



# **PHILADELPHIA'S REENTRY SERVICES LANDSCAPE**

**AUGUST 2019**



## AUTHORS

**Aviva Tevah** is the Director of the Philadelphia Reentry Coalition, in the City of Philadelphia's Office of Criminal Justice.

**Conner L. Workman** completed his Master's degree in the Department of Criminal Justice at Temple University in 2019. He is interested in a career in law enforcement and his research interests include policing, communities and crime and street gangs.

**Caterina G. Roman**, PhD, is an Associate Professor in the Department of Criminal Justice at Temple University. Her research interests include policy and programming related to prisoner and jail reentry; the relationship between neighborhood characteristics, fear, and violence; and public health approaches to preventing violence. Dr. Roman has been evaluating prisoner reentry programs and other crime reduction programs for almost three decades.

**Ellen Kurtz**, PhD, is a research consultant for the Philadelphia Reentry Coalition. Previously, she was the Director of Research for the Philadelphia Adult Probation & Parole Department.

*The views and opinions expressed herein are those of the authors based on their professional experience and expertise. These views do not reflect those of any organization or institution, including Temple University.*

## THANK YOU

Thank you to Juwan Bennett, Courtney Harding, Hannah Klein, and Hayley Wight of Temple University's Department of Criminal Justice, and Nia Kaudo and TJ Von Oehsen of the Philadelphia Reentry Coalition and City of Philadelphia's Office of Criminal Justice, for their contributions to this report. Thank you also to Erica Nelson from the Council of State Governments for her support during the drafting of the original survey. Thank you to the Reentry Coalition's Data and Metrics Subcommittee as well as the leadership of the Reentry Coalition, which supported this project from its inception and provided valuable feedback along the way. Finally, thank you to the Reentry Coalition members for dedicating their valuable time to completing this survey, and for continuing to invest their resources in collaboration on a recurring basis.

## PHILADELPHIA REENTRY COALITION LEADERSHIP 2018-2019

**Jeffrey Abramowitz**, Executive Director of Reentry Services, JEVS (Community Engagement Chair)

**Andrew Anderson**, Executive Director, Friends Rehabilitation Program (Steering Committee Member, Housing Chair)

**Terrell Bagby**, Deputy Commissioner, Restorative & Transitional Services, Phila. Dept. of Prisons (Steering Committee Member)

**Jeffrey Booth**, Senior Vice President of Workforce Development, JEVS (Steering Committee Member)

**Rickie Brawer**, Co-Director, Center for Urban Health, Thomas Jefferson University Hospitals (Health Chair)

**Bret Bucklen**, Director of the Bureau of Planning, Research, and Statistics, PA Dept. of Corrections (Data/Metrics Chair)

**Bishop Chris Kimmenez**, Director, Philadelphia Chapter, Healing Communities (Community Engagement Chair)

**Laurie Corbin**, Managing Director of Community Engagement, PHMC (Steering Committee Member)

**Jason Cosley**

**Honorable Ramy Djerassi**, First Judicial District of PA, Court of Common Pleas (Steering Committee Member)

**Souleymane Fall**, Director of Employment Services, JEVS (Alternate Steering Committee Member)

**Lauren Fine**, Co-Director, Youth Sentencing & Reentry Project (JLWOP Chair)

**Justin Harlan**, Program Manager, Bureau of Community Corrections, PA Dept. of Corrections (formerly RNR Chair)

**Sue Hoffman**, Senior Associate of Innovation, Philadelphia Works, Inc. (Employment Chair)

**James Plumb**, Co-Director, Center for Urban Health, Thomas Jefferson University Hospitals (Health Chair)

**Anja LeBlanc**, Director of Innovative Partnerships, FNC (Steering Committee Member)

**Ashley Maga**, Probation Officer, U.S. Probation Office (Steering Committee Member)

**Lacosta Mussoline**, Eastern Regional Reentry Administrator, PA Dept. of Corrections (Steering Committee Member)

**Louis Narvaez**, Eastern Regional Director, PA Board of Probation and Parole (Steering Committee Member)

**Charla Plaines**, Reentry Coordinator, Pennsylvania Office of the Attorney General (Steering Committee Member)

**Rich Podguski**, Chief, Reentry Services Programs, PA Dept. of Corrections (Formerly RNR Chair)

**Jesse Reason**, Director, Philadelphia Adult Probation and Parole Department (Steering Committee Member)

**Sharon Rosenberg**, Executive Director of Program Evaluation, Workforce Development, JEVS (Data/Metrics Chair)

**Laura Schwartz**, Director of Economic Development, Regional Housing Legal Services (Housing Chair)

**Pam Superville**, Director of Client Services, Mayor's Office of Re-Integration Services (RISE) (Steering Committee Member)

**Aviva Tevah**, Philadelphia Reentry Coalition Director, City of Philadelphia Office of Criminal Justice

**Joanna Visser Adjoian**, Co-Director, Youth Sentencing & Reentry Project (JLWOP Chair)

**Cyndi Zuidema**, Reentry Coordinator, U.S. Attorney's Office, Eastern District of Pennsylvania (Steering Committee Member)

## **PHILADELPHIA REENTRY COALITION MEMBER ORGANIZATIONS**

**Action Wellness**  
**Aging People In Prison- Human Rights Campaign Philadelphia Chapter**  
**America Works of Pennsylvania**  
**Ardella's House**  
**ARRIS**  
**Baker Industries**  
**Be More Grateful Inc.**  
**Bureau of Prisons-FDC Philadelphia**  
**Broad Street Ministry**  
**Bureau of Community Corrections/PA Doc**  
**Center for Advocacy for the Rights and Interests of the Elderly (CARIE)**  
**Center for Employment Opportunities**  
**Center for Literacy, Inc.**  
**City of Philadelphia DBHIDS, Behavioral Health & Justice Related Services Division**  
**City of Philadelphia Managing Director's Office**  
**City of Philadelphia Mayor's Office of Community Empowerment and Opportunity**  
**City of Philadelphia Mayor's Office of Re-Integration Services (R.I.S.E)**  
**City of Philadelphia Office of Adult Education**  
**City of Philadelphia Office of Violence Prevention**  
**Communally**  
**Community College of Philadelphia**  
**Community Education Centers**  
**Community Learning Center**  
**Community Legal Services**  
**Connection Training Services**  
**Court of Common Pleas, Phila., PA**  
**Defender Association of Philadelphia**  
**Drexel University's Caring Together Program/Working Together for Women project**  
**Eastern State Penitentiary**  
**ENON Tabernacle Baptist Church -Prison Ministry**  
**Entrepreneur Works**  
**Episcopal Community Services**  
**Fair Housing Rights Center in Southeastern Pennsylvania**  
**Fathers in Action Inc.**  
**FNC**  
**Free Library of Philadelphia**  
**Friends Rehabilitation Program**  
**Frontline Dads Inc.**  
**Furnishing A Future**  
**Gateway To Reentry**  
**Gaudenzia**  
**Glorious Unfolding, Inc**  
**Goldring Reentry Initiative (GRI)**  
**Graduate! Philadelphia**  
**Grant Blvd**  
**HATT, Corporation (Helping And Teaching Together)**  
**Healing Communities Philadelphia**  
**Heart-to-Heart: Comienzos East, Inc.**  
**I'm FREE - Females Reentering Empowering Each Other**  
**Impact Services Corporation**  
**JEVS Human Services**  
**JusticeWorks YouthCare Agency**  
**LIFE Ministry**  
**Lutheran Settlement House**  
**Maternity Care Coalition**  
**Mental Health Partnerships**  
**MENTOR (Mentors Empowering Now to Overcome Recidivism)**  
**Mothers In Charge, Inc.**  
**Mural Arts Philadelphia**  
**National Workforce Opportunity Network**  
**New Leash On Life USA**  
**New Vitae Wellness - Philadelphia**  
**Office of City Councilmember Helen Gym**  
**OIC of America**  
**OIC of Philadelphia**  
**Our Closet**  
**PA Department of Corrections**  
**PA Department of Labor & Industry**

**Par-Recycle Works**  
**Pennsylvania Board of Probation & Parole**  
**Pennsylvania Health Law Project**  
**Pennsylvania Horticultural Society**  
**Pennsylvania Prison Society**  
**People's Paper Co-op/ Village of Arts & Humanities**  
**Philabundance**  
**Philadelphia Commission on Human Relations**  
**Philadelphia Corporation for Aging**  
**Philadelphia District Attorney's Office**  
**Philadelphia Department of Prisons**  
**Philadelphia Federal Credit Union**  
**Philadelphia Fight/Institute for Community Justice**  
**Philadelphia Lawyers for Social Equity**  
**Philadelphia Unemployment Project**  
**Philadelphia Works**  
**PowerCorps PHL**  
**PRO-ACT**  
**Public Health Management Corporation**  
**Ready, Willing & Able Philadelphia**  
**Redeemed**  
**Redemption Housing**  
**Reentry Think Tank**  
**Regional Housing Legal Services**

**Safe Haven Re-Entry Program**  
**Sanctuary Foundation for Veterans**  
**Sisters Returning Home**  
**St. John's Community Services**  
**Temple University Community Relations Office**  
**Temple University CSPCD / WELL - College of Public Health**  
**Temple University, School of Liberal Arts**  
**The Center for Carceral Communities**  
**The Center for Returning Citizens**  
**The Elevation Project**  
**The Paschalville Partnership**  
**The Petey Greene Program**  
**The RESPECT Alliance**  
**The Workforce Institute**  
**Thomas Jefferson University Hospital**  
**Transformation Yoga Project**  
**U.S. Attorney's office, Easter District of Pennsylvania**  
**U.S. Probation Eastern District of PA**  
**U-Belong Inc.**  
**Union Packaging**  
**UpLift Solutions**  
**Why Not Prosper, Inc.**  
**Youth Sentencing & Reentry Project (YSRP)**

# Contents

<b>Introduction .....</b>	<b>3</b>
<b>Returning Citizen and Reentry Terminology .....</b>	<b>3</b>
<b>Response Rates and Representation .....</b>	<b>4</b>
<b>Key Findings.....</b>	<b>5</b>
<b>I. Collaboration Around Reentry in Philadelphia .....</b>	<b>9</b>
<b>Organizations Represented in Member Survey Responses.....</b>	<b>9</b>
<b>Coalition Activity and Impact.....</b>	<b>11</b>
<b>Attitudes About Reentry Collaboration in Philadelphia.....</b>	<b>13</b>
<b>II. Overview of Programs, Services, and Resources Represented in Survey Data.</b>	<b>15</b>
<b>Profile of Organizations .....</b>	<b>15</b>
<b>Geography of Programs.....</b>	<b>16</b>
<b>“Reentry Focused” Programs .....</b>	<b>20</b>
<b>Type of Criminal Justice System Contact Among Participants.....</b>	<b>21</b>
<b>Capacity of Programs .....</b>	<b>23</b>
<b>Eligibility.....</b>	<b>24</b>
<b>Characteristics of Programs.....</b>	<b>27</b>
<b>Pre-Release Services .....</b>	<b>27</b>
<b>Scheduling.....</b>	<b>28</b>
<b>BJA Principles of Effective Practice .....</b>	<b>29</b>
<b>Program Partnerships with Criminal Justice Agencies .....</b>	<b>30</b>
<b>III. Detailed Inventory of Services and Resources .....</b>	<b>33</b>
<b>Case Management.....</b>	<b>33</b>
<b>Services.....</b>	<b>34</b>
<b>Most and Least Frequently Offered Services Overall .....</b>	<b>36</b>
<b>Education, Training, and Employment.....</b>	<b>37</b>
<b>Housing .....</b>	<b>39</b>

Health and Wellness .....	40
Family-Related Services .....	41
Legal Services .....	42
Community-Related Services .....	43
Services Related to Basic Needs.....	43
Program Size and Case Management by Service Domain.....	44
<b>IV. Data Collection, Management, and Sharing.....</b>	<b>45</b>
Data Collection and Management .....	46
Systems Used to Track Participants.....	46
Information Collected about Program Participants.....	47
Information about Program Participants Stored Electronically.....	48
Information Updated Regularly .....	49
Tracking Outcomes .....	49
Information Sharing .....	50
Recidivism .....	52
Program Evaluation .....	53
<b>V. Funding and Budgets.....</b>	<b>54</b>
Annual Budget Size.....	54
Sources of Funding .....	54
<b>Conclusion .....</b>	<b>55</b>
<b>Appendix .....</b>	<b>57</b>
Organizations Represented in the Provider Survey Data .....	57



## Introduction

The Reentry Coalition increases communication, facilitates collaboration, and builds capacity to create a stronger reentry support network for Philadelphia's returning citizens. The Coalition's 115 member organizations include community-based organizations, service providers, researchers, advocates, returning citizens, faith-based groups, and local, state, and federal government agencies. In January and February of 2018, the PRC, in partnership with Temple University's Department of Criminal Justice, conducted a survey to learn more about the organizations and programs that provide services to returning citizens in the Philadelphia area. One of the strategic tactics of our [Home for Good Plan](#) is "[aligning] our resources by mapping the reentry system, conducting gap analyses of what and who are missing to implement a seamless and effective reentry system, and using data and an evidence-based approach to match services to needs." Responsive to that tactic, the survey focused on Coalition participation, and on how organizations in the Coalition support returning citizens, the programs and services provided, program capacity, operations and eligibility characteristics, funding, data collection processes, and data sharing.

The results illuminate the complexity of the reentry services landscape in Philadelphia. We hope that the data benefits the respondent organizations and the city as a whole, as evidence of the Coalition's impact will help us deepen the cross-system collaboration that reentry requires, a better understanding of existing services starts to identify gaps or needs, and information related to data and funding will inform how to build capacity across the entire reentry ecosystem.

While this report is lengthy, it barely scratches the surface of the survey data collected and analyzed. For the sake of creating a comprehensive report that assesses an array of stakeholder activities and touches a wide variety of service domains, we erred on the side of not delving too deeply into the details of specific program characteristics. Those with interest in specific (aggregate) data not included in this report can inquire if the additional data are available by contacting [philareentrycoalition@gmail.com](mailto:philareentrycoalition@gmail.com) and [aviva.tevah@phila.gov](mailto:aviva.tevah@phila.gov). A copy of the full survey and protocol can be found at: <https://www.philadelphiareentrycoalition.org/survey>.

### Returning Citizen and Reentry Terminology

The term "returning citizen" is commonly used in Philadelphia to refer to community members who are formerly incarcerated. The term is not highly technical, and is defined by people differently. In this report, "returning citizens" refers to Philadelphians who have been previously incarcerated (and does not refer to citizenship status). The term "reentry" also does not have a single shared definition. A recent policy paper by national experts defined reentry as "a sustained process that begins when a [person] is first in contact with the incarceration

system, continuing through the period of incarceration and the [person's] reintegration into society."<sup>1</sup> While this definition generally matches how we use the term "reentry" throughout this report, we have not explicitly limited our scope to exclude people who have contact with the criminal justice system but have not been incarcerated.

## Response Rates and Representation

This survey was geared to Coalition member organizations and organized into two parts. One person completed either one or both parts for each organization. The first part ("member survey") focused on Coalition-level activities and impact, and was intended for all Coalition member organizations to complete. The second part of the survey ("provider survey") was a comprehensive inventory of reentry services, only intended for those who provide services. We received responses from 102 of the 106 member organizations we had at the time,<sup>2</sup> giving us a response rate of 96%. Of the 102 organizations responding to the member survey, 89 responded that they offer some kind of programs, direct services, or resources to people with criminal justice system involvement, and 71 organizations completed the provider survey for at least one of their programs, giving us a response rate of 80% for the provider survey.

It is very important to note that there are many organizations in Philadelphia that provide resources or services that could be beneficial to returning citizens, who are not in the PRC because they may not identify as reentry programs or reentry stakeholders and/or they choose not to be members for other reasons. Those resources are not represented in these data. In addition, many organizations with reentry-focused programs are not solely serving returning citizens (this is explored in more detail beginning on page 16). **While not exhaustive of all programs and services represented within the Coalition, or of all reentry resources available in Philadelphia,<sup>3</sup> these 118 programs (run by 71 organizations) provide a meaningful sample from which we can obtain a baseline of organizational capacity, services, strengths, gaps and needs.**

---

<sup>1</sup> "Reentry Ready: Improving Incarceration's Contribution to Successful Reentry." Convergence Center for Policy Resolution. June 2019. Available Online at: <https://reentryready.convergencepolicy.org/>

<sup>2</sup> While almost all of the 106 organizations had formally completed a membership agreement, a few were considered members based only on their participation in Coalition activities.

<sup>3</sup> The response rate of 80% is the count of organizations responding to the survey who provided mostly complete information (completed through Question 80) information on at least one program. Broken down in more detail, for the 80 organizations that indicated they had programs *and* would complete the provider portion of the survey, the providers initially listed 184 programs of which we had mostly complete information on 118 programs. This equates to a program missing data rate of 34%, although many providers indicated to survey administrators after completing for one or more programs, that the information about the other programs was already well represented in their responses. This does not account for the organizations that indicated they provided services but did not complete any of the provider survey information. For these organizations, we do not know the number of programs they have that provide services.

## Key Findings

Across a wide breadth of topics, several key findings stand out from the survey data. First, that Philadelphia has a solid foundation of reentry services and cross-sector collaboration to build on to improve reentry outcomes. Second, there is a clear need for continued alignment of fragmented and siloed efforts. Third, practices of tracking outcomes and impact are inconsistent. Fourth, there are significant gaps in Philadelphia's reentry services, which we need to address and continuously assess. Finally, we see many opportunities to offer a stronger network of supports to people coming home – and break the cycle of recidivism – by working together.

### **Finding #1: Philadelphia has a solid foundation of reentry services and cross-sector collaboration to build on.**

- ◆ **Many reentry and related programs are collectively serving tens of thousands of people annually.** Survey data represent 118 distinct programs across 71 organizations. Programs reported serving as few as 22,930 and at most 36,425 people annually (with duplication). For comparison, in 2015 an estimated 25,000 people returned to Philadelphia from incarceration. The 98 programs that reported on budget/funding represent a total estimated annual budget of at least \$40,050,000.
- ◆ **Existing untapped capacity could serve more people.** 82% of programs do not have a waiting list, 70% do not have a cap for participants. In total, programs estimate that they could serve at least 7,723 and at most 13,200 more people annually **without** additional resources.
- ◆ **Wide-ranging stakeholder participation in the Coalition reflects a shared commitment to aligning reentry efforts and goals.** The Coalition is made up of a wide array of stakeholders that includes non-profit and government agencies, grassroots organizations, academic and research institutions, and others. Almost 90% of individual respondents participate in at least one of the Coalition's subcommittees. On average, people estimated that they had participated in 6 Coalition activities or events in the previous year, and 16% indicated they participated in more than 12 activities or events.
- ◆ **Evidence of the Reentry Coalition's impact is emerging.** 75% of member organizations indicated that they benefit from their involvement in the Coalition. When members described specific partnerships that developed through the Coalition and have had positive impacts on their work, a few key themes emerged, suggesting that some of the Coalition's impacts include: deepening partnerships between providers and government

agencies; development of one-off partnerships that improve resources for clients; facilitation of partnerships that result in program development; the availability of a central hub; and the building of community around a shared purpose of reentry. One member wrote, “the Coalition has enabled us to broadly connect to the systems that affect the population [that we serve].”

- ◆ **There is optimism about reentry collaboration in Philadelphia.** Members overwhelmingly agree that reentry organizations and agencies across Philadelphia are increasingly working together more and/or engaging in more aligned activities. Over 78% of members believe that collectively we are moving in the RIGHT direction.

## **Finding #2: There is a clear need for continued alignment of fragmented and siloed efforts.**

- ◆ **The ecosystem of reentry services is made up of many small programs and small organizations.** 65% of organizations serve fewer than 1,000 people annually. More than half of the programs surveyed are serving 500 or fewer people annually. 44% are serving 250 or fewer people annually. Almost half (44%) of the programs that shared funding information reported annual budgets of less than \$50,000 a year. Another 27% reported annual program budgets between \$50,000 and \$250,000.
- ◆ **Current resources are mismatched with needs.** Programs are not spread evenly across the city, nor does the concentration of program sites mirror the estimated needs of Philadelphia’s returning citizens. Although program sites can serve different numbers of people, it is notable that a ZIP code like 19124 has 3 to 4 program sites, and in 2015 over 1,500 people returned there from incarceration (compared to 19104, where there were more than 9 program sites and fewer than 400 people returned to in 2015).<sup>4</sup>
- ◆ **Many programs are not formally partnered with criminal justice agencies.** 53% of programs had no formalized partnership with criminal justice agencies, 28% had at least one partnership but none that included a financial contract with a criminal justice agency, and another 19% had services contracted by an agency.
- ◆ **No single funder drives program alignment; reentry services are supported by multiple funding sources.** Only 20% of programs get any of their budget from state government, followed by 28% who get funding from federal government. Just over 30%, or 65 programs, get funding from the City of Philadelphia; for half of those, the funding

---

<sup>4</sup> <https://data.phila.gov/visualizations/prison-releases/>

constitutes less than a third of their budget. Overall, 46% of programs have no government funding at all. 18% of programs reported relying on private donations or charitable contributions for more than a third of their funding, and 29% received more than a third of their budget from private foundations.

### **Finding #3: Practices of tracking outcomes and impact are inconsistent.**

- ◆ **Recidivism is frequently not tracked as a performance measure.** Almost 70% of programs do not track recidivism as a performance measure. Slightly more than half of the programs that track recidivism as a performance measure get data from a criminal justice agency or information system.
- ◆ **Participant information is collected but frequently not stored electronically or updated regularly.** While over half of the programs collect many types of information about participants (such as biographical, current services received, career assessment/plan, or a needs assessment), that information is not frequently stored electronically and updated regularly. For example, 42% of programs collect information about recidivism, 27% update that information regularly, and only 22% store the information electronically.
- ◆ **Different types of client outcomes are not tracked equally.** 62% of programs track employment-related outcomes, 57% track education, 42% track progress on reentry plans, 34% track housing, 31% track health outcomes, 28% track substance use, 26% track mental health outcomes, and only 21% track outcomes related to family.
- ◆ **A majority of programs have never been evaluated.** 57% of programs have never been evaluated at all, and only 31% have had an external evaluation. 23% have been evaluated internally.

### **Finding #4: There are significant gaps in Philadelphia's reentry services, which we need to address and continuously assess.**

- ◆ **Across many domain areas, employment support services—not core education and training—are offered most frequently.** Basic job readiness is offered by 61% of programs, with soft skills building a close behind at 58%. 54% offer computer access, and 52% offer job search services.
- ◆ **Key basic survival resources, and some types of education, are among the least frequently offered services.** Financial assistance with utilities, rent assistance, family

prison visitation support, medical appointments transportation, ESL, and postsecondary education are each offered by 12% or fewer of programs.

- ◆ **Programs have mixed eligibility requirements.** The programs are associated with a mix of eligibility criteria that *may* limit capacity to serve those who are at the highest risk of recidivism.<sup>5</sup> Only a quarter of programs have no specific eligibility criteria and many programs represented in the survey serve only those with an exclusive referral source. Almost a third have criteria related to age. There are programs (at least 50%) that will serve those arrested and convicted of arson and those arrested and convicted of sex offenses, which are two groups of people sometimes prohibited from accessing services.
- ◆ **Many programs do not have specialized services for returning citizens or flexible hours, and almost none have childcare.** 51% of all of the programs have specialized services for returning citizens or people involved with the criminal justice system. Over half of the programs accept walk-ins. Less than 20% of programs have evening hours, only 10% have weekend hours, and only 3% have child care.
- ◆ **There is a varied availability of case management across programs.** Nearly a quarter of programs do not offer any case management at all. Nearly three quarters (68%) of programs employ basic resource management, which has no intentional follow up. Fewer than half of programs offer long-term case management that includes services and assistance for at least a year. 29% of programs provide intensive case management, defined by a minimum of twice weekly services and follow up, and only 8% of programs offer medical case management.
- ◆ **Explicitly reentry-focused programs have more limited capacity, stricter eligibility, more services specialized by gender, but no specialized services for LGBTQ community.** Compared to the larger group of 118 programs, these programs are slightly more likely to have a waiting list or a yearly cap on the number of participants they can serve, and are less able to serve additional participants with existing resources. Explicitly reentry-focused programs are more likely to require an exclusive referral source, have criminal justice system involvement eligibility requirements, or include substance use as a criteria, and less likely to have no eligibility requirements at all. The reentry-focused programs were noticeably more likely to have specialized services for men or women.

---

<sup>5</sup> Eligibility requirements can function to both limit access generally *or* increase access for targeted groups, depending on how they are structured. For example, almost half of the programs have eligibility requirements related to criminal justice system involvement, such as having been incarcerated or currently being on parole or probation – which arguably means those services are more available to those individuals who have been involved in the criminal justice system than they would be if that eligibility requirement were not in place.

Notably, none of the reentry-focused programs in this sample had specialized services for LGBTQ individuals.

**Finding #5: We see many opportunities to offer a stronger network of supports to people coming home – and break the cycle of recidivism—by working together.**

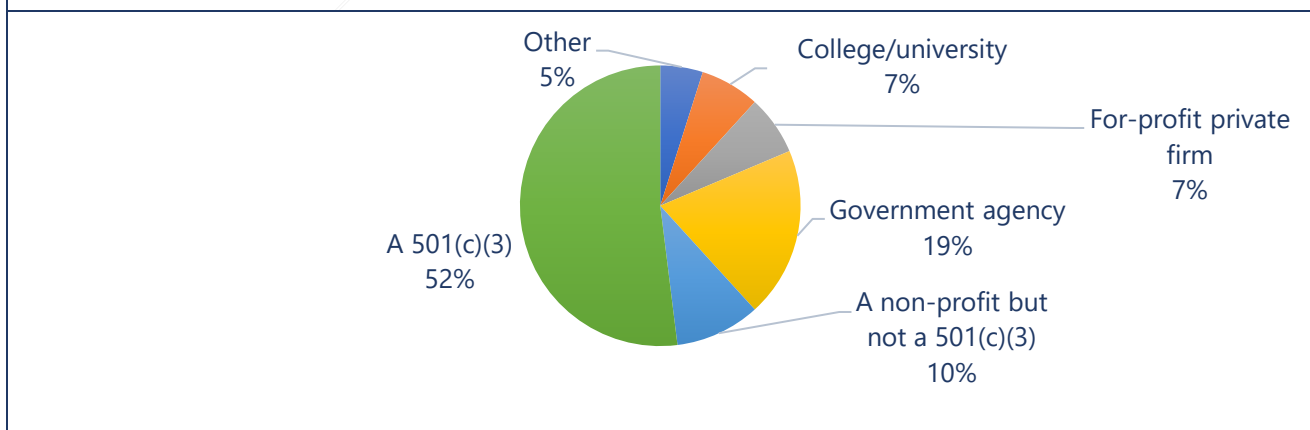
- ◆ **Reentry Coalition member organizations suggested numerous ways that the Coalition could improve reentry outcomes by deepening collaboration to help reentry programs achieve greater impact both individually and collectively.** Respondents wanted more active facilitation of partnerships between service providers and government agencies, stronger policy advocacy and public education, increased centralization of information about reentry resources, more capacity-building for community-based organizations including support obtaining additional funding, better research and data, and new mechanisms of accountability for the quality of service delivery and evaluation of impact.

## I. Collaboration Around Reentry in Philadelphia

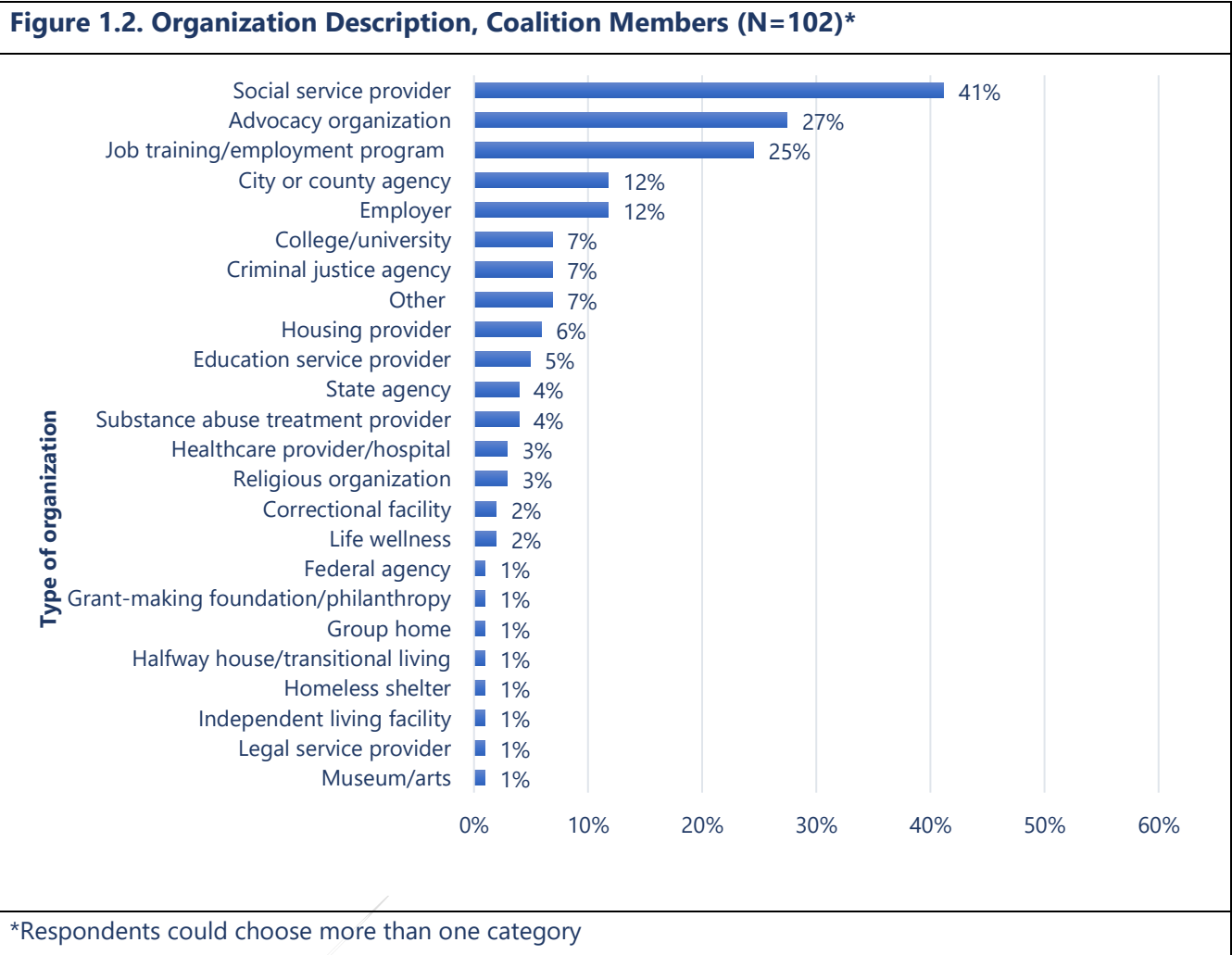
### Organizations Represented in Member Survey Responses

Figure 1.1 shows that the majority of respondents (62%) represented nonprofit agencies. The next most common type of organization was government agencies, making up 19% of the organizations who completed the member survey. Six (6%) of the nonprofits were faith-based organizations, and 3% were community development corporations.

**Figure 1.1. Organization Type, Coalition Members (N=102)**



More specifically, as shown in Figure 1.2, in non-mutually exclusive categories, 41% of the organizations were social service providers, 28% advocacy organizations, 25% job training/employment programs, 12% City or County agencies, and 12% were employers.



The most common *primary* organizational focus of respondent organizations was crime prevention, criminal justice, and related social justice advocacy (24%), followed by employment (20%), education (13%), and community improvement and capacity building (12%). In addition to diversity of agency types and primary organizational focuses, the member survey responses were completed by individuals with varied roles and levels of involvement in the Coalition. About 85% of respondents participate in at least one Coalition subcommittee,<sup>6</sup> and 23% of individual respondents were in a Coalition leadership role, either

<sup>6</sup> Participation can also vary greatly.



as a member of the Coalition Steering Committee and/or co-chairing a subcommittee. Finally, 18% of individuals chose to disclose on the survey that they identify as someone with lived experience in reentry (2% chose not to disclose, and 80% said they did not identify as having lived experience with reentry).

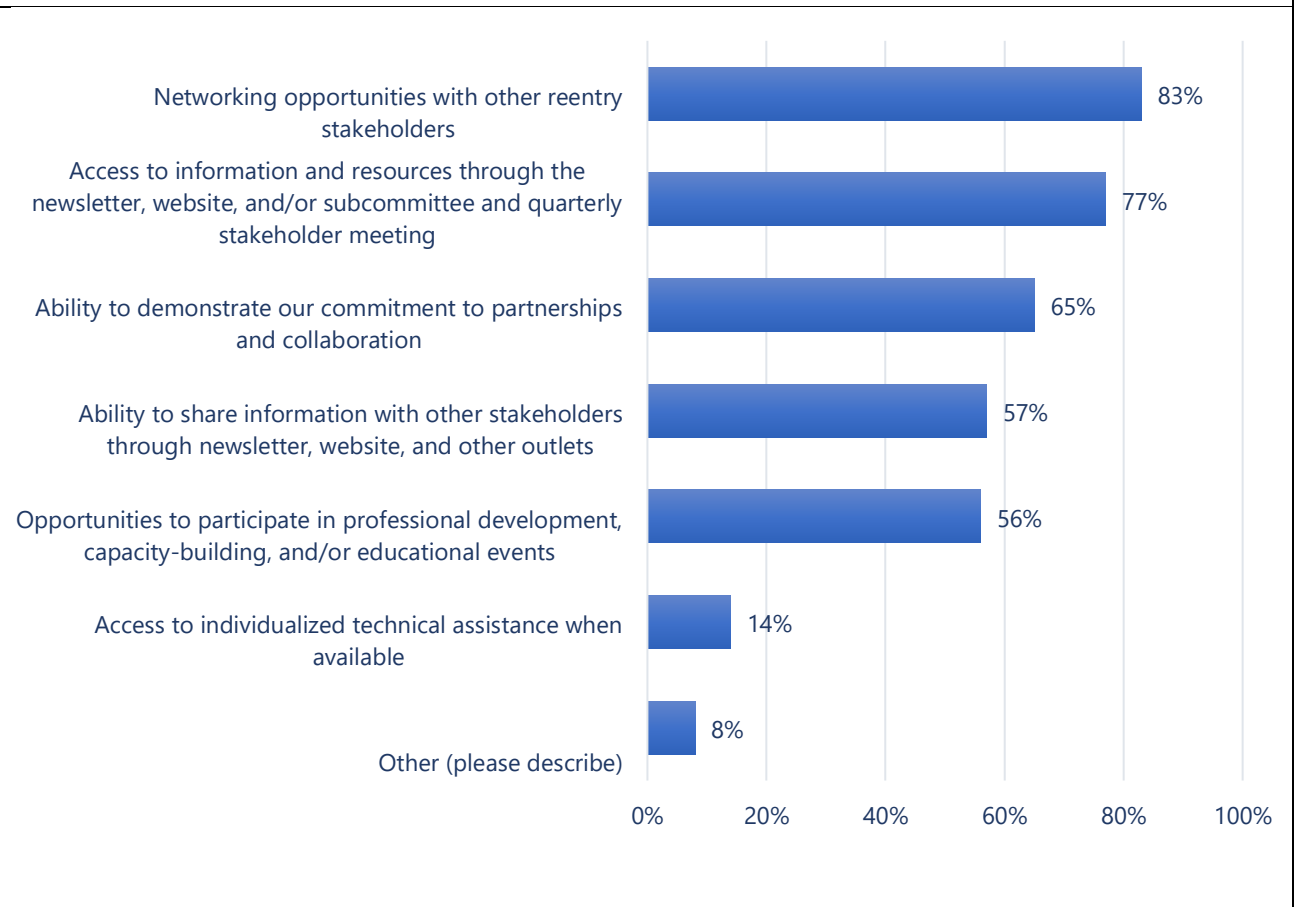
## **Coalition Activity and Impact**

We asked Coalition members about their participation in the Coalition (as individuals) and its broader impact on their organizations and their own work. Though respondents most commonly estimated participating in 1-5 Coalition events in the year prior (54%), many said they had participated in 6-11 Coalition events (26%), and a few estimated 12-20 Coalition events (10%) and more than 20 events (6%). All combined, the average estimate was at least 6 Coalition events in the year prior. Half of the respondents had personally participated in at least one training in the past year.

Respondents estimated their agency made connections with, or formed or strengthened partnerships with, an average of 3-5 other organizations/agencies as a result of participating in the Coalition. Less than 15% connected or formed partnerships with no organizations, and almost 15% connected or formed/strengthened partnerships with over 10 other agencies.

Figure 1.3 illustrates the benefits that stakeholders indicated they accrue as a result of their involvement in the Coalition. Seventy-six organizations, or 75% of respondents, said their organization currently benefits from its involvement in the Coalition. The majority of organizations indicated that they benefit from being Coalition members through networking opportunities with other reentry stakeholders (83%), access to information and resources through the newsletter, website, and/or subcommittee and quarterly stakeholder meeting (69%), ability to demonstrate their commitment to partnerships and collaboration (65%), ability to share information with other stakeholders through newsletter, website, and other outlets (57%), and opportunities to participate in professional development capacity-building, and/or educational events (56%).

**Figure 1.3. Benefits Accrued to Coalition Members from Participation (N=102)**



When we asked Coalition members to describe specific partnerships that developed through the Coalition and have had positive impacts on their work, a few key themes emerged, suggesting that some of the Coalition’s impacts include: deepening partnerships between providers and government agencies (and occasionally between government agencies); development of partnerships that improve resources for clients; facilitation of partnerships that result in program development; the availability of a central hub; and the building of community around a shared purpose of reentry. One member wrote, “being a part of the Reentry Coalition helped to foster and fortify [multiple resources] that [our organization] was able to give to each person or family referred.” Another wrote, “the Coalition has enabled us to broadly connect to the systems that affect the population [that we serve].” Members described expanding or improving their programs through connections made within the Coalition, partnering on grant implementation, contracting with new organizations, developing researcher-practitioner partnerships with a local academic institution, and

recruiting many partners at once for a large event using the Coalition to connect. One partner wrote, “having a single body connected to people all over the reentry landscape in Philadelphia was invaluable [for us].” Finally, organizations noted that the Coalition has provided “opportunities to display that returning citizens are capable of leadership and creation of situations that build community and push forward a progressive agenda,” and that the Coalition has “encouraged [them] to continue to press forward with being assertive change agents in our communities and throughout the city.”

We asked our members what their organizations can offer to the Coalition at no cost, as well as what they would be interested in taking advantage of. A majority of responding organizations (62%) indicated they could provide meeting space on an occasional or case by case basis. Almost 60% of respondents indicated they were interested in taking advantage of at least one type of organizational resource. For example, almost a third (27%) wanted meeting space on a case-by-case basis. This suggests there are resources we can leverage within the Coalition to strengthen member efforts. Our members also listed a plethora of different trainings and workshops that their organizations can commit to hosting/presenting through the Coalition, some of which have been hosted since the survey was administered.

## **Attitudes About Reentry Collaboration in Philadelphia**

In order to reduce recidivism, Philadelphia needs to build a system that is capable of identifying returning citizens’ needs, making coordinated and strategic referrals to services, facilitating integrated case management, and tracking data about reentry. To implement this strategy, the Coalition focuses on the following key functions: A) communication: sharing information and resources, increasing coordination; B) collaboration: maintaining current and fostering new strategic partnerships; and c) capacity-Building: building capacity across the system. The Coalition’s guiding principles are collaboration and cooperation, equity, participatory inclusion and accessibility, accountability, and collective and continuous learning. We asked Coalition members to indicate how much they agreed with statements about the Coalition, collaboration in Philadelphia around reentry in general, and access to reentry services in Philadelphia.<sup>7</sup>

---

<sup>7</sup> “Agree” and “strongly agree” have been collapsed into “agree;” and “disagree” and “strongly disagree” have been collapsed into “disagree.”

Over 70% of members agree that “I have a clear sense of how the Reentry Coalition is trying to reduce recidivism in Philadelphia.” Over 85% agree that “working alongside people with lived experience is embedded into the Reentry Coalition’s work.”<sup>8</sup> Over 67% agree that the Coalition operates in a transparent manner. When asked whether participating in the Coalition has had a positive impact on [one’s] organization’s ability to reduce recidivism, 48% agreed. Few disagreed with any of these statements, much more frequently those who did not agree were unsure.

When asked what the Coalition could be doing differently to help members improve their impact, respondents suggested increased collaboration and facilitation of partnerships, more active facilitation of relationships between providers and government agencies, more policy advocacy, providing capacity-building for community-based and grassroots organizations, enhancing data capacity and/or conducting research, helping create accountability measures, set standards for quality of services, and/or evaluate programs, more centralization of reentry information and resources and/or more direct coordination of services, help obtaining additional funding, and public education efforts.

Almost 60% of respondents agreed that “compared to year prior, reentry organizations and agencies across Philadelphia are working together more and/or engaging in more aligned activities.” More than 75% agreed that “my organization is usually able to find partner organizations that complement what we do to better support returning citizens.” Of respondents, 34% agreed that “data are routinely used to make resource allocation and planning decisions related to reentry services.” Almost 40% agreed that “competition between reentry service providers for funding is preventing us from moving forward more quickly with reentry solutions as a city.”

Over 78% of members believe that “collectively we are moving in the RIGHT direction.” Overall, Coalition members are undecided as to whether Philadelphians returning from jail or prison have more or less access to the appropriate resources and supports compared to the year prior, but lean towards thinking access has increased or stayed the same.

---

<sup>8</sup> Only 18% of individual respondents completing this survey on behalf of a member organization identified as people with lived experience in reentry; the sentiment of the larger community may be different.

## II. Overview of Programs, Services, and Resources Represented in Survey Data

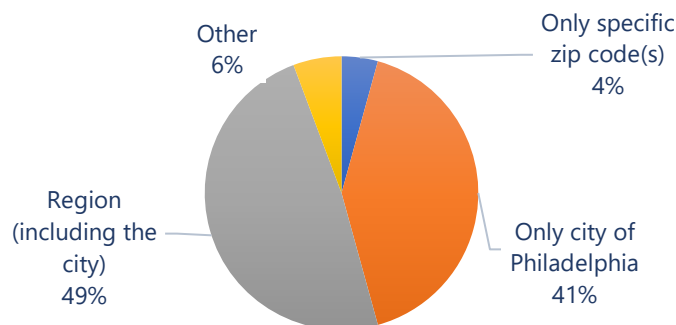
The following sections are based on data from the organizations that provided information on programs. The sections first provide a brief profile of these organizations, and then describe the 118 different programs for which the 71 stakeholder/members completed survey responses past question 80 (i.e. through the services section). A full list of the 71 organizations is included in the Appendix. The following data only reflects survey responses from those organizations; there are many other organizations in Philadelphia that deserve consideration as part of the full landscape of reentry services in Philadelphia.

### Profile of Organizations

The 71 organizations are spread throughout the Philadelphia region and almost half (44%) have been providing services for over 10 years. Only 8% of responding organizations with programs have been operating less than a year.

The overwhelming majority of organizations serve either the entire city of Philadelphia (41%) or the larger Philadelphia region (49%) (see Figure 2.1). Only 4% serve a specific set of ZIP codes. Most of the organizations that responded "other" to geographic area serve individuals outside of the Philadelphia region.

**Figure 2.1. Geographic Area Served by Organizations Reporting on Programs (n=70)\***

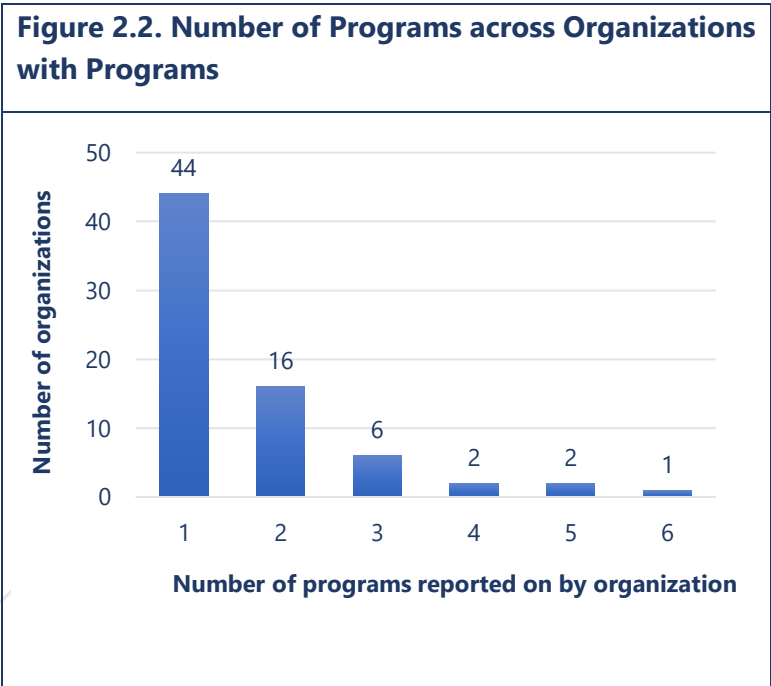


\*missing information for one organization

Organizations responding to the provider survey were asked about the total number of individuals served annually (unduplicated). Over half (52%) of the organizations serve 500 or

fewer people annually, broken down the following way: a fifth (20%) of the organizations serve 100 or fewer people annually, while 24% serve between 100 and 250, and the remaining 8% serve between 250 and 500 people annually. Thirteen percent serve 500 to 1000, and 35% of organizations serve over 1000 people annually. When estimating the number of individuals with criminal justice system contact served annually, 75% of organizations indicate they are serving 500 or fewer annually, and only 14% of organizations are serving over 1000 people with criminal justice system contact annually.

Figure 2.2 shows how the programs are distributed across the organizations (with regard to data provided in the survey responses). Of respondents, almost half of the organizations described one program (43%) and sixteen organizations (16%) reported on two programs. To decrease respondent survey burden, some question items in the provider section did not require a response, purposely giving respondents the option to skip questions. The downside of providing this option is that some questions have missing data (which are noted by graph, if applicable).



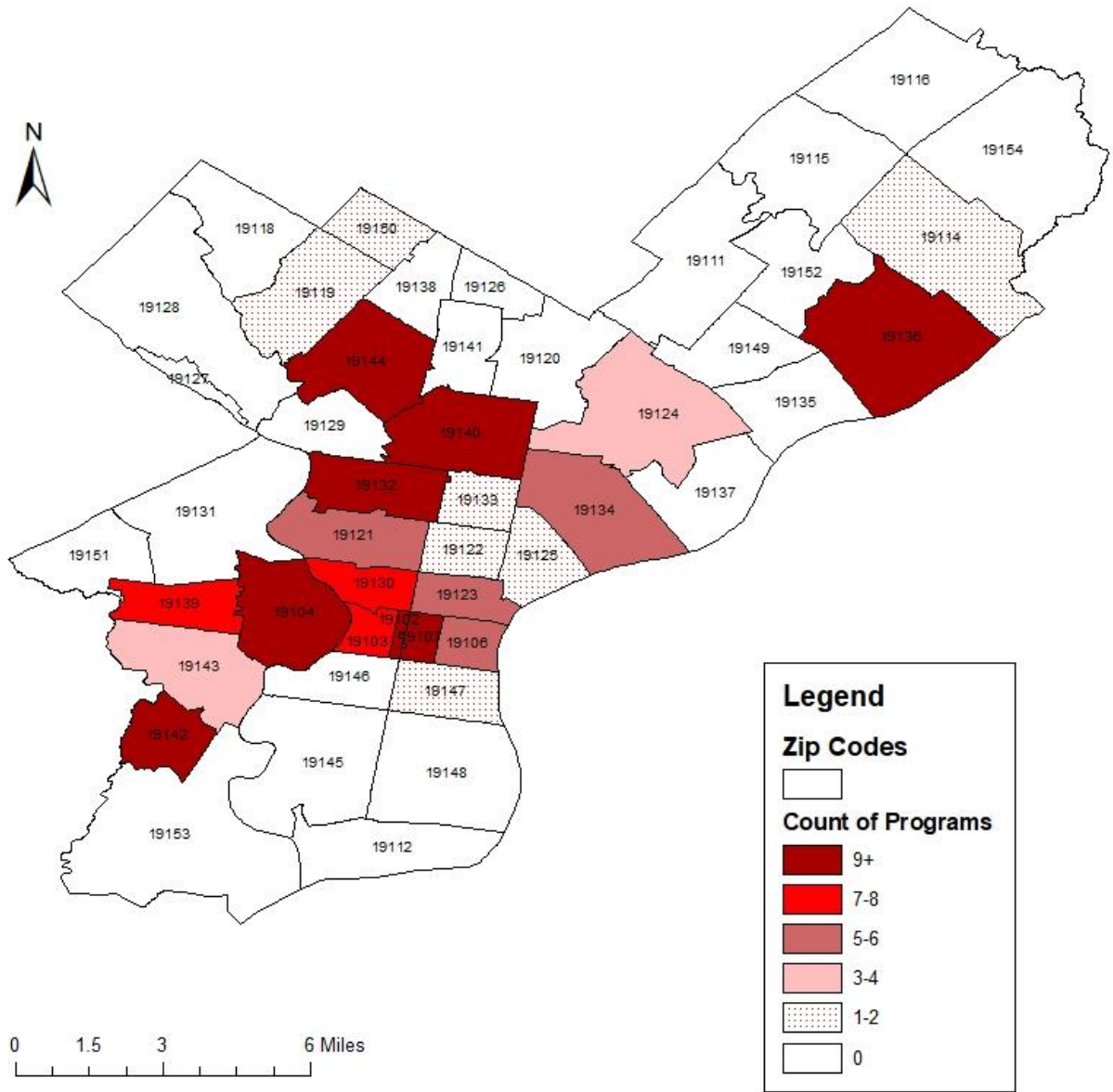
### Geography of Programs

Figure 2.3 shows the geographic distribution of *program sites* across the programs for which we have data.<sup>9</sup> This map of zip codes only represents the geographic location of the actual physical site of the program, not the location where participants live. Of the 118 programs, some have multiple sites (a few of which are outside of Philadelphia and not mapped). The zip code locations of program sites can be compared against Figure 2.5, a map that examines the number of people that returned to Philadelphia from Philadelphia county jails and Pennsylvania state prisons in 2015, suggesting some geographic areas where there are likely returning citizens with unmet needs.

<sup>9</sup> These program sites do not reflect all of the resources and services that might be available to returning citizens – just those for which data was provided in this survey.

For instance, the zip codes of 19140, 19134 and 19124 had the largest numbers of people returning from jail or prison in 2015, but zip code 19124 has only 3 program sites (zip codes 19140 and 19134 each have 3 organizations representing 9 and 5 program sites, respectively). Zip code 19133, which roughly 1,000 people returned to in 2015, has only 2 program sites, and there are a number of zip codes that have sizable numbers of people returning but no program sites. While the map does not reflect the numbers of people served by the combined sites in each zip code, an analysis of the relative capacity of the combined program sites in each zip (splitting the total number served annually by a program evenly across however many sites it has) suggests that the concentrations of sites also mirrors their relative collective capacity in terms of numbers served. Given the wide array of supports returning citizens frequently request upon release from incarceration and/or to address associated barriers, it is unlikely that the limited number of near-home programs can adequately meet their needs, especially given the prevalence of small programs (discussed later).

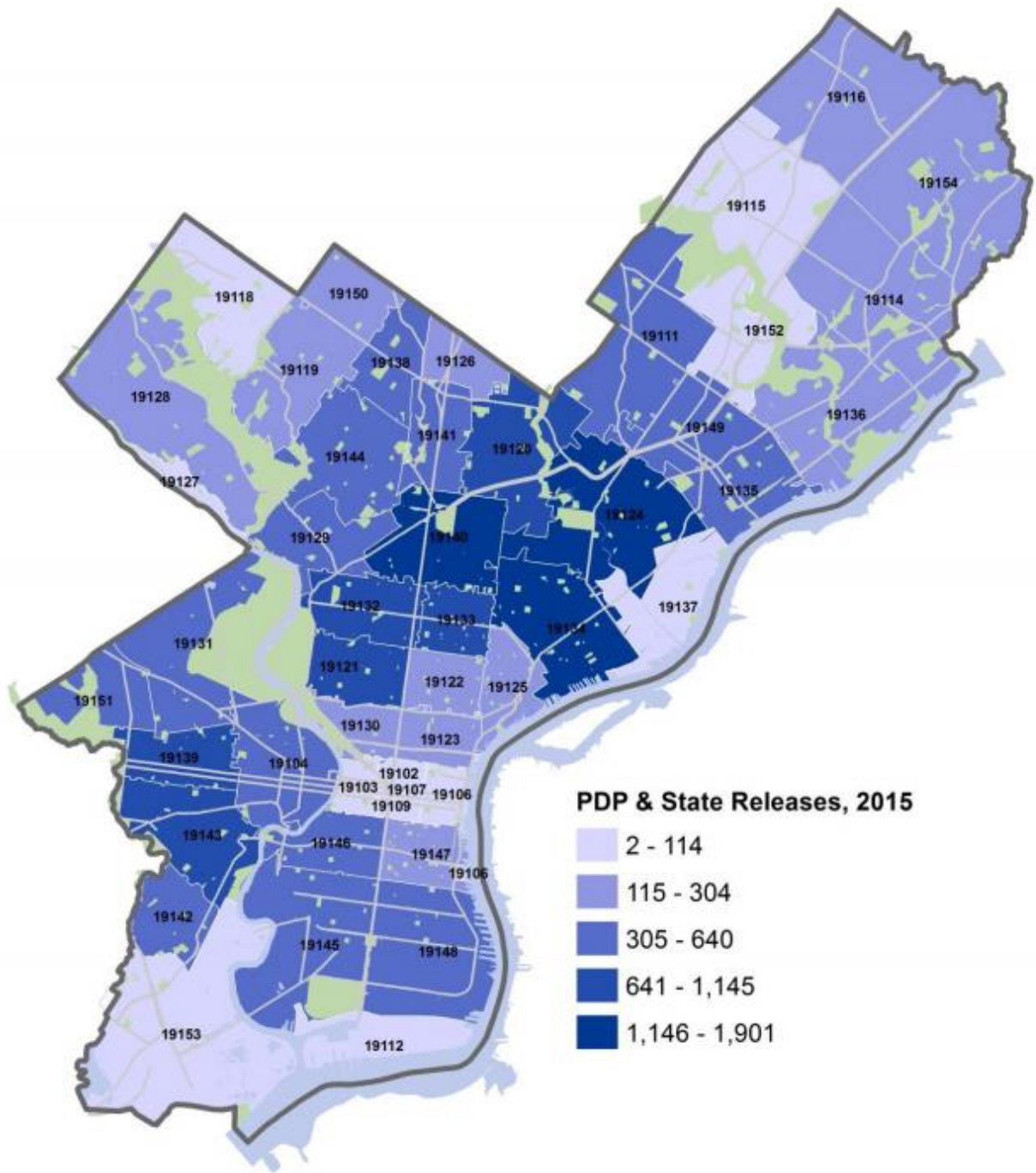
**Figure 2.3. Map of Programs by ZIP Code (N=118)\***



\*Programs that have locations outside the city of Philadelphia are not included on this map.



**Figure 2.4. Map of People Released from Incarceration to Philadelphia (2015) by Zip Code**



\* Source: Philadelphia Reentry Coalition. 2018. *Calculating a Unified Recidivism Rate for Philadelphia*.

## “Reentry Focused” Programs

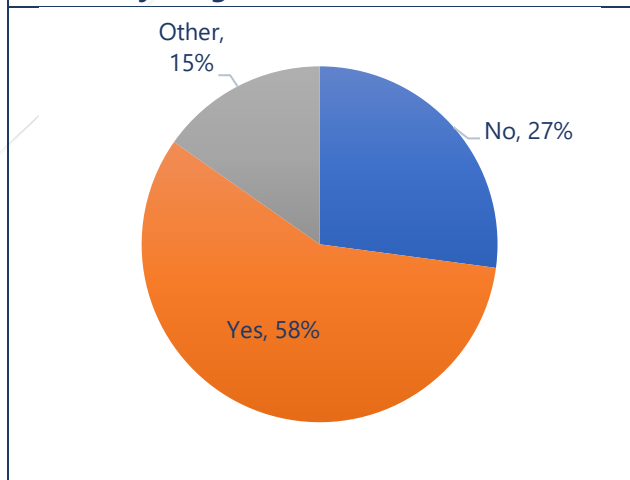
While all of the programs represented in these data are affiliated with the Coalition, and thus have identified an explicit interest in reducing recidivism, not all are focused explicitly or exclusively on serving people with criminal justice system involvement, or characterized as reentry programs. There is no single definition of “reentry,” nor of a “reentry program.” However, a program’s reentry designation, however informal or inconsistently defined, may have implications for program evaluation, expectations of program design that explicitly addresses reentry barriers, funding opportunities, and collaboration organized around reentry.

We asked programs if they specifically consider their program to be reentry-specific using the following language: “Does [*program name*] describe itself as a reentry program and/or a program that specifically serves people involved with the criminal justice system?”

Figure 2.5 shows that the majority of programs (58%) did refer to themselves as reentry programs, with 27% of respondents reporting their programs were not reentry-specific. Fifteen percent chose “other” and included text responses that suggested they do focus on people involved with the justice system but also welcomed anybody who walked in. Some programs that may not describe themselves as reentry programs may be considered by others to be reentry programs.

Other survey questions shed light on whether programs might be considered reentry-focused, including questions about population served, specialized services, and eligibility. For example, almost all of the programs surveyed serve at least *some* people who have been incarcerated at some point in their lives—but in a City like Philadelphia which has a history of a high per capita incarceration rate, that may not actually distinguish them as a reentry program. A better measure might be the fraction of participants who have been incarcerated recently, or, depending on one’s definition, the fraction of people who have a criminal record. Only 15% of the programs surveyed are serving people of whom a majority were released in the last 12 months. Later in this section, Figure 2.6 shows the different types of system contact across individuals participating in these programs. Almost

**Figure 2.5. Does Program Describe Itself as a Reentry Program? (N=118)**



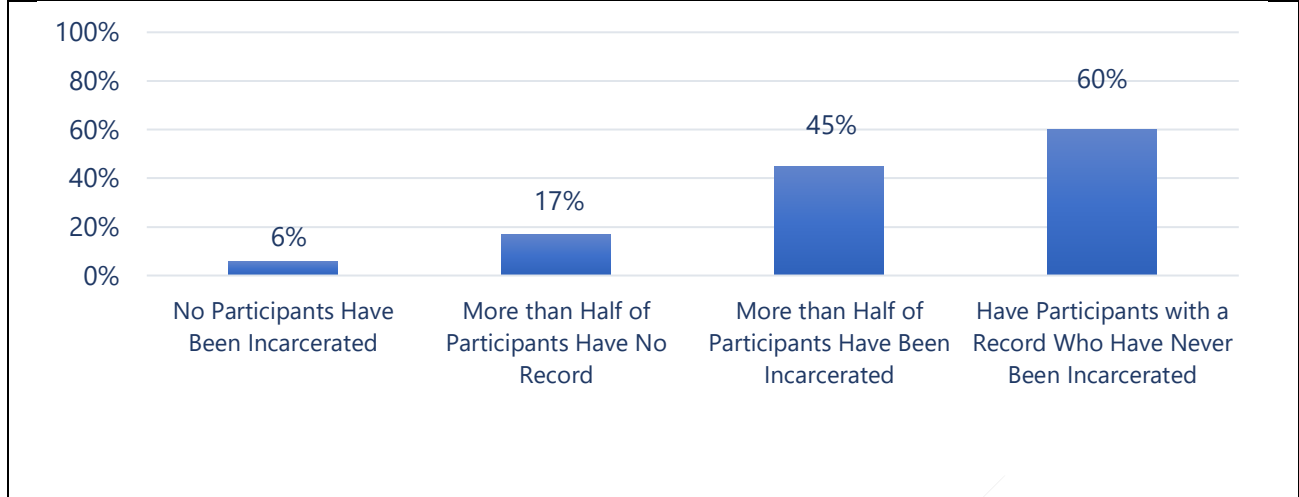
half of the programs (46%) include an eligibility criteria requiring some kind of involvement with the criminal justice system (as shown in figure 2.8). And 51% of programs said they have specialized services for returning citizens and/or people with criminal justice system involvement (Figure 2.10). Because reentry programs may have interpreted these questions differently, we also looked at the number of programs that *either* include criminal justice system involvement as an eligibility criteria *and/or* have specialized services for people with criminal justice system involvement or returning citizens. Sixty-five programs (55%) out of the 118 either include criminal justice system involvement as eligibility criteria and/or have specialized services for returning citizens or people with criminal justice system involvement.

Ultimately, given that there is no standard definition of a reentry program, we used programs' self-descriptions (Figure 2.16) as a marker of whether a program was "reentry-focused." Throughout the rest of this chapter and the next, we note when the data for this subset of reentry-focused programs (the 68 programs) is noticeably distinct from the larger sample of 118 programs. While we certainly want to better understand the "reentry-focused" programs, we still believe the larger subset of programs that have declared an interest in reducing recidivism (Coalition members) is important, and do not assume that returning citizens should be limited to accessing programs that are labeled as reentry programs.

## **Type of Criminal Justice System Contact Among Participants**

Figure 2.6 shows that programs serve a wide range of participants with regard to criminal justice system involvement and how recently they were incarcerated, if at all. Not surprisingly, the overwhelming majority of programs (94%) are serving some individuals who have been incarcerated at some point in their lives (shown in the reverse); almost half of the programs (45%) are serving participants over half of whom have been incarcerated. Sixty percent of programs are serving at least some participants with criminal records who have never been incarcerated. However, many of these programs are not exclusively serving people with criminal justice system involvement: 17% of programs are serving participants of whom the respondent estimated that over half have no criminal record at all. Almost half (46%) of programs serve at least some individuals with no criminal record. Only 15% of programs serve individuals where the majority of those served were released in the last 12 months (not shown). Unsurprisingly, more of the reentry-focused programs are serving a larger percentage of participants who are currently, recently, or formerly incarcerated, compared to the group of 118 programs.

**Figure 2.6. Type of Criminal Justice System Contact among Program Participants (N=118)**



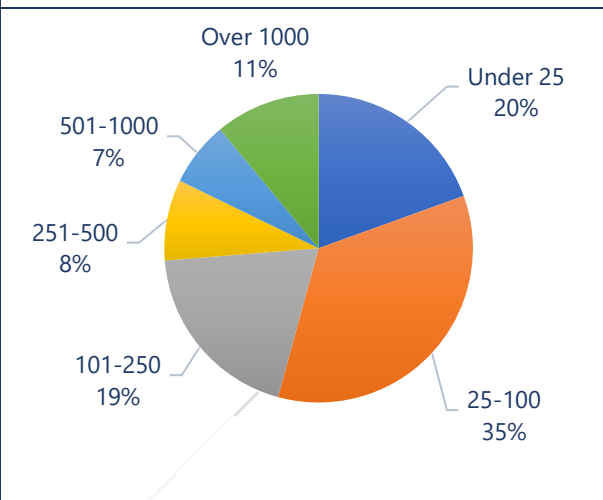
Across the programs surveyed, the populations served are overwhelmingly involved with the adult criminal justice system: 44% of programs estimate that all of the people they serve are involved with the adult system only, and another 13% estimate that at least two thirds of the people they serve are involved with the adult system only. In contrast, 31% of programs estimate that any of their participants are involved in the juvenile justice system only, and only 1% of the programs estimate that *all* of their participants are involved only with the juvenile justice system. Almost 40% of programs estimate that they are serving people who are involved with both the juvenile justice and adult criminal justice systems. This likely reflects the current makeup of the Reentry Coalition, and not necessarily the ecosystem of providers engaged in reentry services.

## Capacity of Programs

Although the program sites may not be spread out geographically throughout the city, across the 118 programs, cumulative capacity to serve individuals is quite high. The pie chart in Figure 2.7 focuses on the 118 programs reported on by 71 organizations, and for certain organizations, likely contains the same individuals served by multiple programs within an organization. With duplication, the 118 programs reported serving at least 22,930 and at most 36,425 people annually.

Notably, more than half of the programs surveyed are serving 100 or fewer people annually.

**Figure 2.7 Number Of Individuals Served Annually By Programs (N=118)**



The overwhelming majority of programs do not have a waiting list (82%), nor have a cap for participants (69%). Twenty five percent of programs have a yearly cap. For the programs that do not have a waiting list (n=97), when asked whether the program could serve additional participants with existing resources, the responses were split down the middle, with 51% of programs indicating they could serve additional participants and 49% indicating they could not serve additional participants unless they received more resources.

We then asked about the additional numbers that could be served with existing resources. Fourteen percent of all programs said they could serve more than 250 additional people annually with existing resources. In total, these programs estimate that they could collectively serve at least 7,723 and at most 13,200 more people annually without additional resources.

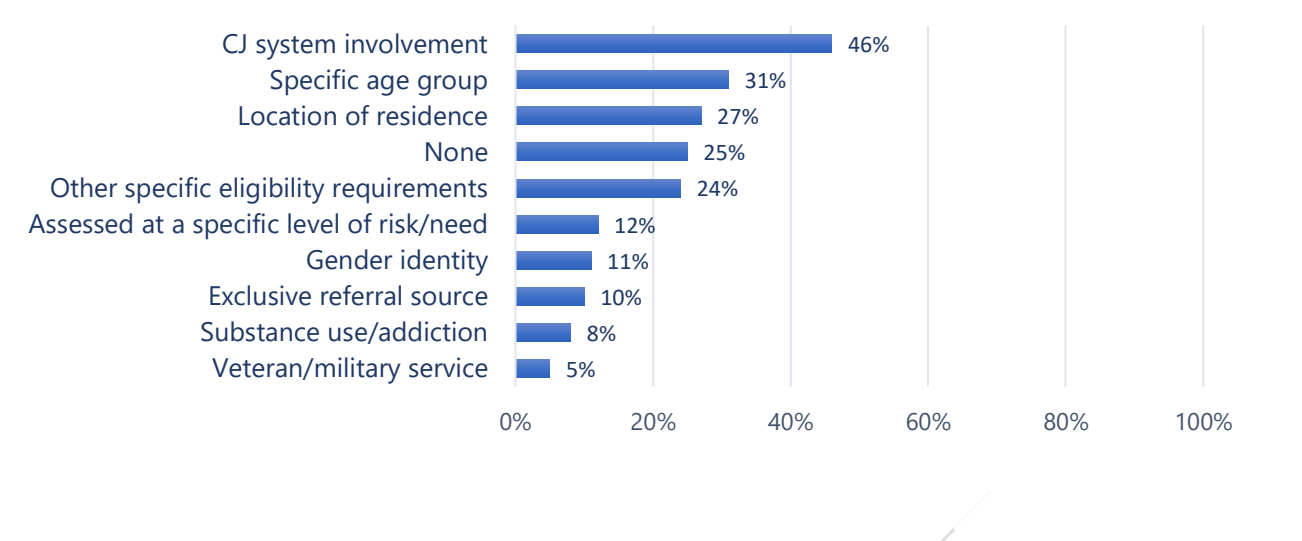
Compared to the larger group of 118 programs, the 68 "reentry" programs are slightly more likely to have a waiting list (25% compared to 18%). Similarly, 25% of the 118 programs have a yearly cap on the number of participants they can serve, compared to 31% for the 68 "reentry" programs. Finally, reentry programs that do not have a waiting list were less likely than the overall programs that do not have a waiting list to be able to serve additional participants with existing resource (43% of "reentry" programs indicated they could serve additional participants without new or more resources, compared to 51% of the larger group of programs).

## Eligibility

Eligibility for the 118 programs is displayed in Figure 2.8. One quarter (25%) of the programs have no specific eligibility criteria. Almost a third (31%) have eligibility requirements related to age. Though 27% noted a criterion related to location of residence, the overwhelming majority of programs specified Philadelphia or the Philadelphia region. This is not surprising, given that Figure 2.1 (shown earlier) indicates that most programs do not limit their services to only a few neighborhoods within Philadelphia. Of the 11% that have a gender criterion, the majority serve men. For the 10% that have an exclusive referral source, the source of referrals varies widely, and includes programs that take referrals only from criminal justice agencies such as the Philadelphia Adult Probation and Parole Department or the Pennsylvania Department of Corrections.

A larger percentage of programs share a criterion related to criminal justice contact and for this 46%, the responses were mostly split between having at least some incarceration history (19 programs) or currently being on probation or parole (11 programs). Some programs had a mix of these characteristics. A few programs specified that individuals must be coming from a particular state prison or local jail. The criterion related to prison or jail release often related to the recency of release (specifying that an individual was only eligible if he/she was entering the program within a specific time period since release), but one program specified that individuals must have had an incarceration history but also show that reintegration had been successful for at least a three-year period. The “other” category included unique responses, with some programs reporting on exclusionary criteria (as opposed to eligibility). Various programs, in their own words, required that the participant be able to handle the particular rigors of that program.

**Figure 2.8. Eligibility for Programs (N=118)**

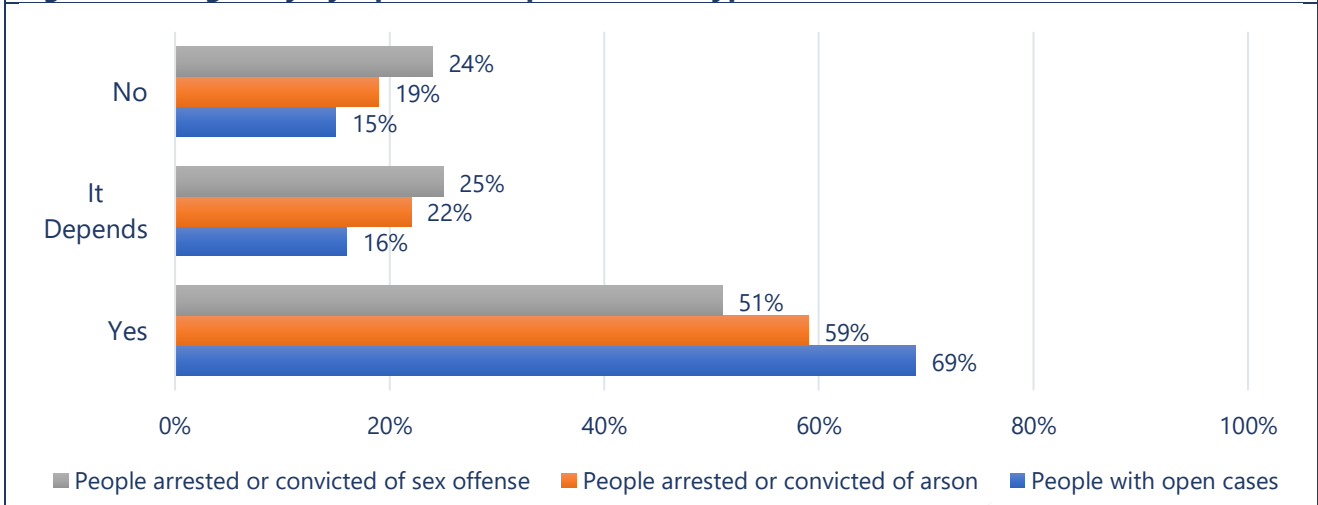


Compared to the larger group of programs, the reentry-focused programs are slightly more likely to require an exclusive referral source (15% of reentry programs compared to 10% of all programs), significantly more likely to have criminal justice system involvement eligibility requirements (66% compared to 46%), twice as likely to include substance use as a criterion (16% compared to 8%), and less likely to have no eligibility requirements at all (15% compared to 25%).

Legal-related eligibility requirements can be relatively common for programs and services involving reentering citizens. Some of the commonly discussed eligibility bans have to do with having an open case, having an arrest and/or conviction for arson, and having an arrest and/or conviction for a sex offense.

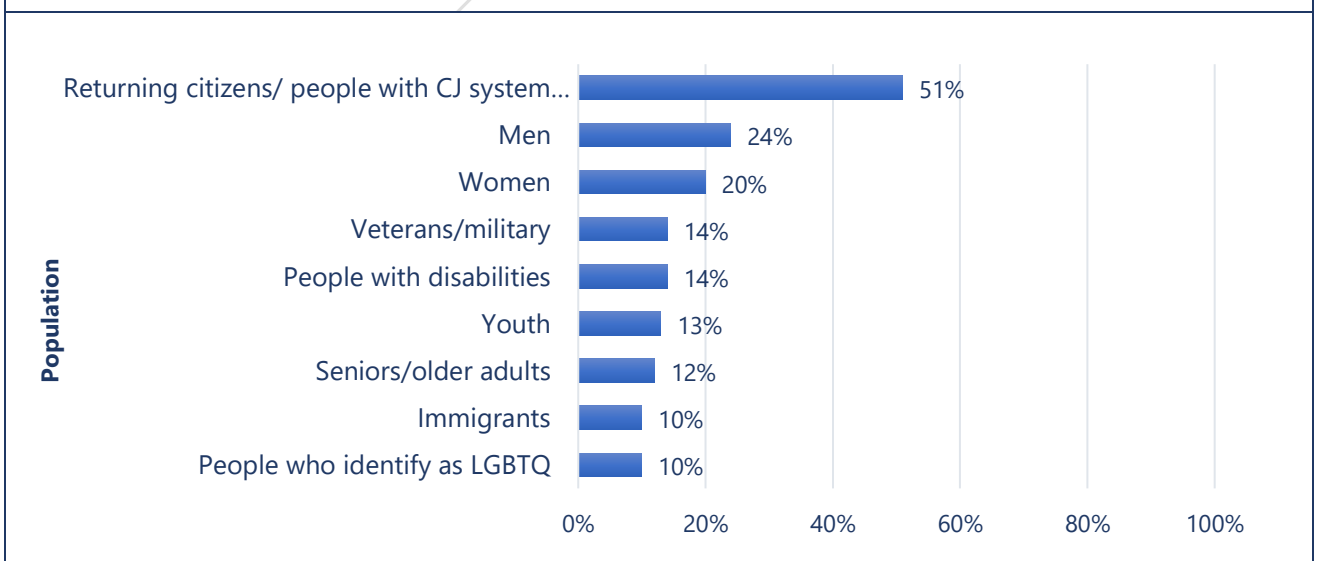
Eligibility requirements involving individuals with open cases are the most rare. As seen in Figure 2.9, individuals with open cases are eligible for 69% of programs, ineligible for 15% of programs, and possibly eligible (“it depends”) for 16% of programs. Individuals previously arrested or convicted of arson are eligible for 59% of programs, ineligible for 19% of programs, and possibly eligible for 22% of programs. People with sex offense arrests and/or convictions face the most eligibility barriers of these groups: they are eligible for only 51% of programs, but for 25% of programs eligibility depends, and for 24% of programs they are entirely ineligible.

**Figure 2.9. Eligibility by Open Case/Specific Case Types (N=118)**



We also asked respondents to describe whether their programs have specialized services for different groups of people. As shown in Figure 2.10, across all categories except programs for returning citizens, less than a quarter of programs had specialized services for each of the following sub-groups: men, women, individuals with disabilities, veterans, people who identify as lesbian, gay, bisexual, transgender or queer (LGBTQ), youth, seniors and immigrants. Importantly, even though the percentages are low for most of these subgroups, it does not mean that they are excluded from services; the overwhelming majority of programs have few eligibility criteria, as will be described later in this report, where the services are described.

**Figure 2.10. Availability of Specialized Services within Programs for Different Sub-Groups (N=118)**





The reentry-focused programs were noticeably more likely to have specialized services for men or women (38 and 32%, respectively, compared to 20% and 24% for the larger group of programs). Notably, none of the reentry-focused programs in this sample had specialized services for LGBTQ people.

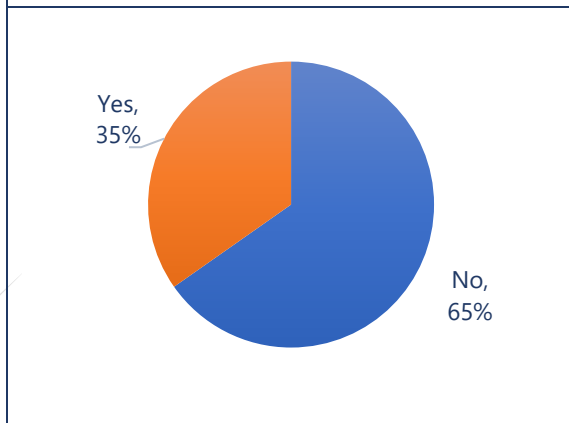
## Characteristics of Programs

### Pre-Release Services

Figure 2.11 shows that over a third of the programs (35%) are associated a little with services that occur in a correctional facility (including halfway houses in the community), and the remaining 65% do not.

Figure 2.12 shows the frequency with which the 41 programs with pre-release services offer different types of services pre-release. Almost half of those programs offer education, training, and employment related services, followed by basic needs. The least frequently reported types of services offered pre-release were housing, community-related services, and health (behavioral and/or physical) services.

**Figure 2.11. Programs that Offer Services in a Correctional Facility (including Halfway Houses) (N=118)**



**Figure 2.12. Types of Services Offered Pre-Release (n=41)**

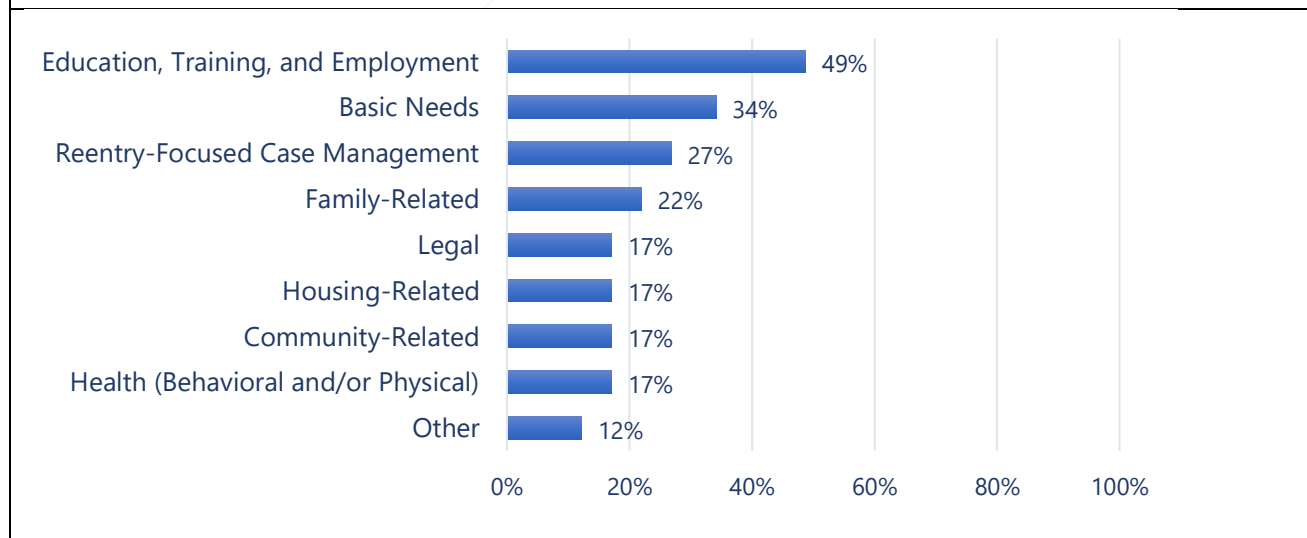
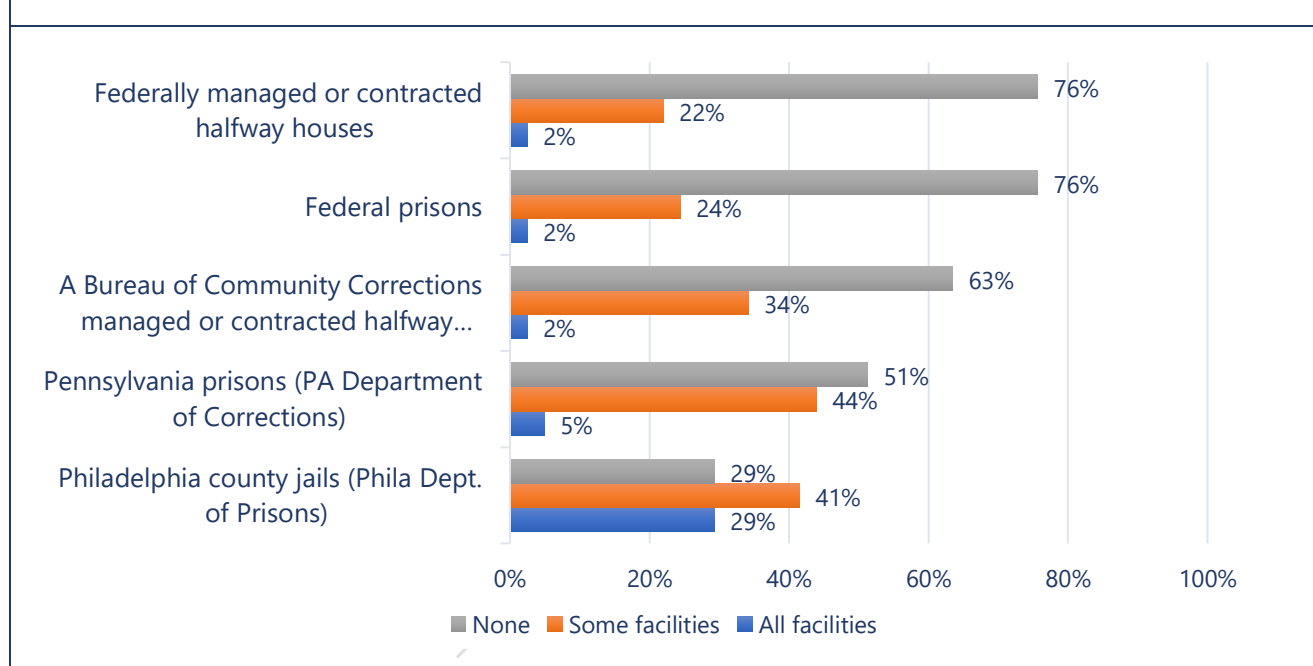


Figure 2.13 shows the percentage of programs that offer services pre-release by the type of facility they offer them in. Of the 35% of programs that offer services pre-release, programs are most likely to offer services in *all* facilities for the Philadelphia Department of Prisons (29% of the 35%, or 12 programs). Another 29% of programs offer services in some of the Philadelphia Department of Prisons facilities. Almost half of the programs (49%) offer services pre-release in the Pennsylvania state prisons, 36% in state halfway houses, 26% in federal prisons, and 24% in federal halfway houses. Less than 15% of programs offered services in non-Philadelphia county jails and non-Pennsylvania state prisons.

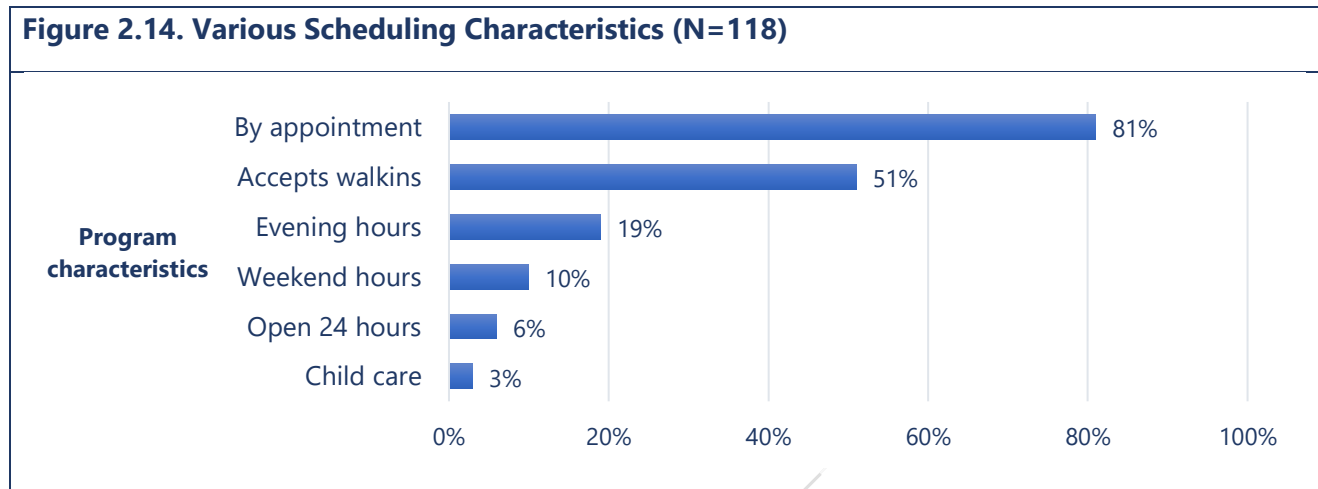
**Figure 2.13. Programs Offering Services in a Correctional Facility – by Facility Type (n=41)**



## Scheduling

We asked programs about whether their programming/attendance is mandatory, and if so, how many hours of programming were mandatory. Roughly half (47%) of the programs do not require mandatory attendance. Four programs (3%) require people to participate in over 30 hours of programming each week but the rest require somewhere between 1 and 30 hours per week (12% require over 15 hours (or the equivalent of two days) per week). We also asked respondent organizations to describe the characteristics of their programs related to available hours of programming and whether walk-ins are allowed or participants must schedule appointments. The responses for this survey question were not mutually exclusive—as many programs have multiple services that might be associated with different scheduling options.

As displayed in Figure 2.14, 81% of the programs have some services where the participant must make an appointment. Half of the programs (51%) accept walk-ins for some of the services at the program. Only a small fraction of the programs has weekend hours (10%) or are open 24 hours (6%). Figure 2.19 also indicates that very few programs (only 4 programs or 3%) can provide child-care.



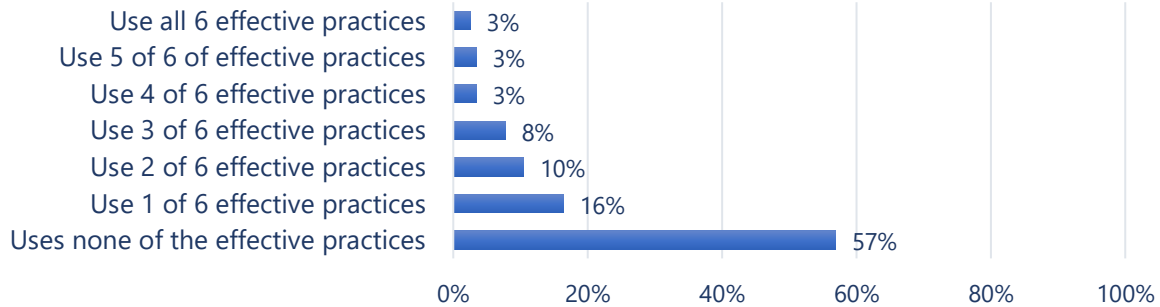
### BJA Principles of Effective Practice

We asked about whether programs incorporated any of the following U.S. Bureau of Justice Assistance’s (BJA) “Principles of Effective Practice,” which include: (a) objectively assess criminogenic risks and needs; (b) enhance intrinsic motivation (for example, motivational interviewing); (c) target higher risk individuals; (d) address greatest criminogenic needs; (e) use cognitive-behavioral interventions; and (f) determine dosage and intensity of services.<sup>10</sup> Figure 2.15 shows that less than half of programs (43%) indicated that they use one or more of the six BJA effective practices and 57% indicated that they did not use any.<sup>11</sup>

<sup>10</sup> These are described in an appendix in BJA reentry funding solicitations, titled “Second Chance Act Grantees: What You Need to Know to Ensure Your Program is Built on Principles of Effective Practice”

<sup>11</sup> The question did not further define the BJA “principles of effective practice,” so it is possible that programs use those principles without associating them with those labels or identify with the label of a principle of practice that they may not actually implement as BJA defines it.

**Figure 2.15. Use of BJA's Principles of Effective Practice (N=118)**

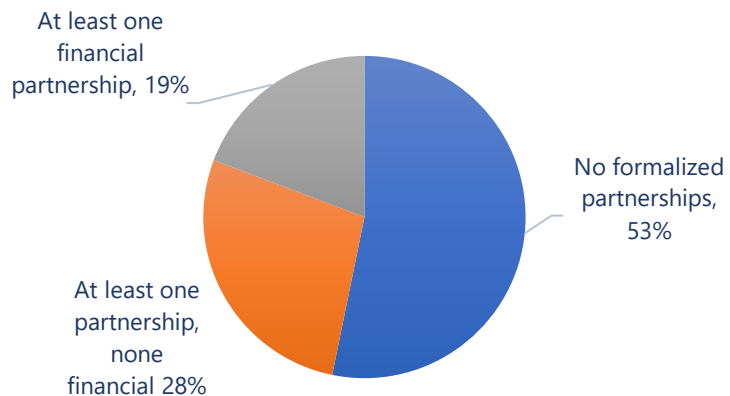


## Program Partnerships with Criminal Justice Agencies

Figure 2.16 shows that 53% of programs have no formalized partnership with criminal justice agencies, 28% had at least one partnership but none that included a financial contract with a criminal justice agency, and 19% had at least one financial partnership with a criminal justice agency (contracted services).

Overall, programs reported having partnerships – both financial and non-financial – most commonly with Philadelphia City/County agencies, including the First Judicial District, the District Attorney's Office, the Defenders Association, Philadelphia Adult Probation and Parole Department, and the Philadelphia Department

**Figure 2.16. Program Partnerships with Criminal Justice Agencies (n=116)**



of Prisons. A total of 39% of programs had either financial (12%) or non-financial (27%) partnerships with those agencies. Partnerships were next most commonly held with state agencies including the Pennsylvania Department of Corrections and Pennsylvania Board of Probation and Parole, with which 13% of programs reported a non-financial partnership and 10% reported a financial partnership. Finally, federal agencies – including the US Attorney's

Office, Federal Defenders, US Bureau of Prisons, and US Probation – were the least frequent formal partners, with 10% of programs reporting a non-financial partnership and 6% reporting a financial partnership. This pattern reflects the relative number of Philadelphians involved in each level of the criminal justice system (most at the County level, then state, then federal). For example, of the roughly 25,000 Philadelphians who returned from incarceration in 2015, 2% were from the federal system, 18% were from the state system, and the remaining 80% were from the County/City system.<sup>12</sup>

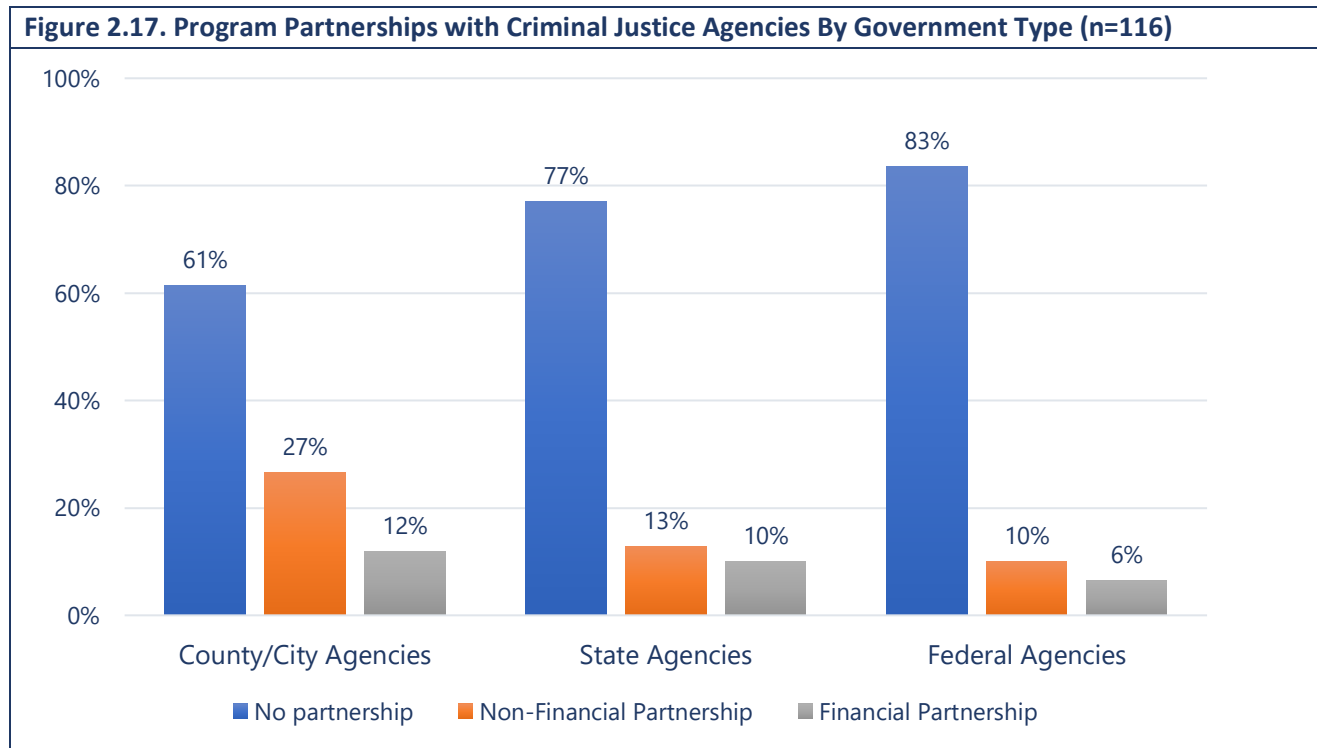
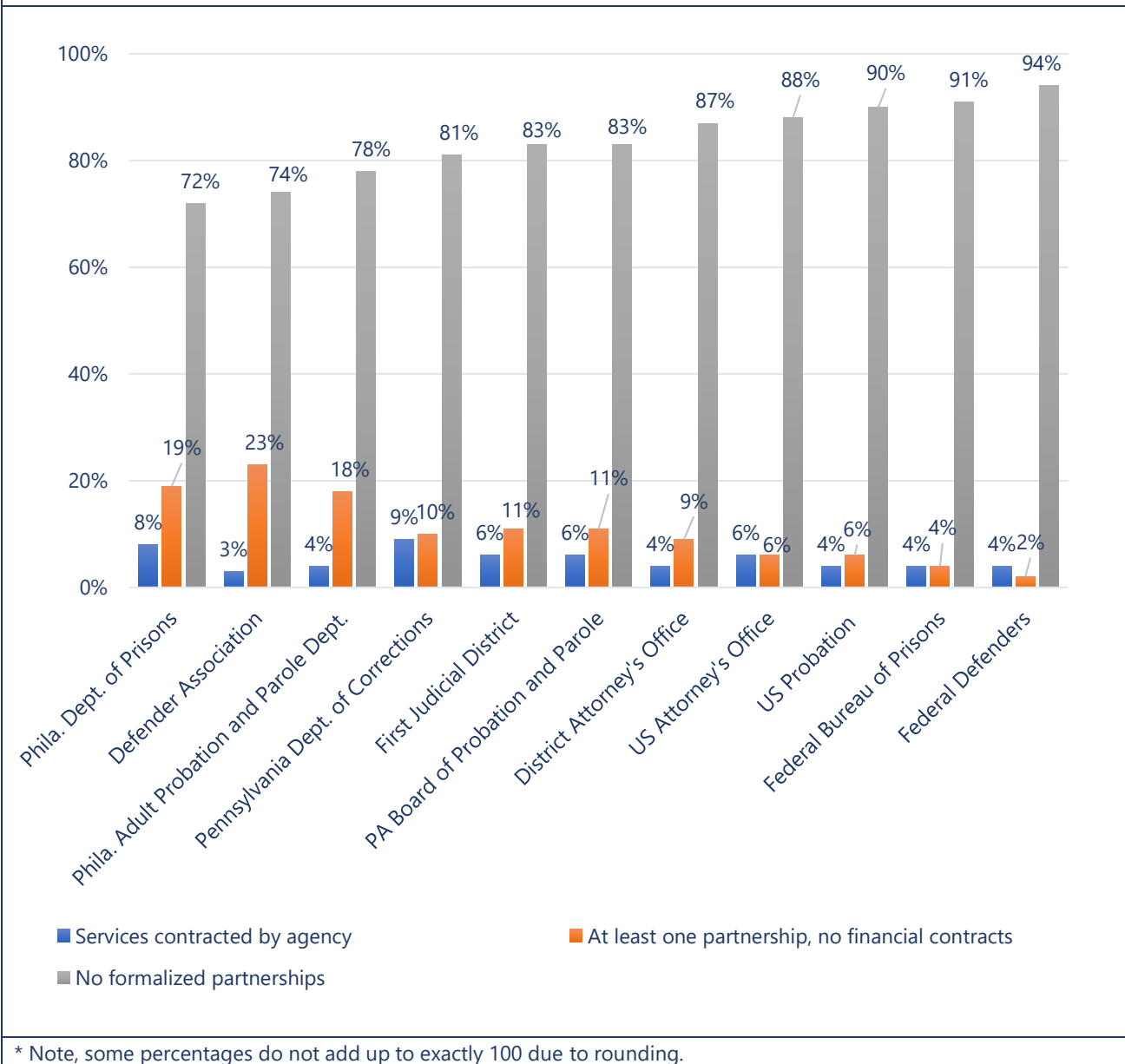


Figure 2.18 shows each individual criminal justice agency we asked about, and the percentage of programs that have no formal relationship, a formal but non-financial relationship, or a financial relationship with each one. The Philadelphia Department of Prisons (PDP) had the most partnerships overall, with 27% of programs reporting some kind of partnership, followed by the Defenders Association and the Philadelphia Adult Probation and Parole Department, which 26% and 22% of programs (respectively) reported partnerships with. Among the agencies with the most *financial* relationships are the Pennsylvania Department of Corrections (PA DOC) and the Philadelphia Department of Prisons (PDP), which 9% and 8% of programs – or 10 and 9 programs-- reported financial partnerships with respectively.

<sup>12</sup> <https://www.phila.gov/documents/a-data-snapshot-of-reentry-and-recidivism-in-philadelphia/>

**Figure 2.18. Program Partnerships with Criminal Justice Agencies (n=116)**

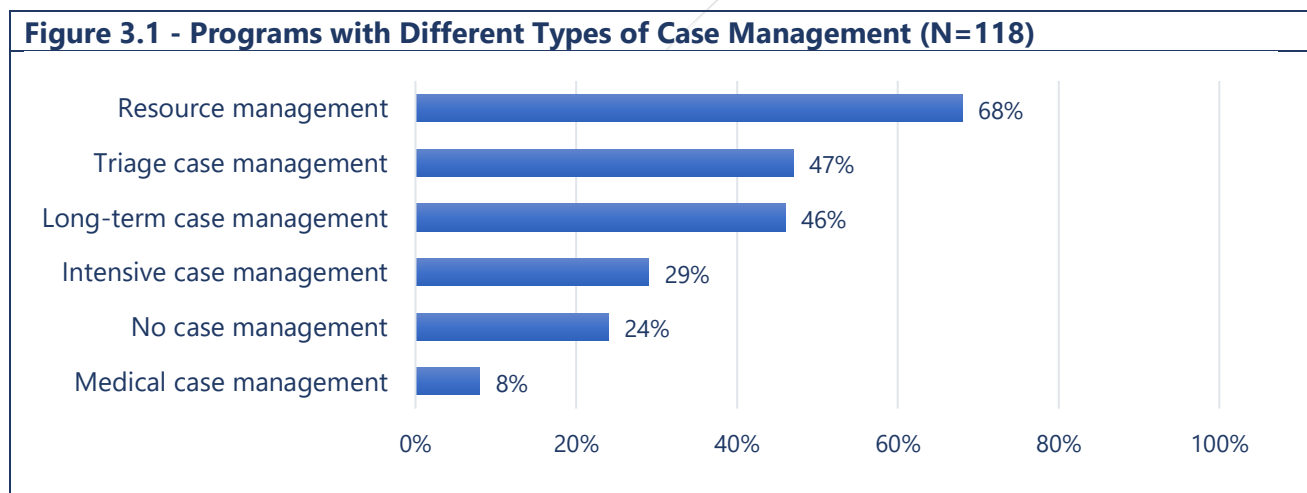


This lack of more formal partnerships between community-based providers and criminal justice agencies represents a major opportunity to better align collective efforts to reduce recidivism by more systematically and strategically connecting criminal justice institutions to those who are providing resources in the community.

### III. Detailed Inventory of Services and Resources

#### Case Management

Programs were asked to specify the types of case management that they offer (Figure 3.1). More than two-thirds (68%) of programs employ basic resource management, which has no intentional follow up. Next, 47% and 46% of programs employ triage case management (dealing with immediate barriers) and long-term case management (which includes services and assistance for at least a year), respectively. Finally, understandably less common are Intensive case management, which is defined by a minimum of twice weekly services and follow up (employed by 29% of programs), and medical case management, which is specific to medication and healthcare management, and utilized by only 8% of programs. Nearly a quarter (24%) of programs do not offer any case management at all. According to the Urban Institute, “research suggests that intensive case management improves outcomes for people returning from incarceration.”<sup>13</sup> In addition to helping provide continuity during the transition from incarceration back to the community, case management can help people navigate a complex and disorganized web of resources and services that might be available in the community.



Compared to the larger set of programs, a smaller percentage of the reentry-focused programs offer resource management (54% compared to 68% of all programs), a larger portion offer triage case management (60% compared to 47% of all programs), and more of the reentry programs offer long-term case management (54% compared to 46% of all programs).

<sup>13</sup> Embry Howell. 2017. *Case Management for Justice-Involved Populations: Colorado*. Washington, D.C.: Urban Institute.

## Services

The following sections examine the array of specific services that comprise the programs and highlight a number of selected characteristics for the programs. We asked respondents to report on a lengthy list of specific services grouped into 7 categories: (1) **education, training and employment**; (2) **health and well-being** (which includes violence prevention); (3) **housing-related**; (4) **family-related**; (5) **legal services**; (6) **community-related**; and (7) **basic needs**.

**For all of the service-related graphs, we only include services that are offered *in-house* or *in-house plus referral*.** In other words, services that are only available through referral to another agency are not included in these graphs. *It is important to note that for the graphs showing the frequency with which a service was offered in-house or in-house as well as through referral, percentages were calculated using the total sample of programs (n=118), not with the smaller denominator of programs responding with services in the particular category).*<sup>14</sup>

---

<sup>14</sup> By using 118 as the denominator we can speak to the relative existence of any type of program across all programs for which we have survey responses. In addition to showing the percentage of programs that offer a specific type of service or resource, we also include information on eligibility criteria and program size. These percentages are calculated using the number of programs that offer any of that category of services either in-house or in-house and through referral. In other words, we do not use the total sample of programs – 118 – but instead use only the count of programs that offer services within the specific domain of services. If you are interested in more (aggregate) data about certain types of programs, please contact [philareentrycoalition@gmail.com](mailto:philareentrycoalition@gmail.com) and [aviva.tevah@phila.gov](mailto:aviva.tevah@phila.gov) to inquire.



## SPECIFIC SERVICES/RESOURCES BY DOMAIN

### **Education, Employment and Training**

Adult Basic Education  
Apprenticeship Programs  
Basic Job Readiness (resume, interview skills, etc.)  
Computer/Digital Literacy  
English as a Second Language  
Entrepreneurial/Small Business Development  
High School Equivalency (GED/HiSet)  
Individualized Career Counseling  
Internships  
Job Placement Services  
Job Search Services  
Post-placement Retention Services  
Postsecondary Education  
Postsecondary Education Access/Support Services  
Soft Skills Building (time management, workplace behavior)  
Training Leading to Industry Recognized Credential/Degree  
Transitional/Temporary Employment  
Vocational Training

### **Housing**

Applying for Subsidized Housing  
Assistance in Locating Housing  
Assistance with Landlord/Tenant Relations  
Domestic Violence Shelter  
Emergency Shelter  
Furniture Attainment  
Financial Assistance with Utilities  
Homelessness Prevention  
Housing with Supportive Services  
Rent Assistance  
Transitional Housing

### **Health and Well-being**

Addictions/Substance Use Support Groups  
Anger Management  
Cognitive Behavioral Therapy  
Counseling/ Therapy  
Crisis Intervention  
Domestic Violence Services  
Health Literacy/Health Education  
Health/Medical Care  
Inpatient Medical Care  
HIV/AIDS Care  
Maternal Child Health Care

### **Health and Well-being (continued)**

Medical Appointments Transportation  
Outpatient Mental Health Care  
Inpatient Mental Health Care  
Residential Treatment Facilities  
Sex Offender Counseling  
Sexual Assault Counseling/Treatment  
Substance Use Treatment Programs  
Violence Prevention

### **Family-Related**

Child Custody/Visitation Assistance  
Child Support  
Family Counseling/ Mediation  
Family Prison Visitation Support  
Family Reunification  
Parenting Education/ Fatherhood

### **Legal**

Amnesty/Pardon Assistance  
Child custody/Parent Rights Restoration  
Crime Victim Support/Victim Services  
Driver's License Restoration  
Immigration/Naturalization Legal Services  
Record Sealing/Expungement

### **Community-Related**

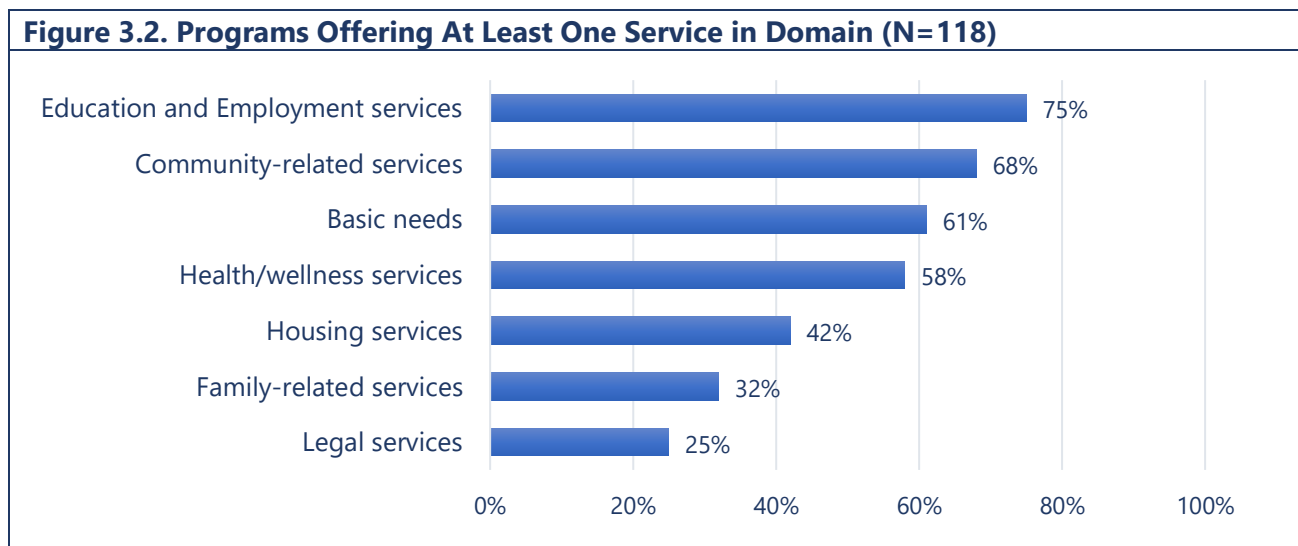
Activism and Advocacy  
Leadership Development/ Training  
Peer Mentoring  
Political Education/Civic Engagement  
Spiritual (or Faith-Based) Support  
Street outreach by peers  
Voter Registration

### **Basic Needs**

Benefits Assistance  
Clothing  
Computer Access  
Financial Literacy/Education  
Financial Counseling  
Food/Meals  
Identification Documents  
Temporary Financial Assistance  
Transportation Assistance

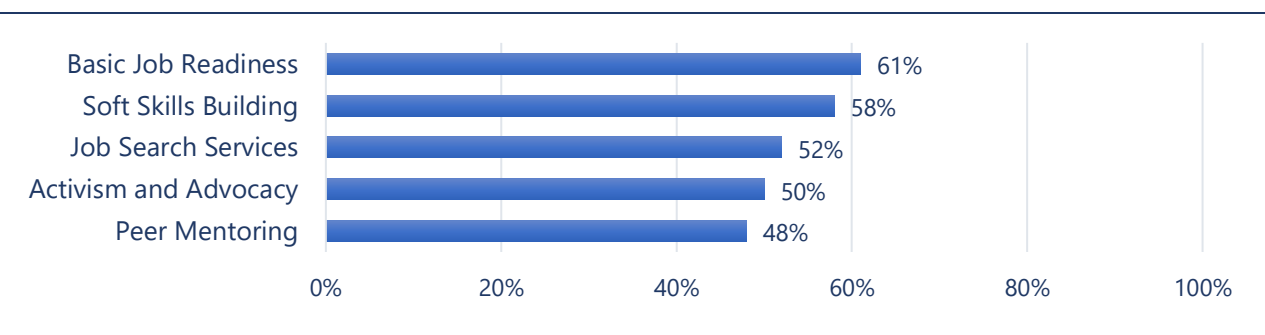
## Most and Least Frequently Offered Services Overall

Figure 3.2 shows the overall frequency of different domains of services. For example, 75% of all programs offer at least one type of education and employment services either in house or in-house and through referral. The next most common domain type is community-related services (68%), with some kind of basic needs services offered by 61% of programs, and slightly fewer programs (58%) offering health and wellness services. Fewer than half of the programs offer any type of housing services (42%), family-related services (32%), or legal services (25%).

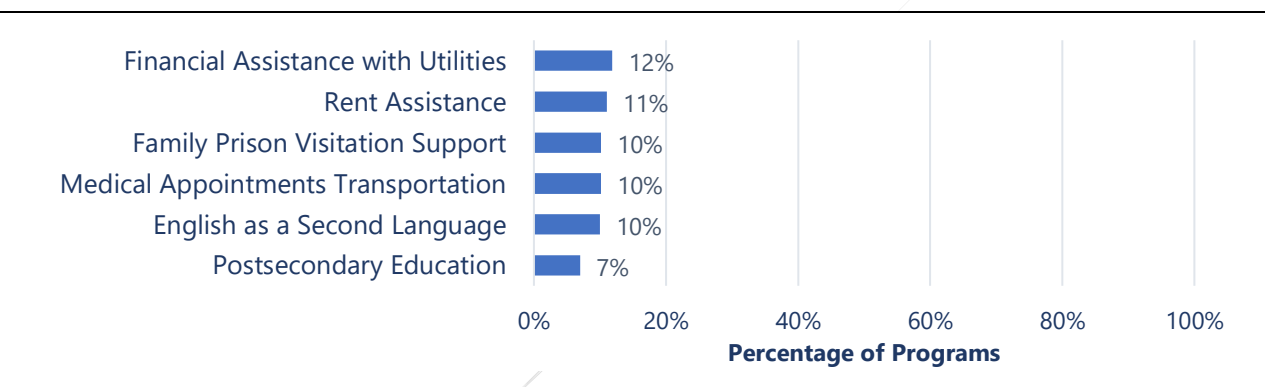


Figures 3.2 and 3.3 help summarize the distinct services (across all service domains) in terms of their frequency of being offered. The six most frequently offered services are shown first, followed by the six least frequently offered services. In the first group, responses range from basic job readiness at 61% to peer mentoring at 48%. In the least offered group, responses range from financial assistance with utilities at 12% to postsecondary education at just 7% of the 118 programs surveyed.

**Figure 3.2. Most Frequently Offered Services (In-House or In-House and Through Referral) (N=118)**



**Figure 3.3. Least Frequently Offered Services (In-House or In-House and Through Referral) (N=118)**



## Education, Training, and Employment

Education, training, and employment services are both some of the most and least frequent services offered. Included in the services types with the largest number of programs are basic job readiness, soft skills building, and job search services; the services types least offered in the jobs/education category include post-secondary education, and ESL.

For further analysis, we broke the category of *education/training/employment services* into three sub-categories to represent: (a) the core job training and education services of adult basic education; apprenticeship programs; high school equivalency; post-secondary education; training leading to a credential/degree; and vocational training; and (b) the employment and education support-related services, such as job readiness, job search

support, internships, placement retention services, ESL, etc., and (c) transitional jobs and/or temporary employment.

Figure 3.4 shows the percentage of programs that offer core training and education services. The most common is adult basic education (21%), followed by vocational training (19%), and training leading to credentials or a degree (16%). Less than fifteen percent of programs offer apprenticeships, high school equivalency, or postsecondary education.

**Figure 3.4. Programs that offer Core Services in Education & Employment (In-House or In-House and Through Referral) (N=118)**

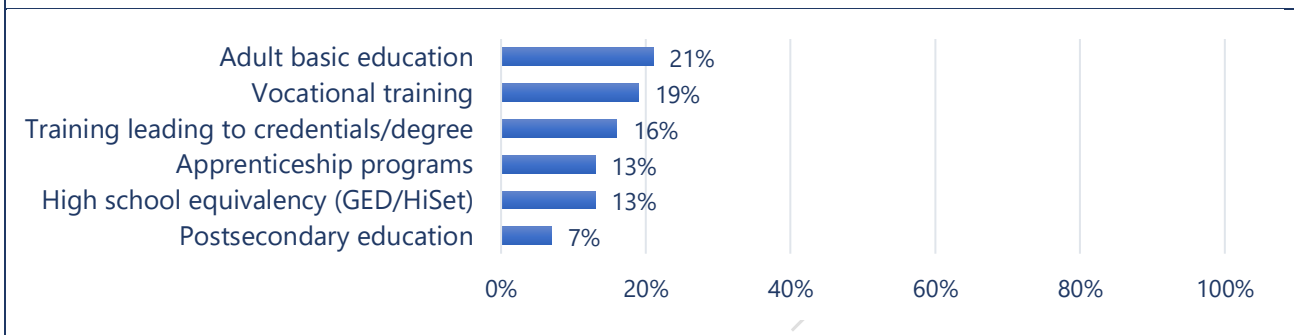


Figure 3.5 shows the percentage of programs that offer education and employment support services. The figure shows that job readiness (36%), soft skills building (36%) and individualized career counseling are offered the most in this category. Post-placement retention services, a critical job placement-related service, is not offered by many programs (31%), nor is post-secondary education access and support (17%).

**Figure 3.5. Programs that Offer Supportive Services in Education & Employment (In-House or In-House and Through Referral) (N=118)**

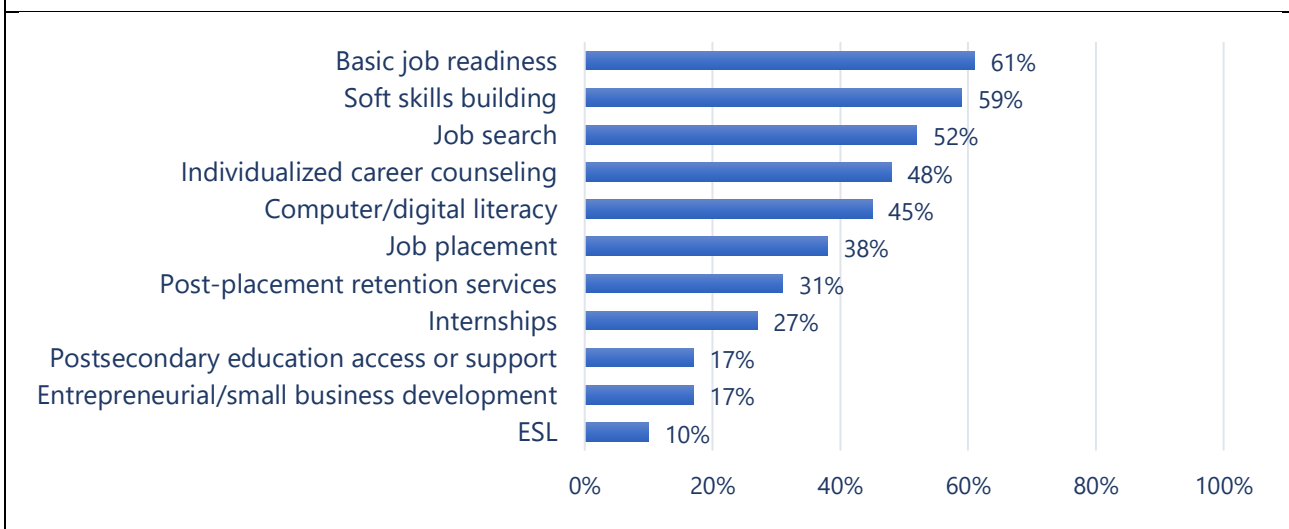
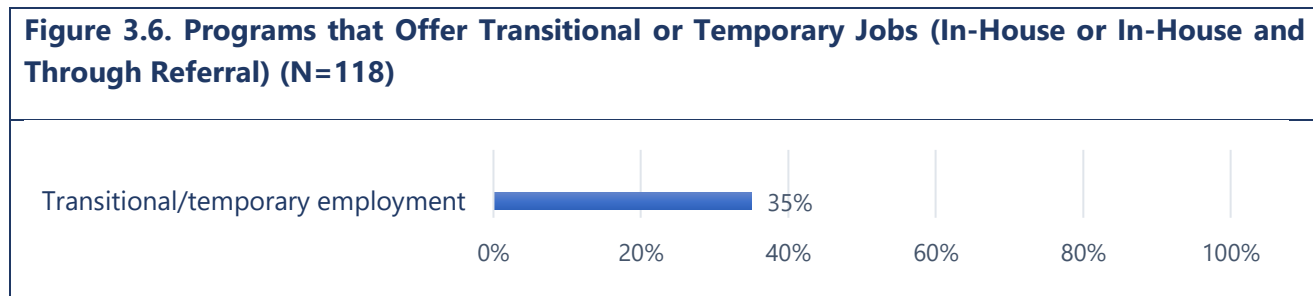


Figure 3.6 shows the percentage of programs that offer transitional or temporary jobs (either in-house or in-house and through referrals).

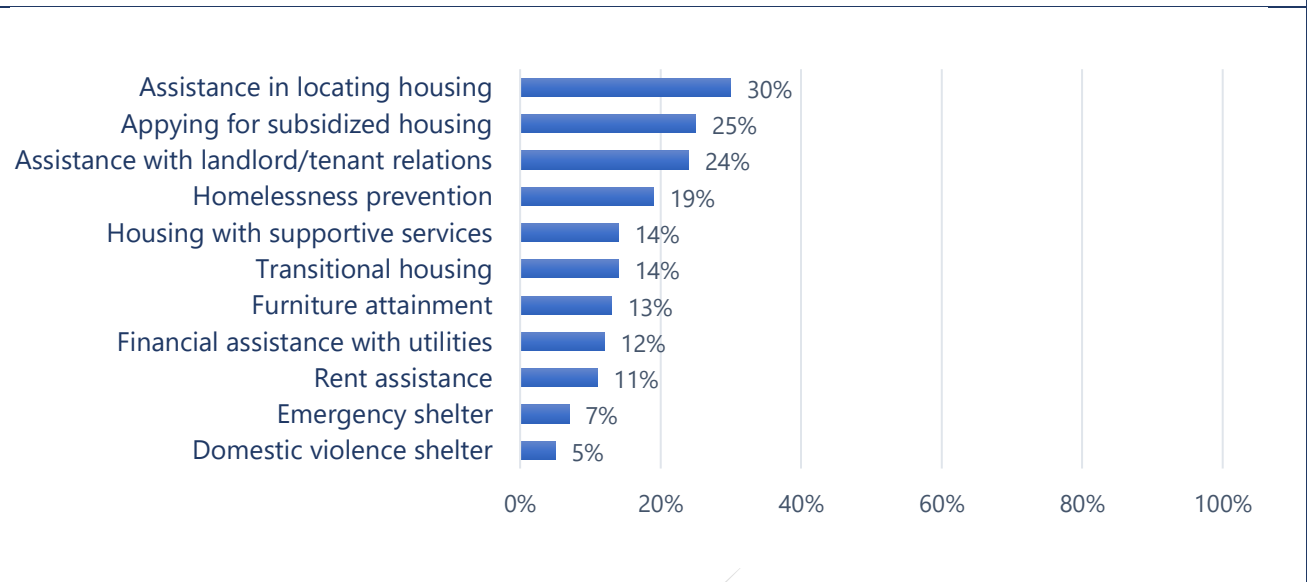


For the 89 programs that offer services in the education, employment, and training domain, eligibility requirements mirror the overall set of programs included in the survey data: criminal justice system is the most common requirement, followed by age, followed by location of residence (likely Philadelphia for many of those programs, as opposed to specific neighborhoods). A little over a quarter of these programs have no eligibility requirements.

## Housing

Figure 3.7 shows the percentage of programs that offer certain services related to housing. This includes services offered in-house and in-house + referral, as a percentage of all 118 programs surveyed. Assistance in locating housing represents the most commonly offered service at 30%, and no housing service is offered by more than 30% of programs. Applying for subsidized housing at 25% and assistance with landlord/tenant disputes at 24% round out the next highest responses, while domestic violence shelter at 5% and emergency shelter at 7% are the least common housing services.

**Figure 3.7. Programs that Offer Housing Services (In-House or In-House and Through Referral) (N=118)**

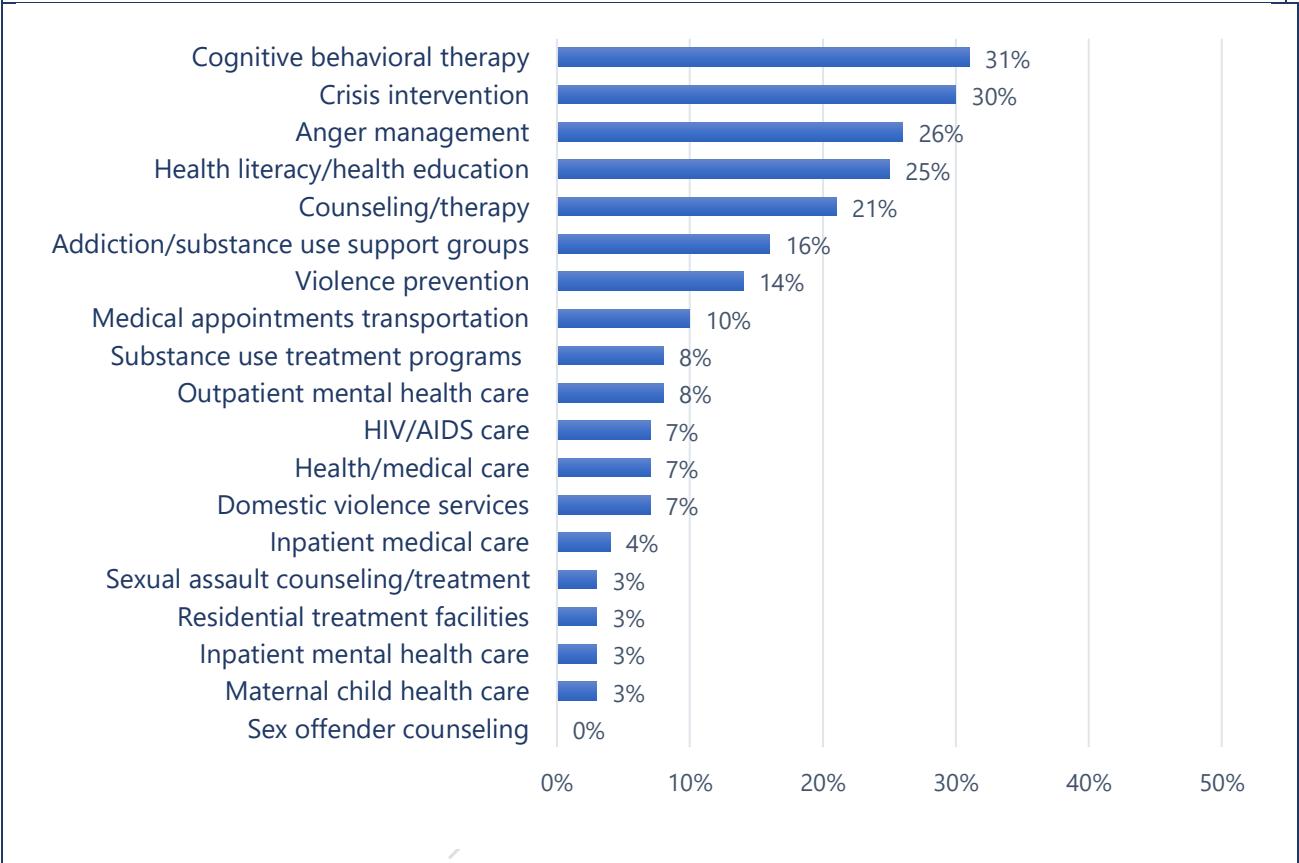


For the 49 programs that offer housing services, the eligibility requirements are similar to the larger group of programs, however, they are much more likely to require a specific referral source (24% compared to 10%). These programs were also more likely to have eligibility related to veteran status or military service (12% compared to 5%), and substance use or addiction (14% compared to 8%).

## Health and Wellness

Figure 3.8 shows the percentage of programs that have services in the health/wellness category. It is somewhat surprising that few programs offer substance abuse treatment services (8%) or addiction/substance use support groups (16%). This may suggest a need for the Coalition to reach out to better engage this group of stakeholders. Also notable is that only one quarter to one third of programs have either anger management, cognitive behavioral therapy or general counseling services. Across these services categories (i.e., anger management, cognitive behavioral therapy, and general counseling), it is also likely that the same organizations/programs are offering these often-needed therapy/counseling services, reducing the overall capacity to serve returning citizens throughout Philadelphia. None of the organizations responding to the survey have programs that offer sex offender counseling.

**Figure 3.8. Programs that Offer Health/Wellness Services (In-House or In-House and Through Referral) (N=118)**

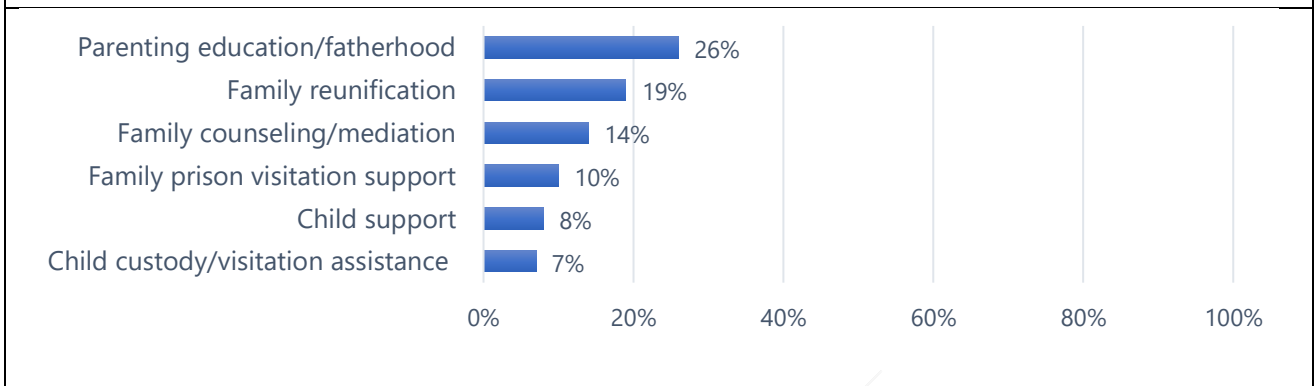


The eligibility requirements for the 69 programs that offer health/wellness services differ from the larger set of programs in that a smaller percentage of them have no eligibility requirements (only 17% compared to 25%), and 16% as opposed to 10% require an exclusive referral source.

### Family-Related Services

Figure 3.9 depicts the rate that specific family-related services are offered by programs. These services may be either in-house or in-house + referral. The most common family services are parenting education/fatherhood (26%) and family reunification (19%). The next most common are family counseling/mediation and family prison visitation support services at 14% and 10%, respectively. The least commonly offered services of this type are child support at 8% and child custody/visitation assistance at 7% of all programs.

**Figure 3.9. Programs that Offer Family-related Services (In-House or In-House and Through Referral) (N=118)**

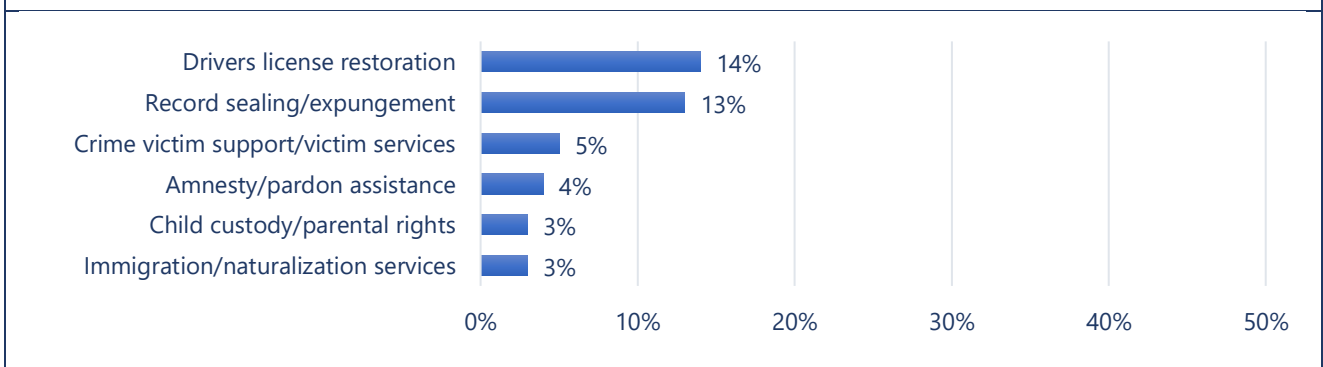


The 38 programs that offer at least one family-related service are more likely than the full set of programs to have gender identity-related requirements for eligibility (16% compared to 11%), more likely to include requirements about substance use or addiction (18% compared to 8%), and more likely to have no eligibility requirements at all (32% compared to 25%).

### Legal Services

Figure 3.10 shows the rate that certain legal services are offered by programs. Legal services appear to be among the least commonly offered services, as no service is offered by more than 15% of programs. Driver’s license restoration and record sealing/expungement represent the most common services at 14% and 13%, respectively. The remaining legal service rates hover between 3% and 5%.

**Figure 3.10. Programs that Offer Legal Services (In-House or In-House and Through Referral) (N=118)**

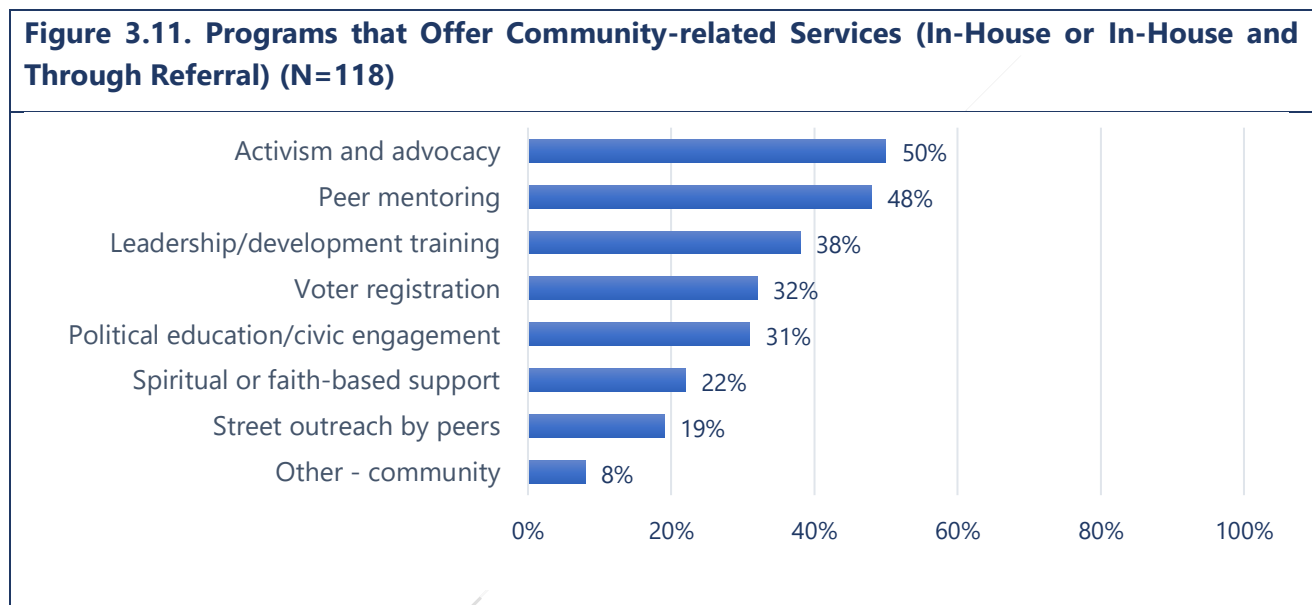




The quarter of all of the programs (30 out of 118) that offer legal services are, unsurprisingly, more likely than the average to include criminal justice system involvement-related criteria (67% compared to 46%). They were less likely to have no requirements for eligibility at all (13% compared to 25%).

### Community-Related Services

Figure 3.11 shows the rate that certain community-related services are offered by programs. Community-related services appear to be among the most common services offered by programs. The most common service, activism and advocacy, is offered by 50% of programs. Additionally, close behind is peer mentoring, which 48% of programs reported providing.

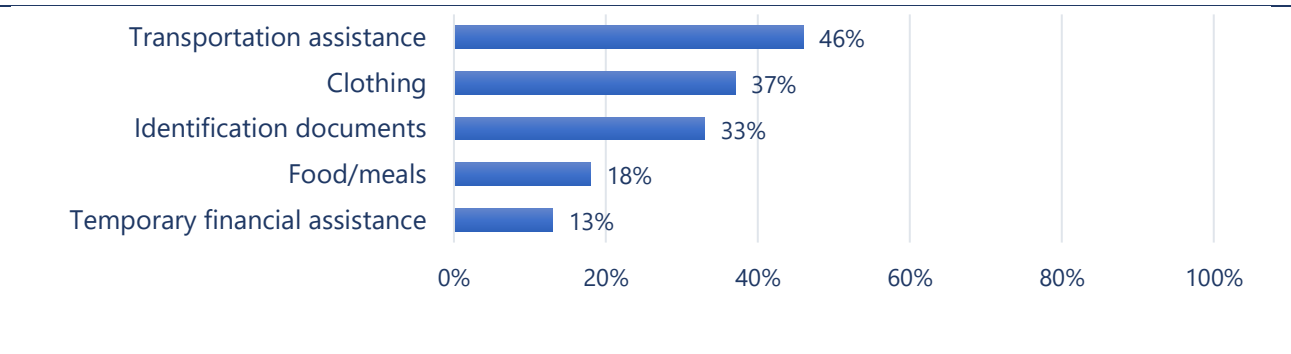


Eighty programs offered some kind of community-related service, either in-house, or in-house and through referral. Those programs mirrored the larger set of programs in terms of eligibility requirements.

### Services Related to Basic Needs

Figure 3.12 shows the rate that certain basic needs-oriented services are offered by programs. these services are relatively common. At the high end, transportation assistance is offered by 46% of programs. clothing and identification document services are next at 37% and 33%, respectively. Finally, food at 18% and temporary financial assistance at 13% are the least common.

**Figure 3.12. Programs that Offer Services Related to Basic Needs(In-House or In-House and Through Referral) (N=118)**

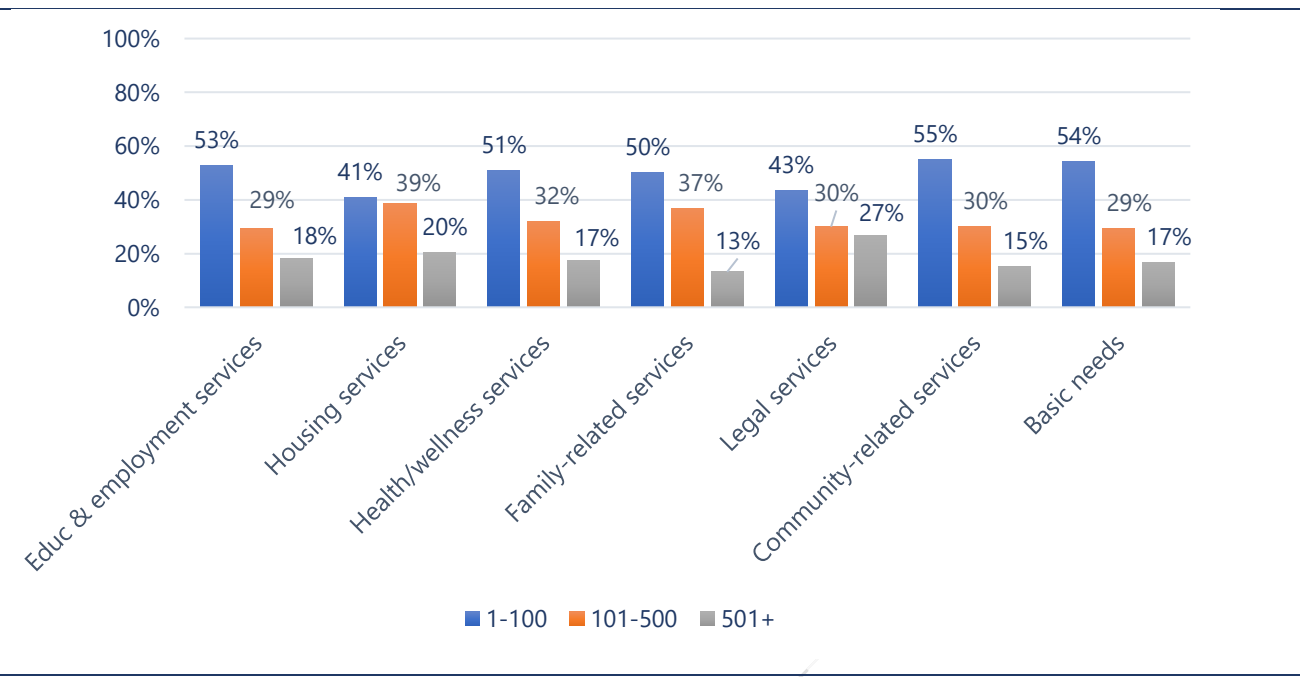


For the 72 programs that offer services related to basic needs, age is a more common eligibility requirement than for the programs overall (40% of programs offering basic needs compared to 31% of all programs in the survey data).

### **Program Size and Case Management by Service Domain**

Figure 3.13 shows the percentage of people served by size of program across 7 domains of service types. Looking across the service domains, it is evident that for all categories the programs are most frequently serving 100 or fewer people a year, but a good portion are also serving 101-500 people a year or over 500 people a year. Interestingly, the spread across small, medium and large programs sizes is quite similar across service domains (which could also reflect that many programs offer services in multiple domains).

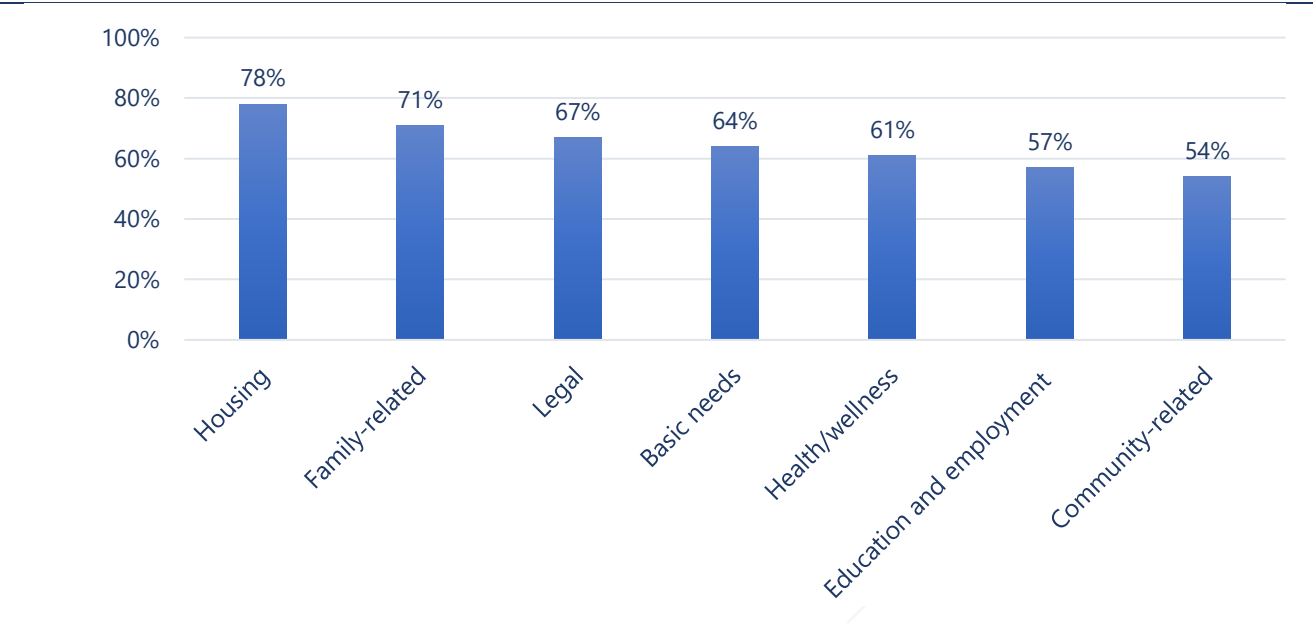
**Figure 3.13. Program Size (by Total Served) across the Various Service Domains**



\*To calculate percentages within each service domain, different denominators are used for each service domain to represent the number of programs that have services that in category.

Figure 3.14 shows the percentage of programs in each of the service domains that offer long-term and/or intensive case management. Programs that offer housing are most likely (78%), followed by family related services (71%). The service domains in which programs are least likely to offer long-term and/or intensive case management are education, employment, and training (57%) and community-related services (54%).

**Figure 3.14. Programs in Service Domains w. Long-Term and/or Intensive Case Management**



## IV. Data Collection, Management, and Sharing

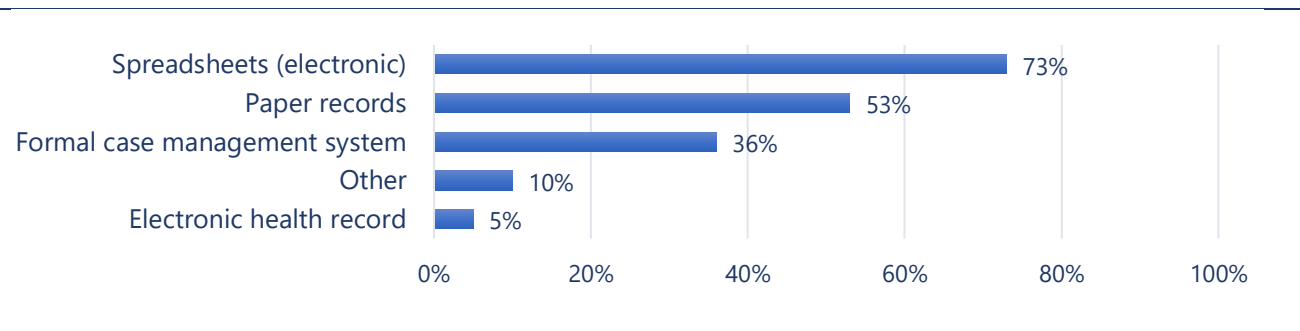
### Data Collection and Management

These graphs are for the subset (n=116) of programs that completed the data questions on the provider survey (all but two).

### Systems Used to Track Participants

This survey question asked programs to identify what type of system they use to track participants' information (respondents were permitted to select more than one response). As shown in Figure 4.1, electronic spreadsheets (73%) were the most commonly reported type of tracking system followed by paper records (53%) and formal case management systems (36%). Relatively few organizations reported using 'other' systems (10%) or electronic health records (5%). Overall, 89% (not shown) of organizations reported using some type of electronic system, which would make data sharing easier for those who are able and willing to do so. Of the organizations with more than one (1) program, 46% reported different methods of case management for different programs.

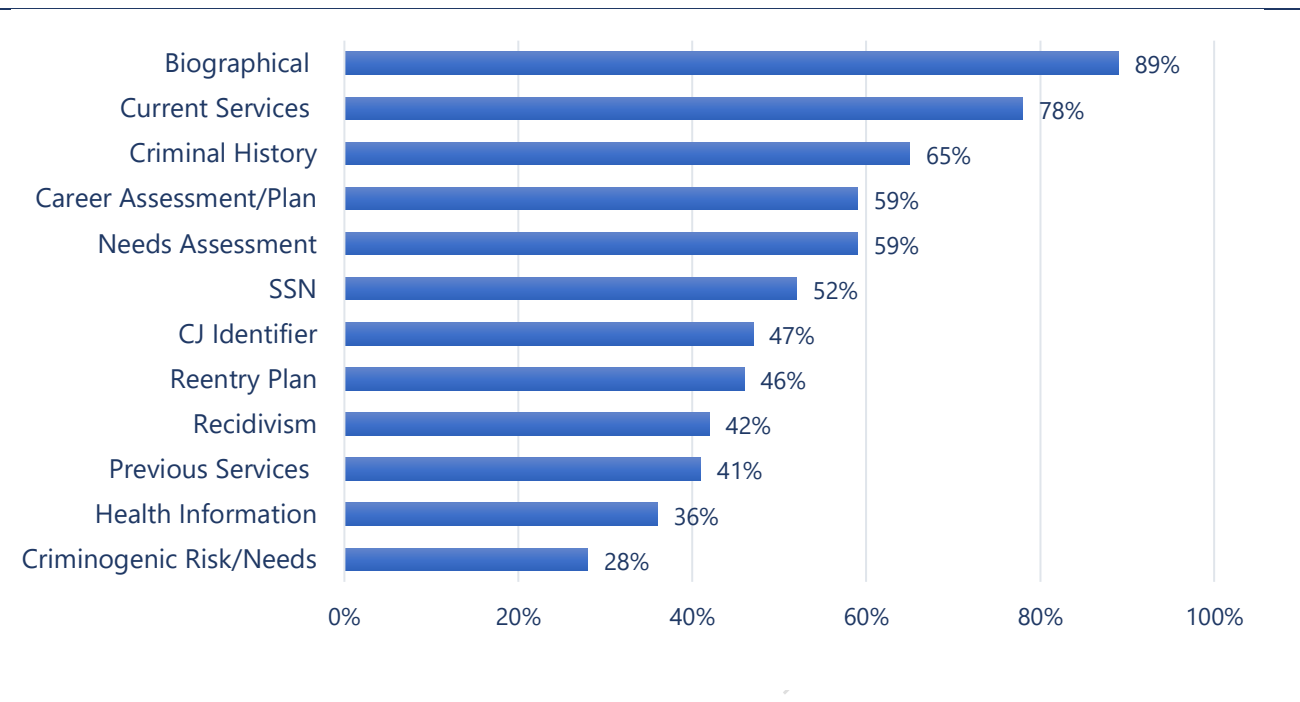
**Figure 4.1 Information Tracking System (n=116)**



### **Information Collected about Program Participants**

Respondents were asked what type of information they collect on participants across a range of domains (see Figure 4.2). Nearly all (89%) collect the most basic type of information, biographical (e.g. name, DOB). A large proportion (78%) also track which services the client is currently receiving from the respondent organization. Criminal history (65%), career assessment and/or plan (59%), a needs assessment (59%), and social security number (52%) are all collected by more than half of the providers. Nearly half (47% and 46%, respectively) record a criminal justice identifier (such as State ID) or a reentry plan. Recidivism (42%) and previous services from any organization (41%) are collected by roughly the same number of organizations. Health information (36%) and criminogenic risk/needs (28%) are collected the least often.

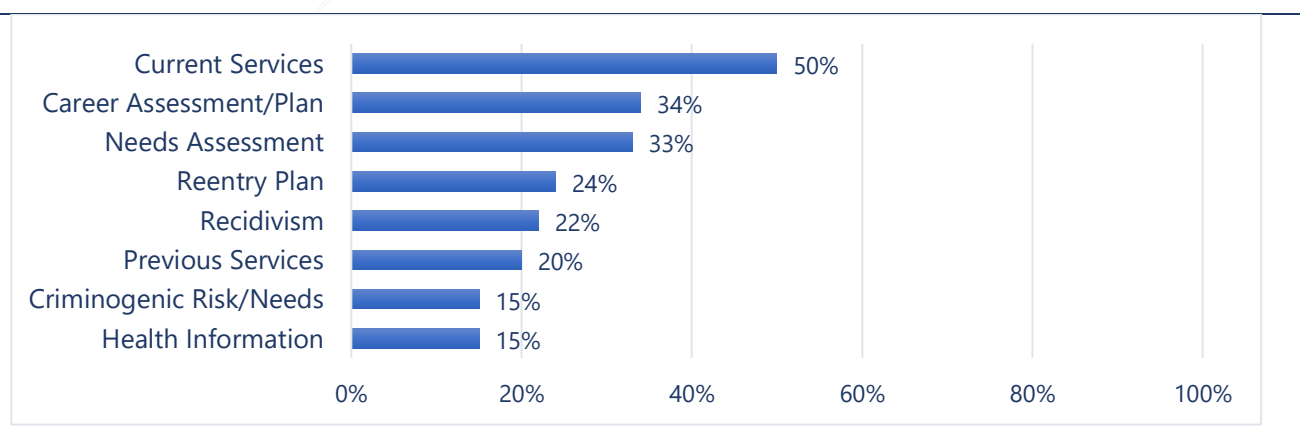
**Figure 4.2. Information Collected About Program Participants (n= 116)**



### Information about Program Participants Stored Electronically

It appears that most data elements asked about in the survey are not stored electronically with only one reaching the threshold of 50% (current services) (see Figure 4.3). Roughly a third store career data (34%) and needs assessments (33%) electronically. A quarter to a fifth use electronic storage for a reentry plan (24%), recidivism (22%), or previous services (20%). Criminogenic risk/needs (15%) and health information (15%) are the items least commonly stored electronically.

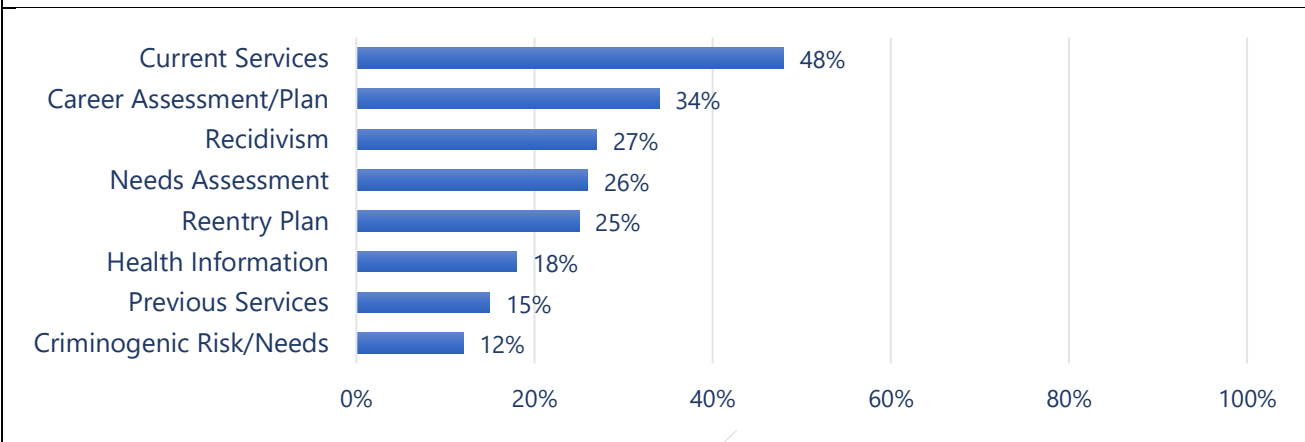
**Figure 4.3. Information Stored Electronically (n=79)**



## Information Updated Regularly

Most information recorded by the survey respondents is not updated regularly (see Figure 4.4). The most common information to get regular updates is current services, with 48% of programs reporting that they update this regularly. Most other elements are not updated by even a third of organizations, except the career assessment plan which 34% of programs update regularly.

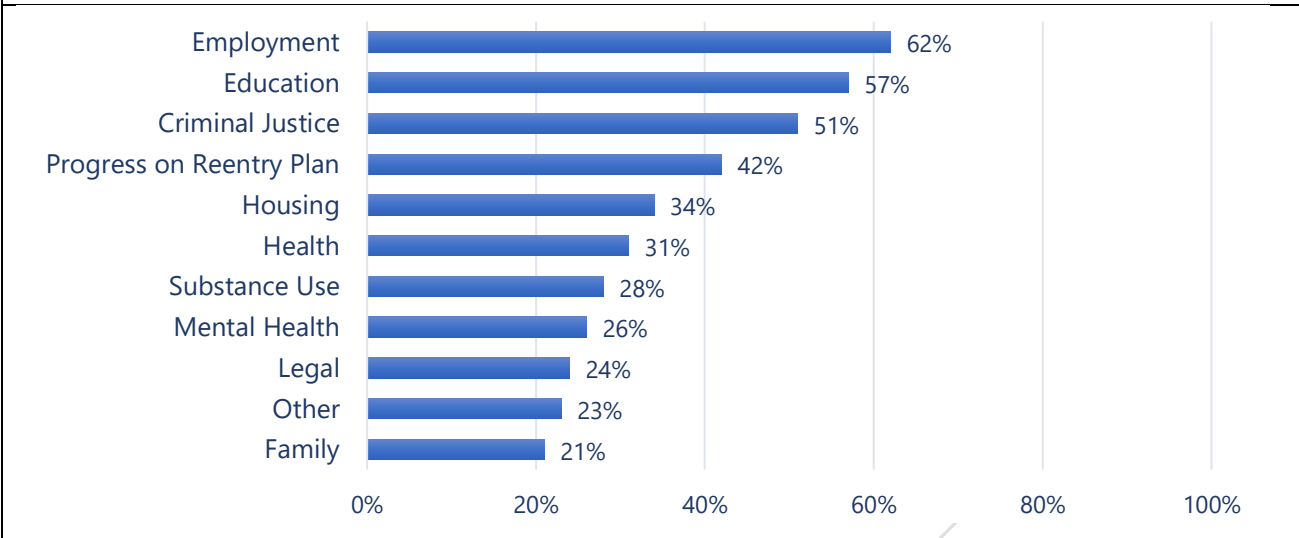
**Figure 4.4. Information Updated Regularly (n=79)**



## Tracking Outcomes

In addition to asking organizations about general information they may collect on their clients, the survey also asked them about specific outcome areas that they track. Respondents were allowed to choose multiple responses for this question. As shown in Figure 4.5, the most common outcome domain that programs track is employment (62%) followed by education (57%) and criminal justice (51%). Fewer than half track outcomes in the remaining domains. Progress on reentry plans (42%) is the next most common with housing (34%) and health (31%) coming after. Family outcomes are tracked the least often (21%).

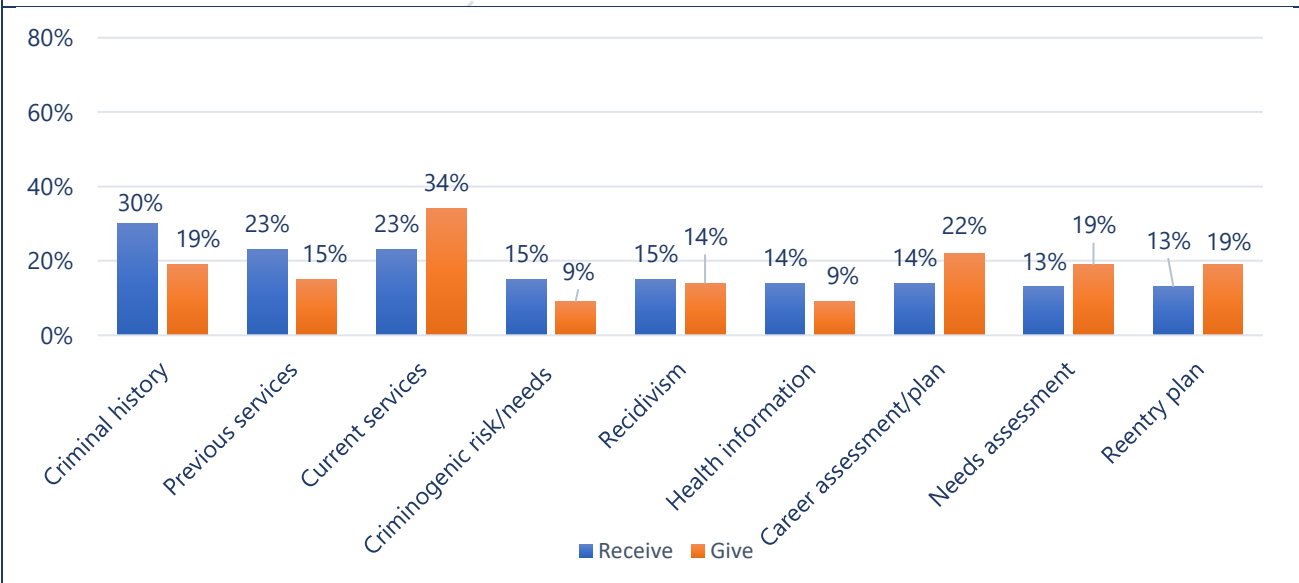
**Figure 4.5. Client Outcomes Tracked (n=115)**



### Information Sharing

Survey respondents were asked if they either give or receive various types of information to/from their partners (see Figure 4.6). The most common type of information that organizations report giving out is current services they are providing (33%). Criminal history (30%) is the most common type of information that agencies say they are receiving from partners. Health information (9%) and criminogenic risk/need information (9%) are the least commonly given types of data, while reentry plans (13%) and needs assessments (13%) are the least commonly received.

**Figure 4.6. Information Sharing with Partners (n=86)**





Respondents were asked how each type of information is used when it is received from another organization, whether it is used in creating a case/treatment/reentry plan, to make referrals to appropriate programs or services, for rapport-building with the participant, or to track outcomes (non-mutually exclusive) (n=44). Past involvement with the criminal justice system was used the most for these activities overall, followed by a reentry plan, and then previous services received from any type of organization. For creating a case/treatment/reentry plan, reentry plans and past involvement with the criminal justice system were used BY the most programs (34%), followed by previous services received from any type of organization (14%) and a career assessment or career plan (30%).

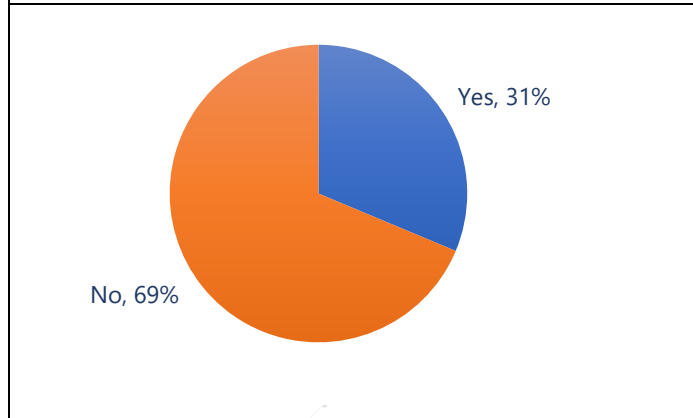
The most common type of information received from another organization and used to make referrals to appropriate programs or services is also past involvement with the criminal justice system (48%) followed by previous services (46%), followed by a reentry plan (36%). For rapport-building, the type of information received and used most often was a reentry plan (34%). Finally, to track outcomes, organizations most commonly reported receiving from another organization and using past involvement with the criminal justice system (34%), recidivism information (32%), and career assessment or career plan (25%).

The most common mechanism that allowed organizations (n=115) to share information with other agencies was the consent form (56%), followed by MOU or data sharing agreement (45%). Providers (n=116) reported that they most often shared information with their partners electronically (58%). In-person (40%) and other (39%) were the next two most popular methods. Fifteen percent (15%) of respondents stated they use a secure fax line to send data to a partner. Shared data systems (5%) and mail (4%) are rarely used methods.

## Recidivism

Of the 115 programs that responded, 69% stated that they do not measure recidivism while 31% explicitly do (see Figure 4.7). Although one might imagine that all programs within the Coalition might be measuring this key outcome, it's important to remember that many of the programs do not have an explicit criminal justice focus and thus would not be expected to track recidivism by their participants. Furthermore, as later data suggests, it might be very difficult currently for providers to track recidivism systematically.

**Figure 4.7. Tracking Recidivism as a Performance Measure (n=115)**



There is no widely held consensus across academic or practitioner communities about what constitutes recidivism. Similarly, members of the Reentry Coalition use different measures of recidivism as well. Some use multiple measures. As shown in Figure 4.8, the most commonly used definition is re-incarceration, used by 83% of respondents who track recidivism. A new arrest is the next most commonly tracked (72%) followed by re-conviction (67%). Violations of probation/parole are used by 61% the programs who track recidivism. Only one program reported using some other measure.

**Figure 4.8. Recidivism Metric Type(s) Tracked (n=36)**

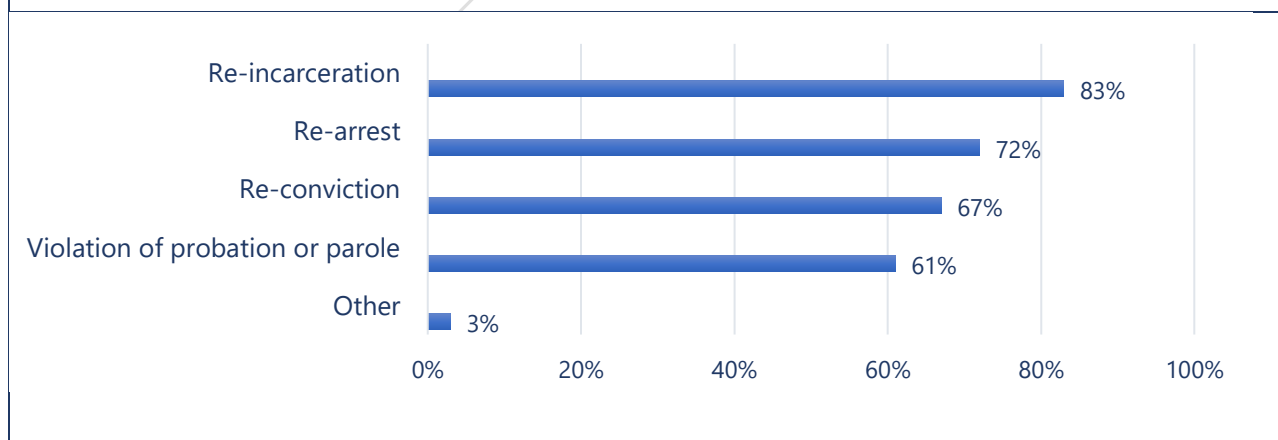
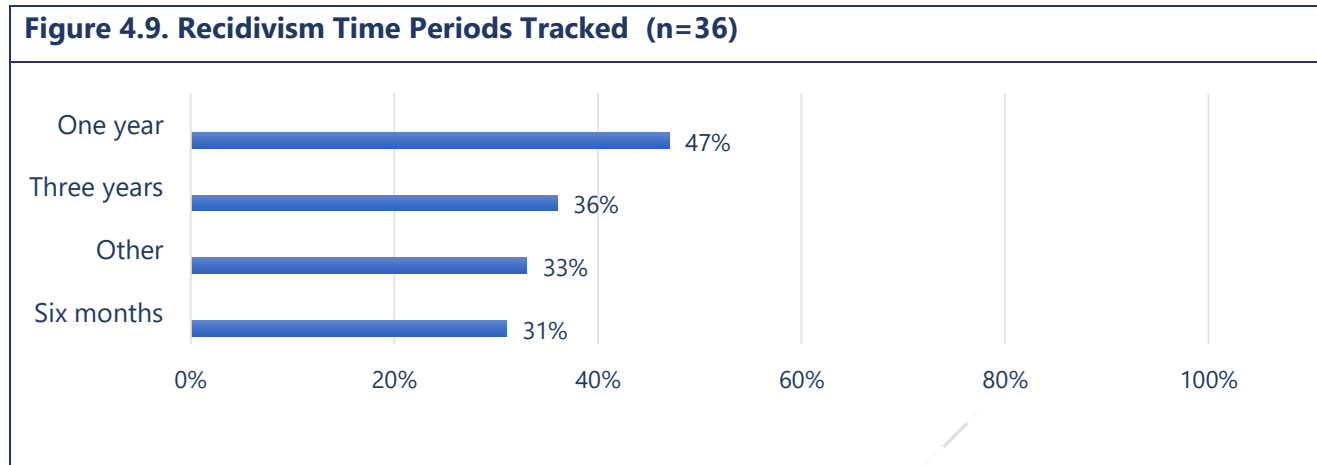


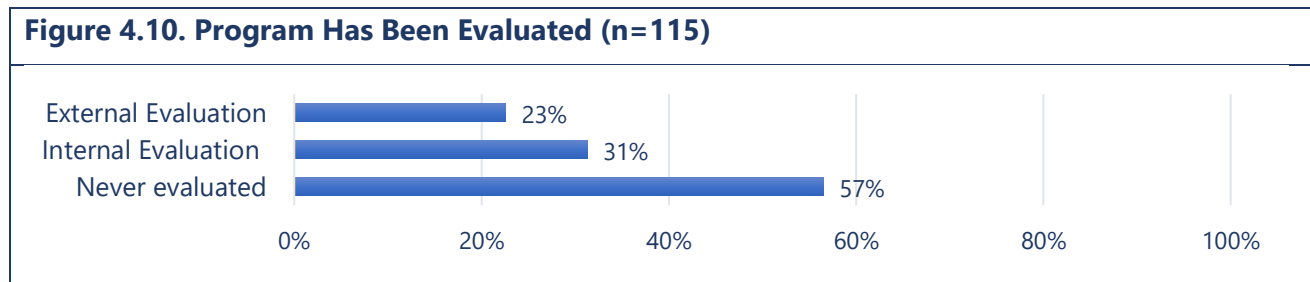
Figure 4.9 shows that there was also variety in the follow-up time period that programs use to calculate their recidivism measure. One year was the most popular (47%) followed by three years (36%) and six months (31%). A sizeable portion (33%) used some other time frame.



Providers were also asked about their sources of recidivism data. Almost two-thirds (64%) responded that they collect self-reported recidivism data, and 57% of those who collect self-report data use it to track recidivism. Slightly more than half (56%) of providers that track recidivism get data from a criminal justice agency or information system. Programs noted that the sources of the recidivism data they use include publicly available information on the Courts website, state and federal corrections and probation and parole agencies, and administrative data systems of specific criminal justice agencies such as the District Attorney’s Office. Most (83%) receive these data electronically.

### Program Evaluation

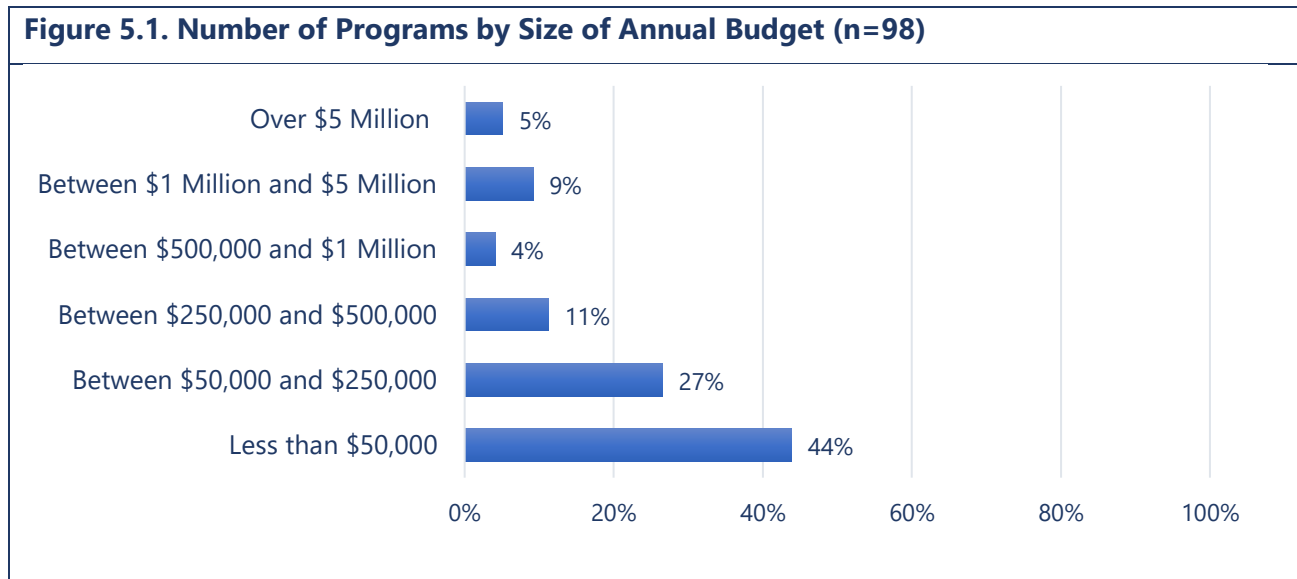
Most programs (57%) have never been evaluated. Almost a third (31%) have been evaluated internally, while less than a quarter (23%) – some of whom have also been evaluated internally have – been evaluated externally. Many of the programs surveyed here are quite small and thus difficult to evaluate formally or informally. Thus, it is not surprising that so few have ever been evaluated.



## V. Funding and Budgets

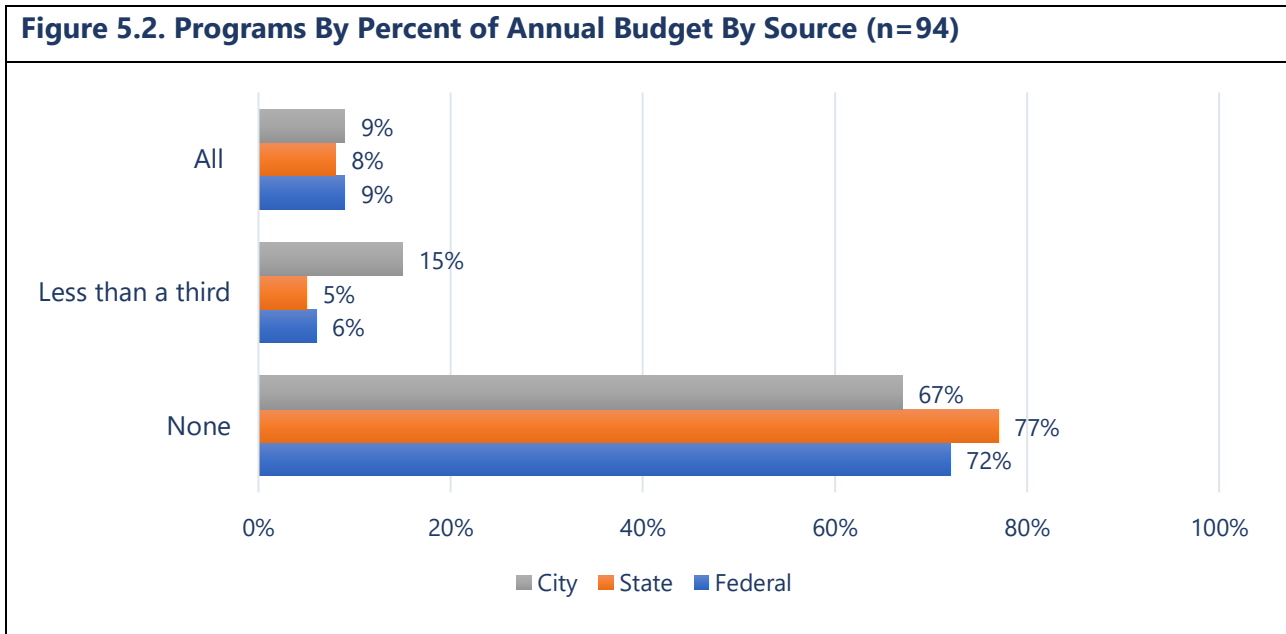
### Annual Budget Size

The 98 programs represented in the data about funding represent a total estimated annual budget of at least \$40,050,000. Forty-three of those programs (44%) reported an annual program budget of less than \$50,000 a year, followed by 27% who indicated that their annual program budget is between \$50,000 and \$250,000, followed by 11% of programs with budgets between \$250,000 and \$500,000. Five percent (5%) reported budgets over \$5 million.



### Sources of Funding

Only 20% of programs get any of their budget from state government, followed by 28% who get funding from federal government. Just over 30%, or 65 programs, get funding from the City of Philadelphia; for half of those, the funding constitutes less than a third of their budget. Overall, 46% of programs have no government funding at all. Looking at how many programs get their entire budget from one source, less than 10% each get their full budget from the federal government, state government, and City of Philadelphia. Overall, 46% of programs have no government funding, and another 10% have government funding for a third or less of their budget. Eighteen percent of programs reported relying on private donations or charitable contributions for more than a third of their funding, and 29% received more than a third of their budget from private foundations.



For roughly a third of programs, eligibility for participants is determined by a funding source. Of the 70 programs that indicated a month and year when they expected their funding to end, 46% expected additional funding to sustain the program, while 19% did not, and 35% were unsure as to whether additional funding was expected to sustain the program. Of the 13 programs who said they did not expect additional funding to be sustained, 12 (or 17% of responses) were projected to end by the end of 2018, and 1 was expected to end by the end of 2019. For a total of 20 programs (or 29% of responses), they were expected to end before 2020 and the respondent was unsure as to whether additional funding was expected to sustain them.

## Conclusion

The publication of this report, including the administration of the survey, its high response rate, and the richness of data acquired as a result, is a major accomplishment for the Philadelphia Reentry Coalition. The findings contained herein – many of which quantify assets, trends, and gaps that were already suspected or believed – come at a critical time, as the Coalition finishes its fourth year of *Home for Good: A 5-Year Countywide Plan to Improve Reentry in Philadelphia*. These key findings confirm that siloes and fragmentation limit the impact of existing efforts, that our capacity to document and understand our outcomes and impact is inadequate, and that we need to address major gaps in our reentry system.

However, they also demonstrate how much there is to work with and build from. Dozens of organizations spending millions of dollars a year to provide reentry services to Philadelphians are already working together. They want to further deepen that collaboration because they see opportunities to more effectively support returning citizens and ultimately have a much greater impact on recidivism.

Systematic data collection on program processes and outcomes achieved is needed at the provider level to help organizations both document their successes and better understand whether any activities or implementation processes need to be changed or improved. To the extent that organizations build their capacity to track the variety of process measures and outcomes of their programs and services, they will also strengthen the ability of government agencies and funders to make informed decisions about resource allocation. Collecting and reporting on the information that funders want to see will help providers obtain funding.

In many ways, the survey findings point to more questions than answers. We hope the survey and this report will be seen as the beginning of the creation of a baseline assessment. This kind of “scorecard” can help the Coalition understand its membership, the number and type of opportunities we provide for member engagement, the geographic reach of stakeholders, and the distribution of our programs serving returning citizens throughout Philadelphia, in particular in relation to the needs we are trying to meet. By taking stock of member interests, needs, programs and services, and general resources, we can increase connections among members and returning citizens, as well as create and maintain a shared sense of ownership toward the goals of the Coalition. By sharing our successes, as well as what we perceive as gaps or bridges to cross, we can stay motivated to work toward serving returning citizens in a more just and equitable way, and achieving the systems change that returning citizens and our communities deserve.

In conclusion, it is important to remember that developing a comprehensive report such as this is only possible with the input of all the stakeholders, to bring about a high response rate. A high response rate is very important to the credibility of the research results. We are very grateful to our stakeholders for participating in the survey process, and we look forward to continued collaboration as the Coalition continues to be data-driven and responsive to our mutually-derived goals.

**Reentry Coalition members know that Philadelphia will be a better place for everyone when we dramatically cut recidivism, and people returning to their communities from incarceration stay home for good.**

# Appendix

## Organizations Represented in the Provider Survey Data

Action Wellness

Adults Can Learn to Read

Baker Industries

Be More Grateful Inc.

Broad Street Ministry

Center for Employment Opportunities

Center for Literacy

Community Learning Center

Defender Association of Philadelphia

Drexel Medicine's Working Together for Women

Eastern State Penitentiary Historic Site

Fair Housing Rights Center

Federal Bureau of Prisons

Federation of Neighborhood Centers (FNC)

First Step Staffing

Free Library of Philadelphia

Friends Rehabilitation Program

Frontline Dads Inc.

Gaudenzia

Glorious Unfolding, Inc

Goldring Reentry Initiative (GRI) @ UPenn School of Social Policy & Practice

Graduate! Philadelphia

HATT, Corporation (Helping And Teaching Together)

Healing Communities USA

Heart-to-Heart

I'm FREE - Females Reentering Empowering Each Other

Impact Services Corporation

JEVS

JusticeWorks YouthCare Agency

LIFE Ministry

Maternity Care Coalition

MENTOR program

Mural Arts Philadelphia

National Workforce Opportunity Network, LLC

**New Leash on Life USA**  
**Outside**  
**PAR-Recycle Works**  
**Pennsylvania Horticultural Society, Roots to Reentry**  
**Philabundance (Community Kitchen)**  
**Philadelphia Adult Probation and Parole Department**  
**Philadelphia Corporation for Aging (PCA)**  
**Philadelphia Lawyers for Social Equity**  
**Philadelphia OIC**  
**Philadelphia Unemployment Project/Unemployment Information Center**  
**Philadelphia Works / PA CareerLink® Philadelphia**  
**PhiladelphiaFIGHT; Institute for Community Justice**  
**PowerCorpsPHL**  
**Public Health Management Corporation**  
**Quaker City Coffee Company, LLC**  
**Recovery Overdose Survivor Engagement (ROSE) Program**  
**Redemption Housing**  
**Reentry Support Project of Community College of Philadelphia**  
**Reentry Think Tank**  
**Sanctuary Foundation For Veterans**  
**St. John's Community Services**  
**Temple University CSPCP - WELL Program**  
**Temple University Office of Community Relations - PASCEP**  
**The Center for Returning Citizens**  
**The Mayor's Office of Reintegration Services (RISE)**  
**The Paschalville Partnership**  
**The People's Paper Co-op**  
**The Petey Greene Program**  
**The Workforce Institute**  
**Transformation Yoga Project**  
**U-Belong**  
**United States Attorney's Office, Eastern District of Pennsylvania**  
**University of Pennsylvania's Center for Carceral Communities**  
**Uplift Solutions**  
**why not prosper**  
**X-offenders for Community Empowerment**  
**Youth Sentencing & Reentry Project (YSRP)**





