

Statement of the Problem (10 percent)

Importance: This project meets both public safety and economic development needs in Oneida County, NY, a region with strong advanced and metals manufacturing clusters in an overall struggling economy. Jobs offering post-secondary technology training are projected to increase by 20% in the region by 2016, according to the NY Middle Skills Coalition, which also says filling that gap must be accomplished by training adults for openings that new graduates alone will not fill. Sectors requiring technology skills, such as HVAC and advanced manufacturing, have a broad range of entry points – making them ideal for adults transitioning from jail.

However, few inmates have adequate technology training, most are weak in technical reading and math, and few are able to return to school for training after release because they need income. Providing technology-career-based training addresses the public safety priority of getting ex-offenders employed, to reduce recidivism, and the need expressed by partner Mohawk Valley Community College (MVCC) and local employers to grow and train the workforce.

Demand: Manufacturing is listed by the NYS Department of Labor as the second-highest “Significant Industry” in the Mohawk Valley, employing over 2,200 workers (2011 data).

However, manufacturing employers face a significant skills gap when seeking new employees. According to The Manufacturing Institute, a research-focused 501(c) (3) affiliate of the National Association of Manufacturers, 67% of manufacturing employers reported a “moderate to severe shortage” of qualified workers in 2011 (over 1,000 surveyed, representative of all fifty states). Additionally, 56% of respondents expected the shortage to grow worse in the next three to five years. According to a 2013 local employer survey conducted by the Herkimer-Madison-Oneida Workforce investment Board:

- 72% of local manufacturers are extremely or very likely to hire within the next year
- 61% of local manufacturers indicate difficulty in finding employees that fill the skills

requirements – and of these, 81% indicated moderate to extreme difficulty.

- 78% of local manufacturers find industry-related vocational skills to be the skills most difficult to find in new employees.

Jurisdiction: The program will take place in the Oneida County Jail, located in Central Upstate NY. In 2014, 4,313 inmates were held; most served sentences of between 6 months and 1 year.

Existing training: The Oneida County Sheriff’s Office, Workforce Investment Board (WIB), Oneida County Workforce Development (OCWD), and Oneida County Probation have developed a partnership to provide a continuum of services. A Life Skills program operated by the WIB, OCWD, and Sheriff provides counseling to 50 young adult inmates per year at the jail. Basic skills courses in reading and math through MVCC and the Workforce partners serve about 50 inmates per year. The Job Connection program provides GED classes and links to outside programming to find work, get counseling, and build upon GED work at the jail.

What’s needed: The jail needs learning technology and qualified instruction to develop a sector-based vocational training program, with Internet filtering in place to prevent abuse. It also needs support staff from the workforce system to increase employment-related assessments and develop connections pre-release to provide inmates with job connections upon their release.

Project Design and Implementation (40 percent)

Identify goals and objectives for program development, implementation, and outcomes.

<i>Program Development Goal: Develop technology training curricula for in-jail use</i>	
OBJECTIVE: CREATE TRAINING PLAN USING IN-PERSON, WEB, ELEMENTS	
Outcomes	Actions to Accomplish Outcomes
Within 30 days of award, staff will be assigned to the project.	Oneida County will assign staff for the project director, hire the assessment coordinator.
Within 90 days of award, classes begin for inmates	MVCC will hire staff, develop lesson plans, have staff cleared to work in the jail
<i>Program Implementation Goal: Recruit 500 inmates</i>	
OBJECTIVE: IMPLEMENT SCREENING/OUTREACH/RECRUITMENT PLANS	
Outcomes	Actions to Accomplish Outcomes

As of Month 4, 30 inmates per month will be recruited	Based on assessments, priority requests, staff will invite inmates to participate, hold outreach meetings.
60% of referrals accepted.	Staff will determine the overall % of those accepted; review any selection criteria or actions that may limit numbers.
<i>Program Implementation Goal : Train 300 inmates</i>	
OBJECTIVE: REACH GOAL OF 300 INMATES TRAINED	
Outcomes	Actions to Accomplish Outcomes
Train an avg. of 25 inmates / month	Record numbers, percentages of inmates in training, both by inmate and by course. Review any courses with high failure rates. Break down courses by format.
Passing rate of 75% for inmates	Record class data in inmate and project files; Break down courses by format (in-person, on line, DVD, blended).
75% satisfaction scores from inmates	Survey inmates on classes, instructors. Break down courses by format (in-person, on line, DVD, blended).
90% satisfaction by employers	Survey employers to ensure class meets needs.
90% gain on post-tests/pre-test	All trainees tested in reading and math before/after training.
85% follow-through on training	Inmates will get certifications post-release.
<i>Program Outcome Goal: Sustain project locally</i>	
OBJECTIVE: CREATE COURSE LIBRARY	
Outcomes	Actions to Accomplish Outcomes
Key modules created on DVDs, CDs or on line for inmates	Courses employers believe are the most essential will be recorded for free use after the grant ends.
<i>Program Outcome Goal 2: Replicate project</i>	
OBJECTIVE: CREATE NETWORK OF POTENTIAL REPLICATION SITES	
Outcomes	Actions to Accomplish Outcomes
10 county jails will be identified as targets for replication.	After Year 1, Oneida County will develop a coalition that will act as likely replication sites.

Describe the process or plan for identifying, referring, and assessing potential participants into the training program.

Prior to sentencing, participants given a high priority by law enforcement due to high risk or special needs, will be identified by Probation or the District Attorney's Office and automatically enrolled. Other participants will be assessed for risk by the Probation Department. The Oneida County Re-Entry Partnership uses COMPAS, which currently has been upgraded to COMPAS 8. Additionally, COMPAS bar charts help to determine which offenders pose a higher risk of continued criminal conduct. We will focus on offender criminogenic factors that are highly

correlated with criminal conduct and use case conferencing meetings as a vehicle to effectively prioritize treatment and make necessary referrals for immediate intervention. In addition, we will be watchful of new problems facing offenders that will need additional treatment and again make the necessary referrals to appropriate agencies for treatment. The COMPAS system allows for some degree of flexibility in the administration process. Offender data collection options include offender self-report, scripted interviews, and structured interviews as part of a web-based, automated assessment process. The COMPAS Core assessment for adult offenders contains both static and dynamic factors. The Jail's Classification Unit -- which currently provides inmate screening and assessment for all county prisoners -- will provide a report summarizing the medical conditions, mental/physical handicaps, history of mental illness, potential of self-injury, history of detention/incarceration, present behavior, evidence of drug or alcohol use/abuse/intoxication, criminal history, age/gender, propensity for victimization, and the academic and vocational skills levels and barriers to employment of each offender serving at least 120 days. Potential trainees will be required to complete a second round of screening on basic literacy, motivation, basic computer skills, employability, communications and team skills, and the likelihood of completing training program. About 600 people will be screened; 500 accepted; 300 will complete

Curriculum: The program would offer training for Certified Production Technician, a credential offered by the Manufacturing Skill Standards Council. The certification emphasizes four critical work functions: Safety, Quality Practices & Measurement, Production & Processes, and Maintenance Awareness. The purpose of the Certified Production Technician (CPTAE) program is to recognize through certification individuals who demonstrate mastery of the core competencies of manufacturing production at the front-line (entry-level through front-line supervisor) through successful completion of the certification assessments. The goal of the

CPTAE certification program is to raise the level of performance of production workers both to assist the individuals in finding higher-wage jobs and to help employers ensure their workforce increases the company's productivity and competitiveness. The program is a perfect fit for offenders because it offers employers a tangible skill that can offset the offender's record.

Advancement: The CPT certification can be used as the first step on a pathway for manufacturing engineer, CNC machinist, or aviation technician – all high-growth jobs.

According to a national survey, manufacturing workers with CPT certification were more likely to be hired – and once hired, these employees demonstrated greater competence on the job than did their peers. Specific findings include:

- 80% of MSSC-certified workers were rated as “Somewhat” to “Much Higher” than non-certified workers in the following key recruitment decisions and incentives: Granting an interview, Hiring the Applicant, Granting a Pay Increase, & Assigning Supervisory Responsibilities.
- 77% of MSSC-certified workers were rated as “Somewhat” to “Much Higher” than non-certified workers in the MSSC key production activities: Safety, Quality Practices & Measurement, Manufacturing Processes & Production, and Maintenance Awareness.
- 70% of MSSC-certified workers were rated as “Somewhat” to “Much Higher” than non-certified workers in following key workplace issues: Motivation, Trainability, Communications with Customers, Teamwork, Problem Solving, Overall Attitude & Behavior, Productivity, Work Quality, & Cycle time.

Evidence-based: In line with the evidence-based practices recommended, this project provides post-secondary education, particularly a degree or industry-recognized credential; training that reflects actual local needs; cross-system partnerships and innovative training strategies.

Describe in detail how the Mandatory Requirements specified on pages 4-5 of this solicitation have been met.

Training partnership: Mohawk Valley Community College will serve as the training provider. MVCC will supply staff in the facility, and provide inmate students with the ability to use the course as a stepping-stone to college admission through the college Educational Opportunity Center.

Technology-related training: Hybrid Certified Production Technician (CPTAE) recognizes through certification individuals who demonstrate mastery of the core competencies of manufacturing production at the front-line (entry-level through front-line supervisor) through successful completion of the certification assessments. The goal of the CPTAE certification program is to raise the level of performance of production workers both to assist the individuals in finding higher-wage jobs and to help employers ensure their workforce increases the company's productivity and competitiveness. Instruction is delivered on line with instructor support to address questions and provide instruction that builds foundation concepts.

High-risk participants: The program will seek to match the greatest devotion of resources with individuals at the highest risk of unemployment and recidivism. Based upon research using recidivism data from the state Division of Criminal Justice Services, Oneida County Probation Department, and the Oneida County Jail, preference will be given to individuals whose crimes include those listed below. Risk will be determined at multiple levels, including the use of the COMPAS assessment during the pre-sentence investigation, conducted by the Oneida County Probation Department. Only individuals who score from moderately-high to high risk on COMPAS will be considered. The program will give priority to offenders under 25 and offenders from the city of Utica, due to the impact of crime and recidivism on the community there:

High needs Target Areas	Poverty Rate	Index, Violent Crime per 100,000 (ACS pop.)	Unemployment Rate	% aged 18-24, no HS diploma
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Utica	32.6%	Index Crime: 3,129 Violent Crime: 312	8.1%	29.8%
New York State	21.2%	Index Crime: 2,299 Violent Crime: 256	4.4%	19.6%
Oneida County	21.7%	Index Crime: 2,829 Violent Crime: 276	3.7%	21.8%

Data from Utica Police, DCJS, Census

Target Population for Oneida County Jail Project		
Charge	Jail & Probation (No Priors)	Jail & Probation (With Priors)
Felonies		
PL 220.16 Crim. Poss. Contr. Substance 3 rd	14	36
PL 215.51 Criminal Contempt 1 st	11	34
PL 140.25 Burglary 2 nd	17	22
PL 120.05 Assault 2 nd	25	14
PL 265.02 Crim. Possession Weapon 3 rd	9	12
PL 160.10 Robbery 2 nd	5	12
PL 265.03 Crim. Possession Weapon 2 nd	2	9
PL 120.10 Assault 1 st	1	12
PL 106.05 Robbery 3 rd	1	2
Misdemeanors leading to Felonies at highest rate		
PL 120.00 Assault 3 rd	25	52
PL 215.50 Criminal Contempt 2 nd	18	60
PL 121.11 Crim. Obstruction Breathing	15	42
PL 120.14 Menacing 2 nd	17	20
PL 120.20 Reckless Endangerment 2 nd	14	15
TOTALS	174	340

Source: NY DCJS Reports, "2012 Disposition of Outcomes" / Oneida County Probation

Offenders not classified as high risk can be referred by partners or apply upon arrival at the jail.

Those who are eligible will be enrolled; other will be referred to existing programming.

The Classification Unit – which currently provides inmate screening and assessment and identifies the special needs, security, safety, and supervision requirements of inmates – will be augmented for this project. In addition to existing screening – which records information on each inmate relating to injuries, medical conditions, mental / physical handicaps, history of mental illness, potential of self-injury, history of detention / incarceration, present behavior, evidence of drug or alcohol use/abuse/intoxication, criminal history, age/gender, and propensity for victimization – further assessment will be conducted using the Millon Clinical Multiaxial

Inventory III, the GAMA, the TABE test, a vocation assessment instrument, the MMPI and substance abuse screening and evaluation. Biographical histories that determine work, educational, family health and financial histories will also be compiled. As part of this project, data will be shared with all partners after confidentiality agreements are developed and signed, thus giving all partners information on all inmates instead of only those in an existing program. Utica inmates sentenced to the Oneida County jail are the target for this project because they have the greatest barriers to success. Preferences will be given to inmates within this population who are from Utica (64% of 18-25 population) or who fit the demographic profile for migrating to Utica post-release (non-white, no family in County; no HS diploma or GED) (12% of 18-25 population). Utica-based offenders have a higher recidivism rate than those outside Utica; and those under 25 have a higher rate than those over 25. A 2007 report “Prisoner Re-Entry in Oneida County” noted 50% of Utica work-ready offenders were not employed (the county average was 35%) and only 12.7% employed full-time (county average 44%).

Internet: Oneida County’s Network Administrators have the capability now to block access to unauthorized websites. Before online training begins, Central Services will set up laptops that will be networked through a central training line. This will require inmates trying to evade restrictions to hack through two separate systems internally and then the county network.

Re-entry plans: Workforce development begins with a thorough assessment of skills, abilities and needs and the use of career guides to help participants develop realistic career goals that will be the foundation of their Individual Development Plan (IDP). Based on existing surveys that show 85% of offenders have only worked in the retail portion of the service sector, non-traditional and higher end careers are not likely to have been considered. The pre-employment program of work readiness will support foundational workplace competencies, which include problem-solving and other cognitive skills, oral communication skills, personal qualities, work

ethic, and interpersonal and teamwork skills as well as leadership, financial literacy, and job readiness training. In addition, the program includes: self-awareness sessions, decision-making, self-examination of individual reoffending risks and triggers, substance abuse treatment, behavioral treatment, effective socialization skills and workplace expectations that include appropriate dress, hygiene, walk, talk, and how to make positive eye contact, all while teaching offenders how best to deal with job gaps on a resume and employer questions regarding their offense. A long-term IDP is generated for each inmate from information obtained through the assessment process. The plan identifies specific skill deficits; in collaboration with the unit team, the inmate sets goals to address these needs. While incarcerated, each inmate is assigned a counselor who assists with paperwork that must be ready when the offender leaves the facility.

<i>Step 1: Assessment interview:</i>	Every participant will have an assessment of needs to be met in the following areas: <i>Education/Job Training:</i> Math/Reading Remediation; GED Preparation; Occupational Skills Training; On the Job Training; Registered Pre-Apprenticeship; Post-Secondary Training; <i>Workforce Preparation:</i> Subsidized Employment; Internship; Workforce Information; Work Readiness Training; Career/Life Skills Counseling; <i>Community Involvement:</i> Community Service; Mentoring; <i>Health Services:</i> Substance Abuse Treatment; Mental Health Treatment; Medical Care; Pregnancy; <i>Supportive Services:</i> Child Care Services; Domestic violence / relationship services; Transportation Services.
<i>Step 2: Technology career development:</i>	Technology is not only its own industry sector, but a vital skill set for many jobs in other sectors, chiefly health care, finance and manufacturing. Offenders will have potential career pathways mapped out so that their initial step leads not just to a job, but towards a long-term career.
<i>Step 3: Skills / career testing</i>	Participants will use the Prove It! Skills assessment program, available at local One-Stops, to assess their job-related aptitudes and interests.
<i>Step 4: Service Plan Development:</i>	The ISP will identify local employment opportunities that match participants' interests and aptitudes, helping to make goals achievable taking into account family circumstances, transportation, abilities, and long-range goals.
<i>Step 5: Community connection:</i>	Mohawk Valley Community Action will perform a family service needs assessment to connect trainees with services, from HeadStart and child care to financial and personal counseling. Project staff will visit each graduate at least once in the first two weeks after release, and once in the next month.

Report outcomes: OCWD has more than 20 years of filing timely reports to state and federal workforce and criminal justice agencies. Reports will be detailed, accurate and timely.

Priority Considerations

Evidence-based: As noted above, the project aligns with practices in USDOL's "What Works In Job Training: A Synthesis of the Evidence."

Re-entry planning: The project, along with the Oneida County Job Connection project operated by the WIB, will provide re-entry planning as noted above. The WIB, which oversees all four community-based America's Job Centers in the Herkimer-Madison-Oneida counties region, will use them and staff to help participants with their job search. Post-employment case management services will include: Tracking and monitoring the progress of the employee, which includes observing the participant on the job and meeting with the site supervisor; Providing a written evaluation of the participant's job knowledge, skills and abilities; Coordinating the receipt of transitional benefits and/or other available programs with the local DSS; Developing a transition plan that moves the participant from subsidized to unsubsidized work; and developing linkages with work-based education and training providers to connect participants with services.

Partnerships: A letter of support from the Workforce Investment Board and Oneida County Sheriff are attached. All have partnered with the jail since 2006. MVCC, the local community college, has also provided classes at the jail since 2006. Partners currently meet at the director level through the Oneida County Re-Entry Partnership – a collaboration by the Oneida County Sheriff, Probation, Workforce Development and WIB (applicant) to share planning and joint operational concepts. Collaboration will expand to the staff level in this project, and expand to include public and not-for-profit sector partners. During bi-weekly meetings, appropriate service needs are identified and discussed. Identified needs may include: substance abuse treatment, mental health treatment, medical treatment, housing and homeless services, family reintegration, legal reporting requirements, and pre-employment training. In addition to identifying offender needs, available community resources to meet those needs are identified and initial contact is established. These proactive steps greatly increase the offenders' chances of successful

reintegration by both setting the appointments up in advance and allowing the opportunity for the offender to meet and connect with his or her service provider before release to the community.

Certifications: The program would offer training for Certified Production Technician, and a credential offered by the Manufacturing Skill Standards Council.

Employer outreach: The project’s Job Developer will explain to employers the Work Opportunity Tax Credit / Federal Bonding Program to increase the numbers of employers who use these programs. The project’s advisory council, and its employer members, will assist in that process to help employers learn from peer employers.

Leveraging: Inmates will participate in existing programs as they align with individual needs:

What it is	What it does
Cage Your Rage: Anger Management	The objective of this four week, 16 hour course is to assist inmates to manage their anger. Over 100 inmates have completed the course since September 2011
OSHA 10-hour Construction Course	Introduction to OSHA; 33 inmates received their OSHA 10 certificates to be used in the workforce
Adult & Incarcerated Youth Education pre-GED and GED classes	Basic education and GED preparation. Approximately 200 participate per year; 75 students have received their GED.
Forensic Behavioral Health	This Women’s Group covers: Self-esteem, motivation, anger management, domestic violence, and domestic violence safety plans. Nine women completed the most recent nine-week course.
Substance Abuse Group	Group setting to discuss: substance dependency, clinical understanding, your body vs. drugs, substance abuse and dependence. Started 2013. Separate groups meet for men and women.
Forensic Mental Health / Wellness	Offered to adult males with anger issues. In 2012, 84 inmates started, 57 completed.

Allowable Uses: The project funds only allowable uses of funding for assessments to provide job-readiness assessments for participants, Certified Process Technician Training, GED support training, job search and assistance, technology equipment, case management and referrals to support service pre-and post-release.

Capabilities, Competencies, and Collaboration (25 percent)

Management structure: The positions summarized above and detailed in at attachments would be filled by the following, whose qualifications are highlighted and resumes attached.

Position	Name / Qualifications (if not new hire)
Project Director	(b)(6) : Currently leads 2 nd Start Program
Assessment Coordinator	(b)(6) Career Pathways Project Counselor

Capability: OCWD, the applicant, will hire and supervise all project staff. All will be based at the Oneida County jail, and work with the Sheriff's Office to respect security while accomplishing project goals. At least one staff member will be on duty on weekends; evening hours will also be covered. The job developer will divide time among the jail, employers and One-Stop Centers. A community advisory panel will meet monthly to assess project progress. OCWD's 2nd Start program has a 25% recidivism rate (25 percentage points below the region as a whole.)

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The project has strong connections to key governmental partners, including all Oneida County departments that interface with offenders, the Oneida County Sheriff's office which operates the Oneida County Jail, and the Oneida County Probation Department.

Two existing partnerships include extensive key partners for this project:

Second Chance Faith-Based & Community Coalition

Partner	Mission	Role in Project
Workforce Investment Board	Set regional workforce strategy	Overall leadership, secure continued funding; outreach to employers.
Resource Center for Independent Living	Create paths and opportunities for those seeking greater self-sufficiency, independence and dignity through advocacy, referral, and services.	Provide job readiness training, employment assistance for individuals with disabilities, including learning disabilities, as well as non-disabled ex-offenders;
Rescue Mission	Faith-based organization serving men who are homeless.	Hub of community referral network. Provide pre-GED, other services.
Oneida County Workforce Development	County workforce development agency.	Deliver workforce services in Oneida County; serve as link between jail, community.

Board of Cooperative Educational Services	State-accredited adult education agency, specializing in vocational training	Provide educational / GED / testing services.
Human Technologies Corp.	Community agency that provides employment, counseling.	Provide skills training and counseling for ex-offenders.
Catholic Charities of Oneida & Madison Counties	Social/Human services agency	Recruit mentors through Catholic parishes; provide direct assistance in Community Assistance Program.
Hope Chapel AME Zion Church	Faith-based organization serving at-risk youth and their families	Provide referrals, counseling, pre-employment supports, & mentoring.
Legal Aid Society of the Mohawk Valley	Legal services for those who cannot afford them	Provide services to customers; provide staff training; participate in strategic planning.
Center for Family Life & Recovery	Operates Employee Assistance Programs (EAP)	Work with employees / employers in EAP-type format to resolve issues
MVCC	Community College	Training provider; link with employers
Mohawk Valley Community Action	Community Action anti-poverty program provider	Partner in recruiting, support services, outreach and retention
Insight House	Substance Abuse counseling agency	Connect customers with supports, jobs.
Johnson Park Ctr.	Faith-based agency	Housing, counseling for ex-offenders.
Probation Dept.	Oneida County Probation Dept.	Agency serving 3,000 people per year.
Oneida County Dept. of Social Services	Social Services provider	Will assist with support services to cover transportation, other support service costs.
Oneida County Mental Health	County Mental Health Agency	Lead for providing mental health, substance abuse services.

Oneida County Re-Entry Task Force

State Agencies
Division of Criminal Justice Services; the Dept. of Correctional Services; the Division of Parole; the Division of Probation and Correctional Alternatives; the Office of Temporary and Disability Assistance; the Office of Mental Health, the Office of Alcoholism and Substance Abuse Services; the Division of Housing and Community Renewal; the Dept. of Health, VESID (State Vocational Rehabilitation agency); the Department of Labor.
Local Agencies
Oneida County Executive, Utica Police Dept., Oneida County Department of Mental Health, Oneida County Probation, Oneida County Dept. of Social Services, Workforce Investment Board, Oneida County Workforce Development; Rescue Mission of Utica, YWCA (operates domestic violence programming), Johnson Park Center, Oneida County Sheriff, Utica Housing Authority, Insight House (drug treatment). Oneida County District Attorney's Office, Oneida

County Continuum of Care, Mohawk Valley Housing Coalition

Additionally, the project will have strong support from programs operated by the WIB:

WIB Programs	What Each Does	Who Each One Serves
Career Pathways	Assessment, teaches life skills / GED, referral, job search help	Low-income adults
Wage Subsidy	Program to assist high-risk workers with subsidies	At-risk adults
Second Start	Case management, referral, counseling, job search assistance, assistance getting GED.	Offenders 19-24 with low basic skills
Jobs and Hope	Case management, housing referral, counseling, job search assistance	Homeless adults (many ex-offenders).
Jail / Probation Employment	Case management, support services referral, job search help	Young adults interacting with the justice system / probation.

Partners: The partners in this project all have proven records of success.

Partner	Program	Accomplishment
Oneida County Sheriff	Life Skills grant for jail inmates	Recidivism in inmates served was 73% below control group not served
Oneida County Workforce Development	Second Start for disconnected young adults 19-24	Recidivism 25 points below average.
Workforce Investment Board	Second Chance Jobs Program for ex-offenders	Highest number of offenders placed among US DOL grantees 2006-8
Oneida County Workforce Development	Oneida County Re-Entry Task Force	Recidivism among clients 45% below those not served.
Mohawk Valley Community College	Disconnect Youth Training (ages 19-24)	85% entered employment

The Oneida County Re-Entry Partnership project brings together workforce, education, human services and justice system partners that have pooled resources and staff to integrate employment and re-entry services and are committed to working through this project to create a sustainable system that will serve offenders in Oneida County, NY. This reflects the experience of partners working together that the individual efforts of each partner must be merged into one effort in order to achieve continued outcomes in the context of limited funding streams. Oneida County believes that effective re-entry management should not begin at just the moment of re-entry, but begin before sentencing and continue either during a jail diversion program or after return from a

facility. The primary keys to successful re-entry will include pre-release correctional services, behavioral interventions, education, job training and placement programs, availability of referral for social service agencies, and equally important, community involvement and buy-in to the rehabilitative process. We believe that having the pieces in place to serve offenders will help the county in its mission and help offenders themselves get the skills they need to get to work, and remain employed, leading to improved public safety in our community.

Demonstrated leadership: Oneida County Sheriff Robert Maciol, an independently elected county official, has made improved re-entry services a hallmark of his administration in an effort to reduce crime in the community by reducing recidivism. The sheriff, who will be entering a second four-year term in January 2015, has the support of Oneida County Executive Anthony J. Picente Jr., who oversees the key County Government departments that provide community-based corrections and workforce development services. The Sheriff helped to forge the Oneida County Re-Entry Partnership as a formal way to integrate existing re-entry practices into a single sustainable system and take advantage of Oneida County's unique structure in which many community-based re-entry services are run through the Workforce Investment Board

Demonstrated partnerships: Re-entry programming in Oneida County began in 2004, when the Workforce Investment Board acted to fill a gap in the community. It was designated to operate the Oneida County Re-Entry Task Force in 2005. The Oneida County Sheriff's Office partnered with the Office of Workforce Development, Probation Department and WIB to operate a U.S. Department of Education Life Skills for State and Local Prisoners grant that, during 2006-2008, achieved a 73% reduction in recidivism among target offenders. Since that time, the Sheriff's Office has partnered with the Workforce system to offer in-jail workforce and education programming to the maximum extent possible through grants, and is now partnering with the WIB, Probation and Workforce Development on an integrated jail-community project. The four

partners function as the Oneida County Re-Entry Partnership, which works with community-based and faith-based agencies. The WIB this year began the Oneida County Job Connection. Oneida County Job Connection is a jail-based program with strong community follow-up that connects the dots to implement a holistic, continuous connection between community resources and local inmates to reduce recidivism. The project will include

Employment-focused programs that target offenders, including the Second Chance project of the WIB, which includes partnerships with community agencies and the Re-Entry Task Force, and the Second Start pilot project, a grant-funded effort to develop connections between the county jail and community education / training/ service providers for youth aged 19-21. Additionally, the WIB operates the region's largest One-Stop Career Center and a variety of education and training programming targeting young adults.

Cognitive behavioral training that begins at the Oneida County Correctional Facility in a partnership with the Oneida County Sheriff's Office and continues in the community to serve those with short jail stays.

The two project leads are in the jail now leading the Second Start project, a separate program. They will transition upon award, so work on this project can start immediately even as the other project still provides services while this one is being developed. As shown on the chart above, project staff interact with jail leadership to ensure coordinated planning and resolution of issues. This is a proven staffing pattern based on experience and collaboration that achieves results.

Based on 6,214 customers from 4/12-3/13, OCWD achieved these results:

WIA Performance Category	% of Goal
Entered Employment Rate (Adult):	147%
Entered Employment Rate (Dislocated Worker):	111.3%
Employment Retention Rate (Adult)	100.6%
Employment Retention Rate (Dislocated Worker)	101%

The applicant has been the lead in the Second Chance effort since 2005, and is the only workforce agency in New York operating a county-level Re-Entry Task Force. Workforce

Development, a county department within Oneida County government, has already successfully operated the Second Start project in the jail from 2005-2007, building a sound basis for partnership. Staff includes a data expert to ensure evaluation will be thorough.

The program will give each offender a service plan that includes contacts from agencies that have been present in the jail as well as in the community, covering the major areas of need that are common to offenders. In addition to employment referrals from jail-based AJC staff to community-based WIB staff at community AJCs, other referrals include:

SUPPORT SERVICE NEEDS	OFFERED BY (* notes presence in jail)
Mental health and substance abuse counseling	Oneida County Dept. of Mental Health *
Support groups for stress management	Oneida County Dept. of Mental Health *
Emergency Food Assistance	Oneida County Dept. of Mental Health *
Interview / job clothing	WIB *
Medicaid / other benefits	Department of Social Services *
Health benefits / drug discount card	Oneida County Dept. of Health *
Veterans benefits assistance	Veterans Service Agency*
Transportation	WIB (grant-funded project with DOT)*

Plan for Collecting the Data Required for this Solicitation’s Performance Measures and Sustainability (15 percent)

Data collection: Oneida County developed a data gathering process for its jail-based programs that will be adapted to meet OJP needs. A monthly report incorporating all required and asked-for data will be shared with local and federal stakeholders as the foundation for continuous quality improvement. This process worked in the Life Skills for Prisoners grant-funded project through the U.S. Dept. of Education and the Re-Entry Task Force funded by NY’s Division of Criminal Justice Services. Formative evaluation sessions focus on continuous improvement by comparing goals vs. data. The project will foster replication through these products:

Products	What They Are
Strategic Planning Process Guide	This guide will include sections on recruiting key partners as well as stakeholders, collecting appropriate baseline information, facilitating the planning process, and implementation.
Partnership MOU	This project will produce a model partnership MOU that can be adapted for use by organizations and re-entry task forces and their partners.

Evaluation Plan	A clear, data-driven evaluation plan is essential. This project will create an evaluation model that provides depth and sophistication to suit other counties.
Policy and practice handbook	The handbook will detail the rationale for policies, provide models, and discuss and exemplify how promising practices and procedures can implement the policies in the most effective manner.
Project history	Project histories often contain “lessons learned” details that allow replicating organizations to avoid the inevitable errors made in initial efforts.
Staff development	This project will create a staff development plan. Copies of all materials developed for training and technical assistance will also be provided.

Outcome to Be Measured (training)	How Measured	Project Goal
Overall Number in Any Type of Training	Enrollments	500
Total Completing Training	Enrollments	300
Literacy Gains	Case file (pre/post test)	90% gain
Numeracy Gains	Case file (pre/post test)	90% gain
Computer Skills Gains	Case file (pre- / post-test)	90% gain
Number receiving on-line instruction	Course records	300
Number receiving in-person instruction	Course records	300
Number Referred to Training, Supports, Job Search	On-line participant file	300
Number Earning NY-Certified Credential	Case file / on-line file	300
Number Contact Agency They are Referred To	On-Line participant file	250
Work-Ready Inmates Employed Within 3 Months	Case files	210
Work-Ready Inmates Employed Within 6 Months	Case files	225
Employed Inmates Retained for 90 Days	NY database / Case files	210
Employed Inmates Retained for 180 Days	NY database / Case files	185
Employed Inmates Promoted in 180 Days	On-Line file	35
Inmates who Enter college full-time	MVCC / Case files	35
Inmates Who Enroll in Further Training	MVCC/ Case files	50
Average Annual Earnings Increase over Wage at time of Jail Admission	One-Stop Operating System	\$3,000
Number Involved With Justice System	Police /court records	35
Number returned to jail / prison	Police /court records	10
Outcome to Be Measured (capacity)	How Measured	Project Goal
Number of instructors participating in project activities	Sign-in sheets	25 instructors to participate other than initial staff.
Number of modules with DVD,CD, on-line video created	Case files	25 self-paced modules on line to inmates by program’s end.
Number of county jails replicating project	Project reports	25 jails to develop a program within 1 year of this one’s end.
Implementation of Regional Ex-Offender Workforce Council	Council minutes will document sessions	Council will develop, sustain itself
Development of New Jail Assessment Protocol for Technology Training	Protocol published at jail	New inmates will be assessed using protocol
Creation of Employer-Focused Marketing Materials For Project	Brochure, success stories documents	10 new employers per year will join project
Report Will Outline Steps to Connect	Report will be on	Report will serve as guide to

Offenders, IT Training	file, on line	future planning
Achieve Satisfaction Rates of 75% From Inmates; 95% From Employers	Case files	Surveys will be used to adapt project

Data collection: The project director will develop the processes, with staff collecting all data monthly. Data collection would not constitute “research;” but would provide information needed to ascertain project performance and meet OJP benchmarks. Data will be collected to address quantity and quality factors and will include such items as: Numbers, types, timeliness, and quality of curricula and other deliverables updated/produced; Data on outcomes achieved by ex-offenders; Level of customer satisfaction with services rendered; Amount, type, and source of resources leveraged; Training completion and satisfaction rates among offenders and employers; Number trained and Number hired.

Performance metrics: Required performance metrics will be tracked monthly. These measures and the numbers of trainees completing training, expressing satisfaction with training and finding work will be the main metrics used in assessing project performance. Recidivism and follow-up surveys will measure the longer-range goal of keeping offenders out of jail. Success will be reported to the community and potential funders as a means to continue the program after the grant ends. The Project Director will disseminate reports to partners and the community.

Data elements: Data will be collected to address quantity and quality factors and will include such items as: Numbers, types, timeliness, and quality of curricula and other deliverables updated/produced; Data on outcomes achieved by ex-offenders; Level of customer satisfaction with services rendered; Amount, type, and source of resources leveraged; Training completion and satisfaction rates among offenders and employers; Number trained and Number hired. Formative evaluation sessions focus on continuous improvement through assessing goals vs. actual data. The project will guide replication through these products:

Products	What They Are
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Strategic Planning Process Guide	This guide will include sections on recruiting key partners as well as stakeholders, collecting appropriate baseline information, facilitating the planning process, and implementation.
Partnership MOU	This project will produce a model partnership MOU that can be adapted for use by organizations and re-entry task forces and their partners.
Evaluation Plan	A clear, data-driven evaluation plan is essential. This project will create an evaluation model that provides depth and sophistication to suit other counties.
Policy and practice handbook	The handbook will detail the rationale for policies, provide models, and discuss and exemplify how promising practices and procedures can implement the policies in the most effective manner.
Project history	Project histories often contain “lessons learned” details that allow replicating organizations to avoid the inevitable errors made in initial efforts.
Staff development	This project will create a staff development plan. Copies of all materials developed for training and technical assistance will also be provided.

Sustaining project: OCWD and core partners have maintained a jail-community project since 2005 – a clear sign of commitment to programming for offenders. With the equipment purchased, the major training costs after the grant ends will be for staff. Workforce Development is committed to keeping two staff to continue the project and will use Workforce Investment Act funds to train at least 50 people per year. The Sheriff’s Office is committed to the support of training and programming initiatives, as are project partners. MVCC is committed to a long-term project to recruit inmates to attend college to increase their skills. Thus, this grant will lay the foundation for a program Oneida County plans to be a permanent fixture at the jail.

Budget (10 percent)

Cost effective: This project’s cost per person is \$2,340. The U.S. Department of Labor’s Ready4Work program has a cost per placement of \$4,500 per offender. The project is also a cost-effective investment for the region. Oneida County estimates the cost of housing one inmate for one year is \$29,357. If this project were to keep only 13 high-risk inmates from recidivating, it would have saved taxpayers more than the full amount of the grant, in addition to the benefits that accrue from safer communities and a more productive work force. The project’s investments in equipment and curriculum development will ensure that the lessons learned through the direct service part of the project will sustain the effort when federal funding ends.