Leadership and Change in the Jail Transition Context

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Presentation Plan

• The Transition from Jail to Community Framework
  • Leadership and change in a systems change approach

• Collaborative Leadership and Jail Transition in San Diego County

• Changes In Leadership to Effect Transition from Jail to Community in Fresno County

• Discussion and Questions
In 2007 NIC Partnered with the Urban Institute to:

- Develop a TJC model to assist with implementing effective jail transition strategies
- Select and provide implementation assistance to TJC learning sites
  - Phase 1 Sites: 2008–2012
  - Phase 2 Sites: 2012–2015
  - AB 109 Sites: 2012–2015
- Conduct a process and systems-change evaluation of TJC
- Disseminate TJC knowledge to inform practice nationwide

- Web-based TJC Online Learning Toolkit launched April 2010
TJC Is a Systems Approach

- Not limited to a discrete program
- Looks at the entire population entering/exiting jail
- Strategy spans agency boundaries
- Involves collaborative planning and oversight
- Process is emphasized
- Data-driven
  - When there’s data to drive it
A Triage Approach Guides Individual Level Interventions

Screening

Assessment

Medium and High Risk

Transition planning

Jail-based interventions

Long LOS

Short LOS

Post-release interventions

Low Risk
TJC Model

System Elements

- Leadership, vision, and organizational culture
- Collaborative structure and joint ownership
- Data-driven understanding of local reentry
- Targeted intervention strategies
- Self-evaluation and sustainability

Individual Intervention Elements

JAIL

- Screening & Assessment
- Transition Plan
- Targeted Interventions

COMMUNITY

- Information & referrals
- Case management
- Formal services
- Informal support systems
- Supervision
Leadership and Change at the TJC System Level
System Elements

Leadership, vision, and organizational culture

- Convening authority
- Oversight and guidance
- Empowering change agents
- Fostering a systems culture
Changing Cultures to Support Effective Reentry

- Emphasis on outcomes in the community
- Belief that people can change
- Engaging correctional supervisors and officers
- Delivery of positive reinforcement
- Enhancing motivation
- Commitment to evidence-based practice
System Elements

- Engage broad coalition of partners in the issue
- Inspire and motivate them to contribute
- Organize their participation
- Clarify roles and responsibilities

Leadership, vision, and organizational culture + Collaborative structure and joint ownership
Levels of Community Partnership

- **Collaboration**: Strategy is jointly developed with input from all partners.
- **Coordination**: Partners working together in a sequenced plan of action with clear roles.
- **Commitment**: Partners agree to devote their time and resources to the cause.
- **Communication**: Open sharing of information and knowledge.
Critical Challenges of Community Engagement

• Maintaining the engagement and interest of community partners

• Integrating disparate perspectives

• Building partner skills and resources to help them meet new demands

• Resource and time constraints impede collaboration
System Elements

- Leadership, vision, and organizational culture
- Collaborative structure and joint ownership
- Data-driven understanding of local reentry

- Orients system around common understanding of issues
- Identifies problems and drivers of problems
Barriers to Data-Driven Transition

- Poor data systems
- Data systems not designed to answer transition questions
- Analytical capacity (meaning people)
- Data integration
  - Within justice system
  - Across justice and human services systems
System Elements

- Leadership, vision, and organizational culture
- Collaborative structure and joint ownership
- Data-driven understanding of local reentry
- Targeted intervention strategies
- Self-evaluation and sustainability

- Formalize system strategy
  - Written policies and procedures
  - Stakeholder education material
- Monitor quality
- Measure processes and outcomes
- Ongoing process to prioritize and solve problems
Contact

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SAN DIEGO COUNTY REENTRY

San Diego Reentry Roundtable
Engaging Community Partners

- District Attorney Office Inter-Faith Advisory Board
- San Diego Reentry Roundtable
- Town Councils
- Coalitions
Creating Partnerships

- Redefining partnerships
  - Identify issues
  - Develop language
  - Agree upon big picture goal
  - Develop solution together

- Consistency
Developing a Collaborative Process through SB 618

- Identify issue: Recidivism
- Develop language: What do we call these individuals?
- Agree upon big picture goal: Reduce recidivism!
- Develop solution together: 13 diverse work groups
  - Let the experts be experts
- Consistency
  - AmeriCorps VISTA Members
  - Coordination
Shifting Law Enforcement – Community Partnership Culture

- Communication
- Strengthened network
- Improved relationships
- More partnerships, collaborations
  - 211 Reentry Page [http://211sandiego.org/Re-entry](http://211sandiego.org/Re-entry)
  - Local Reentry Program
  - Issue-specific initiatives
Community Organizations Involved in Decision-Making Processes

- **SB 618**
  - Spoke on the community’s behalf to the State Legislature, County Board of Supervisors
  - Participated in the workgroups

- **Moving Forward in AB 109**
  - Close relationships and open communication
Law Enforcement – Community Engagement Benefits

- Clearer communication
- Dissemination of accurate information
- Unified front
  - Validate the program/processes because community organizations participated in the development and implementation
Issues & challenges

- AB109 impacts on population
  - Increase in the overall population
  - Mandatory Supervision process
  - Educating the community

- Community Correctional Partnership goals
  - Strategic plan

- Identifying community partners
Transitioning Effectively from Jail to Community

3 main components

- Assessment
  - Sharing resources Sheriff and Probation

- In custody interventions

- Transitioning into the community
Factors on who to target for reentry services?
- Length of stay
- Proxy
- COMPAS
- Mental health and physical health
- Educational level
- Vocational interest
- Substance Abuse
Interventions

- Short term vs. long term inmates
  - Evidence Based programs
    - Cognitive based (Thinking for a Change)
    - Trauma Informed
    - Psych/Social, Education, Vocational and Wellness
  - Providers for classes
    - Staff, contractors, and community providers
  - Criminal justice partners
    - District Attorney, Public Defender, Court, Probation, HHSA, Workforce Partnership, CBO’s, Religious Services, etc.
Transitioning into Community

- Preparing offenders for reentry
- Developing a support system
- Role of community based organizations
  - Providing programming in custody
  - Mentorship upon release
  - Immediate services upon release
- Supervision vs. no supervision
- 211 for majority of referral services
Outcome Measures

- Educating partners of importance of outcome measures
- Community partners providing information back to criminal justice system
- Criminal justice system providing information to community
Next Steps

- Develop system of referrals from jail to the community providers
- Develop additional programs in custody by community providers
- Create a regional strategy for community partner groups
- Outreach to additional non–traditional community providers
Presenters

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Changes In Leadership To Effect Transition from Jail to Community

Fresno County Sheriff’s Office

Captain Ron Vega
Offender Programs Manager Michelle LeFors
Sergeant Stephanie Gibbs
Session Goals

- Explain the Organizational Change necessary to effect the TJC initiative in the Fresno County Sheriff’s Office
- Provide an overview of how TJC is being implemented in the Detention Facilities
- Where is the TJC initiative headed in the Fresno County Sheriff’s Office
Issues/Challenges

- Logistics
- Technology
- Partnerships with other Agencies
- “Old School” Thinking
- Classification System
- Selection of Staff
- Funding
Organizational Change

- Education of Management and Command level staff regarding Evidence Based Practices:
  - Assessment (PROXY/STRONG)
  - Programming based on criminogenic need
  - Use of incentives and phases
  - Contracting/partnering with other agencies to implement strategies

- Leadership from Management/Command that was focused on establishing direction, aligning people, and securing cooperation.
Educating/Training Line Staff

- What is TJC?
- Not “Hug a Thug”!
  - Use of incentives rather than sanctions
- What are Evidence Based Practices
  - Assessment
  - Classes/programs
- Training on TJC and the T4C component for all Correctional Officers
- Provide an opportunity for “buy in” for those officers not assigned to the TJC Unit.
Changes to Policy and Procedures

- Mixed classification housing unit
  - allowing all classification levels to qualify for participation in housing unit based on PROXY and MQ’s rather than classification
- Developing partnerships with other agencies
- Developing Specialty Unit with Management by Civilian/Professional staff not sworn personnel
- Dedicated Staff at all levels of the TJC structure
- Use of incentives
  - Larger Televisions
  - Microwaves
  - Additional commissary items
  - Personal Lockers
  - Arts and Crafts
  - Contact Visits
  - Outside work details
  - Personalized, Family Focus
TJC Unit

- Funded 100% through the Fresno County Community Corrections Partnership
- Contracted Community Partners for Treatment Programming
- Dedicated Staff:
  - 1 Sergeant
  - 2 Correctional Officers
  - 2 Probation Officers
  - 1 Social Worker
TJC Target Population

- AB109 Mandatory Supervision Offenders
  - Above risk cut-off (Moderate or High)
  - Agree to Transition Unit Rules
  - Within 4-6 months of release
- 180 Enrolled in the unit since August 2013
- Criminogenic Needs (Top 5 domains Identified)
  - Aggression
  - Friends
  - Alcohol/Drug Use
  - Community Employment
  - Education
TJC Population Statistics

- 10 Prop 47 releases
- 36 removed from program
  - 22 Due to inability to follow the rules
  - 14 at Inmates request
- 104 on Probation Supervision
- 35 have returned to custody
Lessons Learned

- Organizational change is difficult
  - Buy in is crucial
  - Education has to start at the top and be afforded to all levels of the organization
  - Input on development has to be open to all entities, departmental and otherwise
  - People have to be encouraged to think outside of the box, and outside of their comfort zone
  - Get things in writing
Future Forecast

Change program intervention strategies to target Moderate to High risk offenders for all program opportunities.

Educate staff with respect to changes in the provision of programming. No longer targeting Minimum security inmates with program interventions.

Provide increased training in cognitive behavioral restructuring programs to afford additional opportunities for inmate involvement.

Involve additional community partners to extend the TJC initiative beyond the reach of Fresno County Sheriff and Probation.
Questions?

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Discussion
Leadership and Change Needs Vary by Starting Point

Nascent: Little or no jail reentry activity exists

   Priority: Identify a starting point

Fragmented: Jail and community reentry activity in place, but little coordination or communication

   Priority: Establish collaboration and fill gaps

Unbalanced: Reentry work in either jail or community much more advanced than the other

   Priority: Build up other side and ensure coordinated approach

Mature: Reentry system in place

   Priority: Focus on maintenance and continuous improvement

Uncertain: Not sure what’s in place

   Priority: Fact-finding and information-gathering
What It Takes to Build a System Culture

- Commit to a common purpose
- Develop common language and understanding
- Take a global view on problems and solutions
- Be open to sharing resources
- Be willing to engage in conflict and manage it productively
- Get “quick wins” to demonstrate that the effort is real
- Demonstrate resiliency
  - Will everyone stay the course as circumstances change?
  - Was there an organizational commitment, or an individual commitment?
These Approaches Require Constant Tending from Leadership

- Emphasis from leadership on importance
  - Touching all levels of the organization
- Coaching, not just training
- Taking transition/risk-reduction from mission periphery to the core
- Monitor, evaluate, improve, repeat
Questions?