

REPORT TO THE LEGISLATURE
Pursuant to P.A. 84 of 2015
Article V, Section 437(2)
Goodwill Flip the Script Program

Sec. 437. (1) Funds appropriated in part 1 for Goodwill flip the script shall be distributed to a Michigan-chartered 501(c)(3) nonprofit corporation operating in a county with greater than 1,500,000 people for administration and expansion of a program which serves a population of persons aged 16-29. The program shall target those who are entering the criminal justice system for the first or second time and shall assist those individuals through the following program types:

- (a) Alternative sentencing programs in partnership with a local district or circuit court.
- (b) Educational recovery for special adult populations with high rates of illiteracy.
- (c) Career development and continuing education for women.

(2) The program selected shall report by March 30 to the department, the senate and house appropriations subcommittees on corrections, the senate and house fiscal agencies, the legislative corrections ombudsman, and the state budget director. The report shall include program performance measurements, the number of individuals diverted from incarceration, the number of individuals served, and outcomes of participants who complete the program.



SAFER COMMUNITIES STRONGER FAMILIES INITIATIVE

March 30, 2016 Report

(Quarterly Data Updated Through December 31, 2015)

Project Funded by:

Michigan Department of Corrections

Background

Goodwill Industries of Greater Detroit's Flip the Script: Safer Communities, Stronger Families (SCSF) program was implemented to address and remediate the non-productive path of individuals ages 16 – 29, who have entered into the criminal justice process for the first or second time, with the prospect of multi-year imprisonment in a Michigan Department of Corrections facility. Utilizing a proven process of 'wrap-around' concept and individualized commitment to participants, educational competency improvement, job readiness development and job placement in a disciplined, yet caring work environment; SCSF has elicited significant and meaningful individual quality-of-life improvement within one's family and community.

The program design focused on three components: 1) alternative sentencing programs in partnership with a local district or circuit court, 2) educational recovery for special adult populations with high rates of illiteracy; and 3) career development and continuous education for women. A total 300 individuals were enrolled in the three program components during the period January 1, 2015 through December 31, 2015. One-hundred thirty seven (137) community- based alternative sentencing program completers; 75 individuals secured competitive employment at an average hourly wage rate of \$9.20. Seventy-three (73) education recovery participants increased their math, reading and language arts proficiency a minimum two grade levels.

During the first year, the Safer Community Stronger Families service program has demonstrated that individuals motivated to get the services and support they need to "flip the script" in their lives can overcome personal, societal, and employment barriers to improve their life quality when engaged in a comprehensive supportive approach to deal with the barriers that prevent them from achieving work identity development, overcome their illiteracy and connection to first time, continuous employment and job retention.

Goodwill Industries of Greater Detroit's Flip the Script program expanded its partnership with the local Michigan Department of Corrections, Wayne County Third Circuit Court and Wayne County Jails and Courts who supported the Safer Communities Stronger Families initiative as a viable and relevant alternative to their sentencing options for first or second time probationers. The courts have expressed their interest to increase the referrals for services in the second year of the initiative given the initial outcomes and solidified enrollment process between our organizations.

Goodwill Industries of Greater Detroit appreciates and values the trust of the Michigan Department of Corrections and the Legislature to continue providing probationers with a long-term, life-changing opportunity to rebuild their lives and provide a positive impact to themselves, their families and their community.

Service Components Implementation and Participants Outcomes

a. Community Based Alternative Sentencing Program

This service component encompasses Flip the Script’s trademarked “*Rites of Passage*” life and social skills modules, academic and employability skills development, time-limited paid transitional work experience, and job placement and job retention services. The first cohort (46 individuals) entered program January 12, 2015. Each individual is assigned a case manager to serve as a coach and facilitate needed wraparound services coordination. Upon program enrollment each individual engages in an extensive needs assessment within their initial four (4) weeks of program as a critical element of the “*Rites of Passage*” module. Personal needs are systematically addressed based on the probationers’ demonstrated commitment, attendance and punctuality, and the consistency of their participation.

Each participant developed a personal life sustainability plan with defined goals and objectives.

	PLANNED OUTCOMES 10/1/14 - 9/30/15	ACTUAL OUTCOMES 10/1/14 – 12/31/15
Number Individuals Diverted by Third Circuit Court	185	198
Number of Program Completers	148	137
Number of program non-completers	----	61 ¹
Number of Job Placements	103	75 ²
Number of individuals diverted who were non-compliant with court order but who remain on court order for future enrollment	----	51

¹ Sixty-one (61) participants were active in community based alternative programming on 12/31/15.

² Sixty (60) participants obtained 75 job placements. Fifteen (15) participants secured a second job placement. Average hourly wage rate of \$9.70. Types of jobs secured: customer service, factory/manual labor, building maintenance, food service, retail/sales, building trades.
 Employment retention rate of individuals reaching employment 30 days = 90%; 60 days = 86%; 90 days = 80%.

Participants profile:

The participants profiles reflect young men and women 16-29 years of age previously earmarked for possible immediate or eventual correctional confinement who were diverted to Goodwill Industries of Greater Detroit’s Flip the Script services.

These young men have displayed an inability to mature and/or matriculate in a normal manner within society where without intervention, structure, training and instruction, that meticulously walks them through a maturation process with an end result of academic enhancement, high school qualification completion, pre-employment training, employment placement and financial literacy.

The typical probationer (male and female) enrolled in Safer Communities Stronger Families have for the most part resided in fatherless homes, households, families and importantly communities not populated by positive males and overwhelmed female headed households in poverty and drug infested neighborhoods. If sentenced to incarceration as many as 45% of the young men would become second and third generation inmates. Over eighty-five percent (85) lack a high school diploma or GED certificate, therefore, they are systematically classified as unemployable, in most cases the young men were expelled from local school systems, or opted out and/or dropped out of the educational process by the seventh grade; many are functionally illiterate. They have not learned how to assimilate the two most important elements of citizenship, how to live and how to earn a living but rather have learned how to survive. Many are either homeless (25%), are on the verge of homelessness (40%) and/or live with aging family members who themselves are living within poverty. Twenty-five percent rarely know where they will sleep each night, exist in shelters, live as or with squatters and even a few have lived in cars (a reason many have stolen and car jack vehicles) or abandoned dwellings.

These men exist in the bodies of grown men and roam the streets of areas like Detroit and Wayne County with no direction and little hope.

Sixty-one (61) men were active in services for program continuation on December 31, 2015.

b. Education Recovery Program for Special Adult Populations

Education recovery day and evening programming was fully implemented in June. Staff recruitment for this expansion service and referral/intake activities with partners delayed the service ramp up. Probationers have actively engaged in individual learning assignments in a non-threatening environment with one-on-one tutoring support. Participants have demonstrated their educational interest and taken advantage of evening activities including learning and tutoring to pursue their GED preparation. Given the relatively low academic proficiency level at 5th grade or lower for ninety percent of the participants, the education remediation process for most individuals to achieve a minimum sixth grade level will require at least six months learning or longer to demonstrate functional skills level for GED testing.

	PLANNED OUTCOMES 10/1/14 - 9/30/15	ACTUAL OUTCOMES 10/1/14 – 12/31/15
Number of Individuals Entered Program	175	86
Number of Individuals achieving minimum two grade levels increase	140	73

Seventy-three (73) participants were active in services for program continuation on December 31, 2015.

c. Beyond Jobs Women’s Program

This service component is designed to offer career development and continuing education for women, ages 16-29. The number of women diverted from incarceration within the target age group, has been significantly lower than planned. Discussions with correctional partners indicate the targeted age range limits the number of women eligible for referral due to many of the women who could benefit from program participation are older than age 29. The court judges have recommended modification of the age eligibility to include women ages 30-39 to realize any increased participant referrals from the courts in fiscal year 2016.

Typically the young women diverted are struggling single moms who were either influenced or led into criminal behavior by need, negative lifestyles, manipulative and abusive partners including family members or spiraling lifestyles as a result of previous sexual molestation, rape or domestic violence. Many either opted out or dropped out of educational process during their high school years, different from their male counterpart as a result of teenage pregnancies that eventually led to being kicked out of the family home and/or estrangement from their families who are entrapped by poverty. Finding themselves entrapped by the lure of a fast life tied to petty criminal behavior and drugs that escalated to multiple felony convictions, in a constant struggle to their children.

Absent the formal educational process for several years these women have become reliant on street which typically leads to criminal behavior, criminal activities and/or a criminal mindset and cognitive thinking process. In short the sale of drugs or criminality has become and is the only form of survival they have learned and know.

A small percentage of targeted women who have been diverted are borderline offenders who have systematically underachieved as a result of not having a high school diploma or GED where they can see beyond petty criminal behavior and constant short jail sentences. Without some forced intervention by the court these individuals who do have the innate tools but lack the seriousness and focus to complete their educational process will eventually end up in a State correctional institute over an extended period of time.

	PLANNED OUTCOMES 10/1/14 - 9/30/15	ACTUAL OUTCOMES 10/1/14 – 12/31/15
Number Individuals Diverted by Third Circuit Court	75	16
Number of Program Completers	60	10
Number of Job Placements	42	13

A total 137 individuals were active in all program services continuation on December 31, 2015.

Participants Satisfaction Measurement - All Components

Goodwill Industries' quality department conducted satisfaction evaluation measurement of all program completers. Participant's feedback was positive relative to their participation:

98% Rated Response – "I feel more confident to take control of my life."

99% Rated Response – "I have developed a plan to achieve my educational and career goals."

96% Rated Response – "I now know how to get and keep a job."

On Saturday, September 19, 2015, the SCSF participant achievements were celebrated with individual's families and supporters including Michigan Department of Corrections personnel.

Participants Challenges and Barriers Observations

- Sporadic attendance by 50-60% of male probationers who have a disbelief they will be incarcerated if they fail to participate in program.
- Probationers using visitations/appointments with probation agents to miss work or to leave work early (half days). Probationers attempt to use visits to see probation agents to miss and to avoid attending program. However, with the support of the probation officers to schedule accommodating appointment to support participants program, this issue been addressed.
- Nearly 60% of probationers are either homeless or on the verge of homelessness when they enroll in program.
- Nearly 89% of males have never worked a legitimate job. They have "no concept" of attendance and punctuality, respect for authority/workplace rules and how to handle directives and close supervision.
- Forty-eight percent of female probationers have never held a legitimate employment longer than 45 -60 days over three or four years.
- Participants test at low math, reading and language TABE test scores. Nearly 90% of males without their high school diploma and/or GED are functioning at less than 6th grade level upon enrollment. Women probationers who lack a high school diploma or GED are functioning academically at or near 7th grade.
- Over 70% of probationers are stressed and/or traumatized based on hunger and homelessness, or both. Many arrive for program hungry daily.

- The cost and lack of day care is an issue for female probationers with children. The women financial subsidy for child care to attend programming.
- Many participants lacked basic clothing and toiletries (both male and female).
- Perceived severe mental health issues make it problematic for probationers to demonstrate their work readiness within 60-90 days. Yet their lifestyles and needs dictate and/or mandate a need for immediate employment.
- Poor interpersonal and personal relationships involving actual or the threat of domestic violence exist among 45-50% of male and female probationers.
- Typically a probationer requires two or more job placements before employment sustainability can be realized. Securing employers and employment opportunities with forgiving employers who are long on patience is a major challenge.

What We Learned From Participants Engaged in Programming

A major difference between the diversionary population served and previous re-entry participants who demonstrated committed to participation in the Flip the Script program model was the poor and inconsistent attendance that impacts one's progress and 'buy in' to their life style changes. Probationers require more surveillance/monitoring and an engaged partnership with Michigan's Department of Corrections Probation Department along with strong court support. "They don't know what they don't know", that the program is just what is needed in their lives. Those that discover "what they don't know", usually remain engaged in the program six months or longer, after an initial struggle and acceptance of their life needs change. New strategies devised with Third Circuit Court, the Probation Department and Goodwill should improve attendance during the second project year.

Generally probationers lack the willingness of change where parolees and 'walk-in' voluntary Flip the Script, to be diverted from street life and loitering around bad elements daily. It is critical to note, for many diverted individuals the Safer Communities Stronger Families referral is the first time court ordered State supervised probationers have been directed to a structured environment to report where they can address court ordered mandates, and importantly individual deficiencies. The second significant project difference has been the high level of illiteracy and minor mental health challenges diverted probationers possess. Thereby, impacting the rate of participant program completion in the initial planned eight (8) -twelve (12) week curriculum; a 60% lower program completion rate and a slower learning process.

Diverted probationers although in dire need of work, require more intense one-on-one engagement, mentorship, enhanced life and social skills instruction prior to any focus on academic achievement and pre-employment readiness training. Probationers need an additional 16-20 weeks up to six months minimum training to demonstrate life behavioral changes, readiness for gainful skills training and/or employment.

We are modifying the service design/delivery process to afford probationers deemed “not ready” for program completion an opportunity for paid transitional work experience participation while still being engaged and required to participate in daily training. The paid transitional work experience activity is a valuable work behavior change component within Flip the Script’s service model.

Evidence has proven without addressing this programmatic difference work retention becomes erratic at best and “real” program completion is undermined.

Additional participant service involvement observations:

- When participant’s physical hunger is addressed each day attendance improved.
- Probationers are overwhelmed initially but gradually enlightened by Flip the Script’s evidence based “Rite of Passage” training. It impacts each person differently but impacts almost each person positively.
- The longer Goodwill’s Flip the Script team can engage probationers the probability of program retention completion success increases. It typically requires 16 - weeks (two attempts at getting probationers to adhere to court orders) of intense engagement to gain probationers moderate cooperation after numerous phone calls, mailings and tracking via their probation agent. Typically when Goodwill successfully engages probationers for eight – twelve weeks or longer the likelihood positive measureable outcomes increases. Many probationers from a social and psychological aspect require enrollment into the program a second time to be open and receptive enough to comprehend and “buy-in” to change, and to become self-motivated. Most often the motivation is realized when they see and sense change in their peers and when they receive positive reinforcement from home or their social network.
- The collaborative relationship between Goodwill staff and the probation department support via the agents and the open lines of communication has significantly contributed to supporting probationers’ program participation.

- A program appearance by probation agents at the Flip the Script site creates a positive synergy for the probationers that offset the need for negative associations and negative extended family members.
- Participant's identification with Flip the Script, a well-known program that has "street credit", has provided a minor balance in offsetting a need to belong to something non-productive, and the fear of eventually letting go of "quasi" gang and group affiliation.
- Individuals who are interested in obtaining their GED certification have learned to develop positive habits, they see Goodwill instructors and tutors as allies, as family, the first teachers who understand them and the actual physical class as a safe environment to address their academic deficiencies. When buy-in occurs and through group/peer intervention and support, grade levels have gradually improved.
- By week 12-16 there is noticeable excitement in each probationer including those struggling with mental health issues. They see Flip the Script as a place to go to get-away from the streets or as they term the "concrete jungle"!

2015-2016 Year Two Program Modifications to Enhance Participant Outcomes/Impact

The program team has considered the following modifications to enhance the service delivery process to support greater participant outcomes in fiscal year 2016:

- Modify the age of female probationers to 16-39 years of age to increase referrals for Beyond Jobs Women's component program participation.
- Third Circuit court orders and judges will support emphasis on mandatory daily attendance and punctuality, especially after post -employment start when high school diplomas and/or GED have not been achieved, probationers must participate in Education Recovery.
- Increase drop-in visits by probation officers to Goodwill at the beginning of each cohort (the initial 3-4 weeks). This creates among the probationers an expectation of continuation of visits.
- Arrange private transportation services for Education Recovery probationers traveling home during the evening late fall/winter months.

Fiscal Year One Program Budget

GOODWILL INDUSTRIES OF GREATER DETROIT			
October 1, 2014 thru September 30, 2015			
MDOC / P.O.# 472N5500258			
EMPLOYMENT & TRAINING - SCSF			
		Actual	Budget
STAFF SALARIES		579,547	843,224
PAID LEAVE EXPENSE		-	-
HEALTH & RETIREMENT		79,281	-
PAYROLL TAXES, ETC.		55,519	387,323
TOTAL COMPENSATION		714,347	1,230,547
PROFESSIONAL FEES		17,799	126,000
SUPPLIES		23,663	24,330
POSTAGE & SHIPPING		1,012	1,000
TELEPHONE		11,128	32,592
EQUIPMENT EXPENSES		45,729	64,800
PRINTING & PUBLICATIONS		8,002	13,425
TRAVEL EXPENSES		6,783	34,978
CONFERENCES & MEETINGS		22,033	19,900
SUPPORT TO PARTICIPANTS		109,866	457,000
AWARDS & GRANTS		-	10,875
TOTAL OTHER DIRECT EXPENSES		246,014	784,900
OCCUPANCY COSTS		141,186	182,800
PROGRAM MANAGEMENT COSTS		44,062	87,929
TOTAL PROGRAM EXPENSES		1,145,608	2,286,176
GENERAL MANAGEMENT COSTS		112,270	213,824
TOTAL PROGRAM EXPENSES		\$ 1,257,878	\$ 2,500,000

GOODWILL INDUSTRIES OF GREATER DETROIT
 FLIP THE SCRIPT PROGRAM
 SAFER COMMUNITIES STRONGER FAMILIES (SCSF) INITIATIVE
 YEAR ONE 10/01/14 – 09/30/15 OUTCOMES DATA (Updated 12/31/15)

SERVICES	PLANNED OUTCOMES 10/1/14 – 9/30/15	ACTUAL OUTCOMES 10/1/14 – 12/31/15 <i>Updated</i>
1. <u>Community-Based Alternative Sentencing Diversionary Program</u>		
a. Number of individuals diverted by Third Circuit Court		249
b. Number of individuals diverted by Third Circuit Court who entered program	185	198
c. Number of program completers	148	137
d. Number of program non-completers	n/a	61 ¹
e. Number of job placements	103	75
f. Number of persons who did not comply with court order; remain on court order for future enrollment	n/a	51
2. <u>Education Recovery – Special Population Basic Literacy Program</u>		
a. Number of Individuals entered program	175	86
b. Number of individuals achieving minimum two grade levels increase	140	73 ²
3. <u>Beyond Jobs Women’s Program</u>		
a. Number individuals diverted by Third Circuit Court	n/a	16
b. Number of individuals entered program	75	16
c. Number of program completers	60	10 ³
d. Number of job placements	42	13
TOTAL INDIVIDUALS ENTERED SCSF SERVICES	435	300⁴

¹Sixty-one (61) participants were active in community based alternative programming on 12/31/15.

²Seventy-three (73) educational recovery participants active in programming on 12/31/15.

³Three (3) women participants of 16 enrollees still active in programming on 12/31/15.

⁴137 Total Participants were actively enrolled in their program services continuation on 12/31/15.