Excellence in Reentry: Effective Programming to Reduce Recidivism

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Reentry Initiative

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The Principles of Effective Interventions

1. Engage on-going support in communication
2. Increase positive reinforcement
3. Skill train with directed practice
4. Target intervention
5. Enhance intrinsic motivation
6. Risk/need: assess actuarial risk

Measurement feedback
**Big 8 Criminogenic Needs**

- Anti-Social Behavior*
- Anti-Social Personality*
- Criminal Thinking*
- Criminal Associates*
- Family/Marital Conditions
- Employment/School Status
- Leisure/Recreational Pursuits
- Substance Abuse

*Top Four Criminogenic Needs (i.e. factors most strongly linked to criminal behavior) Bonta, et al.
Offenders are not high risk to reoffend because they have one high risk factor, they are high risk because they have multiple factors.

Ed Latessa: Programs should target crime producing needs;
  • Anti-social attitudes, peer associations, lack of empathy, lack of problem solving skills, substance abuse and increased self control that are *highly correlated* to criminal conduct.
  • Programs that target 4-6 criminogenic needs can reduce recidivism by 30%.

Enhance Intrinsic motivation
  • Incentives and rewards reinforce positive, pro-social behavior.
  • Reflect their strengths and model appropriate pro-social behavior.
  • It’s the little things that matter. (many desensitized to punishment.)
Effective Programming

Responsivity: Program is responsive to the temperament, learning style, motivation, etc.

Dosage:
- High risk offenders need a minimum of 200-300 hours of intensive programming to effect recidivism. (does not include working, academic programs, or anything not addressing criminogenic needs.)
- Moderate risk offenders can improve with a minimum of 100 hours of intensive programming.
- Low Risk offenders – better off without programming.
Treatment Principle: Integrate treatment into the orders/sanctions.
  • The ingrained, anti-social offender is trying to find a way out of doing treatment.
  • They get tired of doing things the same old way.

Collaboration is the key to effective ‘warm handoffs’ in developing success in natural community.
Effective Programming continued...

- Sequencing the program to address immediate or crisis needs.

- Working collaboratively with community supervision to interrupt behavior when non-responsive.
  - Many won’t change until the ‘have to’.
  - Disrupt the behavior (short disruptions) to make it uncomfortable to stay the same.
Partnership is KEY to success

- Effective partnerships that work in collaboration to assist client see improved client outcomes.
- Partners include:
  - Client
  - Supervision Agency
  - CCP members
  - Elected Officials
  - Health & Human Services
  - Community Based Organizations
  - Client families
  - Law Enforcement
  - Local employment Boards
  - Educational agencies
  - Vocational training partners
Partnership is KEY to success

✓ Have a Champion.
✓ Work with elected leaders who have the political will to get behind the project.
✓ Bring a good value for the services.
✓ Demonstrating a need and producing results.
✓ Work cooperatively with collateral agencies.
✓ Educating partners about criminal justice research
✓ Talk the same language.
✓ Align program with strategic plan(s).
✓ Train and cross-train.
Validated, evidence-based tools:

- Measures both risk to reoffend and needed intervention
- Static and Dynamic domains
- Helps determine programming dosage (level of service) and individualized needs
- Shared with client for partnership development
- Guides case management activities, programming priorities

- LSI-r, COMPAS, LS-CMI, ORAS, Wisconsin, etc.
- Various tools
- Similar measurements
- Fidelity critical
Case Planning

- Safe Environment
- Motivational Interviewing
- Client Engaged
- Leave the D’s Out
- Chewable and doable
- Following a dosage match to risk
Increasing Client Engagement

• Create a positive, warm culture from day one.
  • Opportunity + Accountability = Community

• Use Incentives to reward positive behavior.
  • Doesn’t have to be monetary.
  • Examples – Bike Program, Client of the Week, Pizza party

• Recognize baby steps.

• Use Motivational Interviewing to gain client ‘buy-in’.

• Hold staff and clients to expectations.

• Build trust through program integrity.

• Increase family engagement through program activities.
Effective Discharge Planning- Begins at Orientation

• A core component of the Cal State San Bernardino Reentry Initiative (CSRI)
• Identifies and coordinates the needs and provisions of aftercare services
• Ensures a continuity of required services
• Sets up client for success post-programming
Successful discharge planning prevents relapse, homelessness and recidivism

- Client understands path to successful completion of program
- Ensures client has appropriate documentation to navigate within the community
- Has had criminogenic needs addressed
- Is able to address their conviction in interview
- Has a well developed, accurate resume
- Has external, positive support
- Has stable, safe housing
- Has a job and/or is able to support themselves
- Understands the resources available
Successful discharge planning provides support post-program completion

- Client understands the long-term support that can be provided
- Program understands that clients often want to “let the past be the past”
- Staff understand that clients need to move on
- The program provides for long-term support
California State San Bernardino Reentry Initiative
    – Elaine Zucco

Santa Barbara County Reentry Programs
    – Katie Ward

Sacramento County Office of Education Adult Reentry Programs
    – Maggi Schubert
Cal State San Bernardino Reentry Initiative (CSRI)

- After nearly seven years of planning, opened doors in February 2011
- Community-based collaborative with Cal State University San Bernardino (CSUSB) as lead in Public Entity Agreement (PEA)
- CSUSB leads program with partners providing evidence-based programs
Key Components of Success

• Based on Little Hoover Report (2007) and CDCR’s Roadmap to Rehabilitation
• Individualized programming based on client’s criminogenic needs
• Frequent, positive, respectful contact
• Constant, thorough data collection
• Frequent analysis of data and course corrections
Key Components of Success

- Increased Community Safety
- Education, Training, Employment
- Evidence-Based Programming
- Parolee Returning to Inland Empire
In Fiscal Year 2014 / 2015 we served 1,037 parolees across three Centers, providing:

- 4,203 Class sessions
- 27,073 Case notes
- 3,213 Bus passes
- 3,960 reports to agents
- Students spent 55,636 hours at CSRI
There are more than 30 accepted definitions of recidivism.

**CSRI’s recidivism:**
- 05.4%
- 16.7%
- 20.1%
- 37.2%

**CA Statewide:** Return to prison within 3 years of release.

**CSRI:** Abscond, return to custody (prison or jail) for violations, new offenses, or any other reason for 34 months of operations.
Day Reporting Centers (DRCs) opened July 1, 2010 in Santa Maria and Santa Barbara to serve State parolees.
Probation Report and Resource Centers (PRRCs) opened simultaneously to serve County clients.
DRCs are a partnership with CDCR, Santa Barbara Sheriff’s Office and Community Solutions, Inc. to serve 300 clients per year.
More than 1500 clients served at the DRCs since inception.
Santa Barbara County Reentry Programs

What Works:
- Risk Reduction – target what matters and measure indicators along the way
- Quality Assurance
- Working Alliance Inventory (WAI)

Lessons Learned:
- Housing
- Referral Source Partnerships
- Mental Health Resources
Successful Discharge - Key Outcomes

- Housing SM
- Housing SB
- Employment SM
- Employment SB
Successful Discharge - Risk Reduction

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- SM Initial
- SM Final
- SB Initial
- SB Final
Quality Assurance

Assessment Integrity

Intervention Fidelity

Communication Skills

Case Planning
The Alliance is the relationship between a practitioner and a client.
It has been referred to as the therapeutic alliance, working alliance, or just alliance.
The alliance consists of the following:
- Bond, or the emotional connection between a practitioner and client
- Agreement on Tasks, or the ability for the practitioner and client to collaborate and agree on what tasks are helpful.
- Agreement on Goals, or the ability for the practitioner and client to collaborate and agree on what goals are appropriate.
The alliance has been studied extensively in therapeutic settings. Results of meta-analyses indicate that the alliance consistently predicts outcome regardless of type of treatment, length of treatment, experience of practitioner, diagnosis of client, and type of outcome measured. Results also show that the alliance predicts outcome regardless of whether the alliance is measured at the beginning, middle, or end of treatment.
Understanding the WAI Scores

- An overall average rating of 5 or higher indicates:
  - Clients feel an emotional bond to a program.
  - Clients feel that the groups and other tasks are agreed upon mutually.
  - They believe that the program is working with them on creating appropriate goals.

  These things predict positive outcomes

- An overall average rating of 3 or lower indicates:
  - Clients do not feel an emotional bond to a program.
  - Clients feel that the groups and other tasks are being assigned without any collaboration.
  - Clients believe that the program does not work with them on creating appropriate goals.

  These things predict drop out and negative outcomes.
SB County Results April 2015

- Total-6.310
- Goal-6.179
- Task- 6.643
- Bond-6.107
Sacramento County Office of Education Adult Reentry Programs

Sacramento Community Based Coalition
Opened in 2007 - Parole Clients, 3600+

Woodland Day Reporting Center
Opened in 2013 – Parole, Probation & Sheriff Clients, 975
In & Out of Custody Programming

West Sacramento Day Reporting Center
Opened in June 2014 - Parole & Probation Clients, 227

Placer Reentry Program (Prep Center)
Opened in March 2015- Probation Clients
In & Out of Custody Programming
Yolo County is the first “Hybrid” program in the state for serving clients on probation and parole together.

- CCP and California Department of Corrections and Rehabilitation

- Leveraging funds provides services in two locations.
  - Woodland – January 2013
  - West Sacramento – June 2014

- Programs mirror each other.
- Clients separated by risk level.
SCOE Model

- Life Skills
- Education
- Employment
- Treatment
- Support
SCOE Program Structure

- Four phase system
- Clients in program 4 – 6 months, 3-4 hours/day, 5 days/week.
- Clients complete a core program and Individualized Treatment Plan
- Assessments drive case plan
- Team approach with client and supervising agents
- Incentives and empowerment
- Referrals for Transitional Housing
Collaboration with partners:

- Benefit screening
- Child Support Workshop
- WIA and DOR Workshop
- Vocational partners
- UA testing
- HIV/STD workshop
- Victim awareness and restitution workshop
- College enrollment assistance
SCOE Success Rates

- **SCBC Mather**
  - Served 3151 clients in 7 years
  - 985 Alumni
  - 74% of clients employed upon program completion
  - 88% of all drug screen tests are clean
  - Overall Return to Custody rate is 10.9%

- **Yolo DRC Woodland**
  - Served 961 clients since February 2013.
  - 234 Alumni
  - 40% of clients employed or in training upon program completion
  - 82.5% of drug screen tests are clean
  - Overall Return to Custody rate is 4.1%, Recidivism 9.5%
Questions??