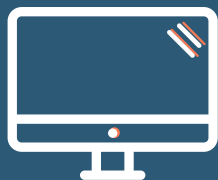


# PROP 47 COHORT 2 TWO YEAR PRELIMINARY REPORT

## SUBMITTED TO:

CALIFORNIA BOARD OF STATE AND COMMUNITY CORRECTIONS  
AUGUST 2021



OFFICE OF DIVERSION  
AND REENTRY

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# I. EXECUTIVE SUMMARY

## Executive Summary

The Office of Diversion and Reentry (ODR) within Los Angeles County Health Services (DHS) was created in 2015 by the Los Angeles County Board of Supervisors to develop and implement county-wide criminal justice diversion for persons with mental and/or substance use disorders, to provide reentry support services based on individual's needs, and to reduce youth involvement with the justice system. Since 2017, ODR has been an award recipient of the California Board of State and Community Corrections' (BSCC) Proposition 47 grant program, which funds localities to provide community-based services to individuals impacted by the justice system. ODR's Cohort 1 grant (from June 2017 to August 2021), enabled the office to establish a network of community-based organizations providing care coordination and system navigation services through the Reentry Intensive Case Management Services (RICMS) program and Interim Recovery Housing services for individuals with histories of substance use disorder in need of temporary housing. These services are described in detail in ODR's Prop 47 Cohort 1 2-Year Preliminary Report.<sup>1</sup> ODR's Cohort 2 grant, which was awarded in August 2019 and ends in May 2023, made it possible for ODR to continue providing RICMS and Interim Recovery Housing to thousands of individuals across the county as well as develop a new program providing employment and training services called the SECTOR program. Because RICMS and Interim Recovery Housing services were still being funded by ODR's Cohort 1 grant during the first two years of the Cohort 2 grant term, this report will focus on the implementation of and evaluation plans for the SECTOR program.

ODR launched the Skills and Experience for the Careers of Tomorrow (SECTOR) program in January 2021 to provide skills training in career pathways with family-sustaining wages to individuals who have been arrested for, charged with and/or convicted of a crime with a history of mild to moderate mental health and substance use disorders. The program also provides cognitive behavioral interventions to improve behavioral health, prevent recidivism, and increase job retention, as well as case management and linkage to mental health, substance use disorder, and other supportive services. The program is delivered through six community-based organizations throughout Los Angeles County that specialize in workforce development services for the reentry population and provide or partner with organizations that provide training in high-growth careers. The goal of the program is to serve 600 participants in the first year.

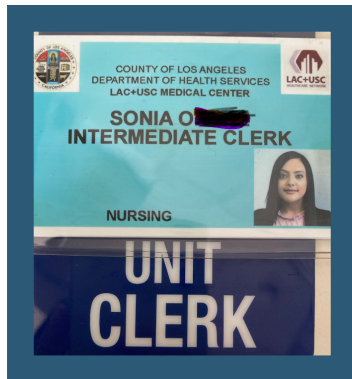
Along with RICMS and Interim Recovery Housing, the SECTOR program aims to achieve the following three goals outlined in ODR's Prop 47 Project Work Plan:

1. Improve behavioral health outcomes by providing intensive case management and navigation services with linkages to appropriate care for mental health and/or substance use disorders, interim recovery housing, stabilization needs, cognitive behavioral interventions, and ongoing support based on individual needs.
2. Improve rates of employment by providing access to employment services, skills training and paid work experience programs in high-growth sectors that offer career pathways and family-sustaining wages.
3. Reduce the rate of recidivism by connecting individuals to programming that will improve behavioral health outcomes, provide stabilizing living environments, and provide careers with family-sustaining wages.

This preliminary report outlines the design of the SECTOR program, progress to date, challenges faced during implementation, and plans to improve and grow the program. The report also discusses plans for evaluating the program's impact on the three Prop 47 project work plan goals.

ODR planned to launch SECTOR in early 2020, but the COVID-19 pandemic caused delays to implementation as LA County Health Services needed to prioritize contracting needs related to providing care for COVID-19 patients across its hospital system. While ODR was not able to launch services until January 2021 due to delays with contracting with community-based providers to operate the program, the additional planning time enabled the office to establish a strong infrastructure for program management. As of June 30, 2021, the SECTOR program had already enrolled 361 participants, indicating a high demand for employment services. The demand could be partially caused by increased rates of unemployment due to the pandemic. Of those enrolled, 152 started a training program, 93 were employed through a paid work experience program, and 67 participants have already obtained unsubsidized employment. Additionally, 192 individuals participated in cognitive behavioral intervention group sessions, 190 enrolled in other mental health services, and 28 enrolled in substance use disorder services. Recidivism data is not yet available for SECTOR participants. Recidivism data for individuals who received SECTOR, RICMS, and interim recovery housing services will be reported in the Cohort 2 Final Local Evaluation Report due in May 2023.

## Voices of SECTOR Participants



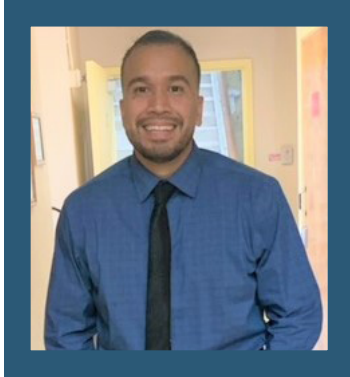
“First and foremost, I would like to thank the SECTOR and Chrysalis program very much. Without the program’s help and my case managers that worked so hard with me through my journey I wouldn't be where I am today: from incarceration to County of Los Angeles Employee. I'm very thankful and grateful for believing in me and giving me the opportunity to become successful and be where I am today! I wouldn't have done it without you guys. Thank you so much for all your help & support.”

– Sonia, SECTOR participant with Chrysalis and graduate of the Worker Education Resource Center training program for Intermediate Typist Clerk



“I met Chrysalis via the SECTOR program in February of 2021. I had no idea what to expect. I had been out of a career path since 2017, when I lost my job after surviving domestic violence. I escaped my apartment and everything I had to come to Los Angeles where I was homeless up until September of 2020. The program has played a major role in turning my life around. My first job coach blew my mind with the many ways that Chrysalis could serve as a catalyst in my life for change and opportunities. She mentioned something she said was going to be a brand-new opportunity to work in IT, she talked about the ability to showcase creativity and innovation, explained that there were several career paths that could be found through this option. She got me so excited about this opportunity. I had no prior experience working in tech but what happened was nothing short of a miracle: I completed a course with Bitwise Industries, Intro to Salesforce Admin while being paid a monthly stipend, got support from a therapist 1:1 for an hour each week, attended CBI (cognitive behavioral intervention) workshops and receive childcare, and wrap around support by Chris, my career coach. Ultimately, I was able to accept a 1-year full time paid apprenticeship with a living wage starting pay rate of \$22 an hour, with the option for some health benefits, and an opportunity to transition into a regular employee. Bitwise Industries is such a perfect fit for my life. Chrysalis was able to align me not only with a job but with a career and a company that 100% aligns with my values where I can see myself for years to come. Chrysalis has gone above and beyond to really, truly change my life and for that I am beyond grateful.

– Kristine, SECTOR participant with Chrysalis and graduate of the Bitwise Industries training program



“I am happy and proud to say, I finished the class. For me SECTOR wasn’t about the completion certificate. It’s about the experience, knowledge, and resources I obtain. I have the confidence I need to know I am equipped to face any job opportunities, making wise choices with my finances, and emotionally intelligent. Where I am able to manage my emotions, prosper and strive in my sphere of life. I am blessed to have given the opportunity to grow with SECTOR. For me it feels like I made a new friend outside in an unfamiliar world.”

– Rudy Curtis, SECTOR participant with Friends Outside in Los Angeles County (FOLA), who completed FOLA’s job readiness class, the Cognitive Behavioral Interventions for Employment curriculum, and enrolled in the GRID Alternatives Solar Panel paid work experience program



“What I developed from the ARC SECTOR program within the four weeks I experienced was developing for me as an individual. I learned a lot about myself as a man, and when I think about my time in the program I think about the determination and ambition I gained.”

– Paul Ramsey, SECTOR participant with Anti-Recidivism Coalition and graduate of the Multi-Craft Curriculum (MC3) Construction training program. Paul joined the program on June 1, 2021, and was three weeks in when he got offered a job at Painters and Glaziers Local 1036 Union while participating in a hands-on training.

“Well, it (SECTOR) saved me! I acquired a job on my own that didn't end up working out. So, the Bitwise training assisted in getting me a paid apprenticeship in Salesforce. A paid apprenticeship. It literally saved me. My goal is long term employment starting ground up, which a paid apprenticeship accomplishes for me.”

– Joanna, SECTOR participant with Chrysalis and graduate of the Bitwise Industries training program

“I am grateful for Friends Outside because everything that I used I honestly got to put into play when I went to interviews. The mock interviews really helped. I’m grateful because you just gave me a little more confidence that I needed when I got these interviews. A lot of us got that problem where we sometimes just react instead of thinking. I’ve been going to a couple job interviews and with everything you guys taught us, I went to all three of my interviews confident. I know how to answer the questions, how to word it, how to put it together.”

– Juan Flores, SECTOR participant with Friends Outside in Los Angeles. Juan participated in a paid work experience program as an administrative assistant with a construction social enterprise and is in the process of being hired on as a permanent employee.

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## **II. THE NEED FOR EMPLOYMENT SERVICES**



## The Need for Employment Services

The mission of the Reentry Division within ODR is to develop and implement programming to serve the needs of people with justice involvement and to create an infrastructure of services that is sustainable and equitable. Services offered include intensive case management, navigation and care coordination, linkage to physical and behavioral health services, employment and education services, interim housing and rental subsidies, and civic engagement. The Reentry Division partners with more than 60 community-based organizations and county agencies to provide services that are evidence-based, participant-centered, and informed by the experiences of people with justice involvement.

The decision to invest ODR's Cohort 2 grant in an expansion of employment programming was based on feedback collected through ongoing engagement of community members and reentry program participants as well as research which highlights employment as a critical need for people impacted by the justice system. During a 2019 assessment of ODR's RICMS program, both system-impacted Community Health Workers who provide case management services and their participants highlighted that housing and employment assistance remain top needs. A national study in 2018 found that formerly incarcerated individuals have unemployment rates five times higher than those without contact with the justice system.<sup>2</sup> People impacted by the justice system face a myriad of barriers that make it difficult to find a job and reintegrate into their communities. Many people with system involvement did not have the opportunity to establish work history or education credentials and to develop the skills needed in today's job market. Jobseekers with justice involvement also face bias from some employers and legal restrictions limiting the careers they can pursue, also referred to as collateral consequences. In Los Angeles, this includes nearly 500 distinct restrictions on occupational, professional, and business licensing or participation, education, housing, public benefits and property rights.<sup>3</sup>

Research has shown that employment can be an important factor in reducing recidivism, particularly when individuals are earning higher incomes. Some studies have shown that enhanced employment services for people who are justice involved decrease rates of arrest for participants with non-violent crimes.<sup>4</sup> Additionally, training programs that focus on in-demand skills in high-growth sectors like technology have been shown to increase job seekers' earnings for participants by 18 percent within two years.<sup>5</sup> Furthermore, research has shown that having a job can have a positive impact on an individual's mental health and wellbeing.<sup>6</sup> Beyond gaining wages, employment can also provide important structure and stability that can make a difference in helping prevent people from cycling in and out of the justice system.

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## **III. SECTOR PROGRAM DESIGN**

# SECTOR Program Design

## A “Sector-Based” Approach

Informed by feedback from people who are justice involved, workforce organizations, reentry-centered community based organizations, training providers, and employers, and research on what works to increase employment and reduce recidivism, ODR developed a program that 1) is participant-centered and addresses specific barriers to employment for system-impacted individuals; and 2) uses a sector-based approach, connecting individuals to training opportunities in high-growth sectors that offer clear career pathways and family-sustaining wages. Sector-based programs are based on growing evidence demonstrating that a sector-focused approach to career programs can improve outcomes by customizing job trainings to specific industries based on labor market demand and the needs of the jobseekers. Program providers partner with employers and work collaboratively to develop sector-specific trainings. Programs focused on career pathways provide a combination of education, training, and other services that align with the skill needs of local industries and enable people who are justice involved to attain industry recognized credentials or experience to help them enter or advance within a specific occupation or occupational cluster.

The sector-based model has shown promising results such as increased earnings and placement within careers with a path to growth in programs across the country. This includes Per Scholas, a program for information technology careers in New York City, where 61% of participants surveyed as part of a randomized control trial gained employment in the tech sector as compared to only 20% in the control group,<sup>7</sup> and the Wisconsin Regional Training Partnership for construction and manufacturing careers, where participants increased earnings by \$6,255, on average, over the two years after joining the program.<sup>8</sup>

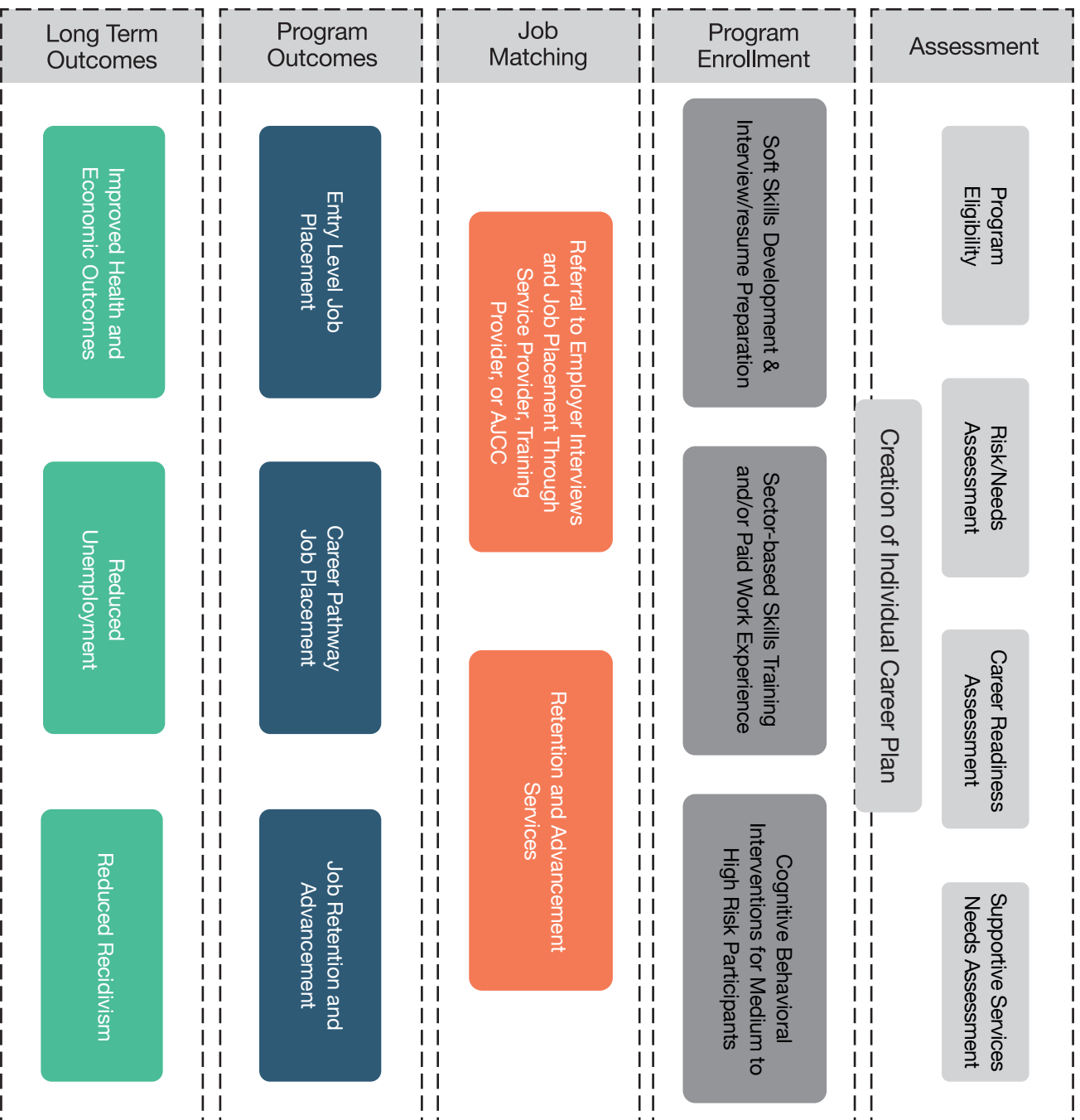
The SECTOR program aims to reduce unemployment and increase earnings, thereby reducing recidivism and improving health and well being by preparing and matching people with justice involvement to jobs in LA County’s high-growth industries. The goal of the program is to place people who are justice involved into unsubsidized employment that they can retain and advance in following completion of the program. ODR’s intention with the SECTOR program is to both expand upon the trainings opportunities that are currently available in industries that have welcomed people with justice involvement, such as the construction trades, and forge pathways into new careers that haven’t been viewed as “traditional” careers for those leaving incarceration, such as in the information technology sector. ODR also intends to expand our ability to reach individuals who may not yet be connected to and engaged in services, particularly individuals with the highest needs. ODR accomplishes this through our partnership with community-based providers who employ and best understand the needs of people impacted by the justice system, use evidence-based and culturally competent practices to engage and prepare participants for employment, and have a track record of helping people obtain meaningful careers.

The SECTOR logic model is shown on page 11 and program flow on page 12.

# SECTOR PROGRAM LOGIC MODEL



# SECTOR PROGRAM FLOW



Ongoing career coaching, financial coaching and connection to mental health, substance use disorder, or other supportive services



## Program Components

### Skills Training and/or Paid Work Experience

ODR's SECTOR program providers are required to provide a combination of skills training, education, and/or paid work experience (PWE) services that align with the skill needs of local industries, along with providing supportive services to address barriers to employment in these industries for people who are justice involved.

Short-term vocational skills-training prepares participants for a specific job or trade through both classroom and hands-on instruction that results in an industry recognized credential. Programs can be completed in a short period of time, typically lasting between one week to three months.

PWE programs enable participants to earn an income immediately and prepare for a career by gaining real experience in the workplace, developing both communication skills and industry or occupation-specific skills on the job, and gaining connections to employers. Paid Work Experience can take many different forms, including transitional subsidized employment (TSE), which allows people who are less job-ready to overcome barriers and gain basic workplace skills and experience. Other forms include apprenticeships, internships, or Career and Technical Education work-based learning programs.



SECTOR providers run their own training or PWE programs internally or partner with a training program or community college to provide skills training or with employers to provide PWE. The skills training or PWE must prepare participants for careers in one of nine high-growth sectors in LA County: Healthcare and Social Assistance, Information Technology, Advanced Manufacturing, Construction, Leisure and Hospitality, Green Jobs (in any sector), Arts, Entertainment and Recreation, Government, and Trade, Transportation and Logistics. Green jobs, as defined by the U.S. Department of Labor's Bureau of Labor Statics, are jobs with businesses that produce goods or provide services that benefit the environment or conserve natural resources, or jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources.

## **Recruitment and Eligibility**

Key to the success of the SECTOR program is working with community-based providers who are deeply connected in their community and have earned the trust of people impacted by the justice system. To ensure a steady flow of referrals from the Prop 47 target population into the program, providers have their own established networks for recruiting eligible participants for the program and also work closely with ODR to recruit individuals through partnerships with correctional agencies, community organizations, the county's America's Job Centers of California (AJCC) system, and other county agencies and partners that specialize in substance use disorder and mental health services. To ensure referred individuals are within the Prop 47 target population, ODR created an eligibility form for providers to use that assesses individuals for justice involvement, mental health, and substance use disorder needs.

## **Intake and Assessment**

After the eligibility screening, SECTOR providers conduct an assessment process to identify individuals' service needs, job readiness, career goals, and any referrals to supportive services needed. The SECTOR program incorporates principles of the Risk-Needs-Responsivity (RNR), a framework that has shown reductions in recidivism.<sup>9</sup> The framework includes using a risk/needs assessment tool to identify risk factors and needs that have been shown to increase the likelihood of recidivism. Tools also help identify strengths or protective factors that can be reinforced to prevent recidivism, such as prior work experience, educational attainment, or family support.

Providers have been trained on administering the Level of Service/Case Management Inventory (LS/CMI) during intake. The tool is designed to measure an individual's likelihood for recidivism and inform case planning through identifying specific risk and need factors across eight domain areas that can be addressed through services and treatment and strengths that can support participants' success in the program. The tool helps staff determine whether a participant could benefit from cognitive behavioral interventions to help prevent recidivism and improve job retention and identify supportive services needed, such as substance use disorder counseling. ODR chose the LS/CMI because it is backed by research proving its accuracy in predicting recidivism and other outcomes; it has been validated across age, gender, ethnicity, and different offense types and across different countries, states, and localities; and it is supported by ongoing scientific research as understanding of recidivism and assessment technology evolves.

In addition to the LS/CMI, providers conduct a job readiness assessment using their own tools to more thoroughly assess participants' past work experience, skills and education level, career interests and aptitudes, and other service needs for addressing barriers to employment that are not covered in the LS/CMI.

## **Cognitive Behavioral Interventions for Employment**

Cognitive behavioral intervention (CBI) is a mental health service that can help prevent recidivism and build problem-solving skills to prepare participants for success in their workplace and continued advancement in their career paths. CBI is a form of Cognitive Behavioral Therapy (CBT), which is a psychological treatment that helps individuals examine their thought patterns and emotions that lead to unwanted behaviors and apply strategies to alter those thoughts and emotions. Unlike CBT, CBI can be delivered by non-clinical staff who have been trained and certified in delivering a CBI curriculum. Cognitive-based programming has been shown to reduce recidivism by helping individuals recognize situations that trigger unwanted behavior, cope with the thoughts and feelings that contribute to that behavior, and practice problem-solving skills.

The SECTOR program uses the Cognitive Behavioral Interventions for Individuals Seeking Employment (CBI-EMP) curriculum, developed by the University of Cincinnati Corrections Institute (UCCI) in partnership with social policy research firm MDRC. ODR chose the curriculum because of its customization to employment, which can help motivate participation because it focuses on helping individuals achieve their career goals. The curriculum is based on research suggesting that cognitive-behavioral skill-building and employment services could be stronger when combined, leading to lower levels of recidivism and improved employment outcomes.

SECTOR staff recommend participation in CBI-EMP for participants identified as medium to high-risk on the LS/CMI overall and medium to high-need in the area of employment specifically. Facilitated through group sessions, the program integrates cognitive behavioral approaches with more traditional employment approaches to teach participants strategies to manage high-risk situations related to obtaining and maintaining employment. The program places heavy emphasis on skill building activities to assist with cognitive, social, emotional, and coping skill development for the work environment.

The program is facilitated by SECTOR staff who have been trained and certified as facilitators. The curriculum is facilitated in groups or individually as needed. With guidance from UCCI instructors, each provider has developed its own schedule of sessions and interweaves the classes with their job readiness programming and training.



## **Career Coaching**

Career Coaches are the heart and soul of the SECTOR program. Career Coaches play a central role, providing continual support to participants starting with the intake phase through training completion and providing retention support after participants find employment. Career Coaches provide case management, connection to mental health, substance use disorder, and other supportive services, job readiness, and job matching services to prepare and connect participants with employers. The Career Coach develops an individual career plan using the participant's job readiness assessment and LS/CMI results to outline the participant's service needs. The Career Coach conducts regular meetings with the participants to support them with achieving their career goals, navigate barriers and provide encouragement. Career Coaches also connect the participants to workshops or provide one-on-one assistance to help them build a resume, practice for interviews, develop communication skills, and explore career pathway options.

ODR encourages providers to hire Career Coaches who have lived experience of justice involvement to help build a trusting relationship with the participant and motivate them to achieve their career goals. Research has shown that “credible messengers,” those who have lived experience of justice involvement themselves, can be instrumental in reducing recidivism. The Arches program in New York City, for instance, showed that after 12 and 24 months of program completion those matched with credible messengers had half the reconviction rate as the comparison group.<sup>10</sup> Career Coaches with lived experience can serve as a role model showing how they were able to navigate employment barriers and find a fulfilling career path. Career Coaches often come from the same communities as participants and can engage participants in a culturally responsive manner.

## **Linkage to Mental Health, Substance Use Disorder, and Other Supportive Services**

To ensure holistic care, Career Coaches and other staff are expected to connect participants to supportive services, based on the assessments conducted at intake, through referring to in-house resources or making connections outside of their organizations. In particular, because individuals in the Prop 47 target population may have ongoing mental health or substance use disorder needs, SECTOR staff screen and refer participants as needed to a Licensed Clinical Social Worker (LCSW) for further assessment and individual counseling. SECTOR providers are required to designate an LCSW responsible for providing onsite counseling and coordinating mental health care for participants. The LCSW is available on an as needed basis to support Career Coaches and other SECTOR program staff with addressing participant clinical needs and any complex cases requiring mental health, crisis intervention, or care coordination. The LCSW also helps Career Coaches and other case management staff coordinate referrals to external mental health and substance use disorder services and supports CBI-EMP facilitators to ensure program fidelity.

Once participants are enrolled in mental health or substance use disorder services, Career Coaches and other case management staff continue to check in with them to support and encourage them to remain enrolled and engaged in services for as long as needed.

In addition to behavioral health needs, supportive services help the participants navigate and reduce other barriers to obtaining and maintaining employment. For example, legal support to help reinstate a driver's license can allow a participant to have reliable transportation to their job. If the SECTOR providers cannot provide the services in-house or through their referral partners, ODR has leveraged its extensive network to connect providers with community organizations for behavioral health services, legal aid and housing.

### **Job Matching and Employer Engagement**

SECTOR providers are responsible for developing and maintaining relationships with employers to connect participants with unsubsidized employment upon their completion of skills training or paid work experience. SECTOR staff assess participants to match them to employer needs and prepare them for employer interviews. If participants do not obtain a job offer, SECTOR staff will give participants feedback and coaching and will continue to connect participants to interviews until they obtain employment. While some participants may be able to find employment on their own, the goal of the SECTOR program is to place the majority of participants directly into jobs through recruitment relationships providers have developed with employers in high-growth sectors.

Staff responsible for engaging employers to hire SECTOR participants receive training from their provider organizations as well as by ODR in strategies for communicating with employers the benefits of hiring individuals with justice involvement. They also receiving training on California's fair chance hiring laws and how to navigate conversations about these laws with employers.

### **Retention Services**

After participants obtain unsubsidized employment, the program staff remain in contact with them to provide support for up to one year. This can include helping participants navigate workplace challenges, connecting them to supportive services, providing financial coaching, and assisting participants with identifying opportunities for advancement. Career Coaches can also link participants to any additional trainings or educational services that will further their careers. Most providers use financial incentives as a tool for motivating participants to stick with employment through the first several months, when drop-off can be most steep particularly for those who are working for the first time or have not worked in a long time.

In addition to providing continued support to participants once employed, retention services are important for maintaining relationships with employers. SECTOR staff communicate directly with employers to hear how participants are doing on the job and can help address any performance challenges. SECTOR staff can also provide advice and guidance to employers on how they can best support the participant to be successful on the job.

### **Financial Assistance and Non-Financial Incentives**

SECTOR providers offer financial assistance to participants in the form of wages from paid work experience, stipends during skills training, providing support items such as transportation, food, or clothing, and/or helping participants access public benefits to ensure that they have financial support and stability while they are enrolled in the SECTOR Program. Providers use the incentives to motivate positive change and encourage participants to achieve certain program milestones, such as completing the CBI-EMP courses or retaining employment for specific periods of time. Providers also incorporate non-financial incentives – like certificates of completion, awards, and graduation ceremonies – to further encourage participation and completion of program components by recognizing and celebrating participants’ achievements.

### **Best Practices for Service Delivery and Participant Engagement**

SECTOR providers are expected to adhere to techniques and practices that acknowledge the importance of addressing a participant’s trauma and motivational challenges that can impede their readiness for employment or advancement in their career pathways. Service delivery incorporates trauma-informed care, which recognizes the signs, symptoms, and impact of trauma and the paths to recovery, integrates this knowledge into practices, and seeks to prevent re-traumatization. SECTOR staff also utilize Motivational Interviewing (MI) to help participants commit to achieving their personal goals through self-motivation. Services are also delivered with cultural humility, which involves maintaining a set of attitudes, perspectives, behaviors and policies that promote positive and effective interactions with diverse cultures, acknowledge the cultural and historical context of the criminal justice system and disproportionate impact of the justice system on people of color. Staff receive regular training in these practices via their provider organization as well as through ODR.

### **Data Collection and Evaluation**

Each SECTOR provider has set unique and specific intermediate and long-term outcome goals for the program which include number of enrollments, training or PWE program completions, job placements, and average wage. SECTOR providers collect individual-level participant data, document services and referrals received by participants, and track program milestones and outcomes in the Comprehensive Health Accompaniment Management Platform (CHAMP), the data management system maintained by DHS, which ODR uses for all reentry program data tracking.

SECTOR providers also collaborate with the ODR’s research partners to prepare for the evaluation of the SECTOR program. Social policy research firm MDRC and national research organization the Council of State Governments (CSG) Justice Center are collaborating with ODR on the Los Angeles County Reentry Integrated Services Project (LA CRISP). The LA CRISP project will evaluate all Prop 47-funded programs to analyze outcomes for participants. The LA CRISP team has also provided technical assistance to ODR with SECTOR program design, implementation, and training of community-based provider staff so that the program will be ready for evaluation.

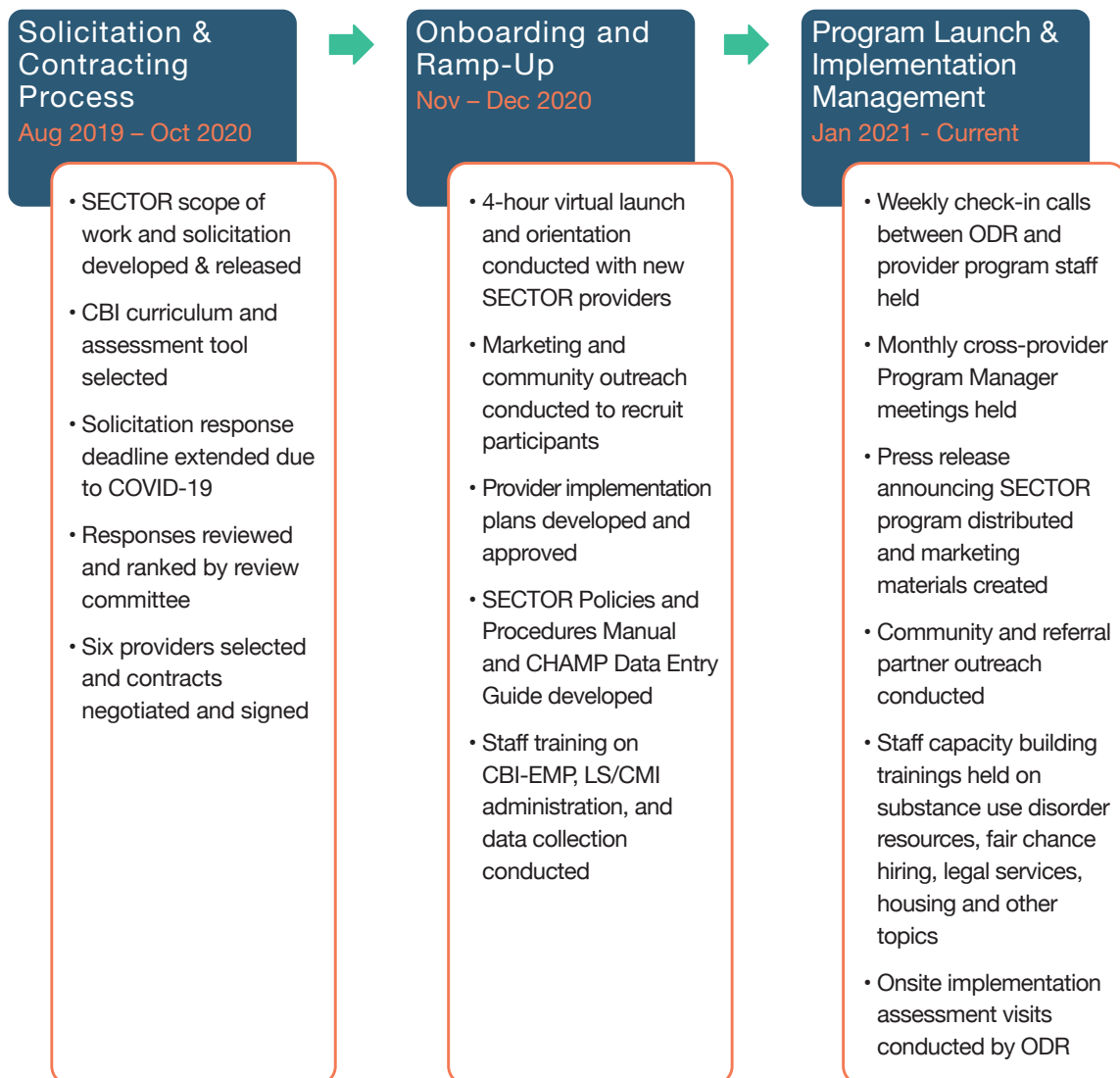
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# **IV. SECTOR PROGRAM IMPLEMENTATION**

# SECTOR Program Implementation

Due to COVID-19 related delays to implementation, the SECTOR program was not able to launch in 2020 as originally planned. While navigating delays to the procurement process for SECTOR providers throughout 2020, ODR used the additional time to focus on planning for implementation to ensure a smooth and organized launch of the program. This included researching and selecting the LS/CMI risk/needs assessment tool and the UCCI's CBI for Employment curriculum as the tools best suited to the program. ODR staff also developed a SECTOR Policies and Procedures Manual, worked with the DHS IT team to set up data collection methods, and collaborated with other county agencies to establish referral processes. On November 1, 2020, six selected community-based providers signed contracts to operate the SECTOR program and started the onboarding process.

## IMPLEMENTATION TIMELINE



## SECTOR Solicitation and Contracting Process

To procure qualified community-based organizations to operate the SECTOR program, ODR developed and released a competitive work order solicitation for education and employment services on February 14, 2020. The original deadline to submit responses was March 19, 2020, but the deadline was delayed until May 14, 2020. The delay was due to a continued need for DHS to prioritize contracting needs related to the COVID-19 pandemic as well as requests from community-based providers for more time to submit their responses. Many were not able to meet the original deadline due to a need to focus on shifting their services and operations to support participants while adhering to guidance from Los Angeles County's Stay-At-Home Orders for COVID-19, which went into effect on March 19, 2020. In June, a team of county staff was assembled to review 23 applications received for the solicitation, and after a period of review and negotiations, SECTOR contracts were executed on November 1, 2020.

### **Focusing on Specific Geographic Areas**

In order to make services accessible to the intended Prop 47 target population, ODR made a concerted effort to use available data to prioritize SECTOR program proposals located within areas of highest need. Towards that end ODR analyzed criminal justice, health, and economic data to identify priority areas for SECTOR services. Analysis of these data narrowed our focus to five key geographic areas: Antelope Valley, Compton, Eastside South Central Los Angeles, Long Beach, and Westside South Central Los Angeles. Having service centers located in priority areas was one among many considerations in the contracting process, which resulted in having service locations in all identified priority areas, except for Compton and Long Beach. With current locations, SECTOR providers have been able to serve participants from all over the county, but ODR will explore the possibility of locating SECTOR services in Compton and Long Beach in future program years.

<b>SECTOR Provider</b>	<b>Training Sectors</b>	<b>Geographic Areas</b>	<b># to be served in first year</b>
<b>Alliance for Community Empowerment (ACE)</b>	Advanced Manufacturing Construction	San Fernando Valley	28
<b>Anti-Recidivism Coalition (ARC)</b>	Construction Green Construction	Westside South Central, Downtown/ Metro LA, Santa Monica	95
<b>Chrysalis</b>	Healthcare & Social Assistance Government Technology Leisure & Hospitality	Compton, Eastside South Central, Westside South Central, San Fernando Valley, Downtown/ Metro LA, Venice/Santa Monica	250
<b>Covenant House of California (CHC)</b>	Leisure & Hospitality Arts and Entertainment	Hollywood	20
<b>Friends Outside Los Angeles (FOLA)</b>	Construction Leisure/Hospitality Trade, Transportation, & Utilities	Eastside and Westside South Central Los Angeles, Compton, Inglewood and Gardena	105
<b>Paving the Way (PTW) with Center for Living and Learning (CLL)</b>	Healthcare & Social Assistance Green Jobs Construction	Antelope Valley, San Fernando Valley	100

## SECTOR Provider Onboarding and Ramp-up Period

ODR's six selected community-based providers provide program coverage across LA County and extensive experience offering employment services for the reentry population. The table on page 22 provides a breakdown of the providers, the geographic areas they cover, the sectors they focus on, and the number of participants they are contracted to serve in the first program year.

ODR built in a two-month ramp up period from November to December 2020 to enable providers to hire, onboard, and train their staff prior to launching services and enrolling participants in the SECTOR program starting in January 2021. ODR Program Managers met with SECTOR program leadership to make introductions and lay out plans for launching the program. ODR asked providers to complete an implementation plan detailing their staffing, incentives, referral strategies, and the organization's policies on handling conflict and exiting participants from their programs. ODR staff supported providers with recruiting and hiring for SECTOR positions by providing feedback on job descriptions and conducting interviews with final candidates to get to know them and build rapport.

On November 19, SECTOR staff across all six providers met with ODR over Zoom for a SECTOR Program Orientation and Kickoff Meeting. Each provider introduced their organizations and presented on the career paths their programs would focus on. The goal was to create a sense of community between all providers so they would feel comfortable sharing best practices, resources, and connections with training providers. Additionally, members of the LA CRISP team from the CSG Justice Center presented an overview of the Risk-Needs-Responsivity framework and how RNR principles are incorporated into the SECTOR program to prevent recidivism.

In December, SECTOR staff went through a series of trainings to prepare them to begin serving participants in January 2021. This included training conducted by UCCI on the CBI-EMP curriculum group facilitation, which took place over five half days. 18 SECTOR staff obtained certification while other staff of the providers and ODR program management observed the training in order to provide coaching and feedback to facilitators for continuous quality improvement.

SECTOR staff also attended training on conducting the LS/CMI assessment. Some staff attended training in-person conducted by a master trainer from LA County's Probation Department, while others took an on-demand training available through the tool's proprietor, MHS Assessments. The trainings reviewed the research behind the tool, how to score the assessments, and incorporating MI techniques when conducting the assessment with participants.

Lastly, SECTOR staff underwent extensive training in tracking participant data in CHAMP. ODR conducted a three-day training that covered how to navigate CHAMP and capture data to meet BSCC reporting requirements as well as additional programmatic data relevant to ODR.



During the ramp up period, ODR program management staff finalized a SECTOR Policies and Procedures Manual and presented an overview of the manual to providers. The purpose of the manual is to provide additional information and guidance regarding operational and service delivery standards expected of all providers beyond what's covered in their contract agreements. Topics covered include how to conduct intake and assessment processes, minimum standards for service provision and customer service, and data security and confidentiality requirements, among others. ODR also laid out seven guiding principles for all SECTOR providers to bear in mind when providing services and to communicate key values for the program:

- 1) Respect the inherent dignity and worth of the person;
- 2) Recognize the central importance of human relationships;
- 3) Behave in a trustworthy manner;
- 4) Apply a strengths-based approach;
- 5) Incorporate trauma-informed care;
- 6) Recognize that program participants have choice and control;
- 7) Learn from restorative justice principles when navigating conflict; and
- 8) Adopt an anti-racist approach.

The manual is a living document that will be updated periodically with additional policies and guidelines as the program progresses and as ODR receives implementation feedback from providers.

## Ongoing Program Management

Since the launch of SECTOR, the ODR program management team has developed and implemented a robust infrastructure for providing ongoing contract and performance management and technical support for achieving the goals of the SECTOR program. ODR staff utilize weekly check-in calls with providers to troubleshoot and brainstorm solutions to issues around referrals, enrollments, data entry, service delivery, and outcomes.

The ODR program management team has been collaboratively facilitating a monthly Zoom call with the SECTOR Program Managers from each of the six providers to share advice, best practices, and resources. Each SECTOR Program Manager takes a turn presenting on a specific topic or challenge, such as increasing participant motivation, sharing incentive and stipend structures, and facilitating CBI-EMP classes. ODR also uses this time to get feedback from the providers and share announcements or updates to policies, procedures and data tracking.

Moving forward, ODR intends to provide opportunities for other SECTOR staff across providers to connect based on their role, such as CBI-EMP facilitators and Business Services Representatives who engage employers for hiring opportunities, to provide opportunities for peer learning and exchange advice and best practices. ODR is also planning an all SECTOR staff peer learning community meeting in the fall of 2021 to build rapport amongst providers and facilitate discussions on program implementation.

In addition to regular check-in meetings, to monitor program performance, providers are asked to send a monthly report that summarizes their program outcomes to date including total enrollments, CBI-EMP participation, training participation and completion, and job placement outcomes. The report includes a narrative section explaining their monthly activities and progress and includes at least one participant success story.

### **Support with LS/CMI and CBI-EMP Implementation**

To ensure fidelity to the tools, implementation of the LS/CMI and CBI-EMP both require regular monitoring for quality assurance as well as guidance, coaching and training. ODR created an LS/CMI interview guide for staff to use alongside other materials from the assessment tool training they attended. The guide provides suggested talking points and tips for generating sample questions that incorporate MI techniques when conducting the assessment, such as “OARS,” which stands for “Open Questions, Affirmation, Reflective Listening, and Summary Reflections.” The goal is to take a conversational approach to the assessment, rather than reading off the questions directly from the tool, to ensure the participant feels comfortable sharing about their personal history, justice involvement, needs and strengths so that staff can develop an effective case plan for them. ODR also created a LS/CMI interview observation tool to be used by SECTOR Program Managers and supervisors when sitting in on an LS/CMI assessment with a participant in order to track the interviewer’s use of best practices and provide feedback, constructive criticism, and support with learning MI techniques.

To gather feedback from frontline staff on their experience administering the assessment, ODR developed a survey that asked them how participants responded to the process, which parts of the assessment proved the most difficult to navigate, and recommendations for improving how the tool is utilized to determine programming. The responses provided by provider staff helped ODR staff identify a need to revise its guidance on using the tool and areas where staff could use additional support and training. While many staff found the tool useful for getting to know participants better and identifying their service needs, a key challenge was handling resistance from some participants who did not feel comfortable answering sensitive questions about their personal and criminal history or who said they had already gone through a similar assessment in the past. ODR will work with providers to ensure staff feel equipped to address resistance and make participants feel comfortable by clearly explaining that the purpose of the assessment is to help staff identify their service needs, using MI techniques, and incorporating a trauma-informed lens during the assessment interviews.

Additionally, some staff had difficulty determining how to make decisions about a participant’s service needs based on their assessed risk level and needs, including when to recommend someone to participate in CBI-EMP sessions in particular. There was a desire for more clarity on how to interpret the information from the assessment as well as flexibility to be able to use their own professional judgement to determine the type

and intensity of services to provide if different from the tool's recommendations. With assistance from the LA CRISP team, ODR will provide more detailed guidance on how to interpret risk and need information collected from the LS/CMI assessments and how to develop case plans based on the information.

Another challenge with using the LS/CMI is that program staff do not have access to records to verify criminal history, which is recommended when using risk/needs assessment tools. This could impact the accuracy of scoring in the criminal history section of the tool and the participant's risk score overall, since participants might not be able to fully recall their history. Because of this limitation, ODR has encouraged providers to focus less on the overall risk score and more on gathering accurate information for all of the other sections of the tool, which identify dynamic risk factors that can be addressed through program and service interventions.

Providers have also encountered challenges with implementation of the CBI-EMP group sessions. While many SECTOR participants have shared positive feedback on the program, providers have found it challenging to keep some participants engaged and showing up to the sessions. It has also proved difficult to implement the recommended dosage hours for the program. While the entire curriculum is comprised of 31 90-minute sessions, UCCI worked with each SECTOR provider to narrow down the sessions to 20 to better fit within their programming schedules. Even with the shortened number of sessions, providers have still found it challenging to keep some participants motivated to attend and to navigate scheduling conflicts. For example, when participants obtain employment before finishing the program, it can be difficult for them to complete the program if their work hours conflict with the scheduled sessions.

Some providers have found strategies to motivate attendance, such as providing gift cards for attending sessions. Providers have also discussed ways to explain what's covered in the curriculum to interest participants and connect it to their career goals, highlighting the opportunity to work through potential workplace issues and practice problem-solving skills prior to starting a new job. Others, such as Paving the Way, have found that simply presenting CBI-EMP as an inherent and central piece of the SECTOR program has helped them achieve a 100% take-up rate among their participants.

Additionally, some providers have been able to embed the sessions into other job readiness programming. For example, Friends Outside Los Angeles integrated their CBI-EMP courses into their month-long "Parole to Payroll" job readiness curriculum. Participants in the Anti-Recidivism Coalition's Multi-Craft Curriculum (MC3) construction pre-apprenticeship program attend six hours per day of programming Monday through Friday, with each day including a mix of CBI-EMP, job readiness workshops, and classes to prepare them for working in construction trades. Other providers are looking into offering sessions in the evening so that participants who are also working a temporary job while in the program or who obtain new employment before they've finished CBI-EMP can complete all sessions.

In addition to assisting providers with strategies to increase participation and navigate scheduling challenges, ODR is collaborating with UCCI to provide training on a CBI group observation tool to provide support and feedback to staff facilitating the group sessions. The training teaches skills needed for SECTOR Program Managers and supervisory staff to serve in a coaching role and effectively support facilitators to help maintain program fidelity. The goal of this training is to ensure excellence and consistency across SECTOR providers in the implementation of CBI-EMP sessions by providing supervisors with a common language and toolbox for supporting the group session facilitators. ODR is also looking into providing onsite coaching by UCCI instructors as well as providing additional staff training on incorporating cognitive behavioral approaches when working with participants outside of group sessions.

### **Staff Training and Capacity Building**

To continually build skills and expand the expertise of SECTOR staff to improve service delivery, ODR provides regular training on a variety of topics related to serving people impacted by the justice system with mental health and substance use disorder needs. ODR has partnered with county agencies and community-based organizations to provide the following trainings since program launch:

- *Referring to Substance Abuse Disorder Services and Overdose Prevention:* Colleagues from DHS and the Department of Public Health conducted a three-hour training for SECTOR providers on the science of addiction and how to refer individuals to county-wide resources for those with addictions. A DHS partner also presented on Narcan as a tool for preventing opioid overdose.
- *Health Impacts of Incarceration:* SECTOR providers joined other ODR reentry program providers in a training provided by the Transitions Clinic Network, a national network of primary care clinics that have programs to address the unique health and reentry needs of people coming home from prison and jail.
- *Fair Chance Hiring:* ODR staff teamed up with SECTOR provider staff with business engagement expertise to implement a two-part participatory training for front-line SECTOR staff aimed at ensuring awareness of Fair Chance laws. The training helped staff feel confident with providing participants support in approaching applications and interviews with an understanding of their rights and recourse if the law is violated during the hiring process.
- *Legal Services:* The Los Angeles Legal Aid Foundation presented on the laws around expungements and provided information about how to refer participants to expungement clinics and legal services.
- *Overcoming Racism:* ODR leveraged internal resources to contract with Overcoming Racism to provide all reentry program staff with an 8-hour Anti-Racism training that gave an overview of the systemic racist institutions throughout American – and specifically Californian – history, community cultural wealth, and developing tools for strengths-based programming.
- *Navigating LA's Housing System:* SECTOR providers participated in regional trainings led by Los Angeles Homeless Services Agency about how to refer those in need of housing into the county-wide Coordinated Entry System.

### **Annual Assessment Visits**

Approximately six months into the program year, ODR conducted assessment visits with each SECTOR provider to gain an understanding of the provider's overall performance towards its goals, what has worked well and what needs improvement, and what additional support or program design tweaks are needed to ensure that each provider is implementing SECTOR successfully. The process included interviews with SECTOR Program Managers and provider leadership staff, interviews with Career Coaches and other frontline staff, focus groups with program participants, and observation of services. ODR Program Managers also pulled data from CHAMP to determine provider progress on overall enrollments, completions, trainings and job placements, monitor equity in outcomes across race and gender, and ensure they are abiding by data tracking protocols. Each provider was asked to review 10 program participants, selected at random, to ensure that intake, enrollment and services were being tracked in accordance with contract standards. Based on findings during the assessment visits, ODR will produce individual memos for each provider with a list of recommendations for program improvements. ODR Program Managers will work with providers on findings and support with implementing the recommendations outlined in the memos. Assessment visits will be conducted once per program year.

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# **V. EVALUATION METHODS AND DESIGN**

## The Los Angeles County Integrated Services Project and SECTOR

SECTOR is being evaluated as part of the Los Angeles County Integrated Services Project (LA CRISP), a multi-year, multi-study evaluation of ODR's reentry services led by MDRC with its partner, the Council of State Governments (CSG) Justice Center. The goals of LA CRISP are to support ODR in improving systems of reentry services and in measuring the impact of these services on participant outcomes in the areas of mental and behavioral health, recidivism, and financial stability.

A key component of LA CRISP is providing technical assistance to ODR and its partners to strengthen service offerings and system coordination prior to formal evaluation. The early phase of LA CRISP's engagement with SECTOR has focused on technical assistance around program design, the introduction of Risk-Need-Responsivity concepts to providers and partners, and working in consultation with ODR to identify areas for program improvement during early program operations. In fall of 2021 through early 2022, LA CRISP's technical assistance efforts for SECTOR will focus on best practices for administering risk/need assessments, building staff coaching skills, use of incentives, and employer engagement. Formal evaluation of SECTOR will commence in late 2021, with data collection, analysis, and reporting activities continuing through May of 2023.

## SECTOR Evaluation Design Overview and Research Questions

To evaluate SECTOR, the LA CRISP research team will conduct a process evaluation and an outcomes evaluation. SECTOR is a new program that combines several evidence-based practices into a cohesive model which has not yet been subject to evaluation. As a first step in evaluating SECTOR, the LA CRISP evaluation will determine whether the program is being implemented as intended and whether it is meeting its intended service quality and outcome goals. The results of the process and outcomes analysis will inform whether there are additional areas of focus for program improvement before more rigorous evidence building in the future – such as a randomized controlled trial – may be appropriate.

The LA CRISP research team will finalize the SECTOR evaluation plan in consultation with ODR in late 2021. This section provides an initial draft of the plan, primarily focused on key dimensions of SECTOR program implementation. It also presents data sources, data collection methods, and process and outcome measures. Table 5.1 presents the overarching research questions of the SECTOR process and outcomes evaluation. More detailed research questions and measures on two particular topics of focus appear in later in this section.

TABLE 5.1  
Research Questions

Domain	Questions
<b>Participant Characteristics</b>	
<b>Who was served by SECTOR?</b>	<ul style="list-style-type: none"> <li>• What were the characteristics of individuals recruited for and served by SECTOR?</li> <li>• What were participants' assessed service needs and risk levels? How did these needs vary by referral source?</li> <li>• Are there differences in participant characteristics among those who utilized particular service offerings within the SECTOR program and those who did not? Among those who completed services and those who did not?</li> </ul>
<b>Service Receipt</b>	
<b>What services were provided to SECTOR participants and which did they take up?</b>	<ul style="list-style-type: none"> <li>• What services were participants provided by SECTOR?</li> <li>• What external service referrals were participants provided by SECTOR?</li> <li>• What services and service referrals did participants participate in?</li> <li>• What services and program offerings did participants complete?</li> </ul>
<b>Provider Level Operations, Management, and Coordination</b>	
<b>What choices and adaptations did providers make in implementing the SECTOR model, and how did they collaborate with training programs and employers?</b>	<ul style="list-style-type: none"> <li>• Who did each provider target for services?</li> <li>• Were services provided as intended? What adaptations were made and why?</li> <li>• What types of trainings and paid work experiences did providers offer?</li> <li>• How did providers collaborate with training programs and employers to develop training and work experience opportunities?</li> </ul>
<b>Participant Experience</b>	
<b>What is the participant experience of SECTOR?</b>	<ul style="list-style-type: none"> <li>• What service needs did SECTOR meet for participants? What service needs did the program not meet?</li> <li>• Were participants satisfied with the quality of services provided by SECTOR? What services did participants find to be most beneficial? The least?</li> <li>• What barriers or challenges did participants experience to participating in SECTOR services?</li> <li>• What was the quality of participant relationships with staff?</li> </ul>



TABLE 5.1  
Research Questions (Continued)

Domain	Questions
<b>Program Outcomes</b>	
<p><b>What are the employment, criminal justice, and health services outcomes of SECTOR participants after program participation?</b></p>	<ul style="list-style-type: none"> <li>• How many participants earned an industry-recognized credential within one year of program entry?</li> <li>• What are the employment and earnings outcomes of participants one year after program entry?</li> <li>• What are the arrest, conviction, and jail/prison admission rates one year after program entry?</li> <li>• Were participants successfully referred to and connected to mental health and substance use disorder services?</li> </ul>
<b>System Level Operations, Management, and Coordination</b>	
<p><b>What is the system-level management and coordination approach to implementing SECTOR?</b></p>	<ul style="list-style-type: none"> <li>• What is the role of ODR in implementing and managing the SECTOR model?</li> <li>• How were eligible participants identified, recruited, and connected to services from different referrals sources and partner agencies? What role did ODR and its partners play in recruitment, and what role did providers play?</li> <li>• What practices and service offerings are standardized across providers and where does variation exist?</li> <li>• How is program quality and fidelity monitored and strengthened?</li> </ul>
<b>External Context</b>	
<p><b>What external factors may have shaped implementation and outcomes of SECTOR?</b></p>	<ul style="list-style-type: none"> <li>• How has the COVID-19 pandemic influenced the implementation of SECTOR?</li> <li>• What changes to the criminal justice system, economic context, and broader social service context in LA County occurred during the study period that may have affected program implementation or program outcomes?</li> </ul>

### Overview of Data Sources

The process and outcomes studies will draw from a range of data sources to be collected by the evaluation team. Table 5.2 provides an overview of these data sources and whether they will be used in the process evaluation, outcomes evaluation, or both. Each data source is then described in more detail beneath the table. Management Information System (MIS) data and administrative records will be collected in late 2022 for analysis. Qualitative research activities including interviews, focus groups, and observations will occur throughout spring and

**TABLE 5.2**  
**Data Sources for SECTOR Process and Outcomes Evaluation**

Data Source	Process	Outcomes
<b>MIS Data</b> <ul style="list-style-type: none"> <li>• CHAMP<sup>11</sup></li> </ul>	<b>X</b>	<b>X</b>
<b>Administrative Records</b> <ul style="list-style-type: none"> <li>• InfoHub</li> <li>• California Department of Corrections and Rehabilitation</li> <li>• California Employment Development Department</li> </ul>		<b>X</b>
<b>Semi-Structured Interviews and/or Focus Groups</b> <ul style="list-style-type: none"> <li>• Participants</li> <li>• SECTOR Provider Staff</li> <li>• Training Program Staff</li> <li>• Employers</li> <li>• ODR Agency Staff</li> </ul>	<b>X</b>	
<b>Observations</b> <ul style="list-style-type: none"> <li>• Assessment and intake</li> <li>• Skills training courses</li> <li>• CBI-EMP group sessions</li> </ul>	<b>X</b>	
<b>Document Review</b> <ul style="list-style-type: none"> <li>• Policies and procedures</li> <li>• Provider implementation plans</li> <li>• Participant case files</li> </ul>	<b>X</b>	

**CHAMP MIS Data.** CHAMP is a database that DHS, ODR, and its providers use to track case management and participant-level outcomes. CHAMP collects information used at participant intake such as demographics and assessed needs and risk, tracks participant participation in services, and tracks participant outcomes including employment, hourly wages, and hours worked per week. Data from CHAMP will be used to describe participant characteristics, engagement with the SECTOR program, service receipt outcomes, referrals to external services, employment placement outcomes, and employment retention outcomes.

**InfoHub Administrative Records.** InfoHub, a data consortium and repository managed by the Los Angeles County Chief Information Office (CIO), will provide data on participant utilization of mental health and substance use disorder services and participants' criminal justice outcomes. The InfoHub data for the SECTOR evaluation will contain records from DHS, Department of Mental Health, Department of Public Health, Sheriff's Department, the Superior Court, and the Department of Probation.

**CDCR Administrative Records.** Administrative records from the California Department of Corrections and Rehabilitation (CDCR) will contain information on parole status and revocations as well as prison admissions.

**EDD Administrative Records.** Unemployment insurance quarterly wage records from the California Employment Development Department (EDD) will contain information on quarterly earnings and employment.

**Semi-structured interviews and/or focus groups with participants, SECTOR provider staff, and ODR staff.** Semi-structured interviews or focus groups to be conducted by the study team will provide information on service delivery, experience with and thoughts on program services, system-wide program management, and factors affecting program implementation.

**Observations of service delivery.** The study team will observe service delivery including LS/CMI administration, skills training courses, and CBI-EMP sessions to assess their quality and fidelity.

**Document review.** Written documentation of program policies, procedures, standardized forms and program manuals or guidance documents will supplement and verify information about the program and its service delivery approach. Monitoring data maintained by ODR may provide additional context for program management and operations. A sample of participant case files, CBI-EMP workbooks, and participant resumes and/or applications may also be reviewed during staff interviews to better illustrate the approach to service delivery.

## Process Evaluation

The process evaluation will explore whether and how SECTOR was implemented according to its design and describe the contextual factors that have affected successful delivery of the SECTOR model or necessitated adaptations to the program model. Additional descriptive research will document the experience of the SECTOR program from the standpoint of participants and service providers. Finally, the process evaluation aims to describe the broader relevance of SECTOR implementation for policymakers and practitioners.

Through document review, descriptive data analysis, semi-structured interviews, focus groups, and observations, the study team will explore the following dimensions of SECTOR:

1. Model implementation and adaptations: Describe whether SECTOR was implemented with fidelity to its original design, changes and adaptations made to the model, reasons for these adaptations, and ongoing service provider processes to improve implementation and service delivery.
2. Participant experience: Describe participant experiences and attitudes towards the program and whether SECTOR has addressed participants' needs. Describe SECTOR's strengths and challenges in addressing participant needs, and participants' experience with finding and maintaining employment, with emphasis on high growth sectoral employment placement and career advancement opportunities and challenges.
3. System level management and coordination: Describe how ODR is managing and leveraging the SECTOR program to serve participants across providers, including the policies and procedures put in place to support service delivery, recruitment efforts with referral partner agencies, and promotion of cross-provider learning, collaboration, and networking.
4. Environment and external context: Contextualize the SECTOR program in relation to the broader economic and criminal justice context in Los Angeles County, including the COVID-19 pandemic.

Table 5.3 describes, at a high level, process measures to determine whether the SECTOR program is meeting its intended goals in serving participants.

**TABLE 5.3**  
**Process Measures**

<b>Process Measure</b>	<b>Description</b>	<b>Source</b>
<b>Number of participants served</b>	Number of participants assessed	CHAMP
	Number of participants enrolled	CHAMP
	Number of participants who completed individual career plan	CHAMP
<b>Service provision and receipt</b>	Number of participants who participated in sector-based skills training or paid work experience	CHAMP
	Percentage of participants who received career coaching	CHAMP
	Percentage of participants assessed as medium to high-risk who participated in CBI-EMP	CHAMP
	Average number of CBI-EMP sessions attended by participants assessed as medium to high risk of recidivating	CHAMP
	Percentage of participants who received financial assistance and average amount received	CHAMP
	Percentage of participants who received retention and career advancement services	CHAMP
<b>Services provided as intended and with fidelity</b>	Training, PWE, career coaching, job readiness, and supportive services provided as described in provider implementation plans	Observations, Interviews, Document Review
	LS/CMI risk/needs assessment conducted properly	Observations, Staff Interviews
	CBI-EMP sessions delivered with fidelity	Observations
<b>Services delivered according to SECTOR guiding principles and practices.<sup>12</sup></b>	Services delivered with incorporation of trauma-informed care, motivational interviewing, and cultural humility practices	Observations, Interviews, Document Review

During the process evaluation, special focus will be placed on understanding implementation of two of SECTOR's evidence-based practices: (1) sector-based training and (2) cognitive behavioral interventions. Each of these practices has a growing evidence-base, and lessons learned from SECTOR's unique incorporation of these two approaches into a single program model is of key interest to policymakers and practitioners. The following sections briefly discuss the evidence base for each of these practices and list additional research questions that pertain specifically to these practices in light of the evidence.

## Employment Service Special Focus: Sector-Based Training

A recent examination of evidence around sectoral training programs concluded the following:<sup>13</sup>

- Support services are critical in helping participants participate in sectoral training programs, complete programming, and advance their careers.
- Programs that focus on specific subsectors or occupations within a sector that offer quality jobs with high wages and benefits and that are attainable with the training and credentials provided by the program are more effective at increasing earnings.
- Training programs should target sector jobs that have high wages and benefits, upward mobility opportunities, and high-wage growth trajectories.
- The value of sectoral training programs is moving participants into new, high-wage growth sectors and helping them make connections with employers that participants may not be able to make themselves.
- In addition to hard skills, programs should focus on providing valuable general work habits and competencies such as time management and problem-solving.
- Strong relationships between participants and staff wherein staff provide strategic instruction and guidance are key to successful program engagement.

Considering these findings and recommendations, the SECTOR evaluation will answer the following questions:

1. What supportive services (including financial incentives) were offered by each SECTOR provider, and which did participants find most useful?
2. Did providers successfully target sector jobs that had high wages and benefits, upward mobility opportunities, and high-wage growth?
3. Which targeted sectors were easiest for participants to obtain employment in, and which were more difficult? What adjustments, if any, were made to target sectors over the course of the program?
4. Beyond hard skills, what other skills did providers focus on that may be valuable to participants and to employers?
5. How did programs connect participants with potential employers in ways that participants could not have done themselves? What challenges did participants face in securing jobs in the sector of their training? How did staff work with participants to address these challenges?
6. How did programs promote advancement of participants after placement in unsubsidized employment?
7. What strategies, techniques, policies, and procedures were used to promote strong relationships between participants and staff?

## Mental Health Service Special Focus: Cognitive Behavioral Interventions

Cognitive Behavioral Interventions for Individuals Seeking Employment (CBI-EMP) is a relatively new curriculum. The curriculum, developed through a partnership between MDRC and the University of Cincinnati Corrections Institute (UCCI), was first piloted in 2015 with the NYC-based reentry employment organization Center for Employment Opportunities (CEO), which was serving men who had been recently released from prison. Although some rigorous studies of its effectiveness are underway, no findings are available to date. However, CBI-EMP is rooted in the broader cognitive behavioral intervention evidence base and literature, which has shown that cognitive behavioral approaches can be effective in reducing contact with the criminal justice system. Specifically, the literature shows that:

- According to meta-analyses, cognitive behavioral interventions and approaches decrease an individual's probability of involvement with the criminal justice system within a year by an average of 25 percent, with the most effective programs decreasing the probability of involvement with the justice system by more than 50 percent.<sup>14,15</sup>
- Effective cognitive behavioral programs give participants services in large quantity and frequency (high dosage), are monitored closely for fidelity, and offer adequate training for providers.<sup>16</sup>
- There is limited evidence to date about whether CBI programs can help people who have past involvement in the justice system to strengthen their employment outcomes.<sup>17</sup>

Drawing from this literature, the CBI-EMP curriculum combines cognitive behavioral intervention with a focus on job readiness, incorporating employment environment strategies and scenarios likely to be encountered on the job. However, combining the CBI-EMP curriculum with employment and trainings services can present challenges, as programs must balance the goal of high dosage of CBI-EMP with the time and schedule demands of training and work experience programming. Given these considerations and the above findings, the SECTOR process evaluation will answer the following research questions:

1. What adaptations were made to the skills training or PWE programs to incorporate CBI-EMP?
2. What strategies did providers use to promote high engagement and participation in CBI-EMP sessions?
3. Was the CBI-EMP curriculum delivered with fidelity?
4. What initial and ongoing training and support was offered for CBI-EMP facilitators?
5. Did participants find CBI-EMP to be helpful? Which portions of the curriculum were most helpful and relevant to participants? Which were least helpful?

## Outcomes Evaluation

SECTOR began serving participants in January of 2021. The outcomes evaluation will track one-year outcomes for the cohort of participants who enrolled in SECTOR between January 2021 and September 2021. Where possible, shorter-term outcomes may be reported for later SECTOR cohorts. The SECTOR final report containing all outcomes findings will be completed in May of 2023.

The outcomes evaluation of SECTOR will focus primarily on participant's outcomes in the domains of employment and criminal justice system contact. The evaluation will also examine whether SECTOR successfully connected individuals to county mental health and substance use disorder services. Table 5.4 describes these outcome measures.



TABLE 5.4  
Outcome Measures

Outcome Measure	Description	Source
<b>Completion of SECTOR program</b>	Percentage of participants who completed a skills training program or paid work experience program and/or obtained unsubsidized employment	CHAMP
<b>Increased employment and employment retention</b>	Percentage of participants who gained unsubsidized employment within one year of program entry	CHAMP, EDD
	Percent of participants employed at 1 month, 6 month, and 12 month follow-up points	CHAMP
	Percentage of participants who worked during the third and fourth calendar quarter relative to program enrollment <sup>18</sup>	EDD
<b>Increased employment in high-growth sector</b>	Percentage of participants who gained employment in high-growth sector in the year following program entry	CHAMP
<b>Increased earnings</b>	Average hourly wage and hours worked at 1 month, 6 month, and 12 month follow-up points	CHAMP
	Percentage of participants whose wages increased after program completion as measured by hourly wage and hours worked at 1 month, 6 month, and 12 month follow-up points	CHAMP
	Average participant earnings by quarter in year following program entry	EDD
<b>Increased connection to mental health and substance use disorder services</b>	Percentage of participants connected to mental health and/or substance user disorder treatment services among those assessed as in need of these services	CHAMP, InfoHub
<b>Reduced recidivism</b>	Percentage of participants who were not arrested, convicted of a new crime, or incarcerated during the year following program entry	InfoHub, CDCR

## Benchmarks for Outcomes

Benchmarks are state and local trends in key outcome measures that can help contextualize the outcomes of SECTOR participants, particularly when an appropriate comparison group cannot be reliably identified.<sup>19</sup> They provide a point of comparison and expectation for outcomes. While the context of any benchmark will differ slightly from the study sample, they can provide a rough estimate of participant outcomes for the population eligible for SECTOR. Individuals eligible for the SECTOR program are 18 or older, have been arrested, charged with, or convicted of a criminal offense, and have a history of mental health issues or substance use disorders.

As an example, consider a potential benchmark for a measure of recidivism. As noted in the outcome measures table above, the study team will measure key recidivism outcomes at one-year post-enrollment. A 12-county study (comprising two-thirds of California's population) showed that among individuals released from incarceration to probation between October 2011 and October 2015, 46.7 percent were booked into county jail within their first year.<sup>20</sup> This is similar to national findings regarding arrests for individuals released from prison: a 2018 study by the U.S. Department of Justice Bureau of Labor Statistics found that around 45 percent of people returning from prison nationally in 2005 were arrested within one year of release.<sup>21</sup> In addition, Los Angeles County reported a three-year reconviction rate of 45 percent among people who started felony probation in 2015.<sup>22</sup> The county also reported higher reconviction rates among people with severe mental illnesses or a history of mental health crises and among people with a history of homelessness. The LA CRISP research team will interpret rearrest and reconviction rates among SECTOR participants considering these ranges. They will also attempt to describe the extent to which SECTOR participants either differ or look similar in terms of baseline characteristics to the wider Prop 47 eligible populations, and how any differences in characteristics provide further context for interpreting the findings. The LA CRISP research team will finalize a set of benchmarks in late 2021 and document them in the SECTOR final evaluation design plan.

## Evaluation of Reentry Intensive Case Management Services (RICMS) and Interim Recovery Housing

ODR's Prop 47 Cohort 2 funding has thus far been used exclusively to fund the SECTOR program. Over the remainder of the grant period, ODR will also use Prop 47 Cohort 2 funding to fund services for two additional programs noted in the grant application: Reentry Intensive Case Management Services (RICMS) and Interim Recovery Housing programs. Both programs were established through the Prop 47 Cohort 1 grant, which ended August 15, 2021. The programs will continue to be funded by Cohort 2 until the grant term end date of December 31, 2022.

RICMS delivers case management and navigation services to people who have been arrested, charged, or convicted of a crime and who have mild to moderate mental health and substance use disorders. A key component of the RICMS model is the role of Community Health Workers with lived experience who actively attempt to engage clients to conduct a comprehensive needs assessment, establish a care plan based on clients' goals and service needs, and provide case management and navigation support to connect clients with a variety of services including housing, employment, and health over a period of six months or more.

ODR's Interim Recovery Housing program provides recovery housing for clients struggling with substance use disorder paired with on-site services, support groups, and linkages to offsite inpatient and outpatient treatment and counseling. ODR's interim housing provider is managed by the LA County Department of Health Services Housing for Health program, and Interim Housing clients are typically co-enrolled in RICMS. The Interim Recovery Housing program is also available to individuals enrolled in the SECTOR program, but no SECTOR participants had yet been referred to the housing during the reporting period covered in this report.

RICMs and Interim Recovery Housing are being evaluated as part of the broader LA CRISP evaluation which is ongoing through early 2024. These programs, combined with SECTOR, are designed to provide a county-wide network of services that together meet clients' needs and improve client outcomes in terms of behavioral health, recidivism, and employment. Process and outcomes study findings to date for RICMS and Interim Recovery Housing and how these programs align with ODR's Prop 47 work plan goals of improving behavioral health, employment, and recidivism outcomes will appear in the Cohort 1 final report submitted to the BSCC in late 2021. The evaluation of each of these programs will continue through 2023 when a final report will be published containing research findings for all services provided since RICMS began in 2018 and Interim Housing began in 2019.

The process study for RICMS and Interim Recovery Housing includes interviews with clients, provider staff, and ODR staff to examine how the program was implemented. Each study involves document reviews of policies, procedures, and client case files. The RICMS process study also includes a survey of RICMS provider staff. Topics examined in the studies include who was served by the programs, what services were provided, the role of ODR and coordinating agencies and contracted providers in delivering and coordinating services, and client experiences with the programs and perspective on the services they received.

### **Process and Outcomes Measures for RICMS**

The process measure for RICMS is the number of clients who receive RICMS with the goal of serving 1,800 clients. Individual level demographic and comprehensive screening information at time of program entry will be collected and analyzed from DHS's CHAMP database. Examples of information collected includes the following (non-inclusive list): demographics (age, race/ethnicity/gender), Medi-Cal eligibility, mental health, physical health, and substance use evaluation and information, housing status, income information, justice system involvement, and other information depending on client need. The CHAMP database also captures client level achievement indicators including referrals to county and community services, care planning, successful completion of care plan goals, program completion, and program exits. Additional achievement indicators will be captured through service utilization tracked by the Los Angeles County InfoHub, a county-wide data depository described earlier in this chapter. The outcome measures for RICMS are the number of clients that are connected to mental health and substance use treatment, complete their individualized care plans and the number of clients that do not recidivate.\* Outcomes will be tracked for 12 months after program entry. In addition, two- and three- year recidivism outcomes will be included for the earliest clients served by RICMS, for whom adequate follow-up is available to construct these longer-term outcome measures. Criteria for successful completion of the program is based on completion of individualized client care plan, connection to appropriate care for mental health and/or substance use disorders, and reduced recidivism. The evaluation will obtain data to measure these criteria from CHAMP and the LA County InfoHub, which contains data collected from multiple county agencies including the Department of Mental Health (DMH), Substance Abuse Prevention and Control (SAPC), Superior Court, and Sheriff's Department.

### **Process and Outcomes Measures for Interim Recovery Housing**

The process measure for interim recovery housing is the number of beds created to serve people who have been arrested, charged, or convicted of a crime and who have mild to moderate mental health and substance use disorders. Outcomes measures will include the number of clients that are connected to or maintain connection to substance use treatment, mental health services, workforce services, housing support services, and who do not recidivate. The criteria for successful completion of the program will be measured through 1) exit to permanent housing and 2) maintaining ongoing connection to outpatient services. The exit to permanent housing, maintenance of services, and recidivism outcomes will be measured through data collected from CHAMP and the InfoHub, which includes data from SAPC, the Los Angeles Homeless Services Authority (LAHSA), Superior Court, and Sheriff's Department.

\* Recidivism is defined as being arrested, convicted of a new crime, or incarcerated during the follow-up period following program intake.

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## **VI. PRELIMINARY PROCESS DATA AND OUTCOMES**

# Preliminary Process Data and Outcomes

Although the SECTOR program has only been in operation for six months, it has already shown promising outcomes for participants. This section summarizes data on demographics, services received, training participation and employment outcomes for participants enrolled in the SECTOR program between January 1 and June 30, 2021. Recidivism data is not included in this section because it is not yet available. Recidivism outcomes for SECTOR participants will be included in the Cohort 2 Final Local Evaluation Report due May 2023.

## Program Enrollment

The SECTOR Program is exceeding the pace of enrollment. The goal of the program is to enroll 600 participants in the first program year, and 361 participants have been enrolled in the first six months. Some providers have been able to exceed their enrollment goals due to their ability to quickly hire and retain SECTOR staff as well as their strong and well-established referral networks to recruit people who are justice involved. Other providers have struggled to reach their enrollment goals due to experiencing SECTOR staff turnover, which has impacted their capacity to recruit and serve participants. ODR has supported these providers by connecting them to ODR's network of contracted community-based organizations to help expand their recruitment network and find qualified candidates to fill their openings.

Of the 361 participants enrolled, 18% identify as female and 82% identify as male. The majority of participants (64%) are between the ages of 25 and 43. SECTOR participants are 46% Hispanic, Latino, or Spanish, 31% Black or African American, 14% White, 3% Asian, and 1% American Indian or Alaska Native, which proportionately reflects the racial demographics of people who are system impacted in LA County. As a point of comparison, the racial demographic breakdown for Los Angeles County's jail population in 2021 is 55% Hispanic, 28% Black, 12% White, and less than 1% Asian and American Indian.<sup>23</sup> 59% of participants are on probation or parole supervision, while 30% have convictions but are not on supervision, and 10% were arrested only.



Chrysalis's SECTOR Program Director Kelli Micheau poses with two participants in a carpentry training after delivering their work materials.

TABLE 6.1  
Enrollment by Participant Demographics and Justice Involvement

Enrollment Demographics and Justice Involvement	Number	Percent
<b>Number of Participants Enrolled</b>	361	100%
<b>Gender</b>		
Female	65	18%
Male	294	82%
Prefer not to answer	2	< 1%
<b>Age</b>		
18 – 24 years	25	7%
25 – 43 years	228	64%
44+ years	103	28%
Unknown	5	1%
<b>Race/Ethnicity</b>		
American Indian or Alaska Native	5	1%
Asian	10	3%
Black or African American	110	31%
Hispanic, Latino, or Spanish	165	46%
White	52	14%
Other identified ethnic origin, ethnicity, or race	15	4%
Participant declined to state	4	1%
<b>Justice Involvement/Supervision Status</b>		
LA County Adult Felony Probation	67	19%
LA County Post Release Community Supervision	13	4%
Parole	131	36%
Convicted but not on active supervision	108	30%
Arrested only	36	10%
Exited before data collected	6	1%

## Job Readiness, Behavioral Health, & Other Supportive Services

As shown in Table 6.2, all 361 participants in the SECTOR program during the reporting period received comprehensive job readiness and career coaching or case management services to help them establish and pursue their career goals.

The table also shows that SECTOR providers reported connecting a significant number of participants to mental health and substance use disorder services while enrolled in the program. 53% of those enrolled participated in CBI-EMP sessions, with 34% having completed the sessions during the reporting period. Additionally, 53% enrolled in other mental health services, with 32% completing mental health services. Some participants were referred to outside counseling programs, whereas others received one-on-one mental health support from providers' in-house LCSW or other clinical staff. 8% of participants received substance use disorder services, with 71% completing services. Participants also received connection to other supportive services, including assistance with food, housing, basic necessities, and transportation.

**TABLE 6.2**  
**Job Readiness, Behavioral Health, & Supportive Services Received**

Service	Number of Participants	% of Total Participants
Job Readiness Services <sup>24</sup>	361	100%
Case Management/Career Coaching	361	100%
CBI-EMP Started	192	53%
CBI-EMP Completed	66	34% of those started
Enrolled in Other Mental Health Services	190	53%
Completed Other Mental Health Services	61	32% of those enrolled
Enrolled in Substance Use Disorder Services	28	8%
Completed Substance Use Disorder Services	20	71% of those enrolled
Assistance with Food	68	19%
Basic Necessities	12	3%
Legal Services	11	3%
Housing	34	10%
Social Services	1	<1%
Transportation	12	3%
Other Services	8	2%



In addition to service data from SECTOR providers collected in CHAMP, ODR has access to data on services SECTOR participants received from other County agencies through the InfoHub data consortium and repository managed by the LA County Chief Information Office (CIO). This additional data source provides another way to measure and assess how well the SECTOR program helped participants connect to and/or remain engaged in mental health and substance use disorder services (including some participants who may have already been enrolled in these services prior to joining SECTOR) by showing how many participants received services through the LA County Department of Mental Health (DMH) and Department of Public Health's Substance Use Prevention and Control branch (DPH SAPC) during program enrollment.

Between January 1 and July 31, 2021, 266 SECTOR participants had matching unique IDs in the InfoHub repository. Of those, 93 unique participants received one or more services from DMH and/or SAPC. As shown in Tables 6.3 and 6.4, 79 of the 93 participants received mental health services, and 69 of the 93 participants received substance use disorder services.

81% of DMH services received were Non-Crisis Outpatient Services, while the remaining 19% were Crisis Services or Non-Crisis Inpatient Services. About 86% of SAPC services received were Outpatient, Intensive Outpatient, and Residential Treatment Services, while the remaining 14% were Opioid, Withdrawal Management, and Recovery Support services.

According to the CIO, there could be a delay of several months between a person receiving mental health services and those services being billed to DMH, which is when services are recorded by the agency. Similarly, there could be a delay in substance use disorder services being billed to Drug Medi-Cal. Therefore, there may be more participants who received services during the reporting period than are reflected in Tables 6.3 and 6.4.

TABLE 6.3  
Department of Mental Health (DMH) Service Received

Service	Number of Participants	% of Total
DMH Non-Crisis Outpatient Services	64	81%
DMH Crisis Services	12	15%
Non-Crisis Inpatient Services	3	4%
<b>Total</b>	<b>79</b>	<b>100%</b>

TABLE 6.4  
Substance Abuse Prevention  
and Control (SAPC) Service Received

Service	Number of Participants	% of Total
Outpatient Services	21	30%
Residential Services	20	29%
Intensive Outpatient Services	18	26%
Opioid Services	4	6%
Withdrawal Management	4	6%
Recovery Support Services	2	3%
<b>Total</b>	<b>69</b>	<b>100%</b>

# Participation in Skills Training and Paid Work Experience

SECTOR providers have shown care and creativity in developing training opportunities for participants within high-growth sectors. They have forged new partnerships with a variety of training providers to help people with justice involvement pursue career pathways that they may have not been able to access previously. Training partners include community colleges, apprenticeship and pre-apprenticeship programs, employer-run programs, coding schools and local workforce development boards. Below is a sampling of the trainings SECTOR providers have enrolled participants in by sector of focus:



**Construction:** The 10-week, 300-hour Multi-Craft Curriculum (MC3) training is proprietary to the Los Angeles/Orange County Building Trade’s Apprenticeship Readiness Fund. MC3 provides participants with a hands-on orientation to the building trades and connects graduates with union representatives that will support their application process for paid union apprenticeships.



**Government:**

- The 8-week, 47-hour Pathways to State Service (PASS) Program provided through the Worker Education & Resource Center (WERC) is a fast track to gaining employment with the California Department of Transportation (CalTrans). Successful participants gain union employment providing highway maintenance services to the state.
- The 10-week, 120-hour Preparing for LA County Employment (PLACE) Program provided through WERC prepares participants for careers in LA County government. Cohorts have focused on training for Intermediate Typist Clerk positions and custodial positions with the Department of Health Services.



**Green Jobs:**

- The week-long, 40-hour Solar Installation training provided by the former CEO of Glenn Bland Solar gives SECTOR participants the soft and hard skills to join a solar installation team, including hands-on solar installation practice, computation training on estimating wattage needed for a given facility, and soft skills for working in the solar industry.
- The Los Angeles Cleantech Incubator provides a 17-week Electronic Vehicle Station Technician Training. Participants go through 5 weeks of training followed by a 12-week internship. Participants will be trained to efficiently and accurately install electronic vehicle charging stations.



**Health Care and Social Assistance:**

- Certificate for Addiction Studies Recovery Specialist is a 3-course, semester long program provided by East LA College that prepares students for the basics of addiction counseling. After completion participants are eligible to work at substance abuse treatment centers as program assistants. This certificate provides the basic coursework for the Addiction Counselor Certificate if participants wish to pursue becoming addiction counselors.
- The Homeless Healthcare LA training is a 60-hour course for case management that provides an orientation to the field of Social Assistance for those looking for employment as community health workers or other types of case managers.



**Information Technology:**

- The 14-week, 84-hour Bitwise Industries Specialized Salesforce Training provides participants with technical skills for administering Salesforce databases. Participants graduate with a portfolio of their work and prioritization for a paid apprenticeship with Bitwise Industries.
- RebootLA is a tech coding training program that is specialized for returning citizens. At the end of the program participants receive a Full Stack Web Development certificate. Participants receive a stipend during the program and can either do a full-time 13-week course or a part-time 24- or 20-week course.



**Trade and Logistics:** Career Expansion Inc. provides a 5-week, 180-hour training for participants to obtain their Commercial Truck Driving License. Career Expansion, Inc. facilitates the collaboration of academia, workforce development agencies, labor organizations, and industry to build direct pathways from its training programs to employment, education, and career growth. Friends Outside Los Angeles began enrolling participants in July.

Some SECTOR providers have encountered unforeseen challenges with enrolling people in training programs, which has caused them to fall behind in reaching their training participation goals. COVID-19 caused some training programs to temporarily close. Some training providers also experienced staff turnover, which caused delays with training start dates. Some SECTOR providers struggled to recruit enough interested participants to fill training cohort slots. ODR is supporting providers with researching and identifying additional training partners to work with so that they can diversify training offerings for participants within their sectors of focus.



SECTOR participants with Paving the Way in Lancaster complete their final day of a 40-hour training in solar panel installation with Glenn Bland Solar.



SECTOR participants with the Anti-Recidivism Coalition in Downtown LA attend a job readiness class while enrolled in a 12-week Multi-Craft Core Curriculum (MC3) program with LA Southwest College to prepare for union apprenticeships across 14 construction trades.

As shown in Table 6.5, 152 unique participants started a training program and 61 participants (40% of those started) completed a training program during the reporting period. Trainings were held across six sectors with Construction and Health Care and Social Assistance having the most participants.

TABLE 6.5  
Training Program Enrollment

Sector	Training Programs Started since January 2021	Training Programs Completed as of June 30, 2021
Construction	75	27
Government	4	4
Green Jobs	12	11
Health Care and Social Assistance	29	7
Hospitality and Leisure	1	1
Information Technology	27	9
Other <sup>25</sup>	4	2
<b>Total</b>	<b>152</b>	<b>61</b>

As shown in Table 6.6, 93 unique individuals participated in Paid Work Experience (PWE) as an alternative to training or as a means to help participants generate income while completing training programs. Some providers were able to leverage other sources of funds to pay the wages for these positions. Some of the PWE programs also have opportunities for participants to be hired on as unsubsidized staff. Chrysalis, for example, has a highway maintenance program called New Roads to Second Chances that can lead to full-time employment in Caltrans. Two SECTOR participants obtained unsubsidized employment with Caltrans during the reporting period. Friends Outside in Los Angeles linked participants to a solar panel work program that can also lead to full-time employment in solar installation.

TABLE 6.6  
Paid Work Experience Enrollment

Paid Work Experience by Sector	Participants Enrolled
Construction	1
Green Jobs	20
Health Care	39
Hospitality & Leisure	29
Information Technology	1
Other <sup>26</sup>	3
<b>Total</b>	<b>93</b>

# Incentives

117 unique participants received an incentive, stipend or both for a total of \$70,055 distributed in Prop 47 grant funds during the reporting period. Each provider uses incentives and stipends differently, but the goal is universal: to help participants reach program milestones and help financially support participants as they complete the job training programs. For example, Friends Outside Los Angeles uses stipends to support participants through their job readiness program and then gives participants gift cards to incentivize obtaining and retaining unsubsidized employment. The Anti-Recidivism Coalition (ARC) provides a weekly stipend to MC3 program participants, which helps them pay for living expenses while attending the 5 days per week six hours per day program. While some Prop 47 grant funds cover the stipends, ARC also leverages a U.S. Department of Labor grant to provide most of the stipends. Providers also use non-financial incentives to help motivate participants. ARC, Friends Outside Los Angeles, and Paving the Way hold graduation ceremonies for each cohort where they hand out certificates of completion and various awards.

# Unsubsidized Employment Outcomes

Since the start of the SECTOR Program until June 30, 67 unique individuals obtained unsubsidized employment. 53 of those employment outcomes were in the 9 high-growth sectors of focus for the program. The average wage across all 67 positions was \$16 per hour. Employment outcomes to date are broken down by sector and demographic characteristics in Table 6.7. ODR will be monitoring employment outcomes by sector to identify which sectors have led to the most jobs and the highest wages. To ensure equity in outcomes, ODR will also closely monitor employment outcomes by race and gender.



*"I can honestly say that the employees at SECTOR really invested their time and effort in my career goals and the CBI training was very helpful in helping me understand and address issues that occur in my personal life. Thank You."*

– William B., SECTOR participant with Chrysalis who was recently hired as a welder with a local fences and gates company after completing a welding training.

**TABLE 6.7**  
**Employment Outcomes by Sector and Demographics**

<b>Employment Sector</b>	<b>Number of Jobs Obtained (67 total)</b>	<b>Percentage of Jobs Obtained</b>
Construction	11	16%
Government	4	6%
Green Jobs	3	5%
Health Care	14	21%
Hospitality and Leisure	13	20%
Information Technology	7	10%
Transportation and Logistics	1	1%
Other (retail and janitorial positions)	14	21%
<b>Race/Ethnicity</b>		
American Indian or Alaska Native	2	3%
Asian	3	5%
Black or African American	23	34%
Hispanic/Latino	28	42%
White	9	13%
Declined to State	2	3%
<b>Gender</b>		
Female	13	19%
Male	54	81%

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## **VII. CONCLUSION**



## Conclusion

When Proposition 47 passed as a ballot initiative in 2014, voters supported not only reduced sentencing for certain crimes but also additional funding for truancy, mental health and substance abuse programs and reentry support which would help increase public safety and reduce spending on incarceration statewide.<sup>27</sup> California's Prop 47 grant program aligns with LA County's vision of a "Care First, Jails Last" approach to community safety and justice. The funding has provided critical support to ODR for establishing a network of community-based organizations to serve people impacted by justice involvement, substance use disorder and mental illness as a more effective, humane, and less costly alternative to relying on custody approaches.

Prop 47 grant funding first allowed ODR to build out a county-wide network of Community Health Workers (CHWs) through the Reentry Intensive Case Management Services (RICMS) program, with 29 providers and 105 CHWs who have served 19,612 people since 2018. Additionally, ODR was able to contract with two providers for 76 interim housing beds, which have served 156 individuals recovering from substance use challenges since 2019.

Most recently, Prop 47 grant funds enabled ODR to create the SECTOR program to meet one of the most important reentry service needs: employment. Implementation of the program coincided with the COVID-19 pandemic, which exacerbated the issue of unemployment for all populations, and people impacted by the justice system who already experienced higher-than-average unemployment rates were doubly hit. ODR's SECTOR providers quickly adapted services to meet the need during the pandemic, including conducting services virtually, creating safety protocol for staff, and preparing program participants for a context of work they could not have anticipated when the SECTOR solicitation was originally released.

As California and Los Angeles County continue to seek to reduce the size of prison and jail populations and the racial disparities that resulted from decades of mass incarceration policies, programs such as SECTOR are and will continue to be essential. An estimated 8 million Californians live with the collateral consequences of having arrest or conviction records, such as discrimination in the housing and employment markets, and even when these barriers are removed, many of those returning home from incarceration will still require the wraparound and targeted employment support provided by SECTOR to gain economic stability and remain free. Through the evaluation of the SECTOR program, ODR looks forward to learning how to improve the program and contributing to evidence around what works to improve employment outcomes, improve behavioral health and wellbeing, and reduce recidivism.

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11. In addition to what is collected in CHAMP, ODR has asked that where possible, SECTOR providers collect the following data points: referral source, details on job readiness services (interview, resume, and cover letter preparation), and when interviews were scheduled with employers. The LA CRISP research team will rely on these data where possible to supplement data collected in the CHAMP system.
12. The process evaluation will also explore how SECTOR's Guiding Principles were incorporated and reflected in service delivery. In addition to the three practices listed in the table, these principles include: respecting the inherent dignity and worth of the person, recognizing the central importance of human relationships, behaving in a trustworthy manner, applying a strengths-based approach, recognizing that program participants have choice and control, learning from restorative justice principles when navigating conflict, and adopting an anti-racist approach.
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18. For purposes of evaluation, the "first quarter" is the quarter in which the participant enrolled in SECTOR. The trainings and paid work experiences offered by the SECTOR program range in duration from a few weeks to six months. This measure is meant to reflect employment at a common point after program enrollment at which nearly all trainings for participants will have concluded.
19. The LA CRISP research team considered construction of a comparison group for the SECTOR outcomes evaluation. However, several factors were identified that prevent creation of a reliable comparison group. Most critically, two key eligibility requirements for SECTOR is that applicants must meet the qualifications for training or work experience programs and have a commitment to participating in training. Neither of these eligibility requirements can be reliably measured in existing data for a broader population of potentially eligible participants, and therefore any comparison group would almost certainly introduce selection bias given these unmeasured characteristics.

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21. Alper, M., Durose, M., & Markman, J. (2018). 2018 Update on Prisoner Recidivism: A 9-Year Follow-up Period (2005-2014). Retrieved from <https://www.google.com/url?sa=t&rct=j&q=&resrc=s&source=web&cd=&ved=2ahUKEwjyyq-wsKfyAhUP-Z4KHRrWDswQFnoECAQQAQ&url=https%3A%2F%2Fbjs.ojp.gov%2Fcontent%2Fpub%2Fpdf%2F18upr9yfp0514.pdf&usg=AOvVaw30HvxN8NrPWASNRTGPWQIk>
22. Calculations conducted by the Los Angeles County Chief Information Office using InfoHub data, May 2020.
23. Vera Institute of Justice. (n.d.) Care First L.A: Tracking Jail Decarceration. Retrieved from <https://vera.org/care-first-la-tracking-jail-decarceration>
24. Job readiness services include assistance with resumes, interview prep, and soft skills development.
25. "Other" sector category in the Training Program table consists of guard card certifications that provide temporary employment for participants
26. The "Other" category in Paid Work Experience includes paid internships Covenant House has for participants that consist of helping with administrative tasks and cleaning the career center that's housed within the shelter for youth. The internships are paid for by funding sources outside of Prop 47.
27. Official Voter Information Guide. (n.d.) Prop 47 Criminal Sentences. Misdemeanor Penalties. Initiative Statute. Retrieved from <https://web.archive.org/web/20141202111759/http://www.voterguide.sos.ca.gov/en/propositions/47/analysis.htm>