

# Excellence in Reentry: Effective Programming to Reduce Recidivism

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# The Principles of Effective Interventions



# Big 8 Criminogenic Needs

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- ◉ **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.

# Effective Programming

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- ◎ 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

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- ◎ **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.

# Effective Programming continued...

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- ◎ **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...

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- ◎ 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

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- 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

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- ✓ 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.

# Risk and Needs Assessments

## 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

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- 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**

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- **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**

# Program Outcomes and Data

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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

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- 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

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# Noteworthy

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In Fiscal Year 2014 / 2015 we served 1,037 parolees across three Centers, providing:

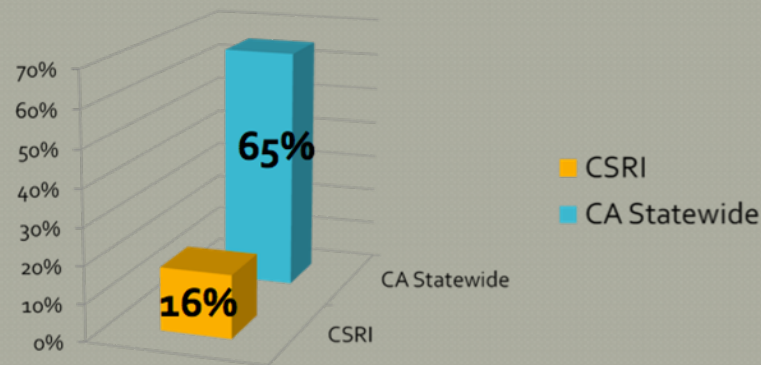
- 4,203 Class sessions
- 27,073 Case notes
- 3,213 Bus passes
- 3,960 reports to agents
- Students spent 55,636 hours at CSRI

# Recidivism

○ There are more than 30 accepted definitions of recidivism.

○ CSRI's recidivism:

Recidivism Rates Compared



• 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.

# Santa Barbara County Reentry Programs

- 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:

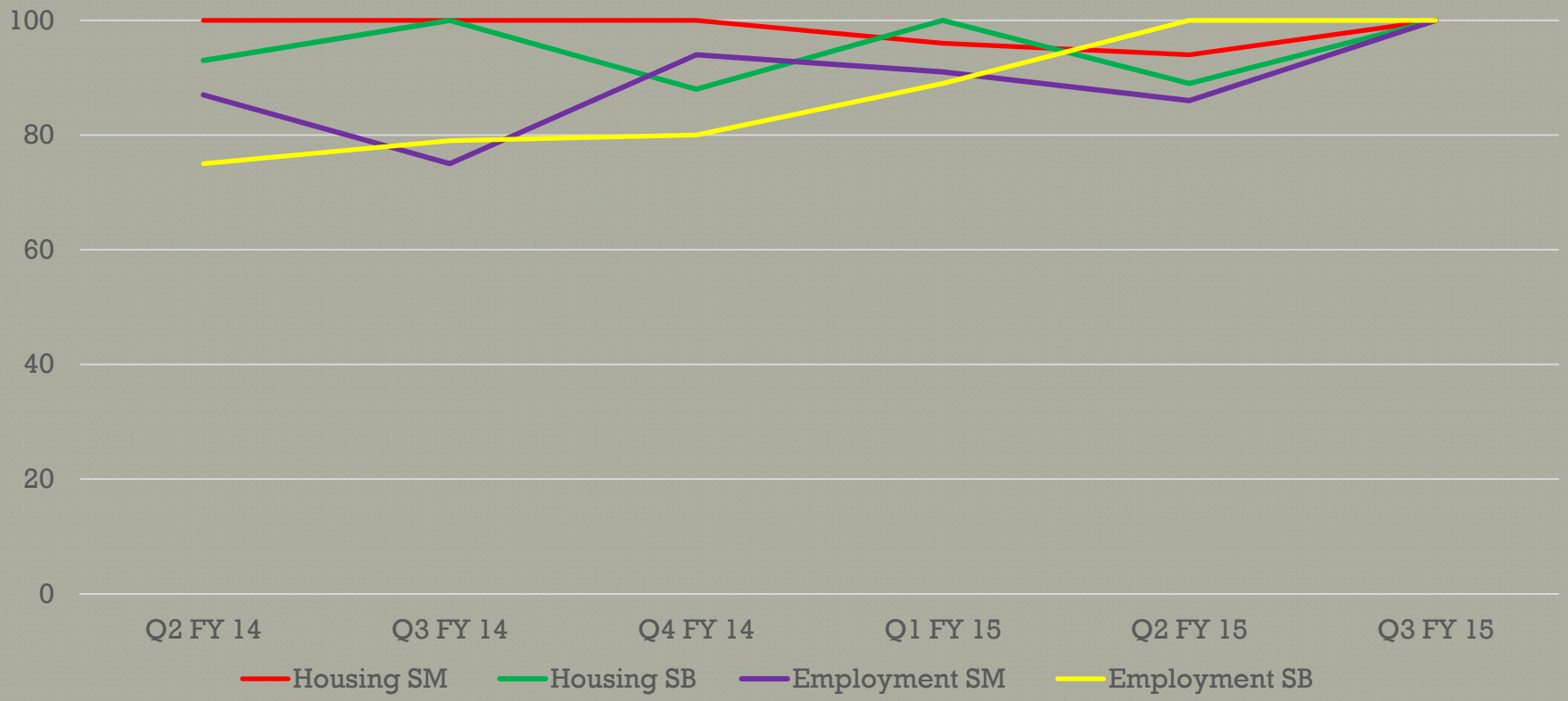
- Risk Reduction – target what matters and measure indicators along the way
- Quality Assurance
- Working Alliance Inventory (WAI)

## Lessons Learned:

- Housing
- Referral Source Partnerships
- Mental Health Resources

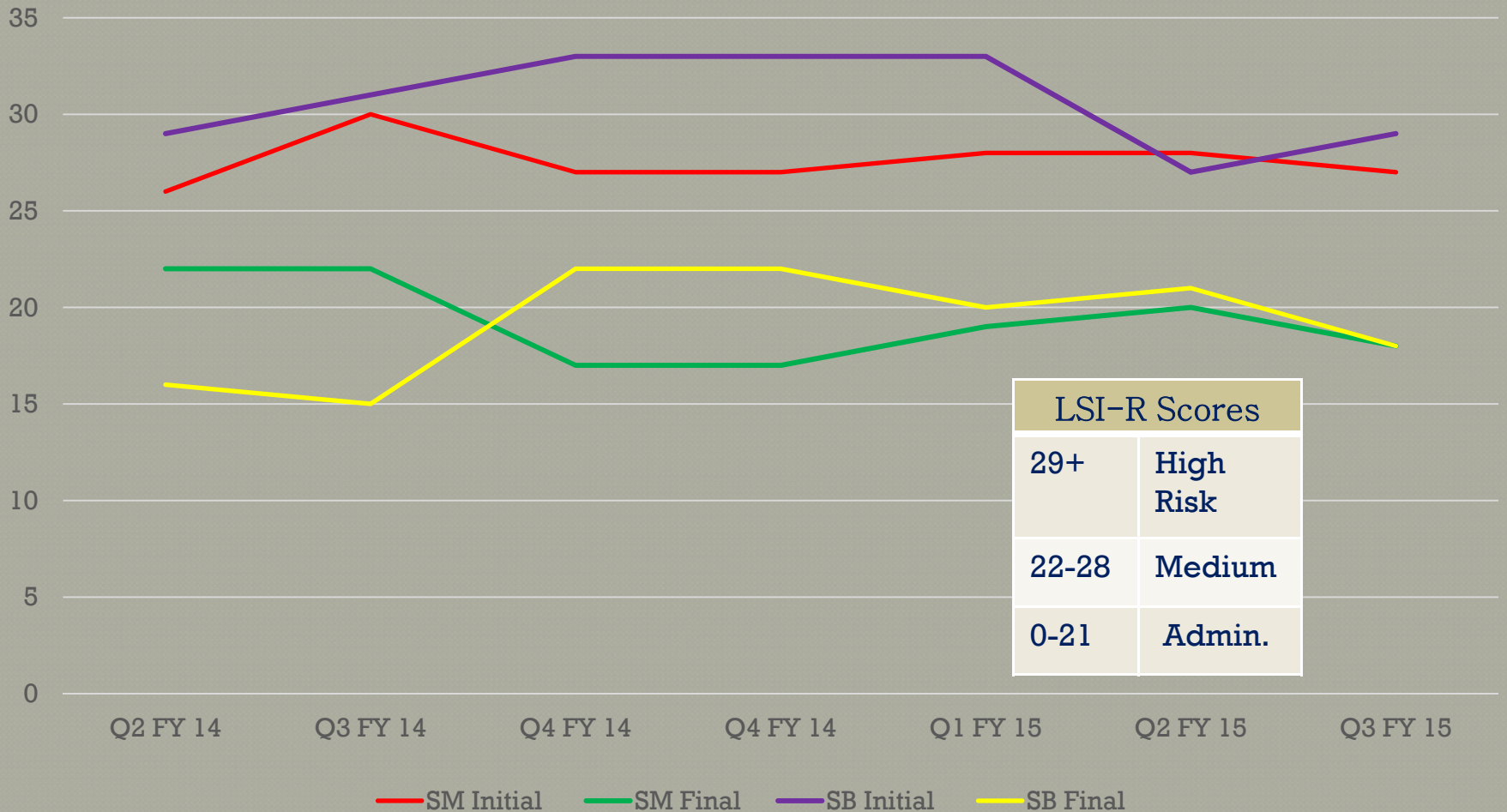
# Successful Discharge - Key Outcomes

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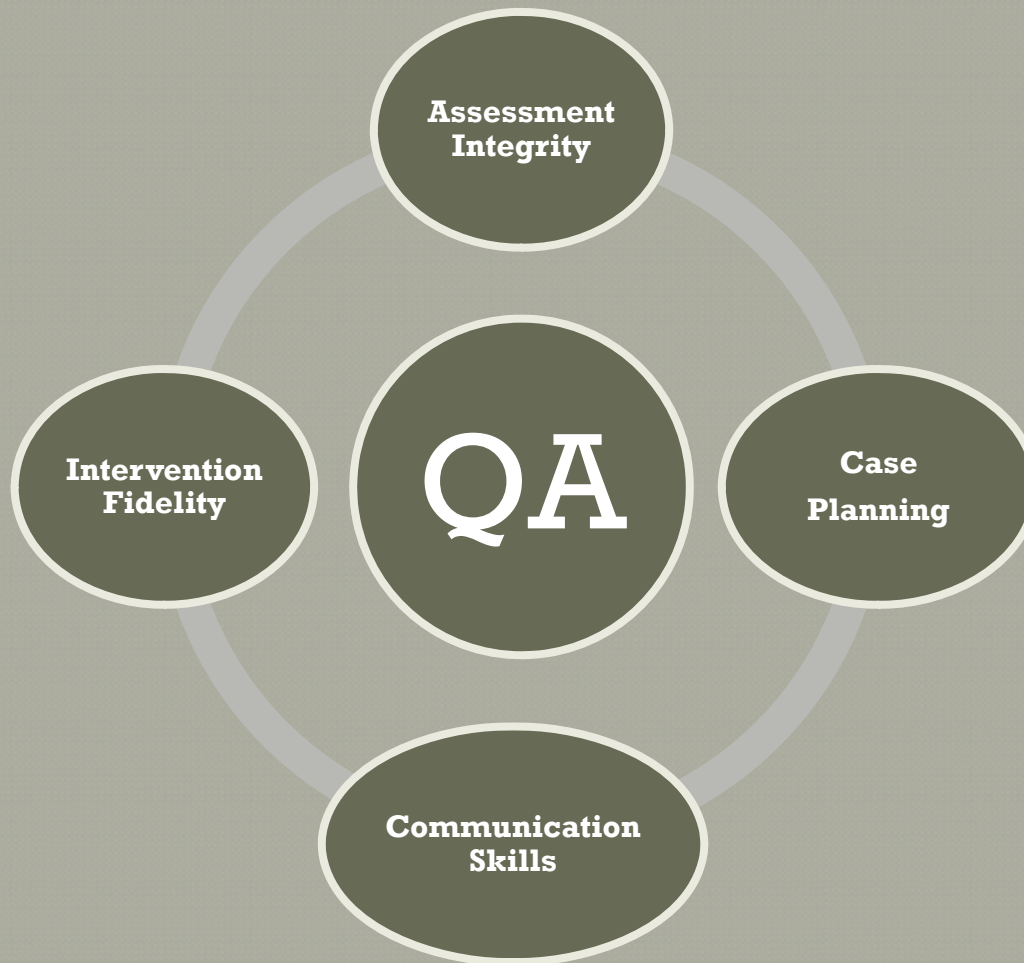
# Successful Discharge - Risk Reduction



LSI-R Scores	
29+	High Risk
22-28	Medium
0-21	Admin.

# Quality Assurance

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# Working Alliance Inventory (WAI)

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- 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

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- 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

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- 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.
- 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 positive outcomes

These things predict drop out and negative outcomes.

# SB County Results April 2015

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- 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

# Sacramento County Office of Education Adult Reentry Programs

- 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

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- 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

# SCOE Program Structure

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- 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

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- 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??

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