to other services, as needed.
- **Central region. Shiloh Community Development Corporation** (SCDC, Trenton). SCDC focuses on community development and has worked with a wide variety of local organizations on a number of issues ranging from childhood obesity to cancer screenings and employment

services. Although the ETF grant was awarded to SCDC, most of the direct service provision to ETF participants is carried out by SCDC's partner organization, A Better Way (ABW), which works primarily with the reentry population. The services that ABW provides to ETF participants include needs assessment; job readiness classes (covering topics such as proper business attire and job interview skills); life skills and financial literacy classes; job search assistance; job referrals and job placement; and other services as needed, such as food and clothing assistance, application assistance for government benefits, counseling and mental health services, housing assistance, and family and parenting classes. After obtaining employment, participants are eligible to continue receiving services from ABW for six months.

- **Southern region. Career Opportunity Development, Inc.** (CODI, Egg Harbor City). Like Catholic Charities, CODI provides a number of employment-related services to the developmentally disabled population, although the organization has also worked with reentry populations through several grant programs in the past. CODI provides the following services to ETF participants: employment assessment, job search assistance, job-skills training (using the curriculum Tackling the Tough Skills), assistance with obtaining identification or professional attire, job retention services, and referrals to the Division of Vocational Rehabilitation Services as appropriate. Although CODI does not offer vocational training, certain vocational programs may be available through county one-stop centers.

The postrelease case managers are responsible for following up with participants after they have been released. This task consists of calling released ETF participants to ask if they need any services and then providing information about the requested services. The postrelease case managers have geographically based caseloads. In other words, postrelease case managers are responsible for fathers returning to their assigned region of New Jersey. The postrelease case managers also serve as liaisons with the three employment subgrantees.

Other Program Services

NJDOC provides additional services to ETF participants as needed, including the following:

- **Living in Balance.** The entire Living in Balance (LIB) course is devoted to substance abuse and uses the Living in Balance curriculum. LIB sessions are held for two hours during the day, once a week throughout the entire four-month period during which the Engaging the Family curricula are taught. Parenting partners are not invited to participate in the LIB coursework. LIB covers

types of drugs and their effects, withdrawal symptoms, triggers and cravings, the processes of addiction and sobriety, effects of substance use on relationships, stress, depression, anger, and relapse prevention. All ETF participants attend LIB classes, regardless of whether they have a history of substance abuse problems. Case managers have stated that the content of this class is applicable to those with any kind of addiction or destructive behavior pattern, such as gambling.

- **Child support.** ETF participants are referred to the New Jersey Office of Child Support Services for assistance with child support issues as needed. ETF participants who express concerns about child support may also be referred to the NJDOC's Responsible Parenting Program (RPP), which is supported by a federal TANF grant from the DHHS Office of Child Support Enforcement. The RPP offers assistance with child support modification applications, as well as an eight-week parenting class using the InsideOut Dad curriculum. ETF and RPP have jointly funded a child support case manager who regularly attends ETF classes and helps participants with child support matters.

- **Other Office of Drug Programs services.** In addition to the Engaging the Family program, the Office of Drug Programs offers various substance abuse treatment programs and services, including therapeutic community programs, which are available to the general NJDOC inmate population.

Operating Context

The ETF program is unique among the Responsible Fatherhood grantee programs in that it is run by a state department of corrections, rather than a service-providing agency. Before ETF, no reentry programs specifically focused on max-out offenders returning from New Jersey prisons. These returning individuals typically did not receive formal services as they were not under supervision upon release. Thus, the ETF program represents an expansion of NJDOC's reentry efforts.

ETF management has experienced difficulties modifying its program operations because of strict state policies. For example, ETF wanted to purchase software to better manage its data, but it could not do so because of state procurement requirements.

New Jersey has an active reentry advocacy community. Reentry taskforces have been established in several counties to provide a network for reentry service providers and formerly incarcerated

people. Additionally, the movement to "ban the box," or eliminate disclosures of criminal records on employment applications, has been successful in Newark and is beginning in Trenton.

PB&J Family Services, Inc.

Located in Albuquerque, New Mexico, PB&J Family Services, Inc. (PB&J), is a nonprofit organization that provides services to incarcerated and recently released fathers in the Bernalillo County area (in and around Albuquerque). PB&J's mission is to help at-risk children grow and develop to their full potential in nurturing families within a supportive community. Within PB&J, the Importance of Parents and Children Together (ImPACT) program is designed to promote positive relationships, responsible parenting, and economic self-sufficiency before and after release for men and their families, particularly their intimate partners, children, and children's caregivers.

Program Management and Staffing

The ImPACT program is led by a program director and director of development. A team of parent-reentry specialists (PRSs) is responsible for facilitating classes and providing case management services and activities. PB&J applies a team approach to its case management, which includes frequent staff meetings with program leadership and PRSs to discuss cases and to communicate any needs for mental health or substance abuse assistance. All PB&J staff members receive a minimum of 25 continuing education hours each year on how child development is affected by family violence and trauma. The training is provided by the University of New Mexico's Family Development Program; agencies such as the New Mexico Coalition Against Domestic Violence, the Albuquerque Police Department, and the New Mexico Children, Youth, and Families Department also provide training to PB&J staff.

Prerelease and Postrelease Locations

Prerelease services are provided in the Central New Mexico Correctional Facility (CNMCF), located in Los Lunas, New Mexico (approximately 20 minutes south of Albuquerque), and the Bernalillo County Metropolitan Detention Center (MDC), located in Albuquerque. Postrelease services are provided at the PB&J office and its workforce development center, located in Albuquerque.

Partnerships

PB&J Family Services has strong working relationships with various partners, including the New Mexico Corrections Department and its facilities, the Bernalillo County MDC, the New Mexico Probation and Parole Division, the New Mexico Sentencing Commission (which conducts research on program costs and recidivism), the Child Support Enforcement Division (which has provided staff training on the process and documentation required to streamline the experience for participants opening cases or having their cases reviewed), and a large mutual referral network of community-based service providers, including the following:

- ACCION, a microlending agency that helps selected participants with small business start-ups, business advice and planning, financial coaching, and other services.
- Bernalillo County Housing Authority, which has actively assisted in reviewing applications for low-income housing and addressing participant needs for temporary, emergency, and long-term housing.
- Central New Mexico Community College, which has trained project staff on its entrance exam and registration processes, financial aid applications, and class schedules to support participant enrollment in community college courses.
- Counseling and Psychotherapy Institute (CPI), which provides counseling services, as does Counseling World, which performs postrelease COMPAS assessments; intake assessments; and individual, couple, and family counseling for participants.
- Dismas House, which provides transitional housing and other supportive services, and works out flexible payment schedules with PB&J participants.
- Hispano Chamber of Commerce, which provides beginner and advanced computer classes with certificates of completion and Putting Your Best Foot Forward classes on interview preparation and presentation, and has also hosted job fairs and served as an ally in educating the business community about hiring formerly incarcerated individuals.
- New Awakenings, which provides domestic violence services and waives its fees for men referred by PB&J.
- New Mexico Department of Labor, which collaborates with the PB&J job developer in vocational assessments, job searches, and résumé building.

- Prosperity Works, which provides a 20-hour financial literacy class and allows select participants' savings to be matched, enabling them to obtain housing or become self-employed.
- South Valley Economic Development Center, which is a small-business incubator that has assisted participants with job skills and opportunities, particularly related to its commercial kitchen.
- Wells Fargo Bank, which has provided financial literacy training and enabled participants to open bank accounts.

Additionally, PB&J has been active in revitalizing the Greater Albuquerque Economic Development Coalition for Returning Citizens, which brings together diverse public and private agencies to leverage resources, address unmet needs, and advocate for policy reforms, much like a reentry council.

Target Population and Eligibility Criteria

The program serves individuals at least 18 years of age or older who have returned or will be returning to Bernalillo County from incarceration (both jail and prison), who are fathers of children under age 18. Participants' children and their caregivers also receive services. Inmates must be within three to six months of release to participate in the program. Inmates cannot participate if they are charged with sexual offenses or methamphetamine manufacturing. Those enrolled in the program while incarcerated are eligible to receive services in the community upon release, as long as they return to Bernalillo County. The children and partners of program participants are eligible to receive services while participants are still incarcerated, as well as after their release.

Participation in the program is voluntary. When an inmate is determined to be eligible for the program, program staff assess whether his family members are willing to participate. If the family members are willing to participate, they are enrolled in community-based services when the incarcerated parent is enrolled in prison- or jail-based services. If the courts or the Child Support Enforcement Division are involved in the father's supervision, they may need to grant permission for him to have visitors or supervised visitation time with his partner or children. If family members are unwilling or unable to participate in the program, the father is still permitted to complete the program.

Participants are referred from the CNMCF, the Bernalillo County MDC, and the New Mexico Probation and Parole Division. In 2012–13, PB&J established a formal partnership with the US Department of Probation and Parole and began accepting participants with federal convictions. PB&J

works closely with CNMCF, MDC, and both the state and federal probation and parole departments to connect with interested fathers before their release; participants are referred by correctional staff or may self-refer. PB&J has reached out to inmates in the MDC, emphasizing the commitment necessary to complete the program and describing the program's three primary focus areas (responsible parenting, healthy relationships, and economic stability). Word of mouth has played a role in increasing program visibility among inmates and their families, giving rise to a growing number of referrals from prior or existing participants, as well as individuals requesting such services for their own incarcerated family members.

Participants occasionally enter the program after release. Such referrals typically come from the New Mexico Probation and Parole Division, but also may result from self-referrals or referrals by community-based service providers who are familiar with PB&J and its services to the targeted population. Regardless of referral source or point of entry, PB&J PRSs conduct assessments to determine candidates' appropriateness for program enrollment, in keeping with established eligibility criteria.

Prerelease Curriculum and Activities

The first phase of the program is the prerelease responsible parenting class that builds a foundation for later addressing other parenting and child development issues. The prerelease responsible parenting component is based on the InsideOut Dad curriculum, developed and described as evidence-based by the National Fatherhood Initiative. PB&J offers InsideOut Dad as a 12-week course in jail and prison facilities. Since the classes are in the jail, they often decrease in size as individuals' sentences end. It is difficult to ensure prerelease completion of the programming because of variations in release dates. There is significant attrition in the jail-based program, but arrangements are made for individuals to complete the programming at PB&J offices after release. PB&J augments the standard InsideOut Dad curriculum with its own ImPACT curriculum, which was designed based on PB&J's expertise working in prisons since 1989.

Intakes and psychosocial assessments are conducted during participants' incarceration and kept on file; these forms are updated after release and also are shared with the program's community-based partners through release-of-information agreements. At CNMCF, PRSs can review and obtain prerelease COMPAS assessments, in addition to performing their own assessments.

Parent-reentry specialists help fathers have coached therapeutic phone calls with their children and telephone contacts with other important actors in their children's lives, such as daycare workers, teachers, and doctors. PRSs also facilitate one-on-one contact visits between fathers and their families, educate family members on the importance of parenting, and describe how visitation can increase positive relationships. Upon approval of the incarcerated parent's request for visitation and agreement of the child's other parent or caregiver, PRSs transport the children to the facility. Both parents and children are briefed before all coached visits and a PRS performs debriefing immediately after each visit.

PB&J also works with the Child Support Enforcement Division to alter fathers' child support obligations while incarcerated. The state does not abate child support for incarcerated persons, but child support can be suspended until individuals are released.

Postrelease Curriculum and Activities

Upon release from the CNMCF or MDC, participants' initial contacts are with the PB&J PRSs they began working with during the prerelease phase. During the initial postrelease contact, the PRSs update participants' basic information, review their needs assessments, and discuss such issues as transportation, restraining orders, and child support. An Individual Family Service Plan is used to identify strengths and needs and becomes the basis for customized treatment plans and monitoring. The PRSs meet with participants weekly and help fathers obtain identification, birth certificates, medical cards, and so forth. For example, the University of New Mexico hospital and PB&J have an agreement that participants can receive medical and dental identification cards if they provide their release documents and a PB&J letter in place of a state ID. If the case managers cannot acquire these documents for the fathers, they refer fathers to partnering agencies that can help, such as Catholic Charities.

To address healthy relationships, the PRSs lead weekly dinners at their headquarters for fathers and their partners and children. After the meal, the group splits into age-graded sessions: one for adults and others for children and youth. The adult group loosely follows the Celebrating Families curriculum developed by the National Association for Children of Alcoholics, InsideOut Dad, and ImPACT; topics covered include communication, anger management, problem solving and goal setting, healthy living and nutrition, addictions, child well-being, and financial stability. PB&J uses the curricula flexibly, and there is considerable opportunity for participants to discuss whatever they want. The children's group is

run by a specialist who plans therapeutic child-centered activities that enable participants to discuss their experiences as children of incarcerated and returning parents.

The PRSs also conduct home visits when released fathers live with a child. Participants in the workforce development center (described below) receive one home visit a month and must also attend the weekly family supper and support group meetings. Those not engaged in the workforce development center receive two home visits a month. During home visits, the PRSs observe any safety or hazard concerns and any behavior changes.

Some fathers also participate in an in-depth financial education curriculum, Prosperity Works, which was developed by PB&J in collaboration with local Wells Fargo bankers (based on the Hands On Banking curriculum). Prosperity Works entails a 20-hour financial literacy class. Participants who complete the program are eligible to have their savings matched at a rate of four to one, up to $4,000 (i.e., men can receive $4,000 if they save $1,000), and these funds can be used for education, to start a business, or to save for housing.

In August 2012, PB&J opened a workforce development center that provides facilitated soft- and hard-skills learning, together with transitional employment that pays $8.50 an hour for up to 20 hours a week, up to 30 weeks; those who meet program criteria can work up to 20 additional hours when demand for mobile auto detailing is high. Unused weeks are held in reserve when men find jobs before exhausting their 30 weeks of transitional employment. These weeks can be used later if the jobs do not work out as anticipated. Men who complete 30 weeks of work under this program can apply for an additional six weeks of training to become facilitators and then earn $10 an hour. Some highly skilled facilitators have been offered ongoing employment with PB&J.

Soft-skills learning opportunities focus on attitudes and behaviors basic to successful job searching and retention (e.g., arriving on time, communicating, avoiding or de-escalating disagreement with other employees). Hard-skills learning opportunities include appropriate workplace safety protocols, together with technical skills needed to operate and properly maintain the range of equipment used for the various enterprises. Facilitators receive $10 an hour for 15 hours of work a week, and many see themselves as also fulfilling a mentoring role and modeling prosocial behavior. Initially, four trades were taught—wood working, furniture upholstering, small-engine repair, and auto detailing. As the auto detail microbusiness grew, PB&J expanded to also provide mobile power-wash services off site. Both upholstery and small-engine repair components are being discontinued as there is little local market demand for such skills. The program is shifting its focus to growing markets in which fathers will be

more likely to find work (e.g., assembly, light manufacturing, remodeling and manual labor, and possibly auto sales).

A PB&J job developer has been located at the workforce development center to administer vocational assessments, help participants find employment, and collaborate with partner organizations (e.g., the Albuquerque Hispano Chamber of Commerce and the South Valley Economic Development Corporation) in finding training and employment opportunities for program participants and their families. The job developer has established relationships in the community to identify what employers are seeking and which are willing to hire program participants.

Other Program Services

PB&J provides other services to ImPACT participants, as needed:

- Referrals to collaborating organizations for health and mental health treatment, addiction counseling and treatment, domestic violence services, education and training, job readiness and placement services, and housing.
- Transportation to therapeutic classes and meetings. PB&J provides direct transportation and gives participants gas cards and bus vouchers, if needed.
- Family reunification and domestic violence and child abuse prevention services. PB&J is approved as an organization for supervised visitation between parents and children when children have been removed from parental custody or parents are otherwise restricted in their access to children. Staff members are trained to detect and respond to incidents of domestic violence or possible child abuse. They work with participants to notify appropriate agencies so that safety issues are addressed immediately.
- Twice-weekly therapeutic preschool for children under the age of 5 and their parents, and adolescent programs (through age 18) at PB&J facilities.
- Tattoo removal (through limited funds).
- Emergency assistance and help applying for public benefits, such as various housing programs, housing-choice vouchers, the Homelessness Prevention Re-housing Program (which provides financial assistance with rent and utility payments), and PB&J's own "Keep'n the Lights On"

fund, which can pay past utility debt that otherwise may prevent participants from moving into new apartments. These funds are raised through private donations.

Operating Context

PB&J uses its Responsible Fatherhood Management Information System (RFMIS) to collect participant-level data; PRSs complete assessments electronically, in fillable PDF files, and provide them to data-entry staff. The assessments are then printed for participants' files and the information is entered into the RFMIS. PB&J has customized the assessment forms to include the participant's DOC number, release date, MDC number, and MDC release date. The RFMIS assigns a unique identification number to each participant record entered in the system. The RFMIS is capable of producing comprehensive standard reports.

PB&J is also working on developing different types of instruments to measure program success. The organization is currently partnering with the New Mexico Sentencing Commission on a recidivism study that uses the Pew model to develop two-year cohorts and juvenile cohorts. The New Mexico Sentencing Commission uses jail and prison records to track recidivism measures, including new offenses and parole violations that result in reincarceration. The study has currently found a 26 to 28 percent recidivism rate, although this may in some cases be due to technical violations. PB&J also monitors its participants' emotional state through a hopefulness scale, which asks participants their level of hopefulness at various points in the incarceration process. Staff have found that hopefulness drops dramatically three months after release, and think that the three-month mark may be a critical point to provide fathers with additional resources.

The RIDGE Project, Inc.

The RIDGE Project, Inc. (RIDGE), is a faith-based nonprofit organization headquartered in McClure, Ohio, with an additional office location in Canton, Ohio. RIDGE's program and case management services are offered statewide, but focused in four regions: northeast (Canton), northwest (McClure), central (Columbus), and southwest (Dayton/Cincinnati).

RIDGE's Keeping FAITH (Keeping Families And Inmates Together in Harmony) program provides curriculum-based training to currently incarcerated and recently released fathers as they prepare for reentry into the community. The program also offers participants case management services and

employment assistance after they are released to improve behavior, attitudes, employability, and knowledge of positive parenting and relationship skills. The Keeping FAITH program aims to reduce recidivism, crime rates, infractions, and parole and probation violations among its participants and to transform participants into men and women of honor and integrity who are committed to their families and to being responsible citizens.

Program Management and Staffing

The Keeping FAITH program is led by a management team and staffed by regional case managers who facilitate pre- and postrelease classes and activities.

Prerelease and Postrelease Locations

As of May 2013, the program's prerelease curricula were provided at eight Ohio Department of Rehabilitation and Correction (ODRC) facilities, including three prisons and three community-based correctional facilities (CBCFs). The three prisons are Belmont Correctional, Pickaway Correctional, and Richland Correctional. The three CBCFs are MonDay Community Corrections, Lucas County Correctional Treatment Facility, and the Worth Center. The prerelease curricula are also operational at Wayne County Jail and Cuyahoga County Jail. Keeping FAITH may serve postrelease participants residing in 20 counties in the state, although postrelease classes are only offered at the following locations: Archbold, Lima, the Canton RIDGE office, the ODRC Adult Parole Authority in Dayton, the McClure RIDGE office, and Toledo (2 locations).

Partnerships

RIDGE partners with several government and community-based organizations to provide comprehensive services to Keeping FAITH participants. The following organizations and agencies have formal agreements to provide Keeping FAITH participants with services:

- ODRC has agreed to allow RIDGE to offer Keeping FAITH in its institutions.
- The Ohio Department of Job and Family Services' Office of Child Support has agreed to make referrals to the Keeping FAITH program in Hamilton and Wayne counties.

- The ODRC Adult Parole Authority has agreed to allow one of its reentry coordinators to occupy office space at the Canton RIDGE office.
- TRAINCO Truck Driving School has agreed to provide commercial driver's license (CDL) training and PI&I Motor Express has agreed to provide employment.
- Northwest State Community College has agreed to provide college credit for training programs completed by participants.
- Zane State College has agreed to provide a welding program at Belmont Correctional.
- Effective Educational Seminars has agreed to develop a domestic violence screening tool, provide domestic violence consultation, and lead parenting sessions.

RIDGE also maintains a network of partners to increase the Keeping FAITH program's presence throughout Ohio and to improve awareness of the program across the state. This network includes providers such as the Avondale Comprehensive Development Corporation; the Economic Opportunity Planning Association; Heart to Heart Ministries; the Ohio Department of Job and Family Services' one-stop centers; the STACIE Foundation; the TOUCH Program; the Urban League; Volunteers of America; and reentry coalitions of Montgomery, Hamilton, and Allen counties and the city of Lima.

Target Population and Eligibility Criteria

The Keeping FAITH program enrolls low-income fathers who will be released from incarceration within six months and those who have been released within the past six months. The participants' children must be under age 21. Participants may not be biological fathers; RIDGE considers those acting as fathers eligible for the program. The Keeping FAITH program is also available to mothers who are interested in participating.

Keeping FAITH staff members recruit fathers by giving presentations about the program to potential participants in select ODRC institutions, including Belmont Correctional, Lucas County Correctional Treatment Facility, MonDay Community Corrections, Pickaway Correctional, Richland Correctional, and the Worth Center, as well as Cuyahoga County Jail and Wayne County Jail. Fathers complete program applications at these presentations. Program staff also present at community partner locations that work with similar populations and refer low-income fathers to the program. RIDGE also provides these organizations and ODRC and county facilities with fliers that describe the

program and eligibility criteria to circulate to potential participants. Additionally, fathers learn about the program through word of mouth.

Several of RIDGE's community partners refer participants to the Keeping FAITH program, including local probation departments, the ODRC Adult Parole Authority, the Ohio Department of Job and Family Services' Office of Child Support, the Urban League, Volunteers of America, and other community partners. RIDGE also has a presence at monthly Going Home to Stay events hosted by the Reentry Coalition of Northwest Ohio, which are open to the public. At these events, RIDGE presents an overview of the program to the full group of attendees and also meets with potential participants one-on-one.

Prerelease Curriculum and Activities

Participants enrolled in the Keeping FAITH program begin with RIDGE's responsible parenting curriculum, TYRO Dads. TYRO Dads was developed by RIDGE and consists of 20 hours of curriculum provided in two-hour classes twice a week over five weeks. After completing the TYRO Dads curriculum, participants start the healthy relationships component, which is based on the Couple Communication 1 and 2 curricula. Each healthy relationships curriculum consists of eight hours of instruction provided in four-hour intervals over two weeks.

To supplement the curriculum, RIDGE hosts family activity days for the fathers, children, and partners throughout the year. At the family activity days, there are several centers around the room where fathers can make T-shirts, build their "Lego-cy" (i.e., a model dream home), play games, read books, play with puppets, or get their faces painted with their children and families. The fathers are also able to "shop" with their children at incentive tables organized by age and stocked with age-appropriate items.

Prerelease economic stability activities include CDL and welding training programs. Through an MOU with ODRC and PI&I Motor Express, fathers who complete TYRO Dads classes and meet PI&I's hiring criteria can enroll in the CDL training program. Participants complete an online CDL training course, take a written exam, and then complete in-class and driving CDL training. After passing the CDL driving exam, they begin employment with PI&I and receive three weeks of on-the-job training. The Richland and Pickaway ODRC locations are participating in the CDL program. Through an MOU with Zane State College, TYRO fathers at Belmont Correctional can enroll in a welding training program and receive college credit.

Postrelease Curriculum and Activities

Participants who enroll in Keeping FAITH after release also receive the responsible parenting and healthy relationships curricula. TYRO Dads is provided over five weeks and Couple Communication 1 and 2 are each provided over two or four weeks. As of May 2013, efforts were under way to develop an economic stability curriculum tailored to the Keeping FAITH program. Participants who completed the responsible parenting and healthy relationships classes before release do not have to repeat them after release. If participants miss any or all of the prerelease curricula, they can make up the sessions by attending postrelease classes or, in special circumstances, in one-on-one meetings with their Keeping FAITH case managers.

Fathers who have completed the TYRO Dads curriculum are encouraged to establish TYRO Accountability Fraternities in the community. The fraternities provide fathers the opportunity to share their experiences and learn from each other as well as hold each other accountable to TYRO values. The fraternities also do community service projects (e.g., adopt and clean parks) and host events, such as community festivals.

Domestic violence is discussed during the Keeping FAITH program. If a participant is deemed to need domestic violence training, he or she is referred to the postrelease domestic violence service provider and cannot return to the Keeping FAITH program until endorsed by the provider. The domestic violence service provider leads a series of three parenting sessions for referred postrelease fathers. During the sessions, participants learn about self-worth, effective communication, child-parent play, and discipline skills. The fathers receive a Learning Bag with books, toys, and games to share with their children. Fathers are also encouraged to take their children on a "Daddy's Date" to practice manners and communication.

RIDGE also offers support groups for women whose partners are completing the Keeping FAITH program. The support groups help the women find housing and employment and address other basic needs.

RIDGE offers a Farm to Plate program as part of its postrelease economic stability component. The program provides six months of training that runs Monday through Thursday from 9:00 a.m. to 4:00 p.m. Participants are not paid for the training. The last month of the program is a paid internship, which is intended to help the participants transition into permanent employment or start their own businesses. The training includes kitchen education and farming. RIDGE leases two acres of land in northwestern Ohio for $1 a year and has built two hoop houses (elongated covered frames under which

plants and seeds can be grown outdoors) that feed 400 people each. RIDGE has also hired an organic farmer to manage the farm.

Keeping FAITH participants can also enroll in training and degree programs after release and receive college credit at Northwest State Community College. These programs include 16-week CDL and welding certifications.

Other Program Services

Each participant is assigned a prerelease case manager, likely the facilitator of his TYRO Dads classes, who also serves as his postrelease case manager. Case managers work with participants to help them navigate the child support system, look for and find employment, connect to RIDGE's workforce-development programs, receive referrals for other community-based services, and receive transportation and child care reimbursements. Case managers also assist fathers with finding housing, learning about their custodial or parental rights, and learning budgeting and life planning skills. RIDGE case managers also attend court hearings with fathers and their families.

Operating Context

Enacted in 2011, Ohio's House Bill 86 (HB 86) expands and improves community supervision. Low-level felony offenders (e.g., first time, drug, or nonviolent offenses) are sent to community-based treatment instead of prison. The bill also introduces a good-time credit for offenders to earn time off after serving at least 80 percent of their sentences. HB 86 also provides statutory permission to use risk assessment tools. In addition to HB 86, Ohio passed Senate Bill 337 (SB 337) in 2012, which restructured ODRC facilities into three tiers: control, general, and reintegration centers. The bill also established reintegration centers designed to prepare inmates for life after incarceration, and helped ensure former inmates' economic stability by removing barriers to employment.

As a result of HB 86 and SB 337, RIDGE noticed significant changes to ODRC's structure and procedures that affected the Keeping FAITH program. These effects included lack of clarity as to when participants would be transferred or released from an institution and, because of limited ODRC staff or restructured facilities, limitations on the program's expansion to additional facilities.

A noteworthy feature of the Keeping FAITH program is its ability to continue engaging fathers after they complete the program. This engagement is demonstrated by the TYRO Accountability Fraternities

offered at some of the program's locations. The fraternities not only help fathers work through the challenges of reentry, but also help improve the communities in which they reside. The fathers gain a sense of pride and loyalty through meeting regularly, sharing experiences, and mentoring each other.

Another feature of the Keeping FAITH program is that some of its class facilitators were formerly incarcerated. ODRC permits formerly incarcerated individuals who are working for the Keeping FAITH program back into the institutions to teach classes, thereby providing role models who have successfully reintegrated into the community.

Rubicon Programs, Inc.

Rubicon Programs, Inc. (Rubicon), is a nonprofit organization that provides employment, housing, and mental health services in Alameda and Contra Costa counties, California. Rubicon's Promoting Advances in Paternal Accountability and Success in Work (PAPAS Work) program provides responsible fatherhood, healthy relationships, and economic stability services to fathers who are currently incarcerated or have been recently released. Rubicon partners with Brighter Beginnings, a nonprofit family services organization, to lead the responsible fatherhood and healthy relationships components of PAPAS Work, while Rubicon leads the economic stability component of the program.

Program Management and Staffing

PAPAS Work is led by the director of economic empowerment, a program manager, and a site manager. The program has fatherhood and career coaches who are responsible for facilitating pre- and postrelease classes and providing case management services and activities.

Rubicon and Brighter Beginnings use the same database, CICERO, to track fathers' information and case notes. Staff in both organizations can see a father's entire file, with the exception of legally sensitive data. Rubicon collects monthly service data, such as number of fathers served, from its other PAPAS Work partners. Currently, there is no systematic method for seeing all the services a father has received from external partners. Rubicon's reentry case coordinator manages the PAPAS tracking datasheet, which is separate from CICERO. The datasheet tracks participant information from interest and intake forms, including the participants' names, number of children, and release dates.

Prerelease and Postrelease Locations

The PAPAS Work program is offered in three prerelease locations: one county jail (West County Detention Center) and two residential substance abuse treatment facilities (Neighborhood House and Discovery House). Postrelease services are provided at two Rubicon office locations, one in Richmond (Rubicon's headquarters) and one in Antioch.

Partnerships

Rubicon has established many partnerships with government agencies and community-based organizations to support its PAPAS Work program, including the following:

- A partnership with the Contra Costa County Office of the Sheriff to allow contact visits for Rubicon's reentry case coordinator to conduct intake interviews at the West County Detention facility.
- Partnerships with Neighborhood House and Discovery House to permit Parenting Inside Out facilitators to hold classes in its facilities.
- Partnerships with the Contra Costa County departments of probation and parole to provide referrals to PAPAS Work.
- A partnership with Contra Costa County Behavioral Health Services to screen participants for eligibility to receive benefits.
- A partnership with the Contra Costa County Department of Child Support Services to inform participants about child support procedures and process child support modifications.
- Partnerships with Bay Area Legal Aid, Brighter Beginnings, the Contra Costa County Office of Education, the Literacy for Every Adult Program, STAND!, and Wardrobe for Opportunity to provide other services for PAPAS Work fathers.

Rubicon convenes quarterly partner meetings to discuss PAPAS Work, resolve problems, and facilitate connections between its many partners.

Target Population and Eligibility Criteria

Only low-income individuals are eligible for the PAPAS Work program. Participants must have been at least 18 years old when convicted of a crime and must be a natural, adoptive, or stepparent (custodial or noncustodial) returning to the Richmond, California, area (including nearby San Pablo) or the Antioch, California, area (including nearby Pittsburg and Bay Point). The fathers can be married, unmarried, or cohabitating with a partner. Rubicon recruits PAPAS Work participants from the West County Detention Center, Neighborhood House and Discovery House, and the community.

- Potential program fathers in the jail are recruited after hearing about the program from correctional staff, current participants, or program staff; or through their enrollment in Parenting Inside Out classes in the jail (Contra Costa County's Office of Education has offered Parenting Inside Out Classes in the West County Detention Center since before the inception of the PAPAS Work program). Rubicon presents during one of the Parenting Inside Out sessions to inform fathers about PAPAS Work.
- Potential program fathers in the two treatment centers are recruited after hearing about the program from current participants or treatment staff, through their attendance at one of the PAPAS Work classes facilitated by Brighter Beginnings (the classes are open to nonparticipants), or after seeing or receiving program fliers placed inside the facilities.
- Potential program fathers in the community are recruited after hearing about the program from current participants or family members, or through community referrals from nonprofit organizations and probation and parole officers. Fathers recruited from the community must have been incarcerated in any correctional facility within the last 180 days.

Eligible fathers who are interested in PAPAS Work can fill out an interest form, which is sent to Rubicon. Rubicon's reentry intake case coordinator visits the facility to meet with interested fathers and complete their intake process. Fathers who are interested in enrolling in the program after release schedule an appointment with a career coach and complete the intake process at one of Rubicon's offices.

During the intake process, Rubicon asks fathers about their family context, goals, employment history, criminal history, and anger and domestic violence history. The interview helps Rubicon and its partners plan for fathers' participation in the program and establishes a relationship between fathers and Rubicon staff. The intake process is also an opportunity for fathers to engage in introspection about

their goals after incarceration. Information discussed during the intake process may lead to referrals for additional services from Rubicon's partners or other service providers in the community.

Prerelease Curriculum and Activities

Participating fathers in West County Detention Center, Neighborhood House, and Discovery House receive prerelease responsible fatherhood services. The prerelease fatherhood component consists of Parenting Inside Out classes. Parenting Inside Out is an interactive curriculum designed to help fathers develop parenting skills. The curriculum was developed by Pathfinders of Oregon and is described as evidence-based by the developers. The class is held twice weekly for 12 weeks in the residential treatment facilities and for 7 weeks in the jail. The class schedule is condensed in the jail because of inmates' shorter incarceration periods.

The Contra Costa County Office of Education facilitates Parenting Inside Out classes in the West County Detention Center, while Brighter Beginnings' fatherhood coaches facilitate the classes in the two residential treatment facilities. Fathers in the residential treatment facilities can receive additional coaching from the facilitators outside class.

PAPAS Work does not provide prerelease healthy relationships classes. However, fathers learn how to communicate effectively with their coparents through the Parenting Inside Out classes.

Fathers in Neighborhood House, which is located a few minutes from Rubicon's Richmond office, can receive Rubicon's economic stability services if they are permitted to leave the facility to visit the Richmond office. These fathers can receive one-on-one career coaching and attend the postrelease employment workshops described below.

In addition to the prerelease curriculum, each PAPAS Work participant is assigned a fatherhood coach from Brighter Beginnings and a career coach from Rubicon.

Postrelease Curriculum and Activities

When a father enters the postrelease phase of PAPAS Work, he meets with his fatherhood and career coaches. The coaches complete any intake paperwork that was not completed by the reentry intake case coordinator and learn more about the father and his goals. The coaches develop fatherhood and career plans and refer the father to services. Fathers meet with their coaches as needed. Fatherhood

and career coaches' offices are colocated in each Rubicon office—Richmond and Antioch—which makes it easier for fathers to schedule meetings and for coaches to discuss cases with each other.

Postrelease responsible fatherhood, healthy relationships, and economic stability services are offered in Rubicon's two community offices in Richmond and Antioch.

Brighter Beginnings facilitates responsible fatherhood classes at Rubicon's Richmond and Antioch offices. Brighter Beginnings' fatherhood coaches facilitate a postrelease version of the Parenting Inside Out curriculum, which reinforces the prerelease Parenting Inside Out curriculum. The classes are held over a 12-week period.

Brighter Beginnings facilitates healthy relationships classes at Rubicon's office in Richmond using Healthy Relationships: Successful Families (HR:SF), a curriculum created and described as evidence-based by the developers of Parenting Inside Out. Each father can invite his partner to attend the classes. To reduce barriers to attendance, Brighter Beginnings offers participants transportation (by driving them directly and providing bus and railway passes) and child care. As of May 2013, these classes were not yet offered in Antioch because too few fathers have been released to the Antioch area; at least five fathers are needed to establish a class. Transportation is also a more significant barrier in Antioch than in Richmond.

The PAPAS Work economic stability services include a suite of services focused on job readiness, transitional employment, and permanent employment. The economic stability services below are available in full at the Richmond location and on a limited basis at the Antioch location:

- **Job readiness services.** Richmond-area fathers can attend employment workshops in Rubicon's Financial Opportunity Center. During the workshops, fathers learn how to search for jobs, construct a résumé, interview for jobs, use a computer, and handle work responsibility, as well as other job-related and interpersonal skills. Rubicon also refers fathers to the Literacy for Every Adult Program to improve literacy, if needed, and the Broadband Technology Opportunity Program to further develop computer literacy.

- **Transitional employment services.** If a father lacks hard skills or work experience, he can be referred to a three-month, part-time paid training program that leads to a certification for indoor and outdoor maintenance. The training program is located at Rubicon's Richmond office. In this program, fathers work with a crew of other PAPAS Work fathers under the direction of a supervisor who also serves as a mentor.

- **Permanent employment services.** Rubicon's business-services representatives are staff members who establish relationships with employers and connect fathers to appropriate job opportunities. Fathers can also receive wardrobe assistance for interviews from one of Rubicon's partners, Wardrobe for Opportunity. At the Richmond office, Rubicon holds a weekly job club for fathers to discuss their experiences with job searching and share information about job openings.

Other Program Services

Rubicon provides and refers fathers to other services as needed. Services below are available in both Richmond and Antioch, unless otherwise noted. Rubicon has leveraged its preexisting funding and partnerships with external agencies to add to the services offered as part of the PAPAS Work Program.

- **Legal services.** Careers coaches refer fathers to Rubicon's legal-services representative to complete a legal assessment. The legal assessment determines whether participants need referrals to services for child support or child custody, housing, and employment. The legal-services representative assesses fathers' criminal histories to determine whether and how those histories will impede their job prospects, and develops plans to remedy any barriers to the extent possible. The representative also helps fathers talk about their criminal history with employers, and tells them how to expunge records when possible. If a father needs legal services for custody or divorce, Rubicon refers him to a family-law facilitator and the administrative court office. If a father needs legal services to gain access to housing, Rubicon refers him to Bay Area Legal Aid, a PAPAS Work partner.
- **Public benefits services.** Contra Costa County Behavioral Health Services has dedicated a benefits-screening specialist to the PAPAS Work program. The screening specialist determines whether PAPAS Work participants are eligible for benefits, such as Social Security Disability Insurance, and helps fathers reinstate or gain access to public benefits, such as CalWorks (cash aid and services), food stamps, and Medicaid.
- **Domestic violence services.** Fathers with histories of anger management issues or domestic violence are referred to STAND! For Families Free of Violence (STAND!). STAND! provides anger management and domestic violence courses in multiple locations in Contra Costa County.

- **Child support services.** Contra Costa County Department of Child Support Services staff attend Financial Opportunity Workshop sessions to speak with fathers about how to modify child support orders and other child support concerns. Fathers can apply for child support order modifications at the workshop session instead of traveling to the Department of Child Support's offices.
- **Housing services.** Rubicon housing coaches can connect fathers in need of housing assistance with potential landlords. Fathers can also apply for Rubicon's transitional housing program in Richmond if they have income and are homeless according to the US Department of Housing and Urban Development's definition. Transitional housing recipients can live in the unit for one year, during which they must increase their incomes by 20 percent.
- **Substance abuse services.** Fathers in the transitional employment program are routinely tested for substance use. If they test positive for substances, fathers are still eligible for the program and services, but they must attend Rubicon's substance abuse support group (available only in Richmond). Fathers must show decreasing levels of substance use over time to continue the transitional employment program. Rubicon also refers fathers who are not participating in the transitional employment program to the substance abuse support group, but does not place substance use restrictions on service receipt.
- **Transportation.** If fathers lack transportation to and from classes or to and from jobs, Rubicon will provide public transportation passes. Brighter Beginnings provides van service to and from its HR:SF classes.

Operating Context

Contra Costa County's criminal justice system is experiencing changes due to California's Assembly Bill 109, also known as Realignment, which was signed into law in 2011. Realignment shifts correctional responsibilities for some offenders from the state to counties. Because some inmates will now be housed in county jails instead of state prisons, the population in the West County Detention Center is likely to have more serious criminal histories and longer average lengths of stay. Longer lengths of stay will allow the Contra Costa County Office of Education to facilitate Parenting Inside Out for 12 weeks, instead of 7 weeks as it has been doing. Additionally, an estimated 300 state prison inmates will be released on Contra Costa County probation, instead of state parole. Rubicon must adapt to provide services to those with more serious offenses and longer incarceration periods.

Rubicon is a prominent partner on reentry-related projects in the county. It was awarded a grant from the county to provide economic stability services for those released to county probation under Realignment. Rubicon was also awarded a subgrant under the Department of Justice's Second Chance Act Adult Offender Reentry Demonstration Project to provide employment services to those released from West County Detention Center. Some of the formerly incarcerated people served under the Second Chance Act and Realignment grants will be eligible for PAPAS Work.

The PAPAS Work program has several features that distinguish it from the other grantees' programs. Each father is assigned two case managers specializing in different service areas. Rubicon is the only grantee that assigns two case managers to its participants, which enables PAPAS Work to emphasize the economic stability component of its program as much as its responsible fatherhood and healthy relationships components. This special emphasis reflects Rubicon's previous experience, which primarily focused on providing economic stability services.

PAPAS Work also differentiates itself from the other grantees by treating residential treatment facilities as prerelease locations, whereas prerelease locations are traditionally defined as incarceration facilities. Finally, Rubicon has been able to leverage its preestablished funding streams and programs to provide services to PAPAS Work fathers. For example, economic workshops in Richmond are funded by a Social Innovation Grant, and transitional housing is funded by the US Department of Housing and Urban Development.

Appendix A. Logic Model for the Study of Community-Centered Responsible Fatherhood Ex-Prisoner Reentry Pilot Projects

Program inputs and context	Pre- and postrelease program activities	Program outputs	Program outcomes
▪ US Department of Health and Human Services funding ▪ Grantee agency mission, structure, history, staff, etc. ▪ Established relationships between grantee agency and other community stakeholders, including criminal justice agencies (jails and prisons, probation and parole, etc.), employment and training agencies, housing authorities, shelters, child support agencies, domestic violence service agencies, and other community- or faith-based organizations ▪ Sociodemographic characteristics of community ▪ Characteristics of target population, including criminal history, employment history, marital and relationship status, quality of family relationships, housing status, drug use history, mental health history, number and ages of children, and close ties to others with drug use or criminal behavior issues	▪ Outreach and recruitment activities ▪ Marriage and relationship education activities ▪ Responsible parenting activities ▪ Economic stability activities ▪ Comprehensive case management ▪ Supportive services	**Participant-focused** ▪ Number of education sessions attended ▪ Number of education materials received ▪ Number of counseling sessions attended ▪ Number of meetings between participants and mentors ▪ Quality of mentoring relationships ▪ Number and types of job readiness, training, and retention services received ▪ Number of days of transitional employment ▪ Amount and types of case management services received ▪ Amount and types of support services received **Program-focused** ▪ Number and types of relationships among community-based agencies ▪ Quality of collaborative relationships	**Short-term** ▪ Change in knowledge and attitudes about marriage/relationships ▪ Changes in relationship skills ▪ Changes in knowledge and attitudes about parenting and children ▪ Changes in parenting skills ▪ Employment obtainment ▪ Housing stability **Long-term** ▪ Increase in marital/relationship quality ▪ Increase in stable relationships (decrease in separation/divorce) ▪ Increase in custodial parenting (partial or full custody) ▪ Increase in child support payments ▪ Employment retention/gain in economic self-sufficiency ▪ Reduced recidivism (arrest, reconviction, probation/parole violation, reincarceration)

Note: Not all programs will provide all activities indicated. This logic model is included for illustrative purposes only. Final logic models will be developed with each grantee program as part of the evaluability assessment.

Appendix B. Cross-Grantee Matrix

	Kanawha Institute for Social Research & Action, Inc. (KISRA)	Lutheran Social Services of South Dakota (LSS)	New Jersey Department of Corrections' Office of Drug Programs (NJDOC)	PB&J Family Services, Inc. (PB&J)	The RIDGE Project, Inc. (RIDGE)	Rubicon Programs, Inc. (Rubicon)
State	West Virginia	South Dakota	New Jersey	New Mexico	Ohio	California
Type	Nonprofit (faith-based)	Nonprofit (faith-based)	State government	Nonprofit	Nonprofit (faith-based)	Nonprofit
Program name	West Virginia Pathways to Responsible Fatherhood Initiative (WVPRFI)	Fatherhood and Families (FF)	Engaging the Family (ETF)	Importance of Parents and Children Together (ImPACT)	Keeping Families and Inmates Together in Harmony (Keeping FAITH)	Promoting Advances in Paternal Accountability and Success in Work (PAPAS Work)
Program management and staffing	In addition to project management and oversight, direct services to participants are provided by facilitators, case managers, and job coaches: ▪ Facilitators teach pre- and postrelease classes. ▪ Case managers provide pre- and postrelease fatherhood and relationship services and activities. ▪ Job coaches provide postrelease employment services and	In addition to project management and oversight, direct services to participants are provided by prerelease and postrelease case managers: ▪ Prelease case managers facilitate prerelease classes and activities. ▪ Postrelease case managers facilitate postrelease employment classes and services.	In addition to project management and oversight, direct services to participants are provided by prerelease and postrelease case managers: ▪ Prerelease case managers facilitate prerelease classes and activities. ▪ Postrelease case managers help facilitate prerelease classes and liaise with employment subcontractors.	In addition to project management and oversight, direct services to participants are provided by parent-reentry specialists who facilitate pre- and postrelease classes and activities.	In addition to project management and oversight, direct services to participants are provided by regional case managers who facilitate pre- and postrelease classes and services.	In addition to project management and oversight, direct services to participants are provided by fatherhood and career coaches: ▪ Fatherhood coaches facilitate pre- and postrelease parenting and relationship classes and activities. ▪ Career coaches facilitate postrelease employment classes and activities.

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	activities.					
Prerelease service and office locations	39 ▪ 12 state prisons ▪ 10 regional jails ▪ 4 state work release centers ▪ 13 day report centers	5 ▪ 5 state prisons (all state male Department of Corrections facilities)	5 ▪ 5 state prisons	2 ▪ 1 state prison ▪ 1 county jail	8 ▪ 3 state prisons ▪ 3 community-based correctional facilities ▪ 2 county jails	3 ▪ 1 county jail ▪ 2 substance abuse treatment facilities
Postrelease service and office locations	10 ▪ Dunbar (headquarters) ▪ Beckley ▪ Charleston ▪ Clarksburg ▪ Elkins ▪ Gore Hall ▪ Huntington ▪ Parkersburg ▪ Princeton ▪ Winfield	2 ▪ Sioux Falls (headquarters) ▪ Rapid City	3 subcontractor offices ▪ Egg Harbor City ▪ Newark ▪ Trenton	1 ▪ Albuquerque	4 ▪ McClure (headquarters) ▪ Canton ▪ Columbus ▪ Dayton/Cincinnati	2 in Contra Costa County ▪ Richmond (headquarters) ▪ Antioch
Partnerships	▪ WV Department of Corrections ▪ WV Regional Jail Authority ▪ WV Department of Health and Human Resources, Bureau for Children and Families ▪ WV Department of Labor ▪ WV Bureau of Child Support Enforcement ▪ Workforce West Virginia	▪ SD Department of Correction ▪ SD Department of Correction Parole Services division ▪ SD Department of Labor and Regulation ▪ Child Protective Services ▪ SD Network Against Family Violence and Sexual Assault ▪ SD Department of Social Services–	▪ Division of Mental Health and Addiction Services ▪ Department of Human Services, Office of Child Support Services ▪ County reentry task forces Employment-services grantees: ▪ Shiloh Community Development Corporation and A Better Way	▪ NM Department of Corrections ▪ NM Department of Labor ▪ Bernalillo Metropolitan Detention Center ▪ New Mexico Probation and Parole Division ▪ Bernalillo County Housing Authority ▪ Child Support Enforcement Division ▪ Albuquerque	▪ OH Department of Rehabilitation and Corrections ▪ OH Department of Job and Family Services' Office of Child Support in Wayne and Hamilton counties ▪ Adult Parole Authority ▪ Effective Educational Seminars (domestic violence training) ▪ Northwest State	▪ Contra Costa County Department of Probation ▪ West County Detention Center ▪ Discovery House ▪ Neighborhood House ▪ California Division of Adult Parole Operations ▪ Contra Costa County Behavioral Health Services ▪ Contra Costa

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	▪ Kanawha County Family Court ▪ Housing authorities ▪ Federal parole and probation authorities ▪ WV Coalition Against Domestic Violence ▪ Kanawha County Commission ▪ Prestera Behavioral Health Center ▪ WV State University ▪ Raleigh County Community Action ▪ Kanawha Valley Community and Technical College ▪ Mountwest Community and Technical College ▪ Southern WV Fellowship Home	Division of Child Support ▪ Sioux Falls Housing and Redevelopment Center ▪ Compass Center ▪ Southeast Technical Institute ▪ Western Dakota Technical Institute ▪ Teach Out ▪ R Tech ▪ Mountain Plains Evaluation, LLC	▪ Catholic Charities ▪ Career Opportunity Development, Inc.	Hispano Chamber of Commerce ▪ NM Sentencing Commission ▪ Dismas House ▪ Wells Fargo Bank ▪ ACCION ▪ CPI and Counseling World ▪ New Awakenings ▪ South Valley Economic Development Corporation ▪ Central New Mexico Community College	Community College ▪ PI&I Motor Express ▪ TRAINCO ▪ Zane State College ▪ Economic Opportunity Planning Association of Greater Toledo, Inc. ▪ Urban League ▪ Heart to Heart Ministries ▪ Reentry coalitions of Montgomery, Hamilton, and Allen counties and the city of Lima ▪ STACIE Foundation ▪ Avondale Comprehensive Development Corporation ▪ One-stop centers ▪ Volunteers of America ▪ TOUCH Program	County Office of Education ▪ Department of Child Support Services ▪ Brighter Beginnings ▪ Bay Area Legal Aid ▪ STAND! For Families Free of Violence
Target population and eligibility criteria	▪ Fathers who are current or former TANF recipients or those whose children receive TANF; or ▪ Those with incomes at or below 200 percent of the federal poverty	▪ Fathers (including expecting fathers) incarcerated in a SD Department of Corrections prison with a child under age 18 ▪ Those with low incomes ▪ Those who were at	▪ Fathers within six to nine months of release from NJDOC prison ▪ Those whose terms of incarceration are expiring ("maxing out") ▪ Those with at least one child under age	▪ Inmates within three to six months of release from Bernalillo County Metropolitan Detention Center or Central New Mexico Correctional Facility, returning to	▪ Fathers within six months of release from an Ohio Department of Rehabilitation and Corrections prison ▪ Fathers released from incarceration within past six months and residing	▪ Those who were at least 18 years old when convicted ▪ Those with low incomes ▪ Those who are natural or adoptive parents or stepparents (custodial or

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	level; or ▪ Those within nine months of release from prison; or ▪ Those who were formerly incarcerated	least 18 years old when convicted ▪ Those with no more than six months remaining until release	18	the Albuquerque/ Bernalillo County area ▪ Recently released fathers referred by the NM Probation and Parole Division ▪ Those with children under 18 years old	in a county serviced by RIDGE ▪ Those with low incomes ▪ Those with children ages 21 and under ▪ Those acting as a father	noncustodial) ▪ Those who are married, unmarried, or cohabiting ▪ Those who are returning to Richmond or Antioch
Recruitment mechanisms	▪ Program partners ▪ Social media ▪ KISRA website ▪ E-mail correspondence ▪ Posters/fliers in the institutions and community	▪ Program partners ▪ Presentations at prison reception (A&O) ▪ Posters/fliers in the institutions and community ▪ Family visiting days	▪ Information within DOC data systems on prisoners that are maxing out	▪ Program partners	▪ Program partners ▪ Posters/fliers in the institutions and community ▪ Presentations in institutions ▪ "Going Home to Stay" events	▪ Program partners ▪ Posters/fliers in the institutions and community ▪ Presentations in institutions
Prerelease responsible parenting curriculum and activities	▪ Parenting Inside Out curriculum	▪ InsideOut Dad curriculum ▪ Family activity days ▪ Video diaries ▪ Dad Packets ▪ Handwritten letters ▪ Child support modification applications	▪ Active Parenting Now curriculum ▪ Coached family calls	▪ InsideOut Dad curriculum ▪ Child visitation	▪ TYRO Dads curriculum ▪ Family activity days	▪ Parenting Inside Out curriculum
Prerelease healthy relationships curriculum and activities	▪ Within Our Reach/Within My Reach curriculum ▪ DV-101 curriculum	▪ Walking the Line curriculum	▪ Married and Loving It! curriculum ▪ Understanding Domestic Violence curriculum	▪ Facilitated communication with participants' partners	▪ Couple Communication 1 and 2 curricula	▪ Facilitated communication with participants' partners
Prerelease economic stability curriculum	▪ Financial Peace University curriculum ▪ Job coaching	▪ Job Search Assistance Program curriculum ▪ Credit When Credit	▪ Money Smart curriculum		▪ Commercial driver's license training ▪ Welding training	▪ Job coaching ▪ Résumé writing ▪ Interview skills

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and activities	▪ Résumé writing ▪ Interview skills	is Due curriculum ▪ Job coaching ▪ Résumé writing ▪ Interview skills				
Postrelease responsible parenting curriculum and activities	▪ Parenting Inside Out curriculum ▪ Child care ▪ Child development center ▪ After-school programming for children	▪ Child support modifications	▪ Child support modifications	▪ InsideOut Dad curriculum ▪ Support groups ▪ Therapeutic programs for children and adolescents ▪ Child support modifications	▪ TYRO Dads curriculum ▪ TYRO Dads accountability fraternities ▪ Child care reimbursement ▪ Child support modifications ▪ Family activity days	▪ Parenting Inside Out curriculum ▪ Child support modifications
Postrelease healthy relationships curriculum and activities	▪ Within Our Reach/Within My Reach curriculum ▪ DV-101 curriculum	▪ Domestic violence services and treatment		▪ Celebrating Families curriculum ▪ Domestic violence services and treatment	▪ Couple Communication 1and 2 curricula ▪ Women's (partner) support groups ▪ Domestic violence services and treatment	▪ Healthy Relationships: Successful Families ▪ Domestic violence services and treatment
Postrelease economic stability curriculum and activities	▪ Financial Peace University curriculum ▪ Getting the Job You Really Want curriculum ▪ Workforce-readiness assessment ▪ Individual Development Accounts ▪ Small Business Association	▪ Work Training Program (developed using the Federal Deposit Insurance Corporation's Money Smart curriculum) ▪ Commercial driver's license training ▪ Work supplies and clothing ▪ Tuition reimbursement at	▪ Employment-skills training ▪ Job search assistance	▪ Hands On Banking (Wells Fargo Financial Literacy) curriculum ▪ Prosperity Works curriculum ▪ Workforce development center ▪ Money Club ▪ Individual Development Accounts ▪ Transitional jobs ▪ Public benefits	▪ Job search assistance ▪ Farm-to-Plate program ▪ Community college assistance ▪ Commercial driver's license training ▪ Tuition reimbursement	▪ Financial Opportunity Workshops (developed by Rubicon) ▪ Job search assistance ▪ Job placement ▪ Transitional employment ▪ Public benefits eligibility screening ▪ Tuition

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	microloans ■ Culinary arts program ■ Greenhouse program ■ Transitional employment and job placement ■ Tuition reimbursement for vocational training ■ Job search assistance	technical schools ■ Job search assistance ■ Help reinstating licenses ■ Starter kits		applications ■ Financial advice ■ GED and community college assistance ■ Computer classes ■ Job fairs ■ Vocational assessments ■ Bank accounts		reimbursement ■ Job club
Other program services	■ Transportation assistance ■ Courage to Change curriculum (cognitive behavioral therapy) ■ Substance abuse treatment ■ GED-preparation assistance ■ Mentoring program ■ Health clinic ■ Affordable homes through a community housing development organization ■ Behavioral health services	■ Transportation assistance ■ Placement on public-housing waiting list upon program entry	■ Transportation assistance ■ Prerelease substance abuse assessment ■ Living in Balance curriculum (substance abuse)	■ Transportation assistance ■ Cash emergency assistance ■ Tattoo removal ■ Referrals and application assistance for transitional housing	■ Transportation assistance	■ Transportation assistance ■ Legal assessment and assistance ■ Transitional housing ■ Life-skills class

Notes

1. The grantee in West Virginia, the Kanawha Institute for Social Research and Action, Inc. (KISRA), is a Pathways to Responsible Fatherhood grantee.
2. The grantees included in the evaluation have focused on promoting healthy relationships broadly, including among those who are in nonmarital partnerships.
3. Five grantees were funded under the Community-Centered Responsible Fatherhood Ex-Prisoner Reentry Pilot Projects announcement; the sixth grantee was funded under the Pathways to Responsible Fatherhood announcement.
4. "New Jersey Department of Corrections Mission Statement," New Jersey Department of Corrections, accessed July 25, 2013, http://www.state.nj.us/corrections/pages/about_us/Mission_Statement.html.
5. Not every grantee offers all the activities listed in the three domains.
6. PI&I Motor Express, a local trucking company, has agreed to hire all the fathers who pass their CDL licensure exam after release.

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