

Promised Pathways

Integrating Justice-Impacted Individuals into Public Service



Who We Are

A Convening of local government professionals from all disciplines working to address the National Academy of Public Administration's Grand Challenges.

After meeting in November 2022, we identified 3 actionable initiatives to work on during 2023.

We're the representatives who chose to work on **Promised Pathways**, a project to determine best practices in identifying ways to integrate justice-impacted individuals into public sector employment.





Promised Pathways

Paints a future where local governments demonstrate a commitment to repairing the generational harm caused in justice-impacted communities through intentional second-chance hiring, wrap-around services for families and reform of problematic and harm-perpetuating systems.

In the next year, we will:

1

Develop case studies that demonstrate the necessary changes in talent practices, corrections-based vocational training and social service provision.

2

Draft policy templates that local government organizations can easily adapt to fit their communities.

3

Convene thinkers, doers and change-makers committed to improving outcomes for justice-impacted individuals and their families to help identify how this initiative can best uplift existing work and introduce new, innovative solutions.

Why It Matters

- **Local Governments struggle to be seen as competitive and attractive employers.**
 - In 2022, job opening rates were the highest they've been in 20 years.
 - Many of the hardest-to-fill positions are skilled labor such as asset maintenance and utility work.
- **Justice-Impacted individuals struggle to obtain the gainful employment critical to successful re-entry.**
 - Each year, more than 600K individuals are released from state and federal prison, while another 9M cycle through local jail systems.
 - Individuals who leverage vocational training while in the corrections system are 28% more likely to obtain employment following release.



Our Pillars



Individuals & Families

Vulnerable situations, a lack of social services and a system that neglects marginalized communities contribute to the U.S. holding the world's highest incarceration rates.



Institutions & Systems

A lack of wrap-around services for individuals as they navigate re-entry is a critical gap that hinders access to basic life needs. Without this, recidivism is exponentially more likely.



Policies & Programs

To design a local government employment paradigm that creates space for justice-impacted individuals requires intentional changes to the policy landscape.

Individuals & Families

Incarceration not only affects the individual but the family and their communities as well. This pillar aims to **prioritize services and programs supporting both justice-impacted individuals and their families through this process.**

Promised Pathways focuses on any efforts already set in place within local government along with community organizations doing the work on the ground to provide wrap-around support that may include:

Cash Assistance

Job Readiness Training

Mental Health Services

Child/Family Support

Child Care

Reentry Resources

Housing

Violence & Abuse Prevention





Policies & Programs

This pillar will focus on the policies and programs necessary to mitigate the barriers to employment in local government for justice-impacted individuals.

Coupling this with progressive approaches to qualifying experience requirements and removing artificial barriers to workforce engagement can **move the needle on recidivism, provide justice-impacted individuals with gainful employment, and address gaps in the available workforce for critical job functions.**

Research and information will be compiled to support communities in navigating the political climate of organizations and communities seeking implementation of fair-chance programs and policies.

Our goal is to outline a booking-to-release policy environment that shepherds individuals through the justice system while enabling their pursuit of a career serving their community.



Institutions & Systems

Justice-impacted individuals will interact with many institutions and systems throughout their lives, most of which fall into one of three streams:

1. **Incarceration Service Provision**
2. **Post-Incarceration Service Provision**
3. **Systems of Financial Support**

Promised Pathways seeks to identify and clarify how these streams contribute to the broader pipeline of support that we envision, ensuring that those impacted by imprisonment have **access to tools and resources of support.**

Six Basic Life Needs of a Justice-Impacted Person

(Jacobs 2015)

Livelihood

Residence

Family

Health

Criminal Justice Compliance

Social Connections

Reverse Focus Group





If we know the need for these types of pathways, and there has been some successful programs in some jurisdictions, why is the practice not more widespread?



What are the (non-political) administrative barriers to this work?



**How can this project advance this work?
What direction will provide the most value to
the overall mission?**



What deliverables would be the most helpful?

JAN - MAR 2023	APR - JUN 2023	JUL - SEP 2023	OCT - DEC 2023	JAN - FEB 2024
<p>ENVIRONMENTAL SCAN</p> <p>Identify best and emergent practices within each Focus Area.</p> <p>Evaluate Impact/Feasibility of practices to determine selected tactics.</p>	<p>COALITION BUILDING</p> <p>Identify organizations strategically aligned with the prioritized tactics and develop agreements to boost capacity for research, pilots, communication and content development.</p>	<p>AWARENESS CAMPAIGN</p> <p>Host Open Houses for professional peer networks to socialize Promised Pathways, gauge reception and identify opportunities for refinement.</p>	<p>RESOURCE DEVELOPMENT</p> <p>Create a Policy Playbook that outlines the steps that communities can take to remove barriers for justice-impacted individuals and build supportive infrastructure for their families.</p>	<p>PROGRESS CHECK</p> <p>Reconvene with LG2030 Delegation to share prototypes and preliminary findings from any pilot implementations.</p>



Thank you!