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Palm Beach County
Innovations in Reentry
Transitional Employment
Six-Month Implementation Report
June 28th



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Introduction

In 2017, the Palm Beach County (PBC) Department of Public Safety and Justice Services (henceforth ‘the County’) was awarded an Innovations in Reentry Initiative (IRI) grant from the Bureau of Justice Assistance (BJA). With this funding, the County seeks to enhance employment services for citizens returning to PBC from the Florida Department of Corrections (FDC) or the Palm Beach County Sheriff’s Office (PBSO). The County contracted with three community-based reentry service providers within PBC to provide transitional employment in tandem with evidence-based cognitive behavioral interventions (CBI) to moderate- to high-risk returning citizens with low employability. Transitional job (TJ) programs rapidly place participants into temporary, paid jobs, usually in nonprofit or government agencies; provide various kinds of support (e.g., case management, job coaching workshops, or referrals for social services); and then help participants find permanent jobs.¹ The primary goals of the PBC TJ program are to reduce recidivism and increase long-term employment. A rigorous randomized-controlled trial (RCT) is being utilized in order to isolate the effects of the transitional employment and CBI on recidivism and long-term employment. Program design and implementation has been divided into four phases: (1) planning; (2) project implementation; (3) programmatic delivery; and, (4) evaluation of process and program impact. The TJ program is currently in the implementation and programmatic delivery phases of the project. This report will provide an overview of the TJ program in PBC, discuss the evaluation methodology, including the process and outcome evaluation plans and project outcomes/goals, outline the target population and client eligibility determination process, review TJ program implementation to date, highlight milestones from the project, provide a description of the TJ clients, describe site visits to the three community service providers, and conclude with existing barriers and recommendations for moving forward.

The PBC Transitional Employment Program

Project Stakeholders

Multiple stakeholders from PBC are working together to ensure the successful implementation of the TJ program. These stakeholders include:

- Palm Beach County Department of Public Safety and Justice Services
- Gulfstream Goodwill Industries (GGI)
- The Lord’s Place (TLP)
- The Riviera Beach Reentry Center (RB)

¹ Redcross, C., Millenky, M., Rudd, T., Levshin, V. (2012). *More than a job: Final results from the evaluation of the Center for Employment Opportunities (CEO) transitional jobs program* (OPRE Report 2011-18). Washington, DC: Office of Planning, Research and Evaluation, Administration of Children and Families, U.S. Department of Health and Human Services.

- CareerSource Palm Beach County
- Florida Atlantic University (FAU)

The County is responsible for managing contracts, ensuring compliance among the service providers, and overseeing the entire grant project. Gulfstream Goodwill, The Lord's Place and The Riviera Beach Reentry Center are the three community-based service providers who are responsible for completing risk/needs assessments with returning citizens, recruiting returning citizens for the TJ program, implementing their respective TJ programs, and providing services to TJ clients. CareerSource is providing the County and FAU with employment data on all TJ clients. FAU is the research partner for this project and is responsible for conducting a process and outcome evaluation.

Program Design

The TJ program provides transitional employment and CBI to moderate- to high-risk returning citizens who also have low employability. GGI, TLP, and RB have developed and are implementing their own transitional employment programs within three different industries—warehouse/retail, culinary, and construction, respectively. In addition to employment, TJ participants are provided cognitive behavioral interventions. GGI and RB are providing TJ participants with Moral Reconation Therapy (MRT), while TLP is providing Cognitive Behavioral Intervention-Employment (CBI-EMP). The below sections describe the three TJ programs:

1. Gulfstream Goodwill – The Warehouse/Retail Career TJ Program

The TJ program at GGI is a 12-week, 20-hour per week program. Within the program, TJ participants work 16 hours per week in a subsidized job within GGI. This typically includes working at the GGI warehouse or within a Goodwill retail location. In addition to the 16 hours of work per week, the TJ participants also receive four hours of MRT and attend employment readiness workshops every Wednesday. Clients are not scheduled to work on Wednesdays, which allows them to be able to attend the MRT sessions and employment readiness workshops.

2. The Lord's Place – The Culinary TJ Program

The TJ program at TLP is an 8-week, 16-hour per week program. Within the program, TJ participants work two days a week in a subsidized job within TLP. This typically includes working with the kitchen manager who is responsible for setting up catering and ordering food and supplies. The TJ participants will assist the kitchen manager with processing and organizing shipments of dry goods, cleaning and organizing the kitchen, pressure washing, or any other task that is necessary to keep the kitchen clean and orderly. TJ clients who express an interest in cooking will assist with food production. As part of their 16-hour work week, TJ participants receive 1.5-2 hours of CBI-EMP one day a week.

3. The Riviera Beach Reentry Center – The Construction TJ Program

The TJ program at RB is a 10-week, 28-hour per week program. Within the program, TJ participants work 24 hours per week in a subsidized job typically within the field of construction. This includes working at a construction site Monday-Wednesday for 8 hours per day, where TJ clients learn all aspects of construction by assisting with the refurbishment of homes. While on the job, TJ clients are introduced to basic masonry, carpentry, electrical, plumbing, and HVAC skills by tradesmen in the field.

In addition to the 24 hours of work per week, the TJ participants also receive four hours of MRT and attend employment readiness and life skills workshops. MRT sessions are held Thursdays and Fridays from 10 a.m. to noon, with the employment readiness and life skills workshops being held Fridays after the MRT session. Additionally, at times, the construction site supervisor will hold classes after the MRT sessions to teach the TJ clients specific skills related to construction.

As noted above and seen in Figure 1, based on the service provider, there is variation in program duration and the number of hours clients are in programming per week. This ranges from 16 total programming hours per week at The Lord's Place to 28 total programming hours per week at Riviera Beach Reentry Center.

Figure 1. TJ Program Hours Per Week by Service Provider

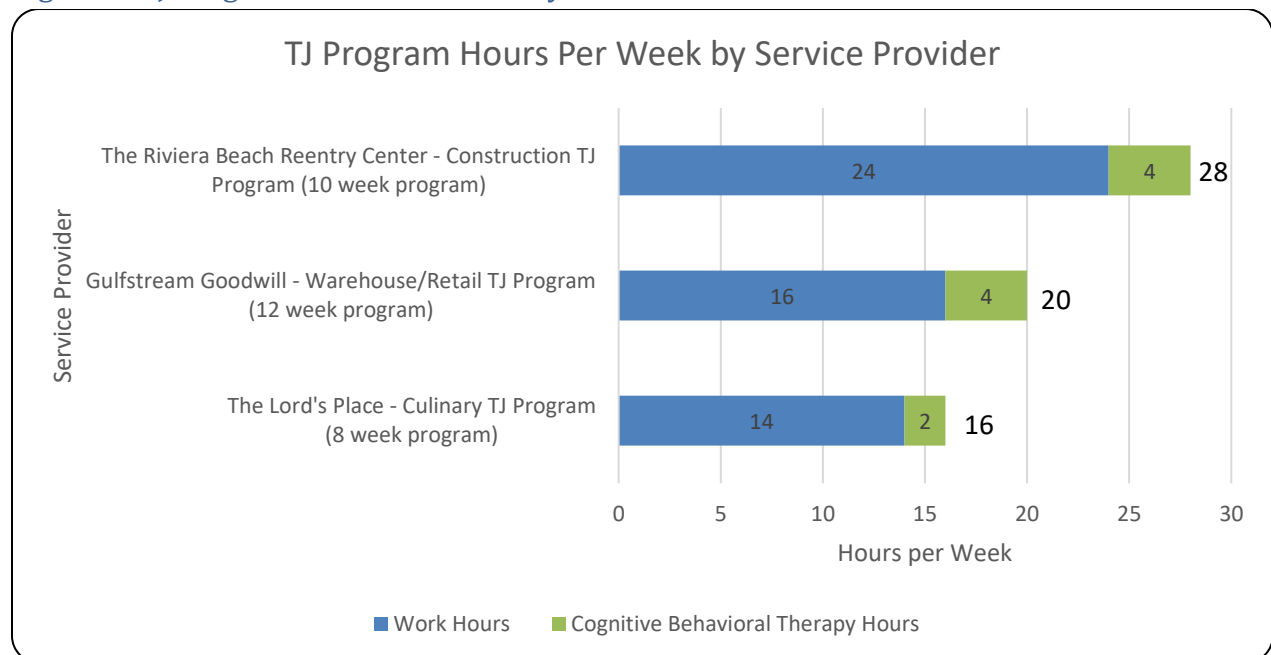
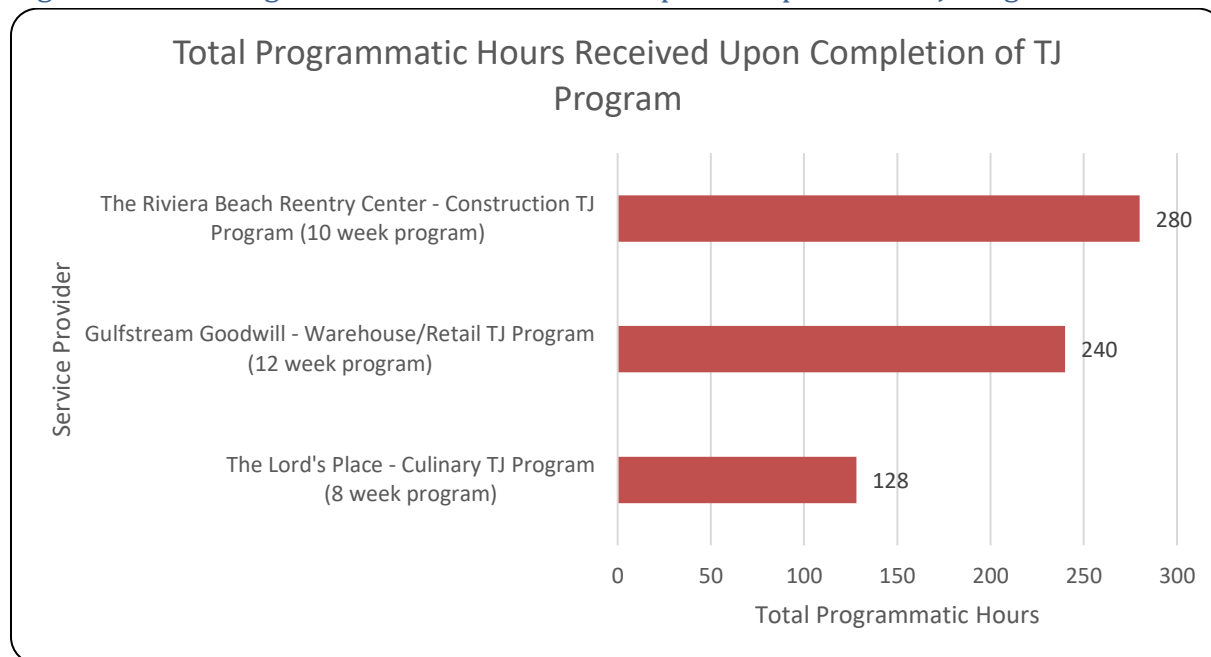


Figure 2 shows the total programmatic hours a client will receive if he/she completes the entire TJ program for which he/she is enrolled. As shown, a client who completes the entire 10-week TJ program at Riviera Beach Reentry Center would receive 280 programmatic hours. A client

who completes the entire 12-week TJ program at Gulfstream Goodwill would receive 240 programmatic hours, and a client who completes the entire 8-week TJ program at The Lord's Place would receive 128 programmatic hours.

Figure 2. Total Programmatic Hours Received Upon Completion of TJ Program



Evaluation Methodology

Implementation fidelity and effectiveness of the PBC transitional employment programs are being examined through a systematic assessment conducted by Dr. Atkin-Plunk from FAU. This evaluation is being carried out in two phases: 1) process evaluation and 2) outcome evaluation.

Process Evaluation

A process evaluation examines whether and to what extent a program is implemented and operating as designed. More specifically, the TJ process evaluation will examine program inputs and activities in an effort to establish causal relationships between project inputs/activities and results. Five research questions guide this process evaluation:

1. How are the TJ programs being implemented at GGI, TLP, and RB?
2. Are the TJ programs enrolling individuals who meet the eligibility criteria (as outlined below)?
3. What services are being provided to TJ participants?
4. To what extent (e.g., frequency, duration, dosage) are TJ participants engaging in the provided services?
5. Are the TJ programs operating as designed?

Outcome Evaluation

The objective of an outcome evaluation is to systematically collect and examine data on the effects of a program on participants. The emphasis of the outcome evaluation is to examine the intended and unintended effects of the TJ program on participants, institutional involvement, and employment. Dr. Atkin-Plunk will measure the impact of the TJ program across several outcomes measures and are guided by two research questions:

1. Did participation in the TJ program change an individual's involvement in the criminal justice system (e.g., arrests, convictions, incarcerations)?
 - a. If yes, how?
 - b. Was this effect sustained?
2. Did participation in the TJ program influence a person's employment status?
 - a. If yes, how?
 - b. Was this effect sustained?

To isolate the effects of the transitional employment and CBI on recidivism and long-term employment, the outcome evaluation will utilize a rigorous randomized-controlled trial (RCT). With an RCT, treatment (e.g., transitional employment and CBI) is randomly assigned to participants. Randomized-controlled trials reduce bias, allow for causal inferences to be made, and provide for more reliable estimates of treatment effects.

Methodology

In order to carry out the process and outcome evaluation, Dr. Atkin-Plunk will utilize the following methods for collecting and analyzing data:

- **Site visits** – Include tours of the administrative offices of GGI, TLP, and RB; visits to TJ worksites, including the GGI warehouse, TLP kitchen, and RB construction site; observations of CBI-EMP and MRT classes; and a tour of FDC Sago Palm Reentry Center.
- **Interviews with stakeholders** – Formal and informal interviews and discussions to understand stakeholder views regarding the implementation of the TJ program. These interviews and discussions were held with the PBC Reentry Program Coordinator (who is also the IRI grant manager), reentry staff from GGI, TLP, and RB, CBI-EMP/MRT instructors, and TJ worksite managers.
- **Meeting attendance** – Attendance and participation at the following meetings: PBC Reentry Task Force meetings and subcommittee meetings, PBC reentry staff meetings, and technical assistance calls with the Council of State Government-Justice Center.
- **Document review** – Review of contracts between PBC and the reentry service providers, PBC reentry and service provider reports and documents as applicable.
- **Data collection** – Data for the TJ participants and individuals in the control group are being collected by their respective service providers and entered into the PBC RENEW

database. Appendix A provides a data matrix that lists all administrative data needed to successfully complete the outcome evaluation plan.

Program Objectives and Goals

The PBC TJ program seeks to achieve multiple outcomes during the course of this program, including:

- Establish three new on-the-job transitional employment training programs.
- Provide transitional jobs to 120 clients.
- Provide cognitive behavioral therapy to 120 clients.
- Reduce custodial rearrest in PBC.
- Reduce reconviction in PBC.
- Reduce reincarceration in FDC.
- Provide independent employment for 50% of TJ clients by September 2020.

Target Population

The target population consists of 600 male and female returning citizens ages 18 and older, convicted in and returning to PBC from FDC or PBSO between October 1, 2017 and September 30, 2020. These individuals have all volunteered to receive reentry services through the PBC RESTORE initiative. All 600 returning citizens in the target population will be administered the Level of Service Inventory-Revised (LSI-R) and Employment Readiness Checklist (ERC). As discussed in further detail below, returning citizens who are assessed as moderate- to high-risk (based on the LSI-R) and less job ready (based on the ERC) will be eligible for randomization into the treatment or control group. Per the grant award, 240 study participants will be randomized into the treatment or control group. Those who are randomized into the treatment group (n=120; 40 for each agency) will receive the enhanced employment transitional services (i.e., TJ and CBI). Individuals who are randomized into the control group will receive treatment as usual from their respective service provider.

Client Eligibility

The typical method for determining randomization eligibility and TJ program enrollment is described below and depicted in Figure 3. First, PBC in-reach reentry program staff administer the LSI-R, a validated risk/needs assessment instrument, to inmates in the target population who are housed either in FDC or PBSO county jail. As seen in Table 1, returning citizens who are assessed as low/moderate, moderate, medium/high, or high-risk (e.g., score 14 or above based on the LSI-R) are referred to a service provider in the community based on the location within PBC to which they will return. The RESTORE initiative operates such that The Lord's Place services citizens returning to south PBC, Gulfstream Goodwill services citizens returning to mid-PBC, and The Riviera Beach Reentry Center services citizens returning to north PBC.

Table 1. TJ Program Eligibility Based on LSI-R Score.

Risk	LSI-R Score	Eligible
Low	0-13	No
Low/Moderate	14-23	Yes
Moderate	24-33	Yes
Medium/High	34-40	Yes
High	41-47	Yes

Once in the community, the returning citizen is administered the ERC by their respective service provider. The ERC is a tool developed and used by service providers in PBC to assess returning citizens' readiness for employment. As seen in Table 2, returning citizens who are assessed as less job ready (e.g., scored 35 or under on the ERC) are eligible for randomization into the treatment or control group. Returning citizens who are assessed as low-risk (based on the LSI-R) or more job ready (based on the ERC) are not eligible for randomization into the treatment or control group.

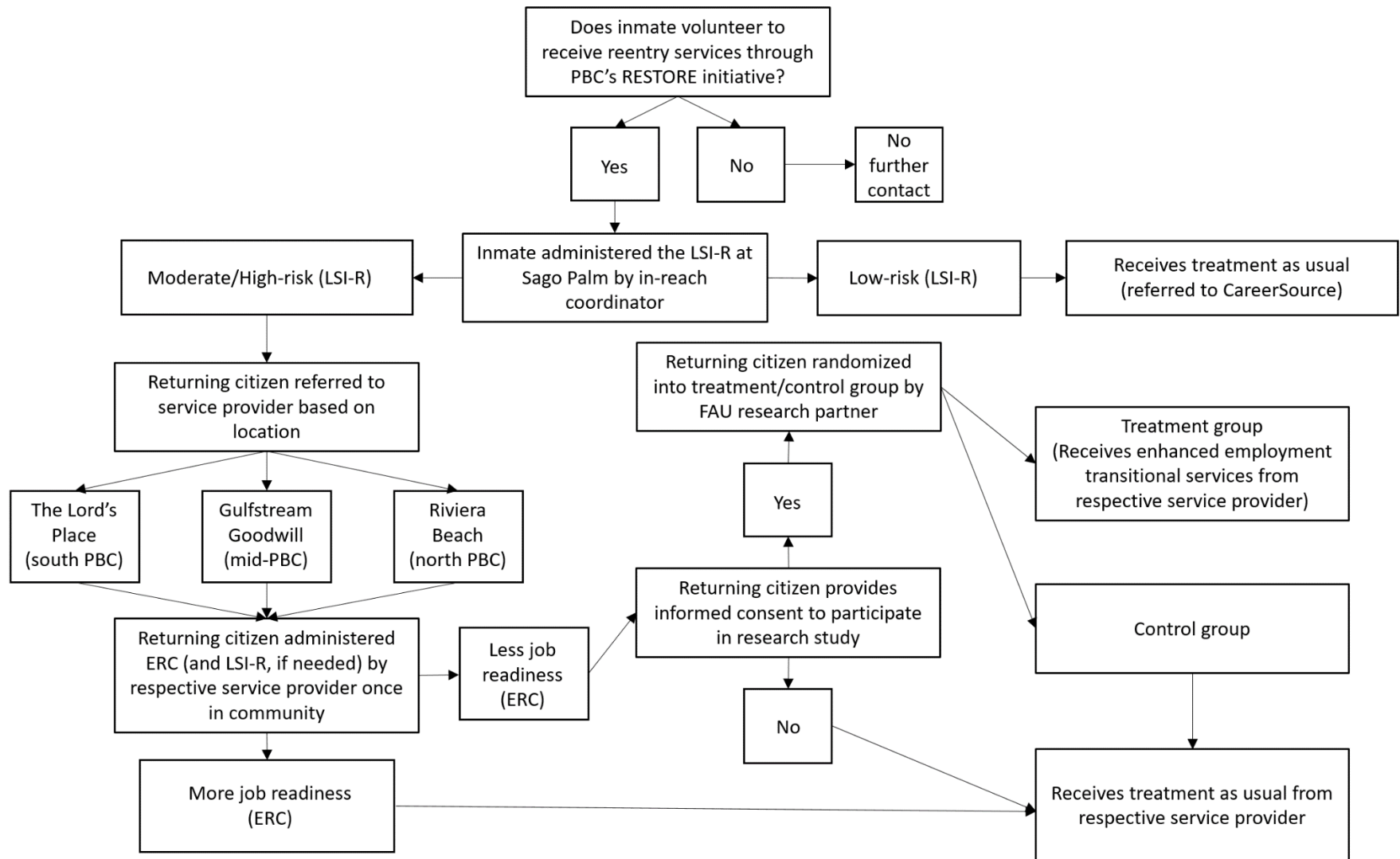
Table 2. TJ Program Eligibility Based on ERC Score

Job Ready	ERC Assessment Score	Eligible
Less	0-35	Yes
More	36-51	No

After a returning citizen is identified as eligible for randomization, the client's case manager informs the client of the TJ program and research study. If the client is interested in participating in the TJ program and research study, the case manager has the client sign an FAU informed consent document. After this, the case manager indicates within the RENEW database that randomization is needed for the client. The FAU research partner then randomizes the client into the treatment or control group.

Returning citizens who are randomized into the treatment group receive the enhanced employment transitional services, associated CBI, and any other treatment determined to be necessary to address their assessed needs. Individuals randomized into the control group will receive treatment as usual. The treatment as usual intervention is tailored to each individual based on the returning citizens' assessed needs. Treatment can include any of the following: education services, employment services, financial education, family reunification, peer mentoring, substance abuse treatment, mental health treatment, health services, cognitive behavioral programming, transitional housing, case management, transportation assistance, food stamps, and/or identification assistance. Returning citizens who are assessed as low-risk (based on the LSI-R) are referred to CareerSource and no longer have contact with the RESTORE initiative.

Figure 3. TJ Program Client Eligibility Flow Chart



TJ Program Implementation Progress

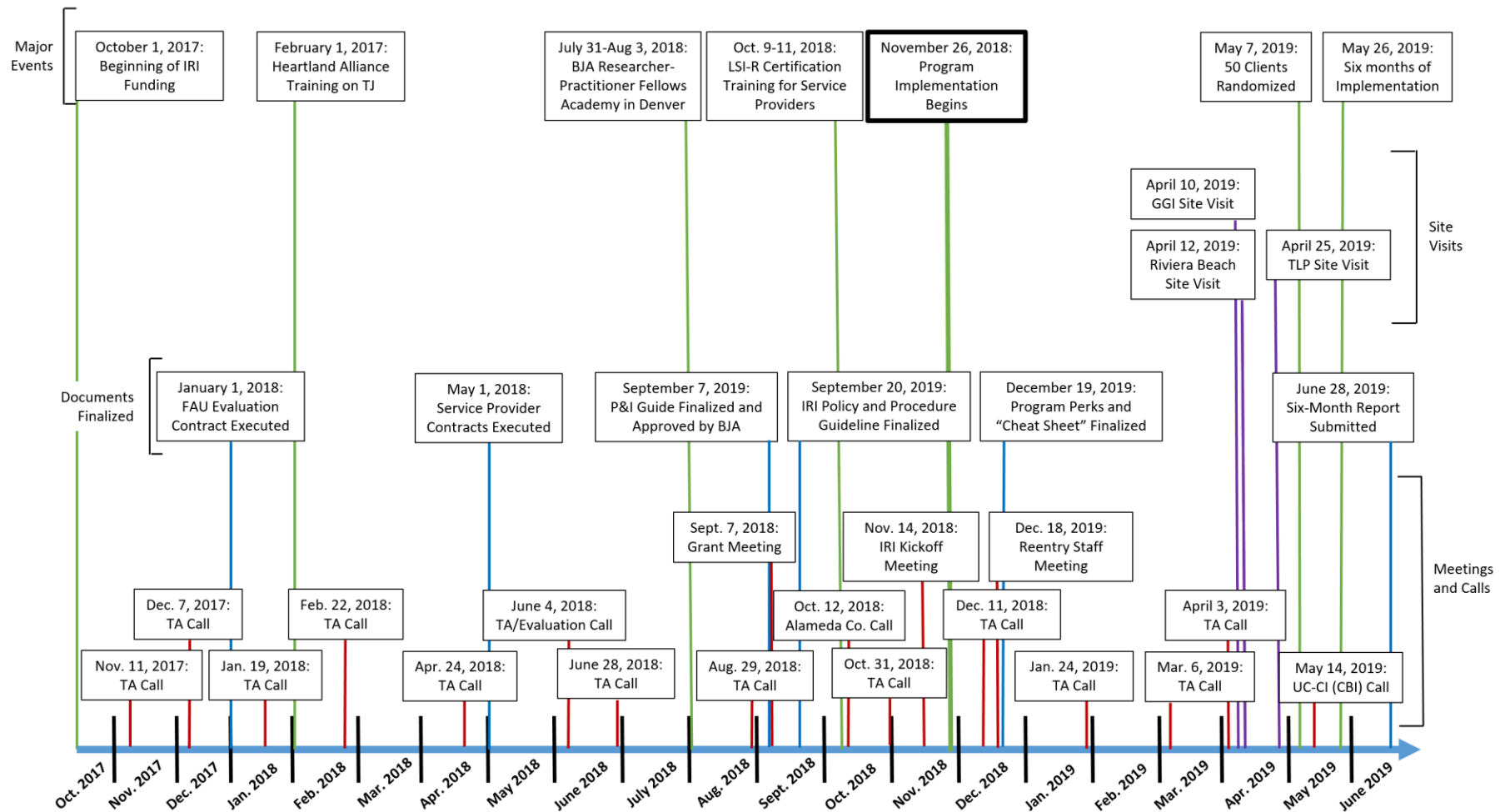
Funding for the TJ program in Palm Beach County began on October 1, 2017. Since then, the program has moved through the planning stages into the implementation and programmatic delivery stages. As can be seen in Figure 4, the planning stage of this project began October 1, 2017 and concluded with the IRI Kickoff meeting on November 14, 2018. During the planning phase, 11 meetings were held with project stakeholders, reentry service providers, and technical assistance providers, with an additional six meetings being held since implementation officially began on November 26, 2018. The first client was randomized two days later on November 28, 2018. During the first six months of implementation, 53 reentry clients have been randomized into the treatment or control group.

The TJ program and stakeholders have accomplished a number of milestones since program funding began, including:

- Receiving transitional job training by Heartland Alliance
- Attending the BJA Researcher-Practitioner Fellows Academy in Denver, Colorado
- Training all case-managers on LSI-R administration
- Establishing and implementing three TJ programs
- Beginning program implementation

Figure 4 on the following page presents a timeline that identifies important events related to the PBC TJ program.

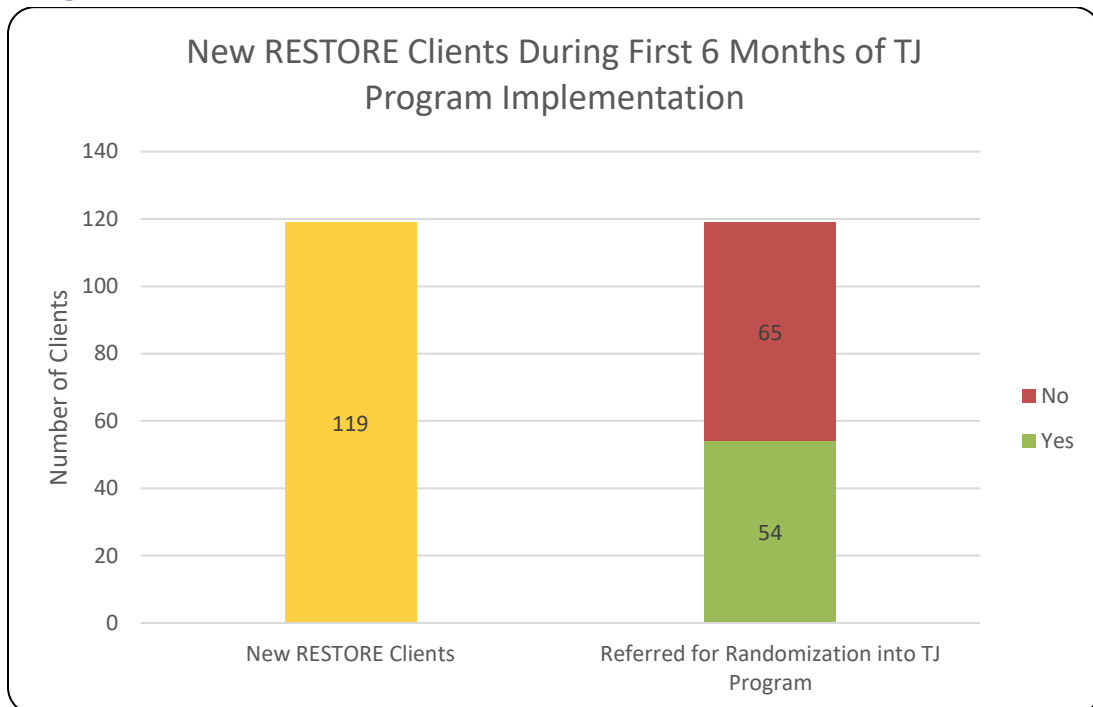
Figure 4. TJ Program Timeline



RESTORE Reentry Clients

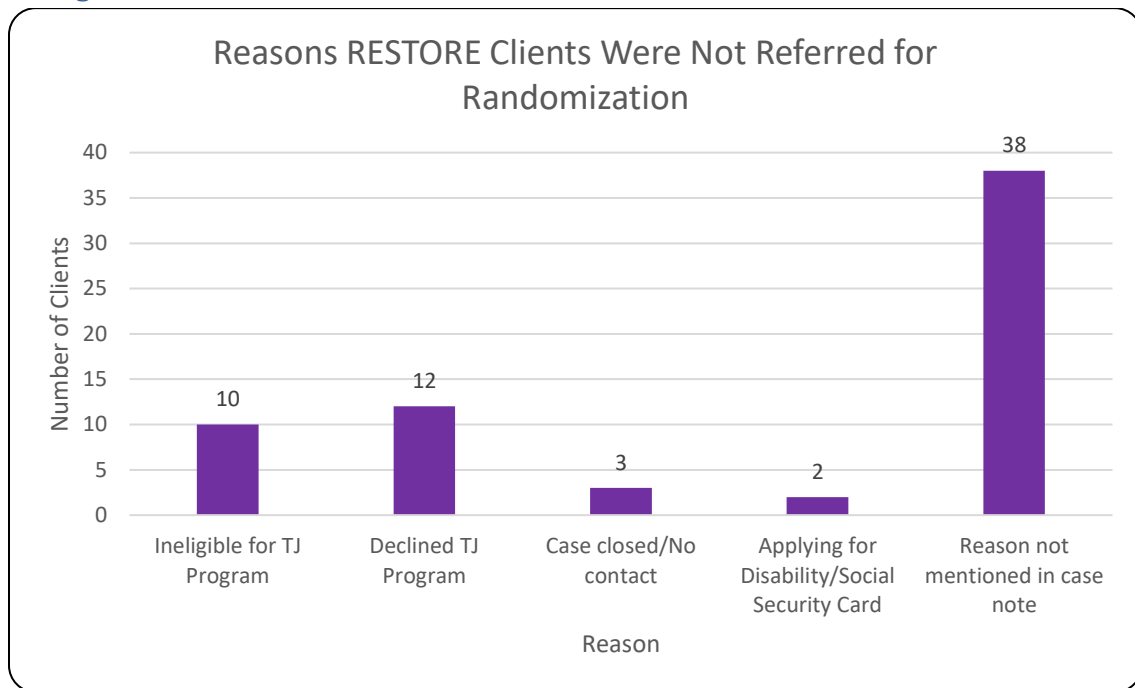
During the first six months of TJ program implementation, 119 reentry clients were enrolled in the PBC RESTORE initiative. As can be seen in Figure 5, 54 (44.5%) of these clients were referred for randomization, while 65 (54.6%) RESTORE clients were not referred for randomization into the TJ program.

Figure 5. New RESTORE Clients During First 6 Months of TJ Program Implementation



As shown in Figure 6, of the 65 reentry clients who were not referred for randomization, 10 clients (15.4%) were not eligible for randomization, due either to being more job ready (based on the ERC), low risk (based on the LSI-R), or returning from federal custody. Twelve clients (18.5%) declined to participate in the TJ program. This was due to the client already being employed (or having jobs pending) or not being interested in the program. Additionally, three clients (4.6%) had their case closed and/or had no further contact with their assigned service provider after their initial enrollment in RESTORE, and two clients (3.1%) were applying for disability or for their social security card. Finally, for 38 clients (58.5%) there was no notation in RENEW that the client had been presented the TJ program and no indication as to why the client was not referred for randomization.

Figure 6. Reasons RESTORE Clients Were Not Referred for Randomization



TJ Program Clients

As shown in Figure 7, during the first six months of TJ program implementation, 53 PBC reentry clients were randomized (32 into the treatment group and 21 into the control group). Figure 8 shows the number of clients randomized by service provider.

Figure 7. Number of Clients Randomized During First Six Months of Implementation

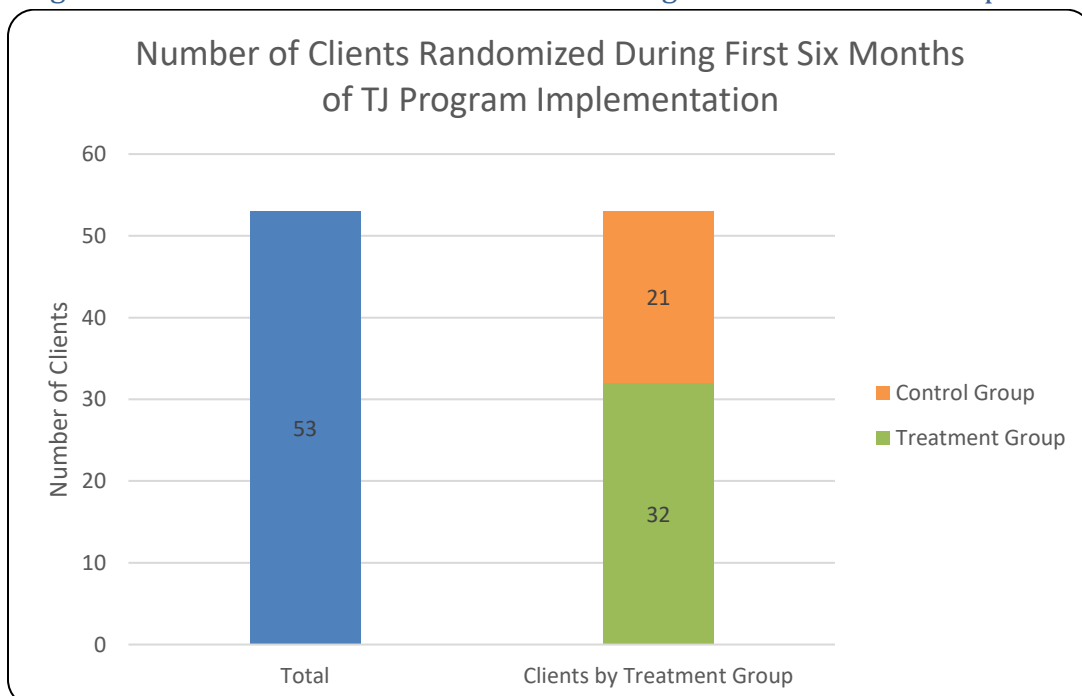


Figure 8. Number of Clients Randomized During First Six Months of Implementation by Service Provider

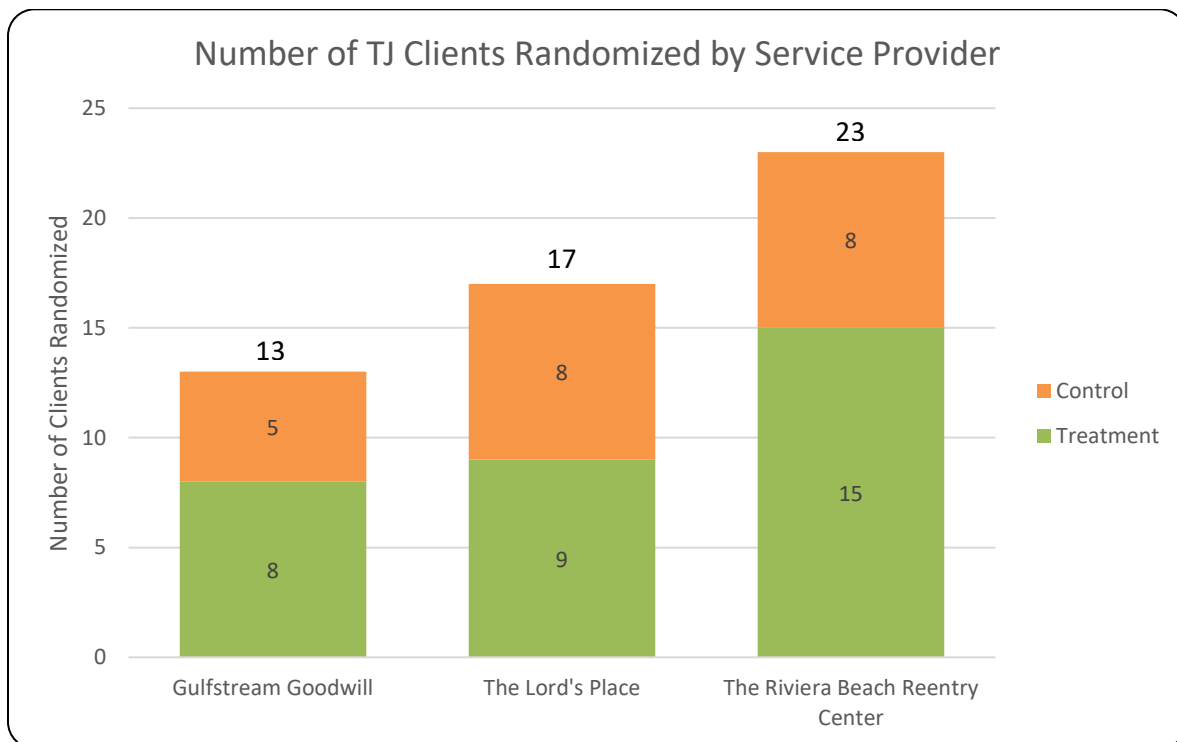


Table 3 shows the LSI-R and ERC scores for clients randomized into the treatment and control groups. As can be seen, the average client has a moderate risk to recidivate and is less job ready. Additionally, clients range from 20 to 62 years of age, with the average age being 39 for the treatment group and 41 for the control group.

Table 3. IRI Client Characteristics

	Treatment Group			Control Group		
	Mean	Minimum	Maximum	Mean	Minimum	Maximum
LSI-R Score	27.5	17	39	28.6	15	40
ERC Score	22.2	9	33	22.6	4	35
Age	39.2	20	62	41.1	23	57

As stated above, reentry clients are eligible for the TJ programs if they score above a 14 on the LSI-R, meaning they are low/moderate- to high-risk to recidivate. They are also eligible for the TJ program if they are less job ready (i.e., score 35 or lower on the ERC). Figures 9 and 10 show the LSI-R and ERC scores, respectively, for the TJ participants and control group. As can be seen in Figures 9 and 10, all clients meet the LSI-R and ERC eligibility requirements, respectively.

Figure 9: LSI-R Score at Program Entry

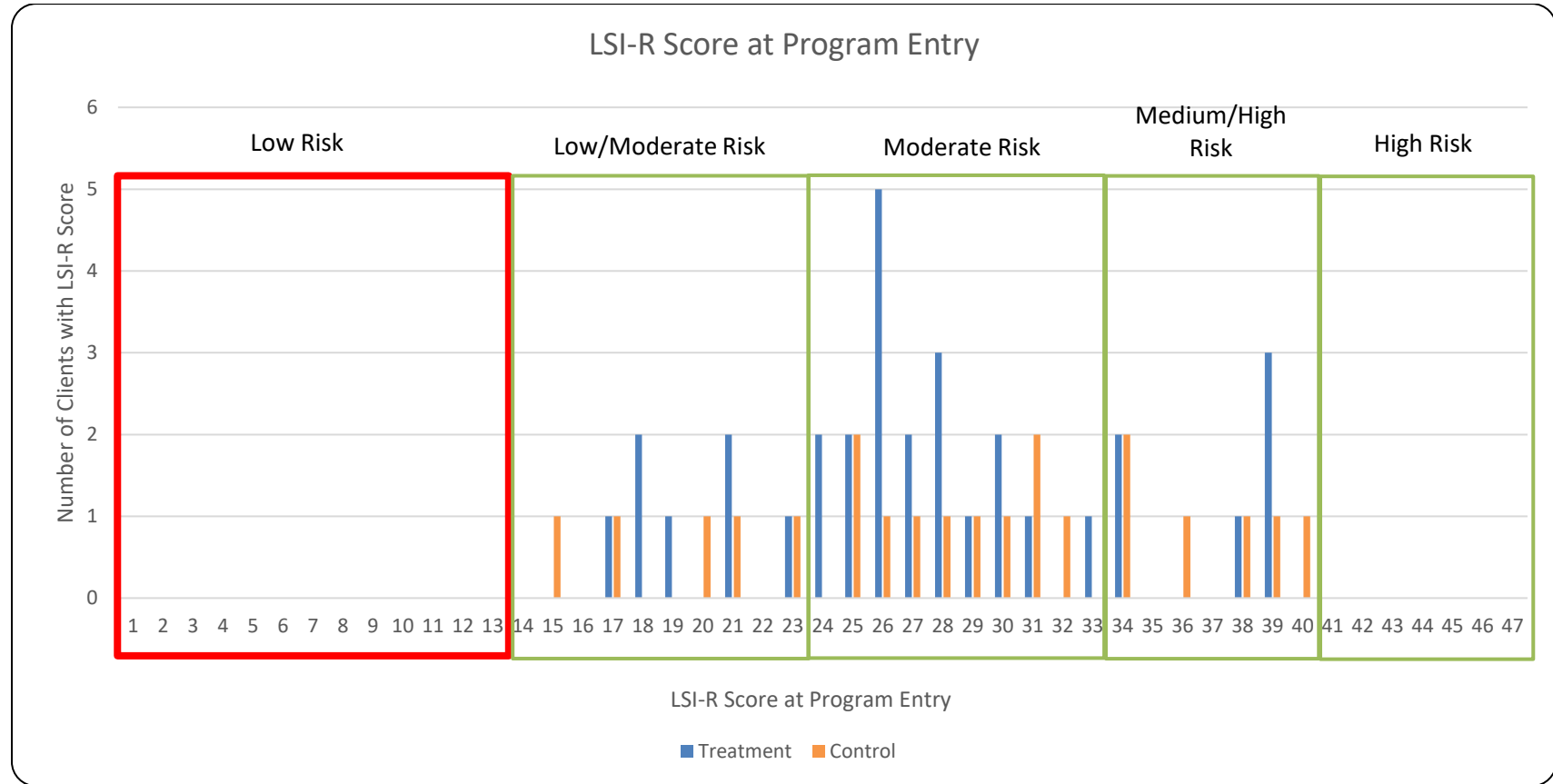
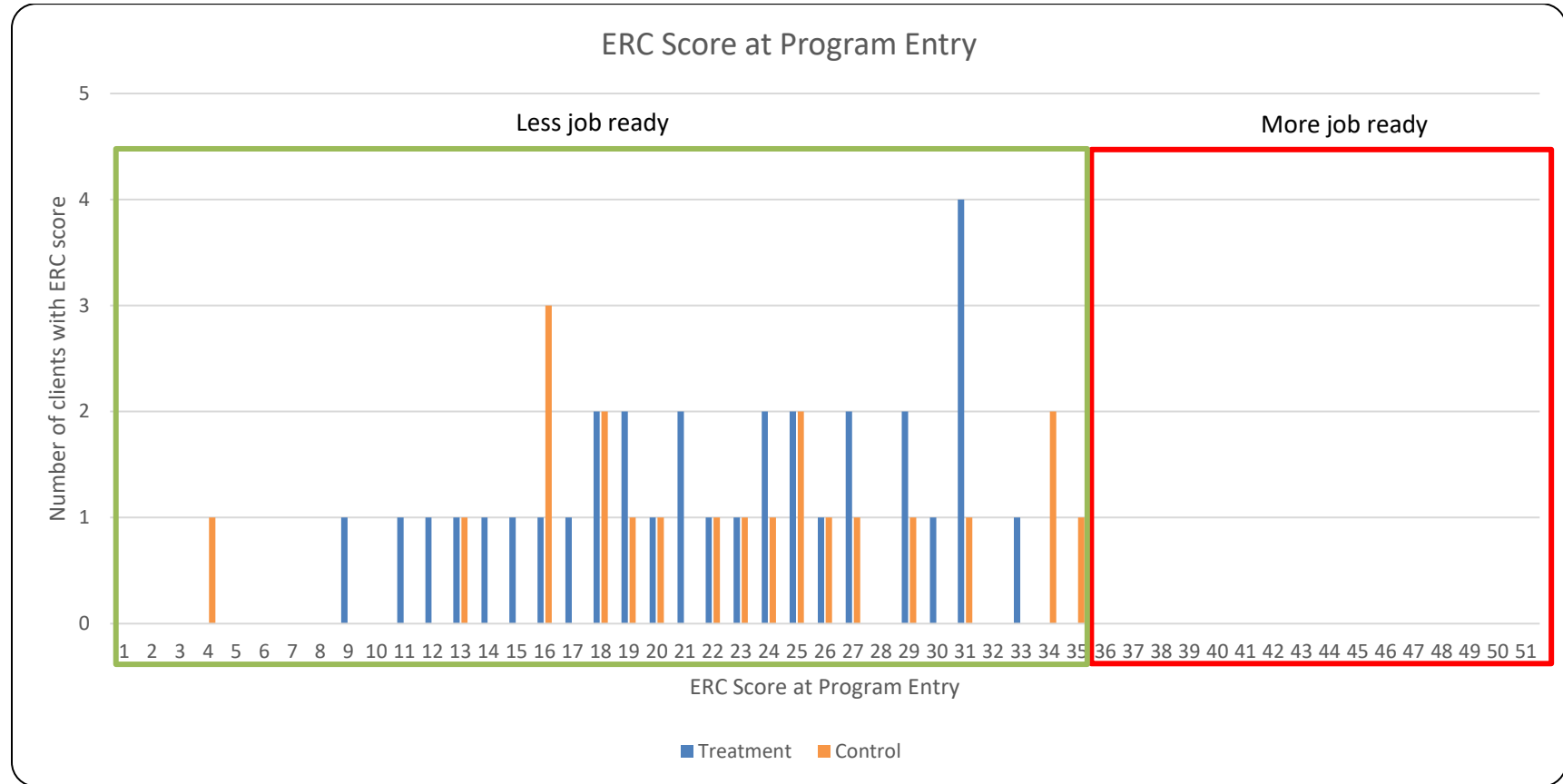


Figure 10: ERC Score at Program Entry



Site Visits

Since program implementation began in November 2018, Dr. Atkin-Plunk has conducted site visits at GGI, TLP, and RB to contextualize the TJ programs and reentry services offered in PBC.

Gulfstream Goodwill Industries

On April 10, 2019, Dr. Atkin-Plunk conducted a site visit at GGI. During the site visit, Dr. Atkin-Plunk met with the Justice Services staff who work on the IRI grant, toured the TJ warehouse location, and observed an MRT session. The following individuals from GGI participated in the site visit:

- Director of Justice Services
- Director of Reentry Programs
- Two Adult Reentry Case Managers
- Employment Consultant (EC)
- MRT Specialist
- Warehouse Supervisor

The sections below highlight details regarding the TJ program, intake process, role of the EC, the TJ warehouse, MRT sessions, and other observations made during the site visit.

The Retail Career Transitional Job Program

As stated above, the TJ program at GGI is a 12-week, 20-hour per week program. Within the program, TJ participants work 16 hours per week in a subsidized job within GGI. This typically includes working at the GGI warehouse or within a Goodwill retail location. In addition to the 16 hours of work per week, the TJ participants also receive four hours of MRT and attend employment readiness workshops every Wednesday. Clients are not scheduled to work on Wednesdays, which allows them to be able to attend the MRT sessions and employment readiness workshops.

The Intake Process

The case managers described the process of informing GGI clients about the TJ program. After the LSI-R is completed, the case managers describe all GGI programs available to clients. It is during this time that the case managers explain the benefits of the TJ program, even to those who do not appear to be interested. The case managers indicated being open and honest with clients regarding the randomization process and emphasizing to the clients that they might not be selected for the TJ program. If a client indicates their interest in participating, the case manager has them read and sign the FAU consent form. After the client signs the consent form, the case manager conducts the ERC. If the client scores as less job ready, then he/she is

referred for randomization in the RENEW database. When a client is selected for the TJ program, they are then introduced to and assisted by the EC, while still having regular meetings with their case manager.

Why do clients decline to participate in the TJ program?

The case managers indicated that those who do not choose to participate in the TJ program tend to be GGI clients who are either not looking for work (due to age or disability) or already have plans for obtaining a job on their own (due to family support and connections within the community). The case managers stated that the majority of GGI clients are looking for employment, and those who are interested in employment choose to participate in the TJ study and sign the FAU consent form.

Employment Consultant

Once clients are randomized into the TJ program, they meet with the EC who provides information regarding the job the client will be expected to perform and carries out a Level 2 background check (see note below regarding background checks). The background check process typically takes 3 to 7 days to complete. Once a TJ client has been approved by Human Resources to work for GGI, the EC completes a new hire orientation with the client. This orientation includes going over the policy and procedure handbook, providing a personal tour of the warehouse, answering all questions the TJ client has regarding their new employment, and ensuring that the TJ client has the appropriate clothing to begin work (e.g., work boots, shirts, pants). After the orientation, the EC confirms with the client that he/she is still willing to work in the warehouse and, if so, obtains a targeted start date for the client. To date, all clients have wanted the job presented to them. On their first day of employment, the EC accompanies the TJ client to the jobsite to ensure a smooth and warm handoff.

All individuals involved in the TJ client's employment, including the client, EC, and worksite managers/supervisors know what is expected of the TJ client, and the worksite managers and supervisors are aware that the TJ clients are participating in the IRI program. If a TJ client experiences an issue with his/her employment, the EC is the first point of contact. The clients are aware that they should reach out to the EC if they are going to be late to work, have concerns regarding their work schedule, or have issues with their paycheck. The EC indicated that, to date, the only issue experienced by clients has been being late to work due to public transportation.

In addition to the above, the EC holds employment readiness workshops every Wednesday for the TJ clients. These workshops discuss all aspects of employment, including interviewing skills, time management, how to open a bank account, etc. The GGI staff who participated in the site visit indicated that, since the EC has been hired, the TJ clients now have bank accounts, which they did not before.

A note on the background checks:

The background checks conducted by GGI screen for second degree felony and theft convictions in the last seven years. It was GGI policy to not hire anyone who failed the Level 2 background check. This included all reentry clients who wanted to participate in the TJ program. In January 2019, a new CEO began running GGI. It is still policy to conduct a background screening on all individuals who are selected to participate in the TJ program. Human Resources, however, is now notified that the individual is in the TJ program and will make an individualized decision on each TJ participant, as opposed to automatically disqualifying them from working with GGI.

Transitional Job Warehouse Tour

The EC and a supervisor at the warehouse provided Dr. Atkin-Plunk with a tour of the Goodwill warehouse. While there, the Director of Retail Initiatives indicated that multiple job openings are available for TJ participants. The warehouse is a massive complex where employees process all Goodwill donations in Palm Beach County. They sort through and process approximately 225 “Gaylord” boxes of donated items per day, in an effort to have 100 boxes to ship to Goodwill retail stores. Attached to the Goodwill warehouse is a Goodwill clearance retail store, where items are sold by the pound.

Moral Reconation Therapy

Group MRT sessions for the TJ clients are held every Wednesday from noon to 4 p.m. at GGI. The MRT sessions are facilitated by a GGI case manager who is trained in delivering MRT. GGI, uses the 12-step MRT curriculum. Although the curriculum is designed to be completed in 12 weeks, the curriculum can take as long as necessary to complete and is dependent upon the client. The TJ clients are given time after the session to work on their assigned homework. Even though the MRT is designed to be completed during the 12 weeks that the client is enrolled in the TJ program, GGI staff indicated that they plan on continuing the MRT sessions with clients even after they complete the 12 week program.

All GGI staff who participated in the site visit, indicated that the TJ clients attend all sessions and even show up early for the sessions, which is atypical according to the case managers. They stated that the clients participate in the MRT sessions through open dialogue and complete their assignments. According to the MRT specialist, there is a collaborative nature of the group, where the TJ clients work together, have comradery, and have bonded as a group. They are able to practice their leadership skills and build their self-esteem through the MRT sessions. There appears to be a strong cohort effect among the TJ clients who are currently participating in the TJ program.

MRT Session Observations:

On the day of the site visit, two clients attend the MRT session. According to the MRT specialist, there are typically four clients in attendance, but that day one was feeling ill and the other had obtained a full-time job and now works on Wednesdays. During this session the two clients were on Step 8 of the MRT curriculum. This is the stage of “non-existence,” and during the session the MRT specialist and clients discussed short-term goals and consistency. There was discussion surrounding motivation for continuing to move forward and being trustworthy and reliable. The MRT specialist challenged them to think about the topics discussed. There was full participation by both clients in attendance.

Incentives

IRI grant funds are not allowed to be spent on food or other incentives for TJ participants. Despite this, GGI has received other funding sources to provide food for the MRT sessions and other incentives for the TJ clients. GGI staff believe these incentives encourage the TJ clients to continue participating. GGI staff also indicated their desire to create certificates of completion for TJ clients who successfully complete the MRT.

Other Observations

A concern among GGI staff, is that if a TJ client obtains full-time employment while still in the TJ program, the client will no longer be able to attend MRT sessions, as it is likely that the client will have to work during the day on Wednesdays (the time when MRT sessions are held). This holds true for a current TJ client. If more clients become employed full-time, GGI staff should consider changing the time of the MRT sessions, so as to accommodate work schedules.

It is also interesting to note that all current TJ clients are males. To date, no female GGI clients have been referred for randomization for the TJ program. GGI staff should prepare for how the MRT group dynamics will change when a female joins the group. Preparing for this will help to ensure a smooth transition for all involved.

Finally, there appears to be full buy-in by all GGI staff and TJ clients regarding the TJ program. This was evident from the participation of and comments provided by the GGI staff regarding the TJ program. This is encouraging to see given the TJ program had been implemented for less than five months at the time of the site visit.

The Lord's Place

Dr. Atkin-Plunk conducted multiple site visits at TLP. On April 25, 2019, Dr. Atkin-Plunk met with the TLP staff who work on the IRI grant to discuss the process and address concerns. The following individuals from TLP participated in this site visit:

- Chief Program Officer
- Director of Training and Education
- Community-Based Reentry Client Advocate
- Employment Specialist (ES)
- Supervisory Culinary Instructor for Café Joshua

On May 8, 2019, Dr. Atkin-Plunk conducted a second site visit at TLP to observe a CBI-EMP session, which was facilitated by a TLP Retention Specialist. During this visit, Dr. Atkin-Plunk spoke with the following individuals:

- Chief Program Officer
- Director of Training and Education
- Retention Specialist/CBI Instructor

Finally, on May 23, 2019, Dr. Atkin-Plunk conducted a site visit to TLP to tour the kitchen at TLP. During this visit, Dr. Atkin-Plunk spoke with:

- Chief Program Officer
- Head Chef

The sections below highlight details regarding the TJ program, intake process, work experience, role of the ES, cognitive behavioral intervention, and concerns related to the transitional job program.

The Culinary Transitional Job Program

As stated above, the TJ program at TLP is an 8-week, 16-hour per week program. Within the program, TJ participants work two days a week in a subsidized job within TLP. This typically includes working with the kitchen manager who is responsible for setting up catering and ordering food and supplies. The TJ participants will assist the kitchen manager with processing and organizing shipments of dry goods, cleaning and organizing the kitchen, pressure washing, or any other task that is necessary to keep the kitchen clean and orderly. TJ clients who express an interest in cooking will assist with food production. As part of their 16-hour work week, TJ participants receive 1.5-2 hours of CBI-EMP one day a week.

The Intake Process

The Community-Based Reentry Client Advocate described the intake process for reentry clients who come to TLP for services. She indicated that contact is made with potential clients pre-release (e.g., while incarcerated at Sago Palm Reentry Center or the county jail). Case managers will see potential clients pre-release to determine the clients' needs and build rapport with the potential clients. Once a potential client is released and reaches out to TLP for services, a case manager will complete an LSI-R, ERC, and develop a case plan for the client. According to the Community-Based Reentry Client Advocate, approximately 9 out of 10 clients are in need of employment services. The case manager will then inform the client of all the employment programs available through TLP, including the TJ program and their culinary apprenticeship program. If a client indicates interest in the TJ program, the case manager has the client sign the FAU consent form. The client is then referred for randomization in the RENEW database.

Why would a TLP client not be offered the TJ program?

The Community-Based Reentry Client Advocate stated that clients who are in severe need of help to address mental health or substance abuse issues will not be informed of the TJ program. Instead, the case managers will work with the client to address those issues first, such as through inpatient stabilization.

How does the culinary apprenticeship program differ from the TJ program?

The Community-Based Reentry Client Advocate indicated that the culinary apprenticeship program is a 9-month program, where participants earn \$100/week for the first three months, \$150/week for months 3-6, and \$200/week for the last three months of the program. In the culinary apprenticeship program, participants learn skills related to culinary arts and acquire skills necessary to obtain an entry level position in a commercial kitchen. Participants of the culinary apprenticeship program also earn their food handler SERV-SAFE certificate. The TJ program, on the other hand, is an 8-week program, where clients are paid minimum wage and accrue more wages than the apprentices. TJ clients are also considered temporary employees and afforded employee privileges (i.e., they are treated the same as all other employees and included appropriately). Additionally, successful TJ clients are given priority consideration for relevant openings within TLP.

Why do clients decline to participate in the TJ program?

The Community-Based Reentry Client Advocate indicated that the most common factor differentiating clients who choose to participate in the TJ program and those who volunteer for the culinary apprenticeship is the clients' housing situation. Specifically, TLP clients who also live in TLP housing, are more likely to have the time and desire to

participate in the culinary apprenticeship program, as it is a 9-month program. Individuals who are not living in TLP housing, tend to be more interested in the 8-week TJ program. Additionally, some clients obtain employment soon after enrolling with TLP or desire more employment, and, therefore, decline to participate in the TJ program.

Starting the TJ Program

Clients who are randomized into the TJ program are treated as all other TLP employees during the hiring process. An abridged background check is conducted, which includes a full review of their background by examining the booking blotter, state/federal department of corrections records, and a review of the RENEW database. Additionally, TJ participants must pass a drug test in order to be hired by TLP. Testing positive for any drug automatically disqualifies a person who has been chosen to be a TJ participant from being able to participate in the TJ program (see below for a discussion regarding drug testing). Once a client passes the drug test and is hired by TLP they are considered an employee. The TJ participant must then attend a week-long agency and job orientation session, where TJ participants learn HR related matters, are explained what is expected of them while working at TLP, and what they can expect while working for TLP. The orientation session also includes a job readiness class that is facilitated by an ES at TLP. The job readiness class is a three-day course that addresses relevant professional skills, including resume writing, answering interview questions, and professionalism. TJ participants are not allowed to start working until after they complete the HR orientation and job readiness class. TJ participants who complete the orientation and job readiness class are then given a start date to begin their work in the TJ program. TJ participants are paid minimum wage (\$8.46/hour), which equates to \$135.36 per week for 16 hours of work.

A note on the HR orientation:

When the TJ program first started at TLP, clients who were placed in the TJ program would start their employment at TLP approximately one week after the randomization process. Now, due to capacity, TLP Human Resources (HR) hosts orientation sessions once every two weeks for all new TLP employees. Therefore, it is possible for a TJ participant to wait at least two weeks prior to being able to begin employment in the TJ program.

The Culinary Program

During one of Dr. Atkin-Plunk's site visits to TLP, the Supervisory Culinary Instructor for Café Joshua described the work that TJ clients are expected to perform. As stated above, the TJ clients assist the kitchen manager with processing and organizing shipments of dry goods, cleaning and organizing the kitchen, pressure washing, or any other task that is necessary to keep the kitchen clean and orderly. TJ clients will also help drivers load vans for catering events.

TJ clients, however, do not attend events off-site, due to liability concerns. TJ clients who express an interest in obtaining culinary skills will assist with food production. To date, only one TJ client has expressed interest in this.

TJ clients are scheduled to work two days per week and clock in and out. The Supervisory Culinary Instructor schedules the client to work the same two days throughout the duration of the TJ program. Although all TJ clients might not be scheduled to work the same days of the week, they are all scheduled to work on Wednesdays, as this is the day CBI-EMP is held. The typical workday for TJ clients begins at 8 a.m. In addition to their assigned duties, TJ clients also meet with the TLP employment specialist and attend CBI-EMP during their paid workday. If a TJ client misses a CBI-EMP session, they are not paid for those hours.

The Supervisory Culinary Instructor indicated that TJ clients learn many employment-related soft skills during their time in the TJ program, including organizational skills, being responsible and reliable, showing up to work on time, and keeping busy while on the job. The Supervisory Culinary Instructor also stated that the TJ clients learn few, if any, hard skills due to the short nature of the TJ program.

Employment Specialist

The ES works with TJ clients even prior to the client beginning the TJ program. As mentioned above, prior to a client beginning the TJ program, he or she participates in the job readiness class that is facilitated by the ES. The purpose of the job readiness class is to build a resume and learn how to answer tough interview questions, such as how to explain a criminal record. After beginning the TJ program, the ES tracks the TJ client's progress through the program. The ES also meets with the TJ client and culinary supervisors to discuss how the client is advancing and any barriers encountered. Additionally, the ES looks for permanent employment opportunities for TJ clients. When a TJ client has completed four weeks of the TJ program, the ES encourages the client to begin actively searching for permanent employment, with the assistance of an ES. During the TJ program, TJ clients are able to participate in an intensive job searching class that is facilitated by the ES on Thursday afternoons. At the completion of the TJ program, if a TJ client has not yet obtained permanent employment, the ES will continue to work with and provide support to the TJ client through the job search process.

Cognitive Behavioral Intervention-Employment

CBI-EMP was developed by the University of Cincinnati Corrections Institute and is a scripted, cognitive behavioral intervention for offenders seeking employment. The full CBI-EMP curriculum is 31 sessions and covers five modules: motivational enhancement, cognitive restructuring, social skills/emotional regulation skills, problem solving, and success planning.

Because the TJ program is 8 weeks in length, the entire CBI-EMP curriculum is unable to be covered during this duration. As such, the CBI-EMP sessions delivered to TJ participants covers the third module, which includes Sessions 11-20 and discusses topics related to managing how individuals feel and act at work, focusing specifically on changing thoughts and behaviors. The third module is an open module with individual learning sessions. This means that each session operates independently from each other. Thus, as new clients enter into the TJ program, they are able to join the existing cohort and begin with any of the sessions in the third module. The 10 sessions are covered over the 8-week TJ program.

CBI-EMP sessions are held for 1-2 hours every Wednesday afternoon. The length of the session is dependent on the number of clients in attendance, where larger classes tend to take longer due to the number of individuals contributing to the discussions and activities. TJ clients are expected to attend all CBI-EMP sessions and are not paid for the hours if they do not attend. In addition to attending CBI-EMP classes, the Supervisory Culinary Instructor, who is trained in administering the CBI-EMP curriculum, has the TJ clients practice what they are learning in class while working in the kitchen. This helps to enforce concepts and allow TJ clients to see the real-world application of their CBI-EMP sessions.

To date, the CBI-EMP classes held for TJ clients have been relatively small, ranging from 1-3 TJ clients per cohort. If a cohort becomes large (e.g., 7 or more individuals), a second trained CBI-EMP instructor will assist with co-facilitating the sessions. Additionally, for large groups, TLP typically conducts CBI-EMP sessions for male and female clients separately. Thus far, the gender make-up of TJ cohorts has consisted of only males.

CBI-EMP Session Observation:

On the day of the site visit, one client attended the CBI-EMP session. This was the first session for this individual. A second individual was unable to attend and was meeting with the CBI-EMP instructor the following day to complete the first session. The CBI-EMP session was held from 2:00-3:00 p.m. and was facilitated by a TLP Retention Specialist who is trained in delivering CBI-EMP. It was clear that the CBI-EMP instructor was well-trained in delivering CBI-EMP. The CBI-EMP instructor stayed on script and was engaging. She had a professional, non-judgmental orientation, but was also caring in her approach. During this session (Session 11 – Controlling our Emotions), the CBI-EMP instructor discussed emotional awareness, identifying emotions, and managing emotions. Throughout the session, the TJ client was open and participated in all activities, and there was lively dialogue between the client and instructor. The CBI-EMP instructor was able to bring all discussions back to how the CBI-EMP sessions will help the TJ client be successful in employment settings. At the end of the session, the

instructor assigned the TJ client homework and told the client that they would discuss the homework at the beginning of the next session and answer any questions the client might have related to the assigned homework.

Successes

The ES indicated that, to date, three clients have successfully completed the TJ program. Two of these clients have received unsubsidized employment after completion of the TJ program. The third client is receiving Social Security Disability income and is not currently looking for employment.

Challenges/Concerns

One of the greatest concerns expressed during the site visit was the requirement that TJ clients pass a drug test prior to beginning employment in the TJ program at TLP. The Community-Based Reentry Client Advocate stated that if the case managers know that a client actively uses drugs, the client will not be offered the TJ program. However, there was a case where a TLP client was referred for randomization, selected for the TJ program, and then told a case manager that the client was actively using marijuana and would fail a drug test. A long discussion was had surrounding drug testing TJ clients. The case managers understand that the TJ program targets moderate- to high-risk individuals, which may include those who use drugs. However, they also expressed concerns about eliminating the drug testing requirement, as this would not simulate a real-world job experience (where many employers drug test applicants and employees). They stated that eliminating the drug testing requirement goes against TLP values and believe it will impact the TJ program outcomes. Specifically, they believe that TJ clients who use drugs would be unable to obtain an unsubsidized job after completion of the TJ program, due to their drug use.

Recommendation:

It is recommended that all TLP staff who work with the TJ program, Human Resources, and the IRI Program Manager have a conversation regarding the drug testing requirement and how the above concerns can be resolved. One option is to remove the drug testing requirement during the initial hiring stage, and instead conduct random drug tests of TJ clients throughout the duration of the TJ program. If a TJ client tests positive for drugs while on the job, the client can be removed from the job and placed in drug-related classes until they test negative.

Another concern expressed regarding the TJ program is the ability to meet the required number of individuals referred for randomization. According to the Director of Training and Education, TLP does not serve enough individuals who meet the eligibility criteria for the TJ program (i.e.,

moderate- to high-risk and low job ready). The Director does not believe TLP will be able to refer 80 clients for randomization before the end of the grant implementation period.

The Lord's Place also noted a few other concerns related to the TJ program, including the timelines listed in the SMART Reentry Policy and Procedure Guide. It is believed that the timelines for randomization and employment start date are too short for certain individuals, particularly for clients who need to focus on mental health or substance abuse issues prior to addressing employment issues. Additionally, TLP staff indicated that they do not have full access to view reports in RENEW. They believe that being granted full access will allow them to examine all TLP clients who meet the eligibility criteria and determine why clients are not being offered the TJ program or being referred for randomization.

Recommendation:

TLP staff and the IRI Program manager should meet to discuss the timelines outlined in the Policy and Procedure Guide. When specific cases arise that are not able to adhere to the outlined timeline, the TLP case manager should email the IRI Program manager and Dr. Atkin-Plunk so that all stakeholders can troubleshoot and determine a solution.

If allowed, TLP staff should be given access to pull reports from RENEW to examine TLP clients who meet the TJ program eligibility criteria. If not allowed, the IRI Program manager should provide TLP staff with the requested report once per month.

Riviera Beach Reentry Center

On April 12, 2019, Dr. Atkin-Plunk conducted a site visit at The Reentry Center in Riviera Beach. During the site visit, Dr. Atkin-Plunk met with the Director of The Reentry Center and observed an MRT session. The sections below highlight details regarding the TJ program, intake process, construction site, MRT sessions, and successes and challenges.

The Construction Transitional Job (TJ) Program

The TJ program at The Reentry Center is a 10-week, 28-hour per week program. Within the program, TJ participants work 24 hours per week in a subsidized job typically within the field of construction. This includes working at a construction site Monday-Wednesday for 8 hours per day, where TJ clients learn all aspects of construction by assisting with the refurbishment of homes. While on the job, TJ clients are introduced to basic masonry, carpentry, electrical, plumbing, and HVAC skills by tradesmen in the field.

In addition to the 24 hours of work per week, the TJ participants also receive four hours of MRT and attend employment readiness and life skills workshops. MRT sessions are held Thursdays

and Fridays from 10 a.m. to noon, with the employment readiness and life skills workshops being held Fridays after the MRT session. Additionally, at times, the construction site supervisor will hold classes after the MRT sessions to teach the TJ clients specific skills related to construction.

The Intake Process

The Director of The Reentry Center described the intake process for clients coming into The Reentry Center for services. He indicated the importance of contacting potential clients prior to their release from incarceration. When The Reentry Center receives notice of a transfer, a case manager will work with FDC to schedule a conference call within 72 hours of receiving the transfer notice. During the initial conference call with the potential client, the case manager explains all programs and services offered by The Reentry Center, including the TJ program. During the time that the potential client is still incarcerated, the case managers also seek to establish contact with the potential client's family. If the case manager establishes contact with the family, the case manager will inform the family of the TJ program, as well. The case managers stress that successful case management comes from collaboration between the case managers, clients, and family.

What family members are present in the lives of the clients?

The Director stated that it is typically a maternal figure, such as a mother, grandmother, or aunt who is present in the lives of the clients and helps to hold the clients accountable.

Once a client is released from incarceration and goes to The Reentry Center, a case manager will complete an LSI-R to determine the client's needs. If the case manager determines that the client is in need of employment, the case manager will explain the TJ program again and have the client read and sign the FAU consent form. After the client signs the consent form, the case manager conducts the ERC. If the client scores as less job ready, then he/she is referred for randomization in the RENEW database.

Why would a Reentry Center client not be offered the TJ program?

The Director indicated that case managers do not offer the TJ program to those who are either not looking for work (due to disability or because they are seeking SSI) or already have a job lined up upon return to the community.

Starting the TJ Program

Once clients are randomized into the TJ program, the case manager calls and lets the client know they were selected. A three-day orientation is then scheduled. If possible, The Reentry

Center waits to hold the orientation for when a cohort of at least 3 or 4 clients are ready to start the TJ program. However, they will not wait longer than two weeks to begin the orientation. Therefore, if only one client is selected for the program in a two-week timespan, an orientation will be held solely for that client and the client will be integrated into the existing cohort. During the orientation, the clients are told about the construction site, the type of work they will be expected to perform, their work schedule, the MRT classes they are required to attend, and that their stipend is based on their attendance at work and MRT sessions. TJ clients are set up as a vendor for the City of Riviera Beach and are paid \$375/week for their participation in the TJ program. A background check is not required, as the owner of the construction company does not require them.

A note on the first cohort:

The Director of The Reentry Center indicated that the first cohort to go through the TJ program currently does everything together. Although they were required to do the orientation together, since then, their bond has grown tremendously. He stated that the cohort has a strong sense of comradery and loyalty to each other. The cohort motivates each other, holds each other accountable, and knows what is going on in each other's lives.

The Construction Site

Although Dr. Atkin-Plunk did not tour the construction site during this site visit, the Director of The Reentry Center described the construction site and the work that the TJ clients are expected to perform. As stated above, the TJ clients work at the construction site Monday-Wednesday for 8 hours per day. The TJ clients work on refurbishing dilapidated homes and are introduced to basic masonry, carpentry, electrical, plumbing, and HVAC skills by tradesmen in the field. Once the TJ clients complete the TJ program, they will be ready to begin an apprenticeship in one of the trades.

The worksite supervisor, who is also a former client of The Reentry Center, is aware that the TJ clients are in the TJ Reentry program. If a TJ client experiences an issue with his/her employment, the worksite supervisor informs the client's case manager of the issue. While on the job site, TJ clients are randomly drug tested. If the client tests positive for drugs, he/she will not be kicked out of the program. Instead, the client will be taken off the worksite and put into education classes. A follow-up drug test will be conducted, and if the client tests negative for drugs, he/she will go back to the worksite.

Upon completion of the TJ program, the owner of the construction company (Urban Farms) for which the TJ clients work, will host a recognition of completion ceremony. The clients' family

are invited to the ceremony and the client is presented with an Urban Farmers Construction Training certificate. The Director, however, stated that the certificate of completion is not a legitimate credential, which makes him weary of providing certificates to TJ clients, as they may have a false notion that the certificate will help them obtain future employment.

Moral Reconation Therapy

Group MRT sessions for the TJ clients are held every Thursday and Friday from 10 a.m. to noon at The Reentry Center. The MRT sessions are facilitated by case managers who are trained in delivering MRT. The TJ clients are given time prior the MRT session to work on their assigned homework. Because the MRT is a 12-week curriculum and the TJ program is 10-weeks, the Director of The Reentry Center indicated that they planned to continue the MRT sessions even after clients complete the 10 week TJ program. He stated that the MRT sessions would be moved to the evenings, so as to accommodate full-time employment.

The Director indicated that the TJ clients attend all sessions because it is tied to their stipend. He stated that although the clients were originally passive in the MRT sessions, the sessions are improving and the clients now participate, open up, and appear to enjoy coming to class.

MRT Session Observations:

On the day of the site visit, three clients attended the MRT session which was facilitated by two MRT specialists. According to the Director, there are typically four clients in attendance. During this session the clients finished Step 9 of the MRT curriculum and began Step 10. This is the stage of “danger” on the MRT Freedom Ladder. During the session, the MRT specialists and clients discussed committing to and maintaining positive change. They worked through the book while also incorporating life experiences into the session. There was a healthy group dynamic and it was apparent that the clients have a good bond with the MRT specialists and with each other. There was full participation by all clients in attendance.

Incentives

IRI grant funds are not allowed to be spent on food or other incentives for TJ participants. Despite this, The Reentry Center uses other funding sources to provide food for the MRT sessions and other incentives for the TJ clients. In an effort to increase the bonding experience and keep clients engaged, The Reentry Center hosts monthly pro-social events for the TJ clients (e.g., bowling).

Successes

When asked about the successes seen so far with the TJ program and participants, the Director stated that having clients show up for all MRT sessions is a success. He believes the clients are showing up for the MRT sessions because it is tied to the stipend they receive each week. Another success of the TJ program is that clients are learning a skillset that they did not have before. This not only makes them marketable in the field, but it also gives the clients a sense of pride that they did not have before. Additionally, all TJ clients now have bank accounts. Prior to beginning the TJ program, only one of the TJ clients had a bank account. This also provides the clients with a sense of pride. Finally, there appears to be buy-in by The Reentry Center staff and TJ clients regarding the TJ program. While each TJ client has their own case manager, all staff work collectively to case manage the TJ clients. This is encouraging to see given the TJ program has been implemented for less than five months.

Challenges

One of the greatest challenges at the start of the TJ program was transportation. The current construction site is out in Belle Glade, approximately 45 minutes from The Reentry Center. For the clients' first week on the job, staff from The Reentry Center transported the clients to the construction site. This, however, was not feasible to maintain as it was time consuming and took away from their other responsibilities. The next few weeks, The Reentry Center paid Urban Farms mileage to drive the TJ clients out to the construction site. Now, one of the TJ clients has a car and all the TJ clients carpool together out to the construction site. The Reentry Center is also working to secure a new construction site in Riviera Beach, which will reduce the transportation challenges.

Another challenge experienced by The Reentry Center is not all clients are interested in or able to pursue a career in construction. One client who was selected for the TJ program was unable to work in construction, so he was transferred to Gulfstream Goodwill for their warehouse TJ program. The Reentry Center staff did not want to form a habit of transferring clients. Therefore, they are crafting an administrative position for another client who is unable to work in construction, and they are in the process of looking for industries outside of construction to begin an additional TJ program.

The Reentry Center also noted a few other challenges related to the TJ program, including conveying the process of randomization to clients. Although the case managers are open and honest with the clients, the clients want to know who is doing the randomization and when they will find out if they are picked for the program. Additionally, The Reentry Center has had issues with TJ clients testing positive for drugs while on the worksite. As stated above, clients who test positive are not kicked out of the program, but instead are placed in classes until they

test negative. Finally, The Reentry Center indicated concerns regarding monetary resources, particularly with the ability to provide incentives and food for the TJ clients.

Barriers and Recommendations

Six months into program implementation, all three TJ programs are operational and participants are currently enrolled in the TJ programs. After conducting site visits, speaking with service providers, and analyzing initial data, two barriers have been identified. Below lists the barriers and associated recommendations for addressing the barriers:

➤ **Barrier 1: Lower than necessary enrollment numbers**

- *Recommendation:* In order to enroll 120 participants into the three TJ programs by the end of the grant period, an average of 2.33 reentry clients should be randomized per week. At the end of the first six months of implementation, the average number of reentry clients randomized each week was two. During the first six months of program implementation, less than one-half of all individuals who enrolled in RESTORE were referred for randomization. Of those who were not referred for randomization, the majority of case notes within RENEW do not mention a reason as to why the person was not referred for randomization. As such, case notes should reflect why or why not the TJ program was discussed with a new RESTORE client. Additionally, all TJ program stakeholders should meet to discuss methods to increase program enrollment. These methods could include, but are not limited to, increasing the number of RESTORE clients with whom the TJ program is discussed, changing the manner in which the TJ program is presented to clients, creating flyers to promote the TJ program, and/or discussing the TJ program with potential reentry clients prior to their release from FDC or PBSO.

➤ **Barrier 2: Programmatic hours and delivery**

- *Recommendation:* The implemented TJ programs range from 8 weeks long and 128 total programmatic hours at The Lord's Place to 10 weeks long and 280 total programmatic hours at The Riviera Beach Reentry Center. According to evidence-based practices, high-risk individuals should receive 200+ hours of treatment. Given the restraint of The Lord's Place TJ program being 8 weeks in length and only 128 programmatic hours (16 of which are CBI-EMP hours), participants are unable to learn skills beyond kitchen fundamentals and are not provided with advanced culinary skills. Additionally, given that TJ participants at The Lord's Place will receive 16 hours of CBI-EMP over the course of the TJ program, The Lord's Place should follow the suggestions of the University of Cincinnati (emailed on May 20, 2019) with regards to the modifications for CBI-EMP.

Appendix: Data Collection Matrix

Measure	Collected By	Data Source	Notes
<i>Recidivism</i>			
Rearrest in PBC	Automatically entered into RENEW	RENEW	
Rearrest in Florida	Criminal Justice Commission (Damir)	FDLE	
Reconviction in PBC	Jessica will enter into RENEW	PBC Clerk of Court	
Reconviction in Florida	Jessica will enter into RENEW	County Clerk of Court websites	
Reincarceration in PBC	Jessica will enter into RENEW	PBC Clerk of Court	
Reincarceration in FDOC	FAU Researcher (Cassandra)	FDOC website	
<i>Employment</i>			
Start/end date	CareerSource/case managers	CareerSource/RENEW	
Type of employment	CareerSource/case managers	CareerSource/RENEW	Permanent, temporary, TJ, etc.
Hours	CareerSource/case managers	CareerSource/RENEW	Full-/part-time
Industry	CareerSource/case managers	CareerSource/RENEW	
Wages	CareerSource/case managers	CareerSource/RENEW	
Employed	CareerSource/case managers	CareerSource/RENEW	
<i>Treatment Group</i>	FAU Researcher (Cassandra)	RENEW	
<i>LSI-R Score</i>			
Overall score	Case managers	RENEW	
Score for each section	Case managers	RENEW	
Criminal History	Case managers	RENEW	
Education/Employment	Case managers	RENEW	
Financial	Case managers	RENEW	
Family/Marital	Case managers	RENEW	
Accommodation	Case managers	RENEW	
Leisure/Recreation	Case managers	RENEW	
Companions	Case managers	RENEW	
Alcohol/Drug Problems	Case managers	RENEW	
Emotional/Personal	Case managers	RENEW	
Attitude/Orientation	Case managers	RENEW	
<i>Continued on next page</i>			

Measure	Collected By	Data Source	Notes
<i>Employment Readiness Checklist</i>			
Pre-program score	Case managers	RENEW	
Post-program score	Case managers	RENEW	
<i>Treatment Needs</i>			
Needs	Case managers	RENEW (post-release plan)	Something they need
Goals	Case managers	RENEW (post-release plan)	Something they are working on
Completed needs	Case managers	RENEW (post-release plan)	
<i>Program Dosage</i>			
Hours in TJ	Case managers	RENEW	Total hours if fully completed?
Hours in CBT	Case managers	RENEW	Total hours if fully completed?
<i>Demographic Characteristics</i>			
Age	Case managers	RENEW	
Race/Ethnicity	Case managers	RENEW	
Gender	Case managers	RENEW	
Education level	Case managers	RENEW	
<i>Criminal History</i>			
Most recent charge		RENEW	
Number of arrests		RENEW	Felony and misdemeanor
Number of convictions		RENEW	Felony and misdemeanor
Number of incarcerations		RENEW	Jail and prison
Time in prison		RENEW	Prior to most recent release
<i>Post-Release Status</i>	Arlene/Kimber	RENEW	Community supervision
<i>Employment History</i>			
Never employed full year	Case managers (LSI-R)	RENEW	
Ever fired	Case managers (LSI-R)	RENEW	
<i>Housing Status</i>			
At start of program	Case managers	RENEW	
At end of program	Case managers	RENEW	
<i>Pre-Release Data</i>	Patricia Williams	RENEW	All data from RENEW