

# Not Just a Job: A Career

Implementation of a Sectoral Training  
Program for People Impacted by the  
Criminal Legal System

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The Authors



# EXECUTIVE SUMMARY

Employment is an important factor in determining an individual’s success upon reentering the community following incarceration. When individuals who were formerly incarcerated return home, employment offers benefits for their mental health and well-being, provides structure and stability, and supplies earnings to support them and their families.<sup>1</sup> The benefits of employment are more pronounced when individuals earn higher incomes.<sup>2</sup> However, individuals who have been involved with the criminal legal system face structural disadvantages in finding high-wage employment, such as difficulty establishing work history or education credentials or developing the skills needed in today’s job market; they must also confront the stigma associated with having a criminal record.<sup>3</sup>

In 2019, when California’s Reentry Division operated within the Office of Diversion and Reentry (ODR), the California Board of State and Community Corrections (BSCC) awarded the Division a grant from the Safe Neighborhoods and Schools Act (Proposition 47 or “Prop 47”) grant program to launch the Skills and Experience for the Careers of Tomorrow (SECTOR) program.<sup>4</sup> The SECTOR program provides employment and training services, cognitive behavioral interventions, and connections to mental health and substance use disorder services for people with previous legal system involvement.

The SECTOR program uses a sector-based approach, which involves connecting individuals to training opportunities that offer a livable wage, career advancement opportunities, and benefits for job seekers. Through partnerships with five community-based Los Angeles County organizations, SECTOR aims to (1) increase employment and earnings, (2) improve behavioral health

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1. Joe Graffam, Alison Shinkfield, Barbara Lavelle, and Wenda McPherson, “Variables Affecting Successful Reintegration as Perceived by Offenders and Professionals,” *Journal of Offender Rehabilitation*, 40, 1–2 (2004): 147–171; Sheila Maguire, Joshua Freely, Carol Clymer, Maureen Conway, and Deena Schwartz, *Tuning In to Local Labor Markets: Findings from the Sectoral Employment Impact Study* (Philadelphia: Public/Private Ventures, 2010). Website: <https://ppv.issueelab.org/resources/5101/5101.pdf>.
  2. Aaron Yelowitz and Christopher Bollinger, “Prison-to Work: The Benefits of Intensive Job-Search Assistance for Former Inmates” (New York: Manhattan Institute, 2015). Website: <https://www.manhattan-institute.org/html/new-report-enhanced-job-placement-programs-reduce-recidivism-rates-among-non-violent-offenders>.
  3. Lucius Couloute and Daniel Kopf, “Out of Prison & Out of Work: Unemployment Among Formerly Incarcerated People” (Northampton, Massachusetts: Prison Policy Initiative, 2018). Website: <https://www.prisonpolicy.org/reports/outofwork.html>.
  4. In 2015, the Los Angeles County Department of Health Services established the Office of Diversion and Reentry within the Los Angeles County Department of Health Services. In 2022, the Board centralized preexisting justice reform efforts in Los Angeles County, including pretrial and reentry services, as well as jail closure work (with an emphasis on the non-clinical components of the work) by establishing the Justice, Care, and Opportunities Department (JCOD). The original Reentry Division within the Office of Diversion and Reentry, (hereafter referred to as the Reentry Division) transferred over as an entire unit (that is, all their contracts, programs, funding, and staff members) to JCOD in November 2022.

and well-being, and (3) reduce participant recidivism. The model anticipates that behavioral health, well-being, employment, and earnings improvements will reduce future interactions with the criminal legal system. Participants in the SECTOR program are eligible to receive five core components of the model:

1. Job readiness services, including career coaching by staff members with shared lived experience of criminal legal system involvement, and referrals to supportive services, including mental health and substance use disorder services.
2. Cognitive Behavioral Interventions–Employment Adult (CBI-EA), a series of employment-focused group sessions, informed by Cognitive Behavioral Therapy (CBT), to develop problem-solving skills for the workplace and prevent recidivism.<sup>5</sup>
3. Labor market demand-driven skills training and paid work experience that results in industry-recognized credentials.<sup>6</sup> The employment sectors include healthcare and social assistance, information technology, advanced manufacturing, construction, leisure and hospitality, green jobs, arts and entertainment, government, and transportation and logistics.
4. Financial assistance, including stipends for skills training participation, wages earned from paid work experiences, and incentive payments tied to program participation and job retention.
5. Job placement assistance with employers upon completing a skills training program or a paid work experience.

This report presents the findings of the SECTOR program evaluation as part of the Los Angeles County Reentry Integrated Services Project (LA CRISP), a multi-year, multi-study evaluation of the Reentry Division’s programs led by MDRC. The SECTOR evaluation includes an implementation study and an outcomes study. The implementation study describes how the community-based organizations implemented the SECTOR program, whether it was implemented as intended, and whether it met its intended service quality and outcome goals. The outcomes study tracks one-year outcomes for the cohort of participants enrolled between January 1, 2021, and December 31, 2021 (the study period and first year of operation). The outcomes study focuses mainly on employment and criminal legal system contact and whether SECTOR successfully connects individuals to mental health and substance use disorder services.

Based on descriptive analyses of administrative management information system data, qualitative data from semi-structured interviews with staff members from SECTOR providers, program participants, training providers, employers, and Reentry Division staff members, and an analysis

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5. CBT is a psychological treatment that helps individuals examine their thought patterns and emotions that lead to unwanted behavior and apply strategies to alter those thoughts and emotions.
  6. Paid work experiences can take many forms, including transitional subsidized employment, which allows individuals without recent work experience or who need more experience overcome barriers and gain basic workplace skills and experience. Other forms include apprenticeships, internships, or Career and Technical Education work-based learning programs.

of official planning and program documents, this evaluation finds that the SECTOR program offers a promising approach to help participants with previous criminal legal system involvement in finding employment in high-growth sectors. The SECTOR evaluation findings include:

- SECTOR providers successfully recruited and enrolled participants in the program. In its first year of implementation, the SECTOR program aimed to enroll 578 participants. During the study period, SECTOR providers exceeded this goal, enrolling 591 participants. This is a particularly impressive achievement given start-up challenges related to COVID-19.
- Participants spoke very highly of the SECTOR program. Participants overwhelmingly had positive feedback about their relationship with SECTOR staff members and noted that the financial support made their participation in the program possible. Participants also spoke highly of the CBI-EA sessions and the training opportunities to help them build careers.
- Participation in the SECTOR components varied. Most participants engaged in some program components. Notably, about 62 percent of participants started a skills training program or a paid work experience opportunity within one year of enrolling in SECTOR. About 49 percent of participants began a skills training program, and among those participants, most completed it (70 percent). About 24 percent began a paid work experience, and among those participants, most finished it (80 percent). About 10 percent completed a skills training program and a paid work experience. The program's service delivery structures, the many demands and life circumstances participants faced, and the COVID-19 pandemic likely influenced participation rates in the different components. Moreover, it often takes time for programs to hit a steady state of implementation, suggesting that engagement may improve as the SECTOR providers gain more experience implementing the services.
- Within one year of enrolling in the SECTOR program, at least 92 percent of participants had at least one one-on-one career coaching meeting with a SECTOR staff person, one-on-one therapy sessions with a Licensed Clinical Social Worker through the provider, mental health services received in the community, utilization of county Mental Health Services Act-funded mental health services or participated in CBI-EA, which are all considered mental health services.<sup>7</sup>
- Within one year of enrolling in the SECTOR program, at least 13.7 percent of participants received services for substance use disorder (SUD), either through referrals from SECTOR staff members, or through Los Angeles County Substance Abuse Prevention and Control.
- The SECTOR program showed promising results on criminal legal outcomes compared with overall trends in re-arrests and convictions in Los Angeles. Within one year of enrolling in the SECTOR program, about 87 percent of SECTOR participants were not arrested, and about 96 percent had no recorded new convictions.

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7. A mental health service, as presented, was defined by JCOD in partnership with BSCC.

- Program staff members reported that approximately 47 percent of SECTOR participants found employment within one year of enrollment in SECTOR. About 71 percent of employed participants were employed in a high-growth sector, suggesting providers focused job placement assistance on target employment sectors. Overall, hourly wages increased by about \$2.20 following enrollment in SECTOR.

In the future, the SECTOR program could benefit from focusing on strengthening participant engagement and completion of services. As currently designed, the study allowed for a detailed analysis of the implementation of SECTOR and the outcome findings. A study design with a comparison group to rigorously measure the impact of SECTOR against outcomes for those who did not participate in the program may benefit future research.

# 1

## Project Background

Employment is an important factor in determining an individual’s success upon reentering the community following incarceration. When individuals who were formerly incarcerated return home, employment offers benefits for their mental health and well-being, provides structure and stability, and supplies earnings to support them and their families.<sup>1</sup> The benefits of employment are more pronounced when individuals earn higher incomes.<sup>2</sup> However, individuals who have been involved with the criminal legal system face structural disadvantages in finding high-wage employment, such as difficulty establishing work history or education credentials or developing the skills needed in today’s job market; they must also confront the stigma associated with having a criminal record.<sup>3</sup>

In response to the challenges of reentry, Los Angeles County—home of the largest jail system in the world, housing over 14,000 people daily in 2021—established the Office of Diversion and Reentry (ODR) within the Los Angeles County Department of Health Services in 2015. The primary goal of the department was to divert people with serious mental, physical, or behavioral health needs away from the Los Angeles County Jail and into community-based care and to provide supportive reentry services.<sup>4</sup> In 2022, the Los Angeles County Board of Supervisors consolidated various efforts to support communities that are system-impacted with the creation of the new Justice, Care, and Opportunities Department (JCOD) to oversee former ODR programs. The original Reentry Division within the Office of Diversion and Reentry, hereafter referred to as the Reentry Division, transferred over as an entire unit (including all their contracts, programs, funding, and staff members) to JCOD in November 2022. As part of a broad portfolio of supportive services, the Reentry Division connects individuals involved in the criminal legal system to employment services to improve health and well-being and prevent recidivism.

In 2019, the California Board of State and Community Corrections (BSCC) awarded the Reentry Division a grant from the Safe Neighborhoods and Schools Act (Proposition 47 or “Prop 47”)

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1. Graffam, Shinkfield, Lavelle, and McPherson (2004); Maguire et al. (2010).
  2. Yelowitz and Bollinger (2015).
  3. Couloute and Kopf (2018).
  4. Los Angeles County Sheriff’s Department (2021).

grant program to launch the Skills and Experience for the Careers of Tomorrow (SECTOR) program. SECTOR provides employment and training services in specific employment sectors, cognitive behavioral interventions, and connections to other mental health and substance use disorder services.<sup>5</sup> It uses a sector-based approach, which involves connecting individuals to training opportunities in high-growth industries, based on labor market demand, that offer a livable wage, career advancement opportunities, and benefits for job seekers. This report presents the evaluation findings of the SECTOR program as part of the Los Angeles County Reentry Integrated Services Project (LA CRISP), a multi-year, multi-study evaluation of the Reentry Division's services led by MDRC.

## THE SECTOR PROGRAM MODEL

A strong evidence base including multiple randomized controlled trials has shown that sector-based employment training models can substantially improve employment outcomes among workers with low incomes.<sup>6</sup> For example, participants randomly assigned to the Per Scholas program, an information technology sectoral training program in New York City, earned about \$3,700 more annually than the control group after two years, and \$4,800 more annually after seven years.<sup>7</sup> A randomized controlled trial of Project QUEST, a workforce development program in San Antonio focused on the healthcare sector, found a statistically significant positive increase in earnings for program participants, with average earnings gains of more than \$4,500 in the eleventh year.<sup>8</sup> A randomized controlled trial of Year Up, a sector-focused career pathway program that served 18- to 24-year-olds, found large and consistent earnings gains compared with a control group. Participants earned about \$1,895 more than a control group, or 53 percent, three years following program enrollment on average.<sup>9</sup> These findings remained after five years and after seven years.<sup>10</sup> Sectoral training programs with the most persistent and largest gains in employment are found in programs that include a screening of applicants' basic skills and motivation and offer career-readiness training (both career-specific hard skills training, such as job-related competencies, and soft skills, such as interpersonal communication), wraparound

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5. The Reentry Division was first awarded a grant through the BSCC Proposition 47 grant program in 2017. The first cohort of grant funding established the Reentry Intensive Case Management Services (RICMS) program, a countywide network to navigate and connect people to reentry services to increase access to housing, health, mental health, substance use disorder, employment, and other services to reduce legal system involvement. These services continued upon receipt of grant funding for a second cohort in 2019, in addition to the launch of the SECTOR program.
  6. In a randomized controlled trial, study enrollees are randomly assigned either to a program group eligible to participate in the intervention or to a control group that is not eligible. Random assignment ensures that the program and control groups are similar at the start of the study. By comparing the outcomes of the two groups, researchers can estimate the differences between them—or the impact of the intervention. A statistically significant effect can be attributed with a high degree of confidence to the intervention.
  7. Hendra et al. (2016); Kanengiser and Schaberg (2022).
  8. Roder and Elliot (2021).
  9. Fein and Hamadyk (2018).
  10. Fein, Dastrup, and Burnett (2021); Fein and Dastrup (2022).

support services like life skills training, and job placement and retention services with strong connections between service providers and employers.<sup>11</sup>

Building from these findings, the Reentry Division designed the SECTOR program to address specific barriers to employment for individuals in the Prop 47 grant program target population and connect them to training opportunities in high-growth sectors in Los Angeles County. The target population includes people affected by the criminal legal system with a history of mild to moderate mental health or substance use disorder needs. High-growth sectors are industries that offer clear career pathways and wages that allow workers to support them and their families. Participants in SECTOR are eligible to receive the five core components of the model (as shown in Figure 1.1):

1. Job readiness services, including career coaching by staff members with shared lived experiences of criminal legal involvement, and referrals to supportive services, including mental health and substance use disorder services.
2. Cognitive Behavioral Interventions–Employment Adult (CBI-EA), a series of employment-focused group sessions, informed by Cognitive Behavioral Therapy (CBT), to develop problem-solving skills for the workplace and prevent recidivism.<sup>12</sup>
3. Labor market demand-driven skills training and paid work experiences that result in industry-recognized credentials. The employment sectors include healthcare and social assistance, information technology, advanced manufacturing, construction, hospitality and leisure, green jobs, arts and entertainment, government, and transportation and logistics.<sup>13</sup>
4. Financial assistance, including stipends for skills training participation, wages earned from paid work experiences, and incentive payments tied to program participation and job retention.
5. Job placement assistance with employers upon completing a skills training program or a paid work experience.

SECTOR aims to (1) increase employment and earnings, (2) improve behavioral health and well-being, and (3) reduce participant recidivism. The model anticipates that behavioral health,

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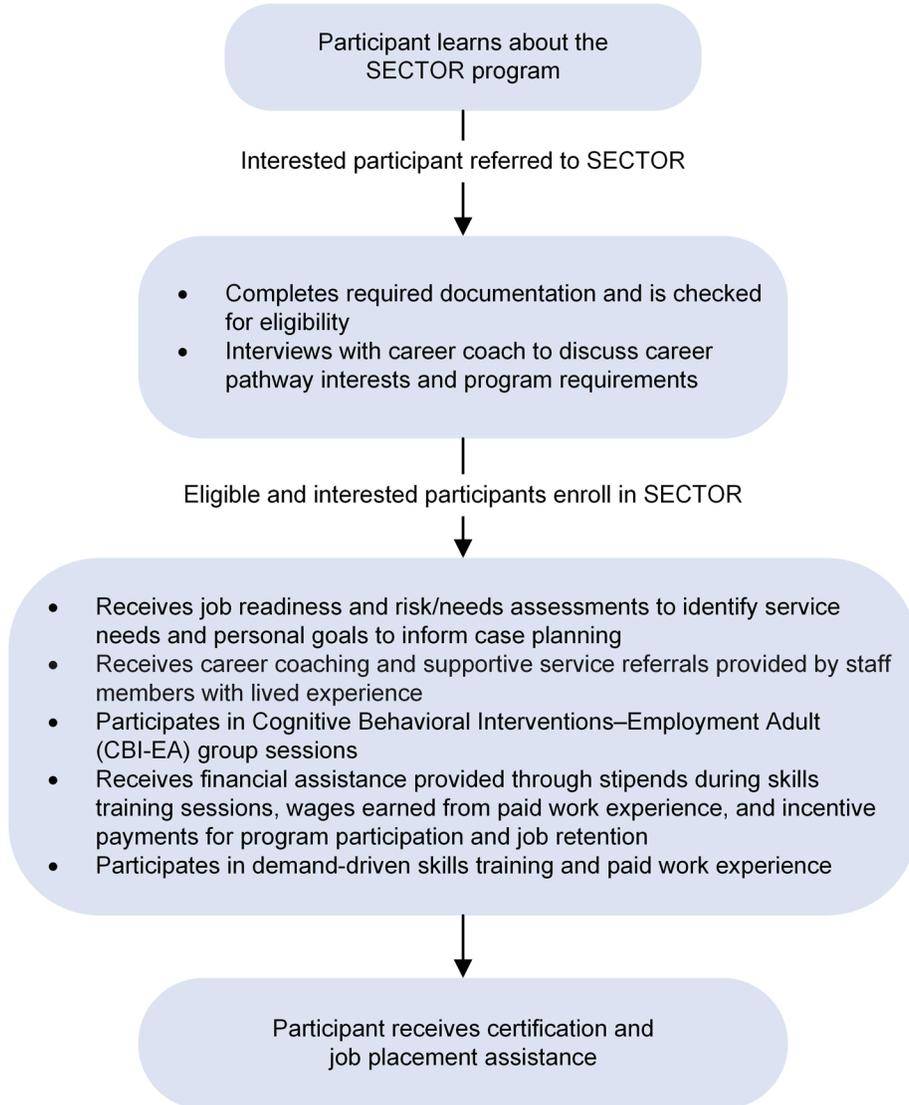
11. Katz, Roth, Hendra, and Schaberg (2020).

12. CBT 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.

13. Advanced manufacturing includes the “use of innovative technologies to create existing products and the creation of new products. Advanced manufacturing can include production activities that depend on information, automation, computation, software, sensing, and networking,” as defined by the Advanced Manufacturing National Program Office (2023). 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 (Los Angeles County Office of Diversion and Reentry, 2021).

**Figure 1.1**

**SECTOR Program Flow**



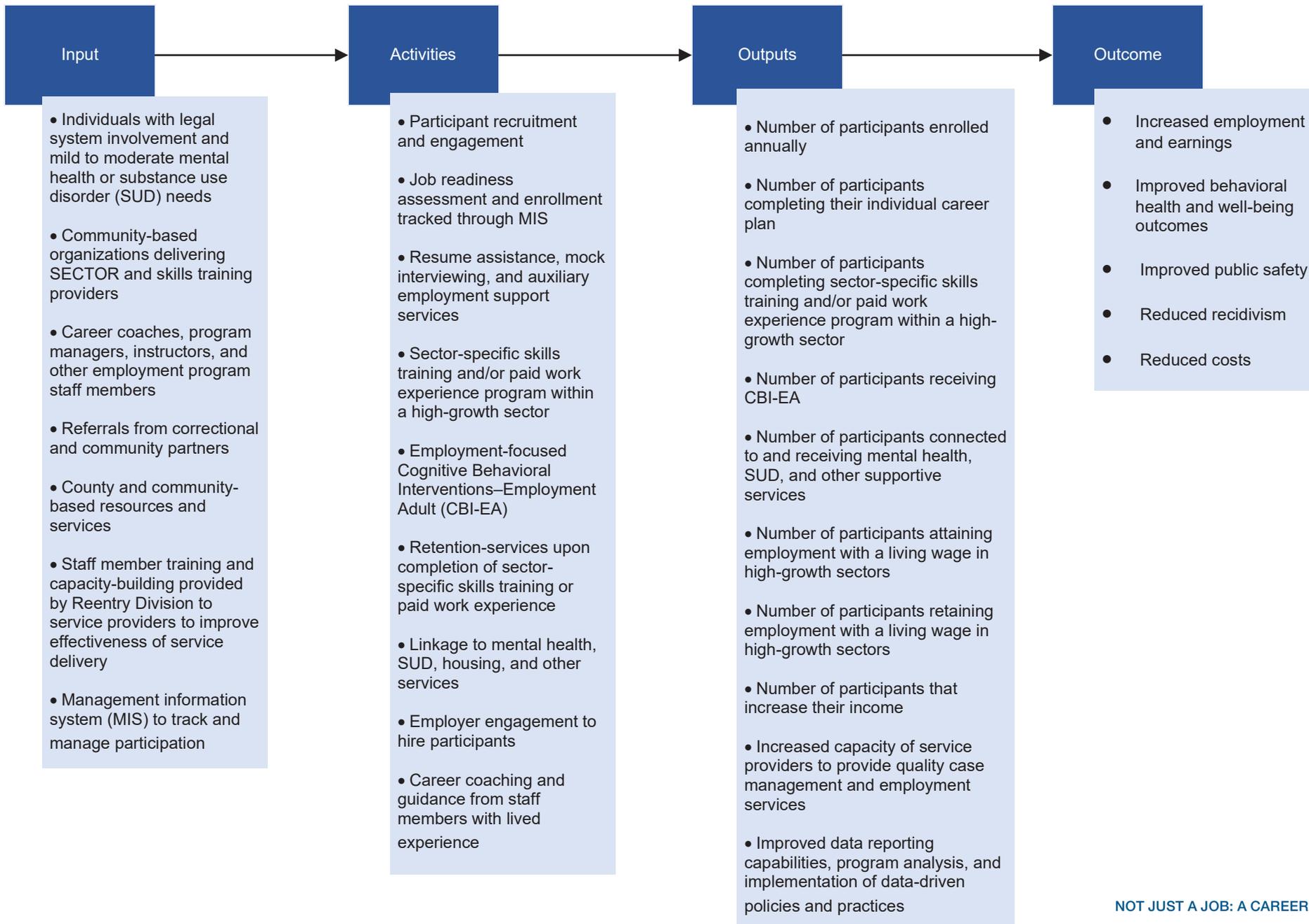
well-being, employment, and earnings improvements will reduce future interactions with the criminal legal system (see Figure 1.2).<sup>14</sup>

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14. For more information on the SECTOR training model and development, see Los Angeles County Office of Diversion and Reentry (2021).

Figure 1.2

SECTOR Logic Model



To implement SECTOR, the Reentry Division partnered with five community-based organizations to deliver services, including Alliance for Community Empowerment (ACE), Anti-Recidivism Coalition (ARC), Chrysalis, Friends Outside in Los Angeles (FOLA), and Paving the Way in partnership with Center for Living and Learning (PTW/CLL). These are referred to as SECTOR providers in this report.<sup>15</sup> The SECTOR providers are located in areas of Los Angeles County that the Reentry Division identified as high-need areas.<sup>16</sup>

## ABOUT THE REPORT

The following chapter describes the SECTOR evaluation research design. Chapter 3 describes the launch of SECTOR, enrollment processes, and the characteristics of participants. Chapter 4 explains how the SECTOR providers implemented the SECTOR program, the services participants received, and participant and staff member satisfaction with those services. Chapter 4 also presents employment and criminal legal outcomes for participants and whether SECTOR providers successfully connected participants to mental health and substance use disorder services. The report concludes with implications from the study and recommendations for the field.

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15. The Reentry Division initially partnered with a sixth organization; however, the partnership ended due to early implementation challenges.

16. The Reentry Division conducted an analysis of criminal justice, health, and economic data to identify high-need geographic areas in Los Angeles County.

# 2

## SECTOR Evaluation Design

The SECTOR evaluation consists of two components: an implementation study and an outcomes study. Quantitative analyses for both studies include SECTOR participants that enrolled in SECTOR at its launch on January 1, 2021, until December 31, 2021. This is referred to as the study period. The implementation study describes how the providers implemented the SECTOR program, whether it was implemented as intended, and whether it met its intended service quality and outcome goals. The implementation study seeks to answer the following research questions:

1. Who was served by SECTOR, and what were their service needs?
2. How were SECTOR services implemented?
3. What SECTOR services did participants take part in?
4. What were the participants' experiences of SECTOR?
5. What organizational factors shaped SECTOR design and implementation?
6. What policy and other external factors may have shaped the design, implementation, and outcomes of SECTOR?

The outcomes study tracks one-year outcomes for the cohort of participants enrolled during the study period. The study focuses primarily on employment and criminal legal system contact and whether SECTOR successfully connected individuals to internal or external county mental health and substance use disorder services. The outcomes study seeks to answer the following research questions:

1. What were SECTOR participants' employment and earnings outcomes one year after program entry?
2. How many SECTOR participants were not arrested or convicted one year after program entry?

3. Were SECTOR participants successfully connected to mental health services and substance use disorder services?<sup>1</sup>
4. How did these outcomes vary by SECTOR service provider, race, and gender?

The implementation and outcomes studies draw from descriptive analyses of administrative management information system data from the Comprehensive Health Accompaniment and Management Platform (CHAMP), a database that the Los Angeles County Department of Health Services, the Reentry Division within JCOD, and SECTOR providers use to track participant-level outcomes. Key data points include service receipt, referrals to external services, employment placement outcomes, and employment retention outcomes. In addition to CHAMP, the implementation study draws from qualitative data from semi-structured interviews with the staff members of SECTOR providers, program participants, training providers, employers, and Reentry Division staff members, and the analysis of official planning and program documents shared with the research team.<sup>2</sup> The outcomes study also examines data on mental health services, substance use disorder services, and criminal legal outcomes from InfoHub, a data consortium and repository managed by the Los Angeles County Chief Information Office.<sup>3</sup>

CHAMP and InfoHub provided essential information for this evaluation, but there are some key limitations. Some SECTOR participants did not match to InfoHub data. Therefore, utilization of county Mental Health Services Act-funded mental health services, Drug Medi-Cal-funded substance use disorder treatment services and contact with the criminal legal system outcomes may be undercounted. Data also suggest possible under-reporting in CHAMP. See Appendix A for more details on methods and data limitations.

The remainder of this report describes our evaluation findings. Quantitative and qualitative results are integrated to present an in-depth “portrait” of the early implementation of the SECTOR program.

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1. Mental health services include onsite one-on-one career coaching, participation in Cognitive Behavioral Intervention–Employment Adults (CBI-EA), onsite mental health services provided by clinical staff members, and through referrals to external Mental Health Services Act-funded mental health services. Substance use disorder services include Drug Medi-Cal-funded substance use disorder services.
  2. Semi-structured interviews include a prespecified set of open-ended questions with follow-up questions based on the response.
  3. The InfoHub data for the SECTOR evaluation contains records from the Los Angeles County Department of Mental Health, the Department of Public Health, the Sheriff’s Department, the Superior Court, and the Department of Probation.

# 3

## SECTOR Launch and Participant Characteristics

The SECTOR program model was informed with input from and in service to individuals with previous contact with the criminal legal system. The Reentry Division collected feedback from community members and participants in reentry programming. Past research also informed the program model, indicating the importance of employment in reentry. Sectoral training programs specifically have shown promising results.<sup>1</sup>

Implementation of the SECTOR program was scheduled to start in 2020, but due to COVID-19-related delays, the launch was delayed to 2021. In preparation for launch in late 2020, the SECTOR providers developed implementation plans with technical assistance from the Reentry Division.

### SECTOR STAFFING

While developing their implementation plans, the SECTOR providers hired and trained their SECTOR teams. All SECTOR teams employed at least one career coach, referred to at some organizations as reentry specialists or life coaches. Career coaches typically support participants from enrollment to job attainment. Some typical job responsibilities for career coaches include identifying and addressing barriers for participants to attend services, facilitating job readiness services, developing a career plan with participants, assisting participants in registering for skills training programs, and providing job search assistance. Providers were encouraged by the Reentry Division to hire career coaches with lived experience with the criminal legal system to help build trust with participants and to act as role models. Each provider also had a manager and supporting staff members to assist with tasks such as enrolling participants into SECTOR or providing assistance and supervision to the career coaches. Some providers also leveraged

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1. Kanengiser and Schaberg (2022); Roder and Elliot (2021); Katz, Roth, Hendra, and Schaberg (2020); Fein, Dastrup, and Burnett (2021).

staff members from existing departments at their organization to support the implementation of SECTOR.

Staff members were required to complete a series of training sessions for SECTOR that were delivered by partner county agencies and community-based organizations. Training included how to refer participants to substance use disorder services and overdose prevention services; the health impacts of incarceration; motivational interviewing; fair chance hiring laws; legal services; anti-racism training; and navigating Los Angeles’s housing system.<sup>2</sup> Staff members were also trained to administer the Level of Service/Case Management Inventory (LS/CMI), a risk of recidivism and needs assessment, discussed in more detail below.

Some staff members also completed training to facilitate Cognitive Behavioral Interventions–Employment Adult (CBI-EA), an employment-focused curriculum informed by Cognitive Behavioral Therapy (CBT). The training was delivered by the curriculum developers, the University of Cincinnati Corrections Institute. CBT 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, non-clinical staff members can deliver CBI-EA once they have received training and are certified in facilitating the CBI-EA curriculum.<sup>3</sup>

All SECTOR providers considered lived experience with the criminal legal system when hiring their staff members. Most organizations have multiple staff members with previous contact with the criminal legal system. One organization had a more expansive view of lived experience, including interaction with employment programming or receiving social services. Many staff members noted that sharing life experiences helps them connect with participants, though not everyone thought it was necessary. As one staff member explained, being successful working in the reentry field “is just hav[ing] a heart for the people.”

Developing, launching, and maintaining a new program takes time. It takes time to hire, train, and onboard new staff members; develop a clear and comprehensive program flow; and build relationships with referral sources and community partners. It also takes time for staff members to understand their roles and implement programming consistently. In addition to these typical startup challenges, the pandemic introduced unique challenges to the startup and implementation of SECTOR. This included virtual programming, elevated health concerns of staff members and participants, and high staff member turnover. For example, many of the staff members interviewed for this study were not employed by SECTOR during 2021, the first year of implementation. To reduce staff member turnover and increase the long-term stability of the SECTOR program, the Reentry Division established a minimum wage requirement for provider staff members delivering SECTOR services.

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2. The Fair Chance Act prohibits employers in California from asking job candidates about their criminal legal history before making a job offer.
  3. For more information on staff member training and development, see Los Angeles County Office of Diversion and Reentry (2021).

When reflecting on the startup period and the progress made from 2021 to 2022, one staff member explained,

We're finally at this point where we're establishing consistency around our practices. And it's in year two of the grant, right? And I'm gonna be like, I'm gonna be real honest, you know. A part of that is, like, the challenges of COVID not just recruiting participants, but the turnover of staff, finding a group. So, now we're at the point in year two where we're beginning to really run with the program. We're at full enrollment, you know, now we're strategizing on how to increase our placement numbers, our vocational training numbers, how to spend all the money.

## ENROLLING IN SECTOR

The first participants enrolled in SECTOR services in January 2021. Individuals were eligible to enroll in SECTOR if they were 18 years or older; had been arrested, charged, or convicted of a criminal offense; and had a history of mental health or substance use disorder needs.

### ■ Overall, SECTOR providers successfully recruited and enrolled participants in the program.

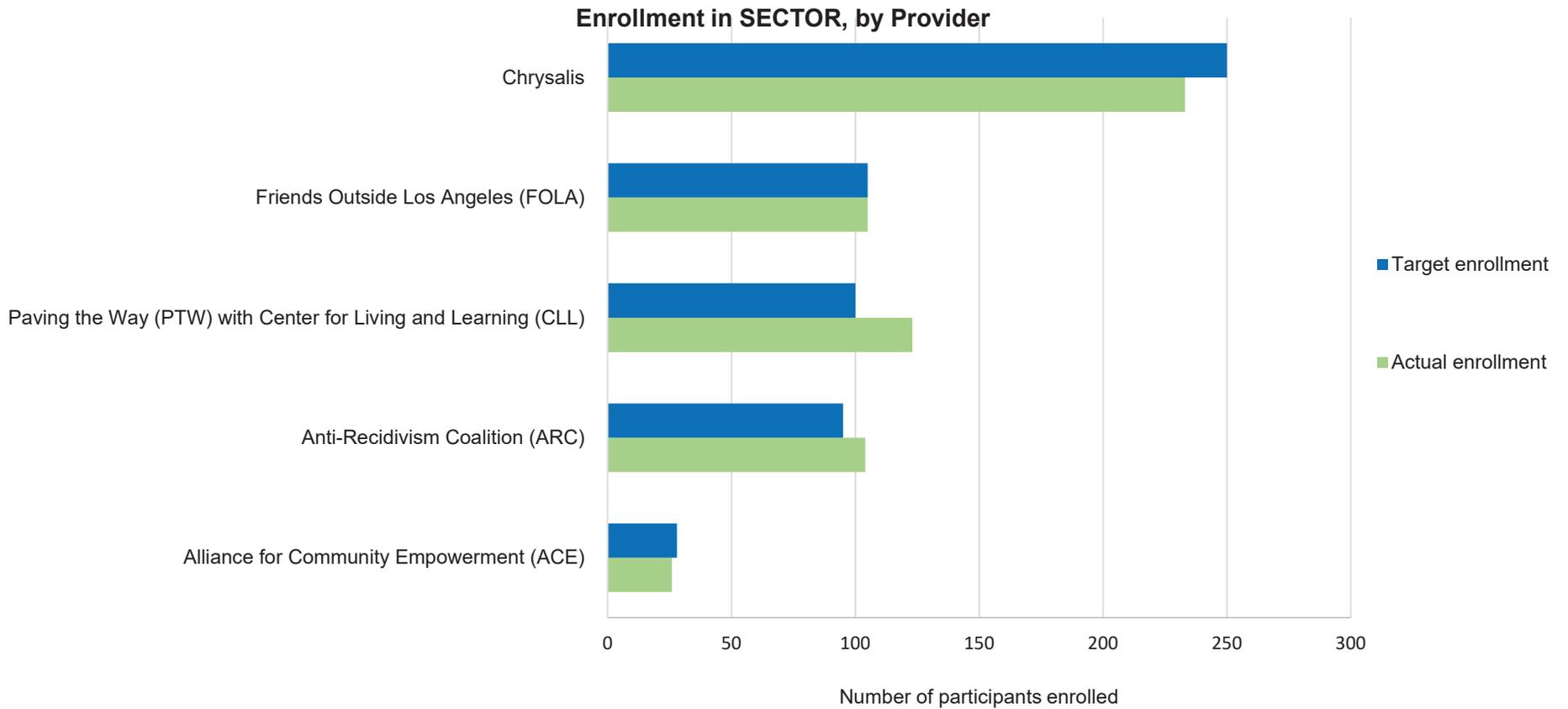
In its first year of implementation, the SECTOR program aimed to enroll 578 participants. During the study period, SECTOR providers exceeded this goal, enrolling 591 participants. The enrollment targets differed by the provider. Chrysalis enrolled the most participants, followed by Paving the Way in partnership with Center for Living and Learning, Friends Outside in Los Angeles, Anti-Recidivism Coalition, and Alliance for Community Empowerment. Two providers exceeded their enrollment targets, one met their enrollment target, and two met about 93 percent of their enrollment target (see Figure 3.1).

A possible contributing factor to the success of recruiting and enrolling participants into SECTOR was the providers' strong community ties. The SECTOR providers were well-established and well-known community-based organizations with existing relationships with other service providers and criminal legal system actors, such as parole and probation officers. As a result, the most common recruitment sources across the providers were former and existing participants, family members, friends, and other community-based organizations.

Some providers also had staff members perform direct outreach in the community, such as passing out flyers at transitional homes. These staff members often leveraged existing relationships through prior work experience or shared experiences with the criminal legal system to connect with other programs. As one staff person explained,

Being an ex-lifer, being incarcerated for several years, I've been able to develop relationships with several people who are also incarcerated. So, from the ... recruitment stance, just bringing people into the program, I haven't really experienced any kind of obstacles or challenges in that way.

Figure 3.1



SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform.

Participants joined other program services at some SECTOR providers first and were referred to SECTOR internally. In these scenarios, staff members thought the opportunity to develop a skill drew participants to the program. As one staff member explained, participants were interested in employment,

Lucrative employment. Stable, well-paying employment. I think that once clients, especially clients who haven't been working a long time, like, once they start working and they realize that even a little bit above minimum wage really doesn't get you very far, that's when the, like, freak out starts happening and they're like, 'Oh. I need to actually, like, learn a skill.'

Participants referred to SECTOR completed a multi-step screening process. This process was virtual or in person, depending on the provider and the participant's access to technology. The screening determined eligibility, interest in the program, and readiness to join the program. For example, if participants had conflicting employment schedules or were actively working through their substance use disorder, staff members noted that the participants may not be "in the place in their life where they are ready for services, for whatever reason." As one staff member explained, there is no exact science to determine whether a participant is ready to engage, and they considered each participant's situation on an individual basis. The staff member remarked,

How can we see if this client is ready and this one is not? And so, I can't give you an exact answer, like this is the scientific method of how to find out who's the right client. I think it's an individual basis and different people in different places of their life.

Another staff member explained how they take participants' motivations to attend into account,

I don't chase clients. I don't chase them down. In fact, I don't think that's a good idea. When I feel like I have to be chasing the client down and I know they have the ability to give me a call and to follow up with me, I don't chase them down. The ones...because then I feel like that takes away from those who are really most earnest, who really want the services and are ready to apply them in their life.

Other steps in the screening process included administering the LS/CMI risk of recidivism and needs assessment. The tool is designed to measure an individual's likelihood for recidivism and inform case planning by identifying specific risk and need factors that can be addressed through services and treatment that can support participants' success in the program. For SECTOR providers, the tool helped staff members 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.<sup>4</sup> Though LS/CMI has been validated in proving its accuracy in predicting recidivism and other outcomes across

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4. Participants identified as medium- to high-risk on the LS/CMI overall and medium- to high-need in employment specifically are hypothesized to benefit the most from cognitive behavioral interventions.

age, gender, ethnicity, different offense types, and across different countries, states, and localities, some staff members expressed their discontent with LS/CMI. One noted that some of the questions on the assessment about participant background and experiences can re-traumatize participants.

To prevent re-traumatization and help participants feel comfortable, the Reentry Division has provided training to support staff members conducting the assessments, including an interview guide with recommendations for incorporating motivational interviewing techniques during the interview. Despite these resources some provider staff members still encounter resistance and discomfort from participants. Moreover, similar assessments are often completed by probation and parole officers, which could lead to frustration from the participants. Organizations should consider methods to share information with other entities to reduce repetitive questioning and potential harm.

Most organizations also required supporting paperwork for employment, such as an employment eligibility verification form and a driver's license. Some of this paperwork requires a birth certificate, which can be a barrier for people returning from incarceration. As one Reentry Division staff member explained, prisons often do not allow people to obtain birth certificates prior to release, the costs of obtaining a birth certificate can be high and it can take time to receive the certificate if the person does not have a mailing address.

Additionally, some providers also conducted assessments on reading, math, and employment interests. For example, one provider used California's CareerZone, an assessment to help participants learn about careers and develop a plan to reach their goals. One provider that offered construction training required a physical fitness test that included running a mile, jumping jacks, push-ups, and climbing stairs. The purpose of the agility test was to see if the participants were physically able to work in construction. If a participant did not pass the agility test, it did not exclude them from participating, but it flagged physical fitness as an area for improvement.

Participants that enrolled in SECTOR had different motivations for joining the program. Support in developing a career pathway was attractive to most participants. One participant explained that after being incarcerated for five years, he felt "institutionalized," and he had lost family members and missed seeing his kids grow up. Following his release, he had forgotten how to write a resume and "be a productive member of society." He was interested in SECTOR after learning about the training opportunities, stating, "I'd rather have a career, not a job." Another participant learned about SECTOR from a past participant and described the conversation,

And then [the past participant] opened up to me, like, 'Look, I'm in this program and it helps people like us who don't have a community that will help us. And they help us not just with mental health, but with housing... [and] not to just get a job, but to also get a career.' And when he said that, when he said those few words, 'not to just get a job, but a career,' is what caught my attention. Like, 'Okay, that's cool.'

Other participants expressed similar interests in finding a career to support them and their families. As one participant in a construction training program explained,

I want something that I'm gonna be able to take care of not just myself but take care of my family. And that's what the construction cohort does for you...it prepares you to become an apprentice, it prepares you to hopefully get you in the union.

## PARTICIPANT CHARACTERISTICS

Participants that enrolled in SECTOR during the study period were demographically diverse (see Figure 3.2). Of the 591 participants that enrolled in SECTOR during the study period, nearly 81 percent identified as male. Most participants identified as either Hispanic/Latin(a/o/x) or Black, African American, or African. The average age of participants at enrollment was about 40 years old. Past involvement with the criminal legal system varied. About 17 percent of participants had experienced an arrest but were not convicted of a crime. About 80 percent of participants were convicted of a crime, and most were on some form of community supervision. See Appendix B for participant characteristics by SECTOR provider.

These characteristics differ from past studies of sectoral training programs discussed in Chapter 1. For example, nearly 90 percent of participants in Project QUEST were women, and the Year Up program only served 18–24-year-olds.<sup>5</sup> In Year Up, about 16 percent of people that enrolled in the study had ever been arrested. In Per Scholas, about 24 percent of the participants had been convicted of a crime and about 18 percent of participants had previously been incarcerated.<sup>6</sup> This suggests that SECTOR participants may face additional or unique barriers to finding employment compared to participants in past studies of sectoral training programs.

SECTOR participants also had varied employment histories. At enrollment, most participants reported being unemployed (about 63 percent). About 22 percent of participants said they were employed part-time, and about 11 percent reported having a full-time job. These employment statuses are similar to past studies of sectoral training programs. In the WorkAdvance study, discussed in Chapter 1, participant employment at the time of enrollment ranged from 11 percent to 27 percent between providers.<sup>7</sup> In the YearUp study, about 11 percent of participants were employed part-time, and about 40 percent were employed full-time at the time of the study.<sup>8</sup>

About 49 percent of SECTOR participants reported having some employment history, which is substantially lower than past studies of sectoral training programs (see Table 3.1). Nearly 98 percent of participants in the WorkAdvance study had ever been employed, and 99 percent of participants in Project QUEST had worked before applying to the program.<sup>9</sup> This also suggests SECTOR partici-

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5. Roder and Elliott (2018); Fein and Hamadyk (2018).

6. Fein and Hamadyk (2018); Hendra et al. (2016).

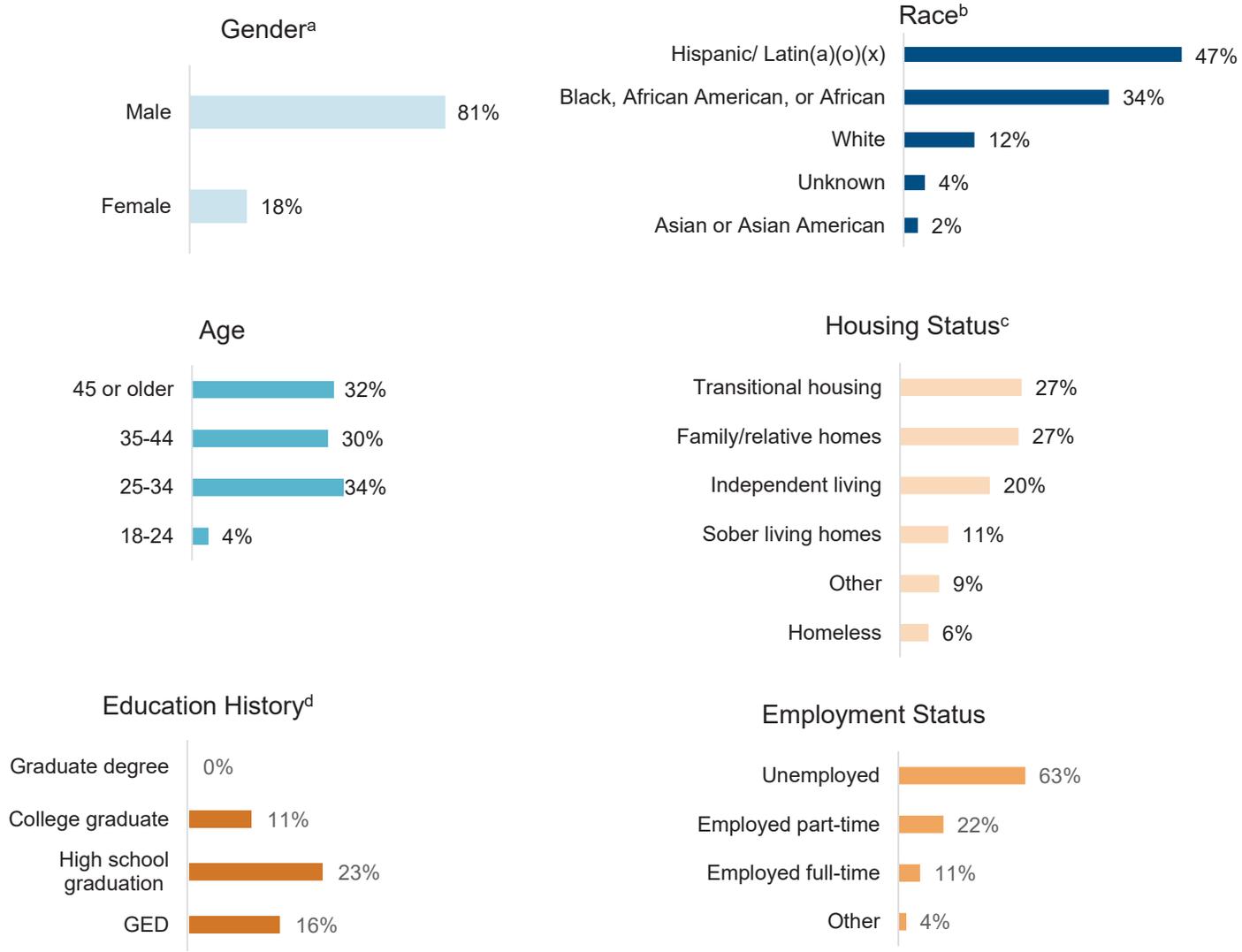
7. Kanengiser and Schaberg (2022).

8. Fein, Dastrup, and Burnett (2021). Full-time and part-time work were calculated based on hours of work reported at the time of enrollment.

9. Tessler et al. (2014); Roder and Elliot (2018).

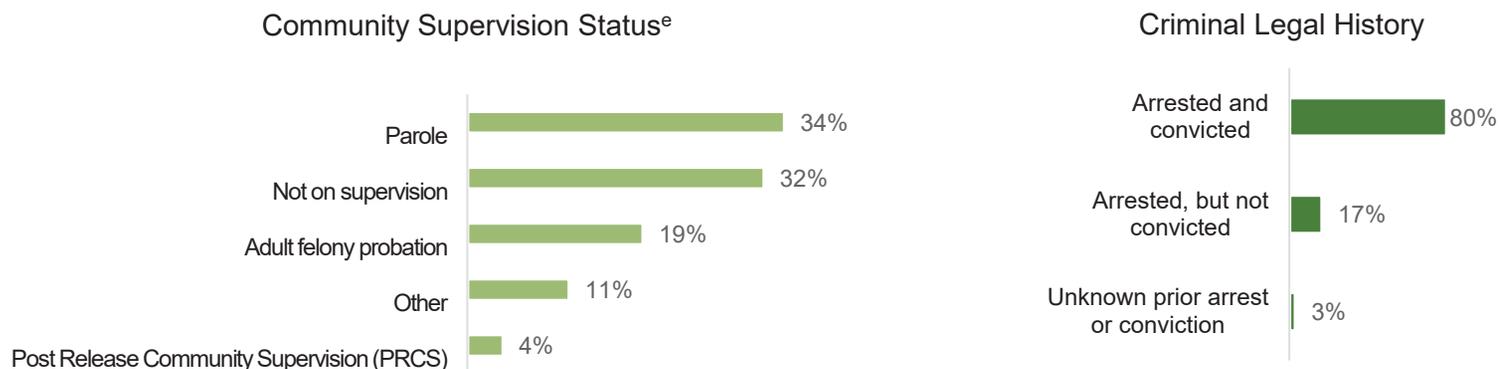
**Figure 3.2**

**Characteristics at Enrollment**



(continued)

**Figure 3.2 (continued)**



SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTES: <sup>a</sup>Gender categories with a sample size of five or fewer are not shown in the figure. One SECTOR program participant identified as genderqueer, one participant identified as a trans man, one participant identified as a trans woman, and three participants' genders were unknown.

<sup>b</sup>Racial categories with a sample size of five or fewer are not shown in the figure. One SECTOR participant identified as American Indian, Alaska Native or Indigenous, and five participants identified as multi-racial.

<sup>c</sup>Other includes the categories of bridge housing, foster care, other, permanent supportive housing, rapid rehousing, and unknown.

<sup>d</sup>One-hundred and fifty-one participants identified as having some college experience, 108 participants reporting having some high school experience, 15 participants reported having some middle school experience, and 22 participants' education history was recorded as "other."

<sup>e</sup>Forty-eight participants had an unknown supervision status at enrollment and 17 participants reported having an "other supervision status."

**Table 3.1**

**Pre- and Post-Enrollment Employment Status and Earnings**

<b>Measure</b>	<b>Outcome</b>
<b>Pre-enrollment</b>	
Ever employed before enrollment (%)	48.9
Employment status at time of enrollment (%)	34.1
Full-time	10.8
Part-time	22.3
Other	1
Unemployed	62.9
Unknown	2.9
Among participants ever employed pre-enrollment	
Held multiple jobs (%)	59.2
Median months employed <sup>a</sup>	12
Median hourly wage (\$) <sup>a</sup>	15.0
<b>Post-enrollment</b>	
Ever found employment after enrollment (%)	47.2
Full-time	42.1
Part-time	5.1
Unemployed	52.8
Among participants ever employed post-enrollment	
Employed in a high-growth sector (%)	71.3
Held multiple jobs (%)	21.1
Median number of months employed <sup>a</sup>	7.4
Median hourly wage (\$) <sup>a</sup>	17.2
Tenure of jobs held post-enrollment (%)	
0-1 month	14.3
1-6 months	32.5
6-12 months	53.2
Sample size	591

(continued)

### Table 3.1 (continued)

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTE: <sup>a</sup>Median number of months employed and median hourly wage reported are from the last position held by clients pre- and post-enrollment in SECTOR. These include ongoing positions. Positions were determined to be ongoing if no end date was reported by the provider. For positions started prior to enrollment, the duration of the ongoing position was calculated from the reported start date to the date the data was provided by SECTOR for the evaluation. For positions started after enrollment, the duration of the ongoing position was calculated from the reported start date to one year from the participant's enrollment date.

pants may have greater barriers to finding employment compared to participants in other sectoral training programs. The median number of months employed in participants' last job held before enrollment was 12 months, and most participants with past employment history held at least one full-time position. The median hourly wage at the last position held by participants before enrolling in SECTOR was \$15.00.<sup>10</sup> Fifteen participants held paid positions while incarcerated, and wages ranged from \$0.03 to \$2.00 per hour, most earning less than \$0.50 an hour.<sup>11</sup>

SECTOR participants often had obligations outside of the program that required their attention. In their qualitative interviews, many participants and staff members discussed the urgent need for housing assistance, citing the high cost of living in Los Angeles County as a contributing factor. Some participants described living with family members, in a homeless shelter, or being at risk of homelessness. Participants also expressed having childcare responsibilities such as spending quality time with their children and making child support payments. Overall, the needs highlighted by participants and staff members give context to participants' different life circumstances as they engaged in the SECTOR program.

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10. An hourly wage of \$15.00 is more than the minimum wage in California leading up to the study period. In 2017, California began the phasing in of a \$15.00 minimum wage to be completed by 2023. For employers with 26 employees or more, the minimum wage increased to \$10.50 in 2017, \$11.00 in 2018, \$12.00 in 2019, \$13.00 in 2020, and \$14.00 in 2021 (State of California Department of Industrial Relations, 2022).

11. The average pay scale for individuals who are incarcerated in California ranges from \$0.08 to \$0.37 for non-industry jobs. Prisons nationwide withdraw up to 80 percent of earnings due to fees such as court-imposed fines, room, board, taxes, and restitution. As a result of these deductions, people who are incarcerated are often left with less than half of their gross pay and an inability to support them and their families. For more information on the wages paid to incarcerated workers, see American Civil Liberties Union (2022).



# 4

## SECTOR Service Participation and Outcome Findings

Participants that enrolled in SECTOR were eligible to receive the five core SECTOR components: job readiness services and supportive service referrals, including mental health and substance use disorder services; Cognitive Behavioral Interventions–Employment Adult (CBI-EA); skills training and paid work experience opportunities in high-growth sectors; financial assistance; and job placement assistance. About 95 percent of SECTOR participants received at least one service within one year of enrollment. The remainder of this section reports participation rates by the different program components.

- **While enrollment and initial engagement in SECTOR were high, providers faced challenges keeping participants engaged in the different program components.<sup>1</sup>**

The participation rates presented in this section were likely influenced by many factors including different program delivery structures, the many demands and challenging life circumstances participants faced, and the COVID-19 pandemic. For example, the length of the SECTOR program depended on the provider and the skills training programs offered. While some skills training programs lasted for only one week, others lasted up to six months. For some participants, a longer time commitment conflicted with childcare and the need for employment to support them and their families. Some participants also discussed the challenge of finding employment and participating in services without stable housing. Many staff members described the challenges participants faced,

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1. This report presents participation rates by the core components of the SECTOR model. The Reentry Division defines program completion as either (1) completing a skills training program or a paid work experience or (2) obtaining an unsubsidized job regardless of completing the skills training program or paid work experience. Based on this definition, about 67 percent of participants that enrolled in the study period completed the program within one year of enrollment. See Appendix C for more information regarding program completion.

How am I supposed to get a job when I don't have an address? I don't have a shower. I don't have clothes. At least when I was in prison, I had three meals and a place to sleep.

Another staff member explained,

There are also times where our clients are really just in this mindset of making sure that they have rent covered and food is on the table. So the living paycheck to paycheck and with that mentality as well, it's hard to help them to refocus and figure out what trainings do you want to go to so that you can get a better job that will help you have a [living] wage because the first priority is roof over the head and food on the table and to shift that mindset to 401k and health insurance and like more money, it takes time to do that.

Moreover, the service delivery mode varied by provider and had to remain flexible given the COVID-19 pandemic. For example, organizations that delivered services in person had to switch to hybrid mode if a staff person contracted COVID-19. One organization delivered most services remotely using video calls, phone calls, and text messages. These different delivery modes may have affected participant engagement in services. For example, one staff member noted that participation was highest early in the pandemic because individuals were not going outside as often and therefore had more time to focus on the program. As the community re-opened, more individuals found employment or had other priorities. A staff member with lived experience shared the challenges of engaging in programs when you have competing demands,

When I came home, the first job I had I worked at a temp agency doing building maintenance, literally from 8:00 in the morning till 5 p.m. So, all these organizations that were offering me programs, this and that, show up at 3 p.m., show up at 2 p.m. I can't. I'm literally working. So, it's really hard for clients who are working 8:00 to 5:00 jobs or working in temp agencies who their shifts change on a regular basis. It's hard for them to participate in this program and really take everything they can from it.

The pandemic also affected the local economic context in Los Angeles County, which may have affected engagement. During 2020, the unemployment rate in the Los Angeles metro area grew to about 18 percent, one of the highest in the country.<sup>2</sup> The most affected industries included hospitality, retail, and other service industries, some of which overlap with the program's key sectors. Since 2020, the local economy has made a strong recovery, with unemployment as low as 4.5 percent in 2022 and persistent labor shortages.<sup>3</sup> Moreover, in July 2022, the City of Los Angeles increased the minimum wage to \$16.04 per hour. Unincorporated cities in Los Angeles County saw an increase to \$15.96.<sup>4</sup> According to interviews with SECTOR staff members, high

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2. Ward (2020).

3. State of California Employment Development Department (2022).

4. Luna (2022).

job availability and wage increases reduced engagement in the program. While a strong labor market is favorable for workers, the longevity of this economic context is uncertain and therefore may not diminish the need for sectoral training programs.

To engage SECTOR participants in services, staff members focused on building trust with participants. First, there was agreement among staff members that consistent follow-up with participants is important to build trust. Staff members said that participants were not used to people following through with them, often expressing that they were “just going to leave them” or “talking to talk.” Staff members also attempted to create a “safe space” for participants to express their concerns and life circumstances through nonjudgmental conversations. Finally, staff members offered flexibility in communicating with participants through text messages, phone calls, or in-person meetings, depending on the participant’s preference.

Participants overwhelmingly had positive feedback when asked about their relationship with their career coach and other SECTOR staff members. Most participants said their career coach was there for them and always offered to help. Some participants indicated that their experience with SECTOR staff members differed from other programs because they were responsive and supportive. As one participant explained,

If it wasn’t for [the program], I don’t know probably where I’d be at right now because they’ve been like my number one supporters, my number one backers, my number one on everything. Man, I can’t even explain it all really. I’ve never had anybody like...I’ve been in the system twenty-six and a half years. I’ve been back and forth prisons, federal, state, and I’ve never had anybody have my back the way they have. Like for real.

The remainder of this section discusses the implementation of each SECTOR component, participation by SECTOR component, and key employment and criminal legal system outcomes.

## CORE COMPONENT 1: JOB READINESS SERVICES AND SUPPORTIVE REFERRALS

- **About 71 percent of participants met with a SECTOR staff member at least once for career coaching within one year of enrollment. The average number of meetings was between 3 and 4, and the maximum number of appointments was 24.**

Upon enrolling in SECTOR, participants accessed career coaching and job readiness services from staff members, many of whom had shared lived experiences with the criminal legal system. Participants were also eligible to receive supportive referrals to internal or external mental health counseling, substance use disorder treatment, housing services, and food assistance, among other supports. Career coaching and job readiness services often included one-on-one meetings with a career coach, case manager, or peer navigator and offered services like resume writing and practice interviewing. Staff members also helped support and motivate participants to achieve

their personal goals. They incorporated evidence-based behavioral health practices such as motivational interviewing and trauma-informed care into their interactions with participants.

The frequency of career coaching meetings ranged by provider. Within one year of enrolling in SECTOR, participants at Alliance for Community Empowerment (ACE) and Chrysalis attended about five and six one-on-one meetings on average. Participants at Anti-Recidivism Coalition (ARC), Paving the Way in partnership with Center for Living and Learning (PTW/CLL), and Friends Outside in Los Angeles (FOLA) attended between one and two meetings on average. This difference may be the result of the program structure. ARC, PTW/CLL, and FOLA, for example, offer multiple group services with career coaches, and therefore, participants may not require as many one-on-one meetings. Participation was similar by race and gender (see Appendix D).

In addition to one-on-one meetings, three SECTOR providers offered formal job readiness curricula for participants.<sup>5</sup> For example, participants attending FOLA services completed a 10-day, 20-hour job readiness curriculum called Parole to Payroll, which includes exploring career goals, developing a resume, job searching, interviewing skills, and job retention strategies. Participants attended the sessions over Zoom in the morning and, during some weeks, attended CBI-EA in the afternoon. Upon completing the curriculum and a one-on-one meeting with their career coach, staff members referred participants to FOLA's partner, South Bay Workforce Investment Board, which operates state-funded America's Job Centers of California (the South Bay One-Stop Business and Career Centers), to connect to a sectoral training program.

All SECTOR providers also offered internal and external supportive service referrals such as therapy, housing services, legal support, and substance use disorder services. About 11 percent of participants received food assistance, about 6 percent were referred to and enrolled in housing services, and about 3 percent were referred to and received legal services (see Figure 4.1).

- **Within one year of enrolling in the SECTOR program, at least 92 percent of participants received a mental health service, which included career coaching in one-on-one meetings with a SECTOR staff person, one-on-one therapy sessions, mental health services received in the community, utilization of county Mental Health Services Act-funded mental health services, and participation in CBI-EA.<sup>6</sup>**

SECTOR participants had access to one-on-one therapy sessions with a Licensed Clinical Social Worker (LCSW) through the provider. Providers took different approaches to deliver therapy. Two providers had in-house mental health departments with therapists on staff. One provider hired a part-time therapist for SECTOR participants, and another referred participants to partner organizations for therapy. Some providers offered unlimited therapy sessions; others provided

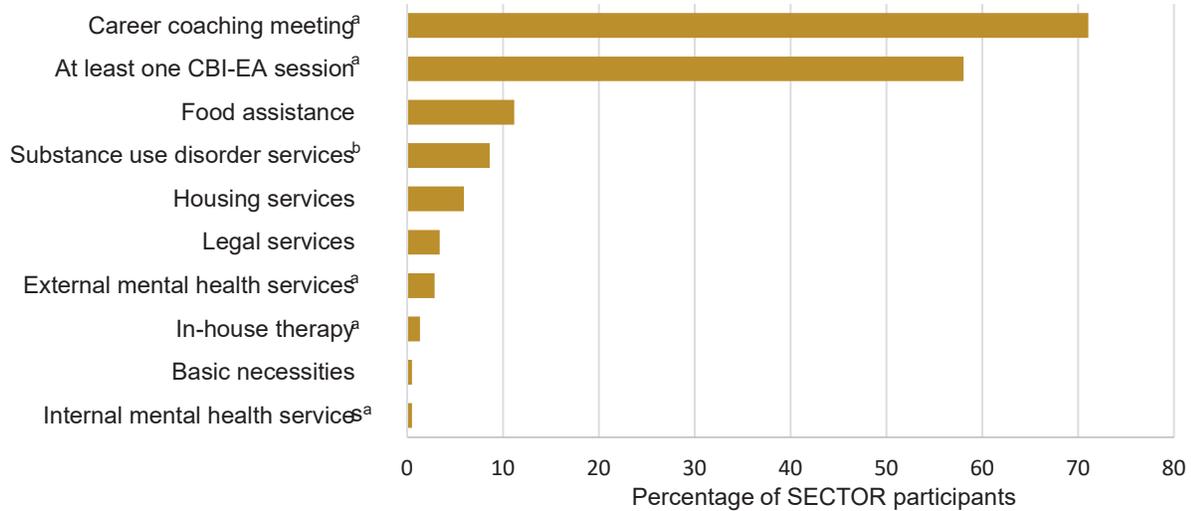
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5. SECTOR service providers did not record job readiness services except for one-on-one meetings in the Comprehensive Health Accompaniment and Management Platform (CHAMP), a database SECTOR providers use to track service receipt.

6. A mental health service as presented was defined by the Reentry Division in partnership with the California Board of State and Community Corrections (BSCC). The following section describes participation in CBI-EA.

Figure 4.1

Supportive Services Received



SOURCE: Management information system data from the Comprehensive Health Accompaniment and Management Platform (CHAMP).

NOTES:<sup>a</sup>Participation in mental health services as defined by the Reentry Division and the California Board of State and Community includes one-on-one meetings with a SECTOR program staff person, one-on-one therapy sessions, other internal mental health services, mental health services received in the community, utilization of county Mental Health Services Act-funded mental health services, and participation in Cognitive Behavioral Interventions–Employment Adult (CBI-EA). Given this definition, 92 percent of participants received at least one mental health service. See Table 4.1 for county mental health treatment utilization.

<sup>b</sup>Substance use disorder (SUD) services reported in CHAMP do not include SUD services reported in InfoHub. See Table 4.2 for county substance use disorder treatment service utilization.

limited sessions and referred participants to external mental health services, if needed. A SECTOR staff member typically referred participants to an LCSW if the participant expressed interest in therapy. According to staff members’ records in the Comprehensive Health Accompaniment and Management Platform (CHAMP), their management information system, at least 8 participants enrolled in in-house therapy, at least 3 participants received a different mental health service at the provider, and at least 17 participants enrolled in mental health services in the community within one year of their enrollment (see Figure 4.1). Most participants that received these services were enrolled at PTW/CLL or Chrysalis (see Appendix D).

While CHAMP records show that few participants met with the onsite LCSW, administrative records show more SECTOR participants received mental health services from the County Department of Mental Health. This may result from staff members referring participants externally to mental health services, substance use disorder treatment, and recovery facilities. Within one year of enrolling in the SECTOR program, at least 21 percent of SECTOR participants received mental health services from Los Angeles County, including inpatient admissions, such as

crisis stabilization, and outpatient services, such as counseling sessions (see Table 4.1).<sup>7</sup> Among participants that received mental health services from Los Angeles County, almost all participants received outpatient services (99 percent). Only about 9 percent of participants received an inpatient mental health admission. About 8 percent of participants that received mental health services from Los Angeles County received both inpatient and outpatient services. Roughly 27 percent of participants enrolled at Chrysalis and PTW/CLL received a mental health service from the County, compared to 18 percent of FOLA participants and between 8 percent and 9 percent of ACE and ARC participants. A higher percentage of women received a mental health service from the County than men, which aligns with broader literature that has found that women with criminal legal involvement have higher rates of mental health needs compared to men (see Appendix E).<sup>8</sup>

**Table 4.1**

**One-Year County Mental Health Treatment Service Utilization Outcomes for SECTOR Participants**

<b>Measure</b>	<b>Outcome</b>
Ever received inpatient admission or outpatient services (%)	21.3
Among participants who received an inpatient admission or outpatient service	
Outpatient service use (%)	99.2
Inpatient admission (%)	8.7
Average number of outpatient services received	22.3
Average number of inpatient admissions	1.9
Sample size <sup>a</sup>	591

SOURCE: MDRC calculations based on data from InfoHub.

NOTE: <sup>a</sup>Approximately 15 percent of SECTOR participants (N = 88) did not match to InfoHub, therefore the findings reported may be an undercount.

According to the Los Angeles County Chief Information Office, the administrator of the InfoHub database, there could be a delay of several months between a person receiving mental health services and when those services are billed to the Department of Mental Health, which is when the agency records services. Moreover, one therapist from a SECTOR provider noted that there is often a wait list for therapy at the Department of Mental Health. Therefore, the estimated 21

7. Due to data limitations, about 15 percent of participants enrolled in SECTOR did not match to InfoHub, a data consortium and repository managed by the Los Angeles County Chief Information Office. Therefore, 21 percent may be an undercount of mental health services received.
8. National Resource Center on Justice Involved Women (2016).

percent of participants who received a mental health service from Los Angeles County may not account for participants referred to services but remaining on the waitlist and may not reflect services received but not recorded due to billing delays.

- **Within one year of enrolling in the SECTOR program, at least 13.7 percent of participants received services for substance use disorder.**

In addition to mental health supports, staff members reported enrolling about 9 percent of SECTOR participants in substance use disorder services in CHAMP. Interviewees discussed referring participants to external programs like Fred Brown Recovery Services. One therapist noted that many SECTOR participants had completed detox treatments in the past, and some were living in sober living facilities and were regularly drug tested.

Within one year of enrolling in the SECTOR program, at least 6 percent of participants received substance use disorder treatment services from Los Angeles County Substance Abuse Prevention and Control, including inpatient admissions and outpatient services (see Table 4.2).<sup>9</sup> Among participants that received substance use disorder treatment services from Los Angeles County, approximately 79 percent received outpatient services, and about 40 percent received an inpatient

**Table 4.2**

**One-Year County Substance Use Disorder Treatment Service Utilization Outcomes for SECTOR Participants**

<b>Measure</b>	<b>Outcome</b>
Ever received inpatient admission or outpatient services (%)	6.4
Among participants who received an inpatient admission or outpatient services	
Outpatient service use (%)	78.9
Inpatient admission (%)	39.5
Average number of outpatient services received	1.4
Average number of inpatient admissions	1.4
Sample size <sup>a</sup>	591

SOURCE: MDRC calculations from InfoHub.

NOTE: <sup>a</sup>Due to data limitations, one-year substance use disorder treatment outcomes are available for only 56.3 percent of SECTOR participants. Therefore, the findings reported may be an undercount.

9. Due to data limitations, one-year substance use disorder treatment outcomes are available for only about 56 percent of SECTOR participants. Therefore, 6 percent may be an undercount of substance use disorder treatment received.

admission. Approximately 18 percent of participants received inpatient admission and outpatient services. Similar to the delay in billing and reporting to the Department of Mental Health, there could be a delay in substance use disorder services being billed to Drug Medi-Cal. Therefore, more participants may have received substance use disorder services than reported. Substance use disorder treatment outcomes are comparable by provider, gender, and race (see Appendix F).

## CORE COMPONENT 2: COGNITIVE BEHAVIORAL INTERVENTIONS–EMPLOYMENT ADULT

SECTOR participants could also participate in CBI-EA. CBI-EA is a series of 33 employment-focused group sessions, informed by Cognitive Behavioral Therapy, 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. The curriculum is designed for individuals with past legal system involvement (see Box 4.1 for the topics covered in the curriculum). The curriculum uses cognitive-behavioral skill building, a practice that aims to help individuals recognize and modify patterns of thinking and actions. Cognitive-based programming can help individuals understand their thinking processes and learn positive social

### BOX 4.1

#### Cognitive Behavioral Interventions– Employment Adult (CBI-EA) Topics

**MOTIVATIONAL ENGAGEMENT** sets the stage for learning. Participants define group expectations and reflect on their personal values and goals.

**THOUGHTS AND EMPLOYMENT** introduces a technique called the behavior chain. Participants practice recognizing difficult situations and how those situations influence their emotions and behaviors. They then practice thinking about difficult situations and taking more control over their actions. Next, they reflect on how taking control can produce better outcomes.

**MANAGING EMOTIONS AND BEHAVIORS** teaches self-control strategies. Participants observe a demonstration of these skills in challenging situations that might arise in the workplace. They then role play using situations from their own experiences and receive comments on how they did.

**PROBLEM SOLVING AND EMPLOYMENT** advances participants to more complex situations by walking them through three problem-solving steps: identifying the problem and goal, coming up with options, and planning and trying a solution.

**SUCCESS PLANNING** brings it all together. Participants develop individual plans to achieve and maintain employment success. They present their plans to the facilitator and their peers.

skills, which, in turn, can help individuals manage challenging employment and interpersonal situations, improve behavioral health outcomes, and reduce future contact with the criminal legal system. Past research on CBI-EA has found promising results and advised future implementation of CBI-EA to include financial incentives for participation and paid work experience opportunities.<sup>10</sup>

The curriculum developers trained SECTOR staff members to facilitate CBI-EA. Each CBI-EA session came with a manual on delivering the session and a facilitation script to follow. At most providers, career coaches facilitated CBI-EA. At one provider, a former participant was hired to teach CBI-EA. At another organization, CBI-EA was co-facilitated by a career coach with lived experience and a licensed mental health worker. Staff members thought this model of co-facilitation was promising, as one staff person explained,

We've figured out each other's strengths and [how to] balance them out, you know. Like, how I can just...really celebrate and push him in his strengths and vice versa.

- **Most participants that were interviewed had positive feedback about the CBI-EA curriculum, though many staff members had mixed feelings. Some staff members indicated that the curriculum script could have been more relatable to their participants' experiences.**

Most participants spoke positively about CBI-EA. As one participant explained,

I'm telling you, it was really, really good. Those classes were deep. They would leave you thinking... It was stuff I hadn't even really gotten in-depth about even with my therapist.

Another participant explained,

I really like the CBI class. It has opened my eyes to just simple everyday things that I deal with and give me another perspective of how to look at it in a different way that I probably wouldn't have never thought of it.

One participant even suggested offering ongoing CBI-EA sessions,

I think that maybe once a month, there should be a support group on how...you know, to keep us in that process of the cognitive behavior.

Staff members had mixed feelings about the CBI-EA curriculum. Many agreed that the curriculum places too much emphasis on the curriculum script, which includes role-playing scenarios for participants to practice. As one staff member recalled,

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10. Brennan, Barden, Elkin, and Bickerton (2021).

I almost had, like, a lot of anxiety after training because I felt...I hadn't really ever had a training before where it was, like, 'Not only is this the material that we want you to deliver but this is, like, the script we want you to say.' And that felt just, like, personally unnatural.

According to staff members, many of the scenarios in the curriculum were not relatable to participants. As a result, some facilitators customized the scenarios to their experience or the participants' experiences. As one staff member explained,

You're gonna be like, 'Getting stuck in traffic.' Like, 'No, I don't even have a car yet, you know.' So, that's when I would share an example of their situation. Like, 'Well, okay, what about, you know, when taking the bus and this and that, you encountered this, you encounter, you know, certain obstacles and all that?' And they can relate to me in the sense that, you know, I'm attending the system with them, facing the same struggle.

Despite the positive feedback from participants, engagement in CBI-EA was low.

- **Within one year of enrollment, approximately 58 percent of participants began CBI-EA. However, only about 29 percent of participants completed CBI-EA, defined as attending 20 CBI-EA sessions (see Figure 4.2). The average number of CBI-EA sessions attended was about seven. Those with higher risk scores, who are hypothesized to benefit the most from CBI-EA, attended a greater number of sessions on average.**

The literature on cognitive behavioral interventions identifies dosage—the quantity and frequency of services—as an essential element contributing to effectiveness.<sup>11</sup> Previous research of CBI-EA has used 12 of the first 14 sessions as a threshold of “adequate dosage”—the minimum number of sessions participants needed to attend to achieve a measurable effect.<sup>12</sup> The average number of CBI-EA sessions attended was half of this threshold.

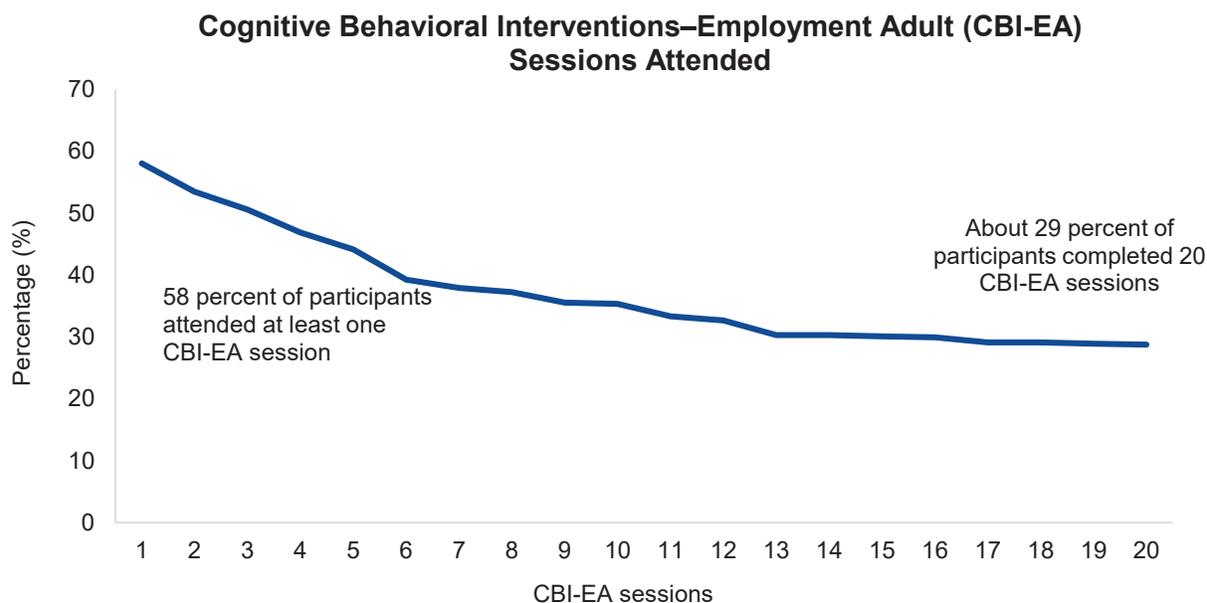
The low participation rate in CBI-EA may result from providers' CBI-EA participation requirements and delivery structures. CBI-EA attendance was highest at FOLA, where 93 percent of participants attended at least one session, and about 89 percent completed the program (see Appendix D). At FOLA, CBI-EA was a group class delivered virtually over Zoom, all participants were eligible to participate, and the CBI-EA sessions were delivered on the same days as FOLA's job readiness curriculum. Participants attended job readiness workshops in the morning and participated in CBI-EA in the afternoon, four days a week during five weeks. Participants were required to complete the program before they were referred to staff members that helped them enroll in a skills training workshop. The CBI-EA sessions were co-facilitated by an LCSW and a career coach with lived experience.

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11. Landenberger and Lipsey (2005); Lipsey, Landenberger, and Wilson (2007).

12. Brennan, Barden, Elkin, and Bickerton (2021).

Figure 4.2



SOURCE: Management information system data from the Comprehensive Health Accompaniment and Management Platform.

Participation in CBI-EA was lowest at Chrysalis, which served about 40 percent of all SECTOR participants. At Chrysalis, 23 percent of participants began CBI-EA, and only about 2 percent of participants completed the program. At Chrysalis, CBI-EA was a group class offered virtually over Zoom, and while all participants were encouraged to attend, participation in CBI-EA was not required to access other SECTOR services. Moreover, if a participant started CBI-EA but then began a skills training program, they could stop participating in CBI-EA, or they could rejoin CBI-EA after the training ended. As a result, it could take some participants a month or two to complete the program, while it could take others six months or more. CBI-EA sessions were offered twice a week with two time slots—one in the morning and one in the evening. The lower participation rate at Chrysalis compared to FOLA may indicate that a more structured cohort delivery model may increase participation in CBI-EA.

CBI-EA attendance and completion also varied by participants' Level of Service/Case Management Inventory (LS/CMI) scores.<sup>13</sup> Participants that scored higher on the LS/CMI attended more CBI-EA sessions than those that scored lower. On average, participants who scored "very high" attended about 16 CBI-EA sessions and participants who scored "high" attended about 13 sessions. In comparison, participants that scored "very low" and "low" attended about five sessions on average. This variation in attendance may be partially due to the SECTOR program model

13. The LS/CMI is scored on a five-point scale to measure risk of recidivism: Very low (1), Low (2), Medium (3), High (4), and Very High (5).

design. The CBI-EA curriculum is designed to serve individuals who have been assessed to have a medium to high risk of recidivism. Therefore, SECTOR providers were guided to focus on referring medium- and high-risk participants to attend CBI-EA, because participants with a higher risk score can benefit more from cognitive behavioral programming. This suggests that although overall engagement in CBI-EA was relatively low, those who were hypothesized to benefit most received the most services.

- **Within one year of enrolling in the SECTOR program, about 87 percent of SECTOR participants were not arrested, and about 96 percent of participants had no recorded new convictions (see Table 4.3).<sup>14</sup>**

Although SECTOR participants attended fewer CBI-EA sessions than recommended and only 29 percent attended the minimum 20 sessions required for completion, the criminal legal outcomes of participants were promising. Among participants with an arrest, over half only had one arrest, and among participants with a conviction, about 73 percent only had one new conviction. Moreover, among those on probation at the time of enrollment in SECTOR, about 83 percent did not have their probation revoked or a violation of conditions within one year of enrollment. Less than 4 percent had their probation terminated or extended within one year of enrollment. These results did not vary substantially by provider, despite the varied participation rates in CBI-EA by organization. For a breakdown of criminal legal system contact outcomes by provider, gender, and race over one year, see Appendix G.

These results are promising compared to overall trends in re-arrests and convictions in Los Angeles. A 2021 report by the County of Los Angeles Chief Executive Office found that among individuals released from County jail or those who started community supervision post-conviction in 2015, about 62 percent were not re-arrested during the three years following release, which is a worse outcome compared to participants enrolled in SECTOR.<sup>15</sup> Similarly, subsequent

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14. A new conviction is defined as a conviction of a new felony or misdemeanor that is committed within one year of enrolling in SECTOR. Court case filing data is used as a proxy for the offense date. This measure is the most similar measure presented within this report with respect to the BSCC definition of recidivism, given data availability and available follow-up time for participants in the SECTOR program. BSCC defines recidivism as conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction (CA Penal Code § 6046.1(d)). “Committed” refers to the date of the offense, not the date of conviction. While sharing similarities, the measure of new conviction presented in this report differs from the BSCC definition in two ways. First, the follow-up period for new conviction in this report is one year rather than the BSCC’s three-year follow-up period because SECTOR is a new program and at the time of this report, had just reached the point where all members from the first SECTOR cohort who enrolled in 2021 had one full year of follow-up data. Second, as is common with program evaluations of reentry services, new conviction in this report is measured from the time of SECTOR enrollment rather than release from custody or placement into supervision.

Due to data limitations, about 15 percent of participants enrolled in SECTOR did not match to InfoHub, a data consortium and repository managed by the Los Angeles County Chief Information Office. Therefore, 87 percent of participants without a new arrest and 96 percent of participants without a new conviction may be an overestimate.

15. County of Los Angeles Chief Executive Office (2021).

**Table 4.3**

**One-Year Criminal Legal System Contact Outcomes  
for SECTOR Participants**

<b>Measure</b>	<b>Percentage</b>
<b>Convictions<sup>a</sup></b>	
Not convicted of a felony or misdemeanor	95.6
Not convicted of a felony	97.1
Not convicted of a misdemeanor	98.1
<b>Arrests<sup>b</sup></b>	
Not arrested for a felony or misdemeanor	87.3
Not arrested for a felony	89.8
Not arrested for a misdemeanor	94.9
<b>Probation<sup>c</sup></b>	
Probation not revoked	82.5
Probation not terminated	96.8
Probation not extended	100
Sample size <sup>d</sup>	591

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Only the highest charge per arrest date was used in calculations.

<sup>b</sup>Only the highest charge per case filing date was used in calculations.

<sup>c</sup>Probation measures are among participants on probation at the time of enrollment in SECTOR.

<sup>d</sup>Approximately 15 percent of SECTOR participants (N = 88) did not match to InfoHub data, therefore the findings reported may be an undercount.

convictions for a new crime in the three years following release have consistently hovered at 50 percent over the last two decades, which is also worse than SECTOR participants.<sup>16</sup>

While these trends are promising, the comparison to county-wide statistics is inexact. First, as is typical in program evaluations, the follow-up period for this analysis of SECTOR begins at the time of enrollment into the program, not at the time of release from jail. As described earlier in this report, SECTOR serves individuals with a range of legal system involvement and not necessarily immediately upon release from incarceration. Second, the follow-up period for the SECTOR study is only one year following enrollment, so even among those entering SECTOR who were recently released, not enough time has elapsed to have three years of follow-up data. Third, changes in arrest laws in response to COVID-19 may have affected re-arrest rates. For

16. California State Auditor (2019).

example, Los Angeles suspended arrests for some misdemeanors and traffic offenses.<sup>17</sup> Future research on SECTOR would benefit from a study design with a comparison group to confidently understand the effect of SECTOR on future contact with the criminal legal system.

## **CORE COMPONENT 3: SKILLS TRAINING AND PAID WORK EXPERIENCE**

SECTOR participants were offered a combination of skills training or paid work experience opportunities in high-growth sectors: healthcare and social assistance, information technology, advanced manufacturing, construction, leisure and hospitality, green jobs, arts and entertainment, government, or transportation and logistics. Skills training and paid work experience opportunities should result in industry-recognized credentials.<sup>18</sup> The SECTOR program covered the cost of the training and offered stipends for participation. These are discussed further in the following section.

SECTOR providers primarily partnered with organizations or schools, such as community colleges or technical academies, to deliver sectoral skills training programs. The number of partnerships with training providers varied by provider. For example, at ARC, all SECTOR participants took part in the Multi-Craft Core Curriculum (MC<sub>3</sub>), a construction training developed by North America's Building and Trades Union. At Paving the Way, participants could choose between training in four fields: solar power (green jobs), carpentry (construction), case management (healthcare and social assistance), and commercial painting (construction).<sup>19</sup>

Other SECTOR providers took a more flexible approach. For example, Chrysalis referred participants to nearly 60 different sectoral training providers across the nine sectors based on the participants' interests. FOLA partnered with an America's Job Center of California to identify and enroll participants in skills training programs. ACE primarily referred participants to MC<sub>3</sub> training delivered through the West Valley Occupational Center or advanced manufacturing training through the Los Angeles Valley College Manufacturing Academy. However, if a participant was interested in another sector, they looked for training programs that fit the participant's goals. As one staff person remarked,

We sort of work with them where they are at, and we let them be the designators. And we're just there to steward them in that direction. So, we're there to support

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17. JFA Institute (2021).

18. Paid work experiences can take many forms, including transitional subsidized employment, which allows individuals without recent work experience or who need more experience to overcome barriers and gain basic workplace skills and experience. Other forms include apprenticeships, internships, or Career and Technical Education work-based learning programs.

19. Paving the Way also offered certifications in Occupational Safety and Health Administration (OSHA), Hazardous Materials (HAZMAT), Hazardous Waste Operations and Emergency Response (HAZWOPER), and forklift operation.

them in that direction. And it really depends on the participants. Because like I was mentioning earlier, we have community colleges around us, and we have adult schools. So, if either of those two tracks are not for them, that's completely fine. We don't discourage them. We just want them to follow their passion.

Skills training programs differed in the time required to receive a credential and the mode of service delivery. Some training programs were offered virtually, while others required participants to commute. For in-person training, staff members typically considered the travel time needed and the participant's transportation availability before making a referral. Some training programs were delivered over one week, while others could last up to six months. See Box 4.2 for examples of skills training programs for SECTOR participants.

Paid work experience opportunities were also offered to most SECTOR participants. Participants were not required to complete a training program before participating in a paid work experience opportunity. In fact, only about 10 percent of participants enrolled in a skills training program and a paid work experience.

Availability of paid work experience opportunities varied by the provider. For example, Chrysalis career coaches could refer participants to Chrysalis Enterprises, a transitional jobs program at Chrysalis. Participants that enrolled in Chrysalis Enterprises could work for CalTrans highway maintenance, property storage, and management, among other areas. Referrals to Chrysalis Enterprises were primarily for participants with a gap in work history or who needed additional support before starting non-subsidized employment. At FOLA, participants could access paid work experience through their partnership with the local America's Job Center of California. At PTW/CLL, eligible participants could co-enroll in SECTOR and Los Angeles Regional Initiative for Social Enterprise (LA: RISE), a 300-hour paid work experience at a social enterprise in Los Angeles County. ACE did not offer paid work experience opportunities for SECTOR participants at the time of the study but it was considering offering paid work experience opportunities to participants in the future.

- **About 62 percent of participants started a skills training program or a paid work experience opportunity within one year of enrolling in SECTOR. About 49 percent of participants began a skills training program, 24 percent began a paid work experience, and about 10 percent began both.**

Of the 49 percent of participants that began a skills training program, most completed their training (about 70 percent, see Figure 4.3). Of the 24 percent that started a paid work experience, about 80 percent completed it.

Participation in a skills training program was highest at ARC, which only offered one skills training program in construction. Among ARC participants, about 93 percent started the skills training program, and about 67 percent completed it. Other providers ranged from 23 percent to 44 percent of participants starting a skills training program. Participation in a paid work experience was highest at Chrysalis, where there is an in-house social enterprise to employ participants. At Chrysalis, about 46 percent of participants began a paid work experience, and about

## BOX 4.2

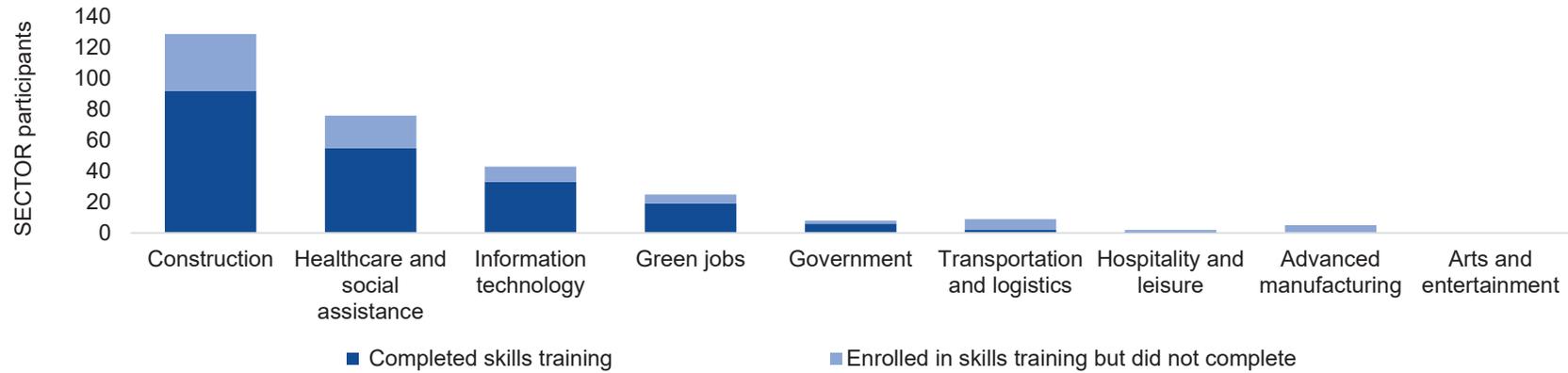
### Examples of Sectoral Skills Training Programs

SECTOR providers have formed strong relationships with training partners. Some examples include:

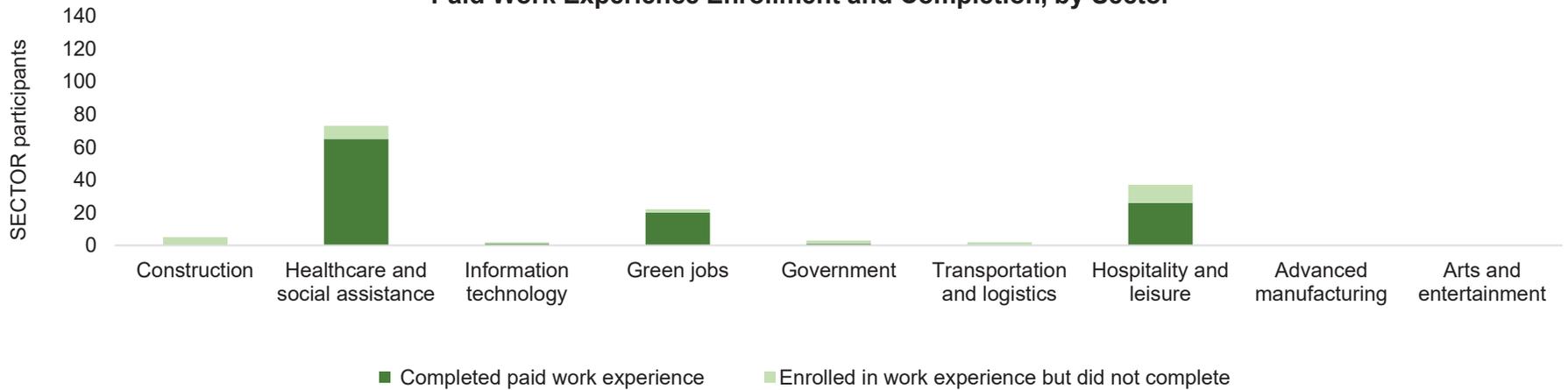
- 1. Manufacturing Academy at Los Angeles Valley College:** A six-week, full-time training program to run Computerized Numerical Control Machines designed for aerospace manufacturing. Participants are trained in all aspects of manufacturing and receive a certificate of completion. The training provider connects participants with local machine shops or other employment opportunities upon completion and estimates starting hourly wages between \$18 and \$25 an hour, depending on prior work experience.
- 2. Multi-Craft Core Curriculum (MC3):** An apprenticeship readiness program for participants interested in construction apprenticeships and, ultimately, a unionized job. Two SECTOR providers offered the MC3 curriculum in partnership with Los Angeles Valley Unified School District and the West Valley Occupational Center. Both providers had strong relationships with the Los Angeles and Orange Counties Building and Construction Trades Council. This group oversees 48 local unions and district councils in 14 trades and developed the MC3 curriculum. Upon completing the apprenticeship readiness program, participants can become an apprentice and journeyman, and can make approximately \$20 to \$60 an hour.
- 3. Bitwise Workforce Academy:** A 14-week, 6 hours per week training program in website creation. Participants are trained in Java Script and receive additional support from a student success specialist, study sessions, and wellness groups. Participants that complete the program have access to paid apprenticeship opportunities with Bitwise, making between \$21 and \$25 an hour with full benefits and 401k match of up to 4 percent.
- 4. Case Management Training** through Homeless Health Care Los Angeles: A 60-hour course delivered over 9 weeks at the Center for Living and Learning. Participants receive a certificate of completion.
- 5. CalCom Energy:** A 40-hour training course, delivered over 1 week, in solar technology that includes hands-on solar installation and sales and administrative work training. Participants receive a certificate of completion and job referrals to CalCom Energy or other solar companies. This training is co-taught with a former participant.

**Figure 4.3**

**Skills Training Enrollment and Completion, by Sector**



**Paid Work Experience Enrollment and Completion, by Sector**



SOURCE: Management information system data from the Comprehensive Health Accompaniment and Management Platform.

42 percent completed it. Other providers ranged from 0 to 17 percent of participants starting a paid work experience (see Appendix D).

These participation findings are comparable to some past evaluations of sectoral training programs that have found positive impacts on participants' employment and earnings. For example, about 67 percent of participants in the WorkAdvance study ever started a skills training program, which is similar to the participation rates in SECTOR.<sup>20</sup> Other past studies of sectoral training programs have had higher participation rates. Nearly 70 percent of participants in the Project QUEST study completed their sectoral training.<sup>21</sup> In the Year Up study, between 70 percent and 80 percent of participants completed the entire program.<sup>22</sup> This suggests that while participation in skills training programs and paid work experience is similar to some evaluations, there is room for improvement.

Across providers, the most common training sectors participants selected were construction, healthcare and social assistance, and information technology. Among providers that offered more than one skills training program, construction was the most popular skills training sector at FOLA; healthcare and social assistance was the most popular skills training sector at ACE and PTW/CLL; and information technology was the most popular skills training program at Chrysalis (see Appendix D). Completion of skills training varied by industry, which could result from the duration and frequency of different training programs (see Figure 4.3). Construction had the highest completion rates. Most participants only took one training (92 percent); just 22 participants started multiple training programs.

■ **The participants interviewed spoke highly of the training opportunities.**

As one participant explained,

I heard that they were gonna be training [and] that they would pay for your training. So, I said, 'I need some training.' But I got way more than what they said, but I got a coach and some help. I got some help and I'm going to school.

Another participant in the social assistance training spoke positively about the content of the skills training program while acknowledging that it has "been a lot,"

The training, it's been a lot. It's hectic but it's teaching me not only what I'm gonna experience with my clients, but it's teaching me about myself too, because every lesson that I go through... Because it's a seven-week program. Every lesson that I have, you know, I learn something that I'm just like, 'Wow, I never knew about this.' Like, this is really deep. Like, it really gets personal. It really does.

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20. Tessler et al. (2014).

21. Roder and Elliot (2018).

22. Fein (2016).

## CORE COMPONENT 4: FINANCIAL ASSISTANCE

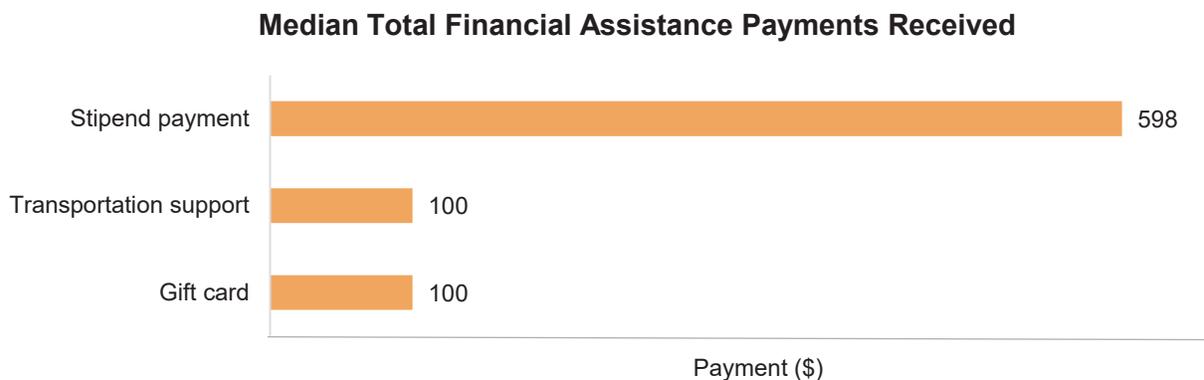
SECTOR participants were offered financial support, including financial incentives—either gift cards or transit cards—for participating in SECTOR, a stipend payment for participating in a skills training program, and tuition payment for the skills training program.

- **About 22 percent of participants received a gift card and about 12 percent received transportation assistance from SECTOR providers (see Figure 4.4).**

Some providers offered financial incentives for key milestones like enrolling in SECTOR, completing skills training, participating in CBI-EA, and finding and retaining employment. Across the providers, about 22 percent of SECTOR participants received these incentives through gift cards. Among participants that received a gift card, the median gift card amount participants received in total was \$100 and varied by provider. The median total gift card amount received was highest at ARC (\$450) and Chrysalis (\$150), followed by ACE (\$60) and FOLA (\$50). Participants at PTW/CLL did not receive gift cards for participation.

Participants also received financial support for transportation. About 12 percent of participants received financial support for transportation; the median total amount received was \$100. The median amount for transportation assistance also ranged by provider: about \$25 at ARC and Chrysalis and \$300 at FOLA. Participants at PTW/CLL and ACE did not receive transportation support.

**Figure 4.4**



SOURCE: Management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTE: The median financial assistance payments are among those that received an incentive. About 22 percent of participants received a gift card, about 12 percent of participants received transportation assistance, and about 49 percent of participants received a stipend payment for participating in a skills training program.

- **About 49 percent received a stipend for participating in a skills training program. Among participants that started a skills training program and were therefore eligible to receive a stipend, the median amount participants received in total was about \$598.**

Providers offered stipend payments for actively participating in a skills training program, though the timing of the stipend receipt and the stipend amount varied by provider. For example, participants at ARC received \$450 a week for 11 weeks while actively participating in the construction training—a \$900 payment was delivered every other week. At Chrysalis, the stipend amount depended on the number of training hours required, and the payment frequency depended on the training length. Participants received \$500 for trainings that were 30 hours or less, increasing to \$1,900 for trainings between 31 hours and 164 hours, and up to \$2,800 for any training over 165 hours. The stipend was delivered in a lump sum if the training was four weeks or less. The stipend for training that lasted between 4 and 10 weeks was delivered in two checks; between 10 and 14 weeks was delivered in 3 checks; and any training longer than 14 weeks was delivered in 4 checks. The median total stipend payment received was highest at ARC (\$4,950), which used funds from another grant to subsidize the stipend payments for participants. The second highest total median stipend payment received was at Chrysalis (\$1,600).

The median total stipend payments also varied by gender and race. The median total stipend received for women was \$1,000, and the median total for men was \$400. By race, the median total stipend payment received was highest among White participants (\$1,550), followed by Black participants (\$700), and Hispanic participants (\$350).<sup>23</sup> Descriptively, this variation in demographic characteristics and stipend payments could not be explained by the provider. Moreover, the data suggests the possibility of misreporting or data entry errors. For example, approximately 18 percent of participants are recorded as receiving a stipend payment but were reported as having not enrolled in a training program. In the future, programs should consider their incentive allocation practices and ensure there are no disparities by demographic characteristics (see Appendix D for more detail).

Staff members noted that the financial incentives were helpful to offset incidental expenses during the training, but many participants still needed to retain employment while participating in SECTOR. SECTOR participants expressed gratitude for the financial support and noted that participating in a skills training program would have been impossible without the program's help. As one participant explained,

For a program that will pay for your school, that will give you other options, and support you, and you don't have to pay nothing out of pocket because of what you're going through, is amazing, because there are not many opportunities like this.

Another participant explained,

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23. Categories with a sample size of five or fewer are not included.

They helped me...get all my training done while I was in the shelter. I just got my job last week and I went from a shelter to \$1,800 a week, you know. So, ain't nobody else would've done that for me. You know what I'm saying? That's \$100,000 a year, over \$100,000. Who does that? Like, who's gonna pay for me to go to school so I can do that? Come on, man.

For many providers, lateness and absences can influence if participants get their financial incentives. For example, at PTW/CLL, if participants are late two or three times for their CBI-EA class, it is considered an unexcused absence, and they will not receive a certificate of CBI-EA completion or a stipend check.

## CORE COMPONENT 5: JOB PLACEMENT ASSISTANCE

The final SECTOR component offered to participants was job placement assistance. Career coaches are often crucial in assisting participants with job placement at most SECTOR providers. These staff members often took the lead in finding employers and building relationships. Some SECTOR providers also had dedicated teams for job search and placement assistance. For example, the SECTOR program at Chrysalis leveraged their organization's dedicated Chrysalis Business Development Department. The SECTOR program had a dedicated staff member in that department who worked full time to build relationships with employers in the SECTOR fields. One participant described his career coach's connections to employers stating,

Man, that dude got connections every damn where you could think of. Like, you need a job, anybody who walks through that door needs a job, they gonna be working, man. I'm trying to tell you... they kept bringing me jobs, 'Look at this one,' I just, 'No.' Every day I said, no. No, no, no, no. He said, 'You know what? I'm gonna find something. We gonna make something work.' I said, 'But it better be for the right amount or I ain't doing nothing.' And sure enough, man, they just kept...I don't know. They put something together for me and it just took off man, like, it's great.

Training partners also played a prominent role in connecting participants with jobs, as many had strong employer relationships. For example, entering an apprenticeship program with a union is the preferred next step after training in construction. Some of the training programs had formal connections to construction unions. Similarly, at PTW/CLL, CalCom Energy—the solar training provider and solar agriculture company—often hired participants that completed the training. At ACE, participants who completed the Advanced Manufacturing Academy were connected to employers, such as local machine shops, that approached them for employees.

- **Approximately 47 percent of SECTOR participants found employment within one year of enrollment as reported by program staff members.<sup>24</sup> About 42 percent of participants found full-time jobs, and about 5 percent found part-time positions.**

Among participants that found unsubsidized jobs within one year of enrollment, about 71 percent were employed in a high-growth sector, suggesting providers focused job placement assistance on the target employment sectors (see Table 3.1).<sup>25</sup> The most common employment sectors were construction; healthcare and social assistance; hospitality and leisure; and transportation and logistics (see Figure 4.5). About 21 percent of participants employed in any job (not limited to high-growth jobs in target sectors) held more than one new unsubsidized job within one year of enrollment, the average number of jobs being 1.3. Employment tenure within one year of enrollment in SECTOR ranged from less than 1 month to 12 months, with the median length of positions held being about 7 months. Jobs lasting less than a month suggest that some participants took short-term employment opportunities while participating in SECTOR. These findings are similar by race and gender (see Appendix G).

Some SECTOR providers discussed challenges in placing SECTOR participants in jobs because of discrimination against people with previous legal system involvement. Staff members spoke about participants who had job offers rescinded after the employer completed a background check. SECTOR providers found healthcare to be a particularly challenging field to enter with past felony convictions. One staff member described employers “getting around” the Fair Chance Act, or “Ban the Box,” which prohibits most employers in California from asking job candidates about their criminal legal history before making a job offer, stating,

They were saying things, like, they can’t discriminate. They can’t ask this question. And I’ve worked in human resources. And I said, ‘Yeah, they’re not supposed to but there’s ways around that.’ ... For instance, in the health field, they take a case by case but after they do that background check, if they have a choice, they’re going to discriminate. They just are. They’re gonna play it safe.

In these scenarios, staff members tried to educate the employers on the law and provide documentation and references on the participant’s behalf. Some staff members also tried to assess employer biases before participants applied and encouraged participants to explore expungement services.

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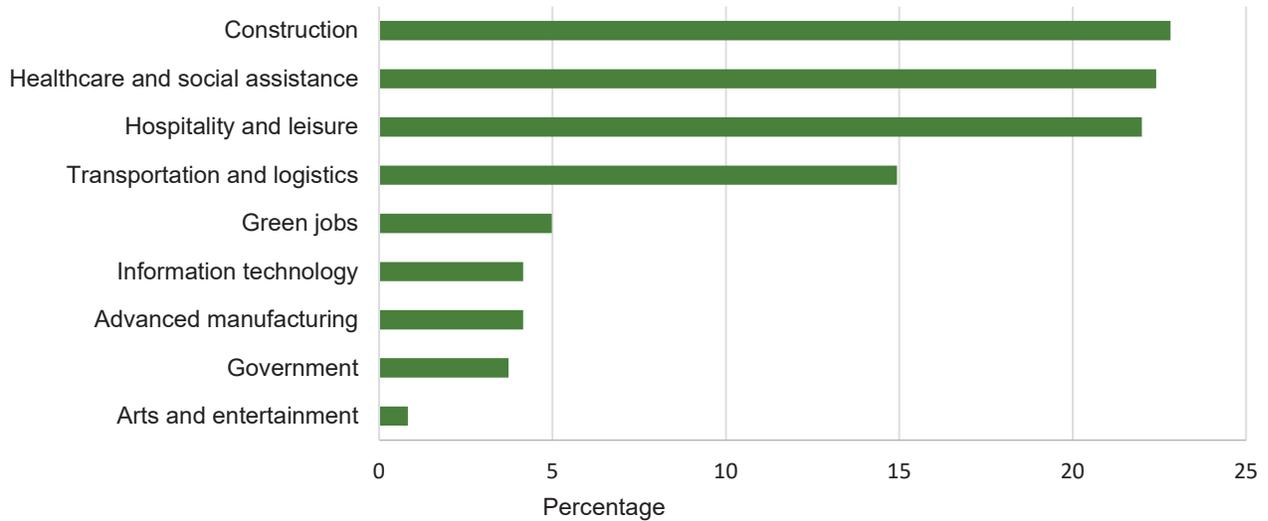
24. This includes jobs reported in CHAMP that began after enrolling in SECTOR. It does not include jobs obtained before enrollment and that were retained while the participant took part in SECTOR.

25. SECTOR providers were flexible in their criteria for determining whether positions fit into a high-growth sector. For example, an “Inventory Stocker” position at a retail store was recorded as a job in the transportation and logistics sector, and a “Server” position at a fast-food restaurant was recorded as a job in the hospitality and leisure sector.

Program staff members did not record the employment sector of jobs that began before participants enrolled in SECTOR. It is possible that some participants were employed in a high-growth sector at enrollment and remained in these positions after enrollment in the program.

Figure 4.5

Post-Enrollment Unsubsidized Jobs, by Employment Sector



SOURCE: Management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTE: The reported percentage is shown out of total high-growth sector jobs obtained by SECTOR participants (241 jobs). In total, 200 SECTOR participants obtained sectoral employment post-enrollment. Some participants obtained multiple jobs.

- Overall, hourly wages increased by about \$2.20 following enrollment in SECTOR (see Table 3.1).

The median hourly wage before joining SECTOR was \$15.00, and the median after enrolling in SECTOR was \$17.20 (about 15 percent higher). Post-enrollment wages are slightly higher than the city of Los Angeles’s minimum wage of \$16.04 an hour and the unincorporated cities in Los Angeles County’s minimum wage of \$15.96 as of July 2022. Among participants who held employment before enrolling in SECTOR and after enrollment (about 24 percent), the median wage difference between their most recent job before SECTOR and their most recent job after joining SECTOR was even greater, at \$3.39. These wages were comparable by gender. The post-enrollment median hourly wage was higher than the pre-enrollment median wage for participants of all racial backgrounds, with Black participants having the largest median difference of \$3.20. The post-enrollment median hourly wage was higher than the pre-enrollment median wage for participants at all SECTOR providers except FOLA, with a difference of -\$0.90 (see Appendix H).



# 5

## Conclusions and Recommendations

The SECTOR program offers a promising approach to serve participants with previous criminal legal system involvement in finding employment in a high-growth sector. Building off prior research, participants that enroll in SECTOR are eligible to receive targeted skills training and paid work experience opportunities, job readiness supports, and cognitive-behavioral skill-building workshops, with financial and job placement assistance.

Overall, the SECTOR providers successfully recruited and enrolled participants into the program, likely due to their existing partnerships and strong community reputations. Providers, however, faced some challenges engaging participants in some SECTOR services. It often takes time for programs to hit a steady state of implementation. Moreover, the effects of the COVID-19 pandemic, like virtual service delivery, elevated health concerns of staff members and participants, and high staff turnover, all likely contributed to early implementation challenges. COVID-19 also affected the local economy. As labor shortages persisted during the study period, many jobs were available for SECTOR participants with competitive wages. Job availability and minimum wage increases in Los Angeles and Los Angeles County may make participating in a lengthy program look less appealing, especially when participants have competing demands like housing and childcare.

SECTOR providers took different approaches to delivering the core components of the SECTOR program. It is likely a result of the different program structures and requirements that engagement varied in the program components by provider. Overall, participants interviewed for this study were most interested in accessing the skills training component. Programs could consider delivering other parts of the SECTOR model before enrolling participants in skills training to boost engagement in other services, however, requiring participation in other services should be considered in the context of participants' needs.

The participants interviewed for this study had overwhelmingly positive feedback about the staff members and the services they received as part of SECTOR. Participants and staff members built strong relationships with one another, often grounded in shared experiences with the criminal legal system. Participants also found the employment services worthwhile and the financial assistance particularly helpful. The current findings suggest that SECTOR might benefit from focusing on strengthening engagement and completion of services in the future

to, in turn, increase participants' employment opportunities and earnings, improve the health and well-being of participants, and reduce future interactions with the criminal legal system.

Moreover, most participants did not have contact with the criminal legal system post-enrollment. About half of the participants gained unsubsidized employment, most in a high-growth sector. About 21 percent of the participants received a mental health service from Los Angeles County. About 6 percent received substance use treatment and recovery services from Los Angeles County.<sup>1</sup> The current study design allowed for a detailed analysis of the implementation of SECTOR and the associated outcomes; however, this study cannot establish causality between participation in SECTOR and the outcome findings. Future research may benefit from a study design with a comparison group to rigorously measure the impact of SECTOR against participant outcomes for those who did not participate in the program.

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1. Participation in mental health services as defined by the Reentry Division and BSCC includes one-on-one meetings with a SECTOR staff person, one-on-one therapy sessions, mental health services received in the community, utilization of county Mental Health Services Act-funded mental health services, and participation in Cognitive Behavioral Interventions–Employment Adult (CBI-EA). Given this definition, 92 percent of participants received at least one mental health service. About 13.7 percent of participants received a substance use disorder treatment service, as documented by management information system records and county records.

## APPENDIX

# A

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## Data and Limitations



## DATA SOURCES

The evaluation of the SECTOR program draws from qualitative and quantitative data sources.

### Semi-Structured Interviews

The implementation study draws from qualitative data from semi-structured interviews with staff members from SECTOR providers, program participants, training providers, employers, and Reentry Division staff members, and analyses of official planning and program documents shared with the research team.<sup>1</sup> Between June 2022 and August 2022, the implementation research team interviewed 33 staff members from the SECTOR providers, 9 staff members from training providers, 2 employers, and 11 program participants. The staff members interviewed include program leadership and managers, career coaches, and support staff members from each SECTOR provider. To identify interviewees, the interview team worked with program managers to select and coordinate interviews with training providers, employers, and program participants.

### CHAMP

The implementation and outcomes studies draw from descriptive analyses of management information system data from the Comprehensive Health Accompaniment and Management Platform (CHAMP), a database that the Los Angeles County Department of Health Services, the Reentry Division within the Justice, Care, and Opportunities Department, and SECTOR providers use to track participant-level information including enrollments, assessments, demographic characteristics, and outcomes. Key data points include service receipt, referrals to external services, employment placement outcomes, and employment retention outcomes.

### InfoHub

The outcomes study also examines data on mental health services, substance use disorder services, and criminal legal outcomes from InfoHub, an administrative data repository that merges service-use data from multiple county information systems. These data are managed by the Los Angeles County Chief Information Office (CIO), which sits in the Los Angeles Chief Executive Office. The CIO provided data from five Los Angeles County agencies for this report: the Department of Mental Health, Substance Abuse Prevention and Control, the County Sheriff's Department, the Superior Court, and the Department of Probation.

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1. Semi-structured interviews include a prespecified set of open-ended questions with follow-up questions based on the response.

## LIMITATIONS

### Semi-Structured Interviews

Limitations include potential missing perspectives in the semi-structured interviews due to staff turnover and interviewee selection. There was staff turnover between the first and second year of SECTOR implementation. Many of the staff members interviewed were not employed by SECTOR during the first year of program implementation. Staff members that were interviewed reported using CHAMP to record service activities, but it is possible that reporting practices were different during the first year of SECTOR. Participants who were selected for interviews were all still actively involved or connected to the SECTOR program in some way. Perspectives from participants who exited the program early or had a less positive experience may be missing.

### CHAMP

Inconsistencies between data from CHAMP and data from InfoHub suggest the possibility of underreporting in CHAMP. For example, staff members recorded in CHAMP enrollment in in-house and external mental health services. While nearly a quarter of SECTOR participants were reported to have received mental health services from Los Angeles County within one year of enrolling in the program in InfoHub, external mental health enrollments for only 17 participants (about 3 percent of the sample) were recorded in CHAMP. It is possible that participants enrolled in county services without the help of SECTOR, however. Additionally, employment outcomes and earnings from CHAMP may not reflect the full picture of participant outcomes. CHAMP relies on information reported to program staff members. If a participant exits the program before one year from enrollment, there would not be a full picture of the participant's one-year outcomes because SECTOR does not track participants in CHAMP once they have exited the program.

### InfoHub

The CIO was not able to match all SECTOR services in CHAMP to InfoHub data. Eighty-eight participants who enrolled in SECTOR did not match to InfoHub. This means that mental health treatment outcomes, substance use disorder treatment outcomes, and criminal legal system contact outcomes are missing for about 15 percent of SECTOR participants. Therefore, reported figures may be an undercount of service utilization and contact with the criminal legal system. Further, one-year substance use disorder treatment outcome data were available for only 56.3 percent of SECTOR participants.

APPENDIX

**B**

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SECTOR Participant Characteristics,  
by Provider



## Appendix Table B.1

### SECTOR Participant Characteristics, by Provider

Measure (%)	Alliance for Community Empowerment	Anti- Recidivism Coalition	Friends Outside in Los Angeles	Paving the Way	Chrysalis
Gender <sup>a</sup>					
Male	76.9	90.4	88.6	79.7	74.2
Female	19.2	7.7	11.4	19.5	24.9
Race <sup>b</sup>					
Hispanic/Latin(a)(o)(x)	69.2	59.6	55.2	39.8	37.8
Black, African American, or African	23.1	24	29.5	36.6	41.2
White	7.7	6.7	9.5	13	15
Unknown	0	1.9	3.8	3.3	4.7
Asian		5.8	1.9	3.3	0.9
Age at enrollment					
18-24	23.1	4.8	1.9	4.9	1.3
25-34	42.3	30.8	41	37.4	29.6
35-44	19.2	38.5	28.6	31.7	28.3
45 or older	15.4	26	28.6	26	40.8
Employment status at enrollment					
Employed full-time	15.4	10.6	14.3	3.3	12.9
Employed part-time	30.8	14.4	1.9	5.7	42.9
Unemployed	46.2	73.1	78.1	87.8	40.3
Unknown	7.7	1	3.8	0.8	3.9
Other	0	1	1.9	2.4	0
Housing status at enrollment <sup>c</sup>					
Transitional housing	0	27.9	62.9	18.7	18.5
Family/relatives' homes	42.3	33.7	7.6	31.7	27.5
Independent living	30.8	19.2	15.2	16.3	23.6
Sober living homes	0	7.7	10.5	13.8	12
Other	15.3	11.5	3.8	11.3	7.7
Homeless	11.5	0	0	8.1	10.7
Criminal legal history					
Arrested and convicted	38.5	80.8	69.5	77.2	90.6
Arrested, but not convicted	53.8	17.3	26.7	21.1	5.6
Unknown	7.7	1.9	3.8	1.6	3.9

(continued)

**Appendix Table B.1 (continued)**

<b>Measure (%)</b>	<b>Alliance for Community Empowerment</b>	<b>Anti- Recidivism Coalition</b>	<b>Friends Outside in Los Angeles</b>	<b>Paving the Way</b>	<b>Chrysalis</b>
Community supervision status <sup>d</sup>					
Parole	19.2	61.5	38.1	32.5	22.7
Not on supervision	38.5	14.4	18.1	48	36.9
Adult felony probation	3.8	10.6	17.1	5.7	32.2
Other	23.1	7.6	22.8	10.6	6
Post Release Community Supervision (PRCS)	15.4	5.8	3.8	3.3	2.1
Education history <sup>e</sup>					
High school graduation	34.6	23.1	21.9	13.8	26.6
GED	0	22.1	15.2	17.9	13.7
College graduate	0	14.4	2.9	6.5	16.7
Graduate degree	0	0	1	0.8	0
Sample size	26	104	105	123	233

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTES: <sup>a</sup>Gender categories with a sample size of five or fewer are not shown in the table. One SECTOR program participant identified as genderqueer, one participant identified as a trans man, one participant identified as a trans woman, and three participants' genders were unknown.

<sup>b</sup>Racial categories with a sample size of five or fewer are not shown in the table. One SECTOR participant identified as American Indian, Alaska Native or Indigenous, and five participants identified as multi-racial.

<sup>c</sup>Other includes the categories of bridge housing, foster care, other, permanent supportive housing, rapid rehousing, and unknown.

<sup>d</sup>Forty-eight participants had an unknown supervision status at enrollment and 17 participants reported having an "other supervision status."

<sup>e</sup>One-hundred and fifty-one participants reported having some college experience, 108 participants reporting having some high school experience, 15 participants reported having some middle school experience, and 22 participants' education history was recorded as "other."

APPENDIX

C

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## SECTOR Program Completion



**Appendix Table C.1**  
**SECTOR Program Completion**

<b>Measure</b>	<b>Percentage</b>
Completed SECTOR as defined by the Reentry Division <sup>a</sup>	66.8
Completed a training program or paid work experience	47.2
Completed a training program	34.2
Completed paid work experience	19.1
Completed both a training program and paid work experience	6.1
Obtained unsubsidized employment	47.4
Sample size	591

SOURCE: Management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTES: <sup>a</sup>Program completion, as defined by the Reentry Division for the California Board of State and Community Corrections reporting, includes participants that completed the training program, paid work experience, or obtained unsubsidized employment.



APPENDIX

**D**



SECTOR Participation by Provider,  
Gender, and Race



## Appendix Table D.1

### Participation in SECTOR Components, by Provider

Measure	Alliance for Community Empowerment	Anti- Recidivism Coalition	Friends Outside in Los Angeles	Paving the Way/ Center for Living and Learning	Chrysalis
Average number of one-on-one meetings <sup>a</sup>	5.2	0.9	2.2	1.9	5.8
Supportive services received (%)					
Food assistance	0	0	0	0	28.3
Substance use disorder services <sup>b</sup>	3.8	12.5	18.1	0.8	7.3
Housing services	15.4	7.7	0	7.3	6
In-house therapy <sup>a</sup>	0	1	2.9	0	1.7
Internal mental health services <sup>a</sup>	0	0	0	0	1.3
Community mental health services <sup>a c</sup>	0	0	0	8.1	3
Legal services	19.2	1	1	0	5.6
Basic necessities	0	0	1	1.6	0
Cognitive-Behavioral Intervention–Employment Adult (CBI-EA)					
Attended at least 1 CBI-EA session <sup>a</sup> (%)	57.7	85.6	93.3	70.7	23.2
Completed CBI-EA (%)	11.5	45.2	88.6	17.9	2.1
Average number of CBI-EA sessions attended	6.1	11.3	18.3	7.2	1.1
Skills training (%)					
Any skills training					
Enrolled	23.1	93.3	30.5	43.9	42.5
Completed	3.9	67.3	12.4	41.5	28.8
Construction					
Enrolled	7.7	88.5	13.3	0	9
Completed	3.9	66.3	10.5	0	4.7
Healthcare and social assistance					
Enrolled	11.5	2.9	3.8	35.8	9.4
Completed	0	1	0	34.1	5.2
Information technology					
Enrolled	0	0	0.9	0	18
Completed	0	0	0	0	14.2
Government					
Enrolled	0	0	0.9	0	3
Completed	0	0	0	0	2.6
Green Jobs					
Enrolled	0	1.9	0	8.9	5.2
Completed	0	0	0	8.9	3.4
Transportation and logistics					
Enrolled	0	0	8.6	0	0
Completed	0	0	1.9	0	0

(continued)

Appendix Table D.1 (continued)

Measure	Alliance for Community Empowerment	Anti- Recidivism Coalition	Friends Outside in Los Angeles	Paving the Way/ Center for Living and Learning	Chrysalis
Hospitality and leisure					
Enrolled	0	0	0	0	0.9
Completed	0	0	0	0	0.4
Advanced manufacturing					
Enrolled	3.9	0	2.9	0	0.4
Completed	0	0	0	0	0
Arts and entertainment					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0
Paid work experience (%)					
Any paid work experience					
Enrolled	0.0	1.0	17.1	12.2	46.4
Completed	0.0	1.0	2.9	8.9	42.1
Construction					
Enrolled	0	0	4.8	0	0
Completed	0	0	0	0	0
Healthcare and social assistance					
Enrolled	0	0	0	12.2	24.9
Completed	0	0	0	8.9	23.2
Information technology					
Enrolled	0	0	1.9	0	0
Completed	0	0	0.9	0	0
Government					
Enrolled	0	0	1.9	0	0.4
Completed	0	0	0	0	0.4
Green jobs					
Enrolled	0	1	1.9	0	8.2
Completed	0	1	0.9	0	7.7
Transportation and logistics					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0
Hospitality and leisure					
Enrolled	0	0	6.7	0	12.9
Completed	0	0	0.9	0	10.7
Advanced manufacturing					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0
Arts and entertainment					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0

(continued)

**Appendix Table D.1 (continued)**

<b>Measure</b>	<b>Alliance for Community Empowerment</b>	<b>Anti- Recidivism Coalition</b>	<b>Friends Outside in Los Angeles</b>	<b>Paving the Way/ Center for Living and Learning</b>	<b>Chrysalis</b>
Median financial assistance payments					
Gift cards	60	450	50	--	150
Transportation support	--	25	300	--	25.5
Stipend payments	170	4950	300	972.5	1600
Post-enrollment jobs by employment sector (%)					
Construction	3.9	26	8.6	2.4	5.6
Healthcare and social assistance	3.9	1	0.9	13	12
Information technology	0	1	0	0.8	3.4
Government	0	0	2.9	0	2.1
Green Jobs	0	0	1.9	4.9	1.7
Transportation and logistics	0	1.9	8.6	10.6	5.2
Hospitality and leisure	3.9	0	0.9	3.2	15.4
Advanced manufacturing	11.5	0	0	0.8	2.6
Arts and entertainment	0	0	0.9	0.8	0
Sample size	26	104	105	123	233

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform (CHAMP).

NOTES: <sup>a</sup>Participation in mental health services recorded in CHAMP and as defined by the Reentry Division and the California Board of State and Community Corrections includes career coach meetings with a SECTOR program staff person, one-on-one therapy sessions, other internal mental health services, mental health services received in the community, and participation in CBI-EA.

<sup>b</sup>Substance use disorder services do not include substance use disorder services reported in administrative data. See Appendix F for substance use disorder administrative data outcomes by provider, gender, and race.

<sup>c</sup>Community mental health services do not include mental health services reported in administrative data. See Appendix E for mental health administrative data outcomes by provider, gender, and race.

## Appendix Table D.2

### Participation in SECTOR Components, by Gender

Measure	Male	Female
Average number of one-on-one meetings <sup>a</sup>	3.2	4.3
Supportive services received (%)		
Food assistance	11.3	10.3
Substance use disorder services <sup>b</sup>	8.8	7.5
Housing services	5.4	8.4
In-house therapy <sup>a</sup>	1.3	1.9
Internal mental health service <sup>a</sup>	0.2	1.9
Community mental health services <sup>a c</sup>	2.5	4.7
Legal services	2.9	5.6
Basic necessities	0.4	0.9
Cognitive-Behavioral Intervention–Employment Adult (CBI-EA)		
Attended at least 1 CBI-EA session <sup>a</sup> (%)	60.7	45.8
Completed CBI-EA (%)	31.2	18.7
Average number of CBI-EA sessions attended	7.9	5.2
Skills training (%)		
Any skills training		
Enrolled	49.4	46.7
Completed	35.4	29
Construction		
Enrolled	25.7	3.7
Completed	18.4	1.9
Healthcare and social assistance		
Enrolled	9.8	27.1
Completed	7.7	16.8
Information technology		
Enrolled	7.3	7.5
Completed	5.9	4.7
Government		
Enrolled	0.8	3.7
Completed	0.8	1.9
Green Jobs		
Enrolled	4.6	2.8
Completed	3.4	2.8

(continued)

**Appendix Table D.2 (continued)**

<b>Measure</b>	<b>Male</b>	<b>Female</b>
Transportation and logistics		
Enrolled	1.9	0
Completed	0.4	0
Hospitality and leisure		
Enrolled	0.4	0
Completed	0.2	0
Advanced manufacturing		
Enrolled	0.4	2.8
Completed	0	0
Arts and entertainment		
Enrolled	0	0
Completed	0	0
Paid work experience (%)		
Any paid work experience		
Enrolled	24.1	23.4
Completed	18.4	21.5
Construction		
Enrolled	1.1	0
Completed	0	0
Healthcare and social assistance		
Enrolled	10.7	19.6
Completed	9.4	17.8
Information technology		
Enrolled	0.4	0
Completed	0.2	0
Government		
Enrolled	0.6	0
Completed	0.2	0
Green jobs		
Enrolled	4.4	0.9
Completed	4	0.9
Transportation and logistics		
Enrolled	0	0
Completed	0	0
Hospitality and leisure		
Enrolled	6.9	2.8
Completed	4.6	2.8

(continued)

**Appendix Table D.2 (continued)**

<b>Measure</b>	<b>Male</b>	<b>Female</b>
Advanced manufacturing		
Enrolled	0	0
Completed	0	0
Arts and entertainment		
Enrolled	0	0
Completed	0	0
Median financial assistance payments		
Gift cards	100	190
Transportation support	100	100
Stipend payments	400	1000
Post-enrollment jobs by employment sector (%)		
Construction	10.5	2.8
Healthcare and social assistance	5.4	19.6
Information technology	1.3	3.7
Government	1.3	1.9
Green Jobs	2.5	0
Transportation and logistics	6.9	1.9
Hospitality and leisure	6.9	7.5
Advanced manufacturing	1.9	0.9
Arts and entertainment	0.4	0
Sample size <sup>d</sup>	478	107

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform (CHAMP).

NOTES: <sup>a</sup>Participation in mental health services recorded in CHAMP and as defined by the Reentry Division and the California Board of State and Community Corrections includes career coach meetings with a SECTOR program staff person, one-on-one therapy sessions, other internal mental health services, mental health services received in the community, and participation in CBI-EA.

<sup>b</sup>Substance use disorder services do not include substance use disorder services reported in administrative data. See Appendix F for substance use disorder administrative data outcomes by provider, gender, and race.

<sup>c</sup>Community mental health services do not include mental health services reported in administrative data. See Appendix E for mental health administrative data outcomes by provider, gender and race.

<sup>d</sup>Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as genderqueer, one participant identified as a trans man, one participant identified as a trans woman, and three participants' genders were unknown.

**Appendix Table D.3**

**Participation in SECTOR Components, by Race**

<b>Measure</b>	<b>Hispanic/ Latin(a)(o)(x)</b>	<b>Black, African American, or African</b>	<b>White</b>	<b>Unknown</b>	<b>Asian or Asian American</b>
Average number of one-on-one meetings <sup>a</sup>	3.2	3.8	3.5	2.6	2.8
Supportive services received (%)					
Food assistance	8	13.8	18.6	14.3	0
Substance use disorder services <sup>b</sup>	10.2	6.4	11.4	0	7.1
Housing services	5.5	7.4	4.3	4.8	0
In-house therapy <sup>a</sup>	0.7	2.5	1.4	0	0
Internal mental health services <sup>a</sup>	0.4	0	1.4	0	0
Community mental health services <sup>a c</sup>	2.9	3.4	1.4	4.8	0
Legal services	3.6	3	4.3	0	7.1
Basic necessities	0.4	1	0	0	0
Cognitive-Behavioral Intervention–Employment Adult (CBI-EA)					
Attended at least 1 CBI-EA session <sup>a</sup> (%)	66.9	52.2	41.4	42.9	64.3
Completed CBI-EA (%)	37.1	22.2	17.1	23.8	28.6
Average number of CBI-EA sessions attended	9.1	6.2	4.8	5.4	8.3
Skills training (%)					
Any skills training					
Enrolled	49.8	52.2	40	28.6	50
Completed	37.1	36	20	23.8	28.6
Construction					
Enrolled	28	17.7	11.4	4.8	28.6
Completed	20.4	12.3	7.1	4.8	14.3
Healthcare and social assistance					
Enrolled	9.4	18.7	11.4	9.5	7.1
Completed	7.6	13.8	2.9	9.5	7.1
Information technology					
Enrolled	6.6	6.9	14.3	4.8	0
Completed	5.4	5.4	10	0	0
Government					
Enrolled	1.1	1.5	1.4	4.8	0
Completed	0.7	1	1.4	4.8	0
Green Jobs					
Enrolled	3.6	5.9	1.4	4.8	7.1
Completed	3.3	3.9	0	4.8	7.1
Transportation and logistics					
Enrolled	1.1	2	1.4	0	7.1
Completed	0.7	0	0	0	0
Hospitality and leisure					
Enrolled	0.4	0.5	0	0	0
Completed	0.4	0	0	0	0
Advanced manufacturing					
Enrolled	1.4	0.5	0	0	0
Completed	0	0	0	0	0

(continued)

**Appendix Table D.3 (continued)**

<b>Measure</b>	<b>Hispanic/ Latin(a)(o)(x)</b>	<b>Black, African American, or African</b>	<b>White</b>	<b>Unknown</b>	<b>Asian or Asian American</b>
Arts and entertainment					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0
Paid work experience (%)					
Any paid work experience					
Enrolled	20.4	27.6	27.1	28.6	14.3
Completed	14.6	22.7	24.3	23.8	14.3
Construction					
Enrolled	0.7	1	1.4	0	0
Completed	0	0	0	0	0
Healthcare and social assistance					
Enrolled	11.3	11.8	15.7	14.3	7.1
Completed	9.4	10.3	15.7	14.3	7.1
Information technology					
Enrolled	0.4	0	0	0	7.1
Completed	0	0	0	0	7.1
Government					
Enrolled	0.7	0.5	0	0	0
Completed	0	0.5	0	0	0
Green jobs					
Enrolled	1.4	4.9	7.1	14.3	0
Completed	1.4	4.4	7.1	9.5	0
Transportation and logistics					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0
Hospitality and leisure					
Enrolled	5.8	9.4	2.9	0	0
Completed	3.6	7.4	1.4	0	0
Advanced manufacturing					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0
Arts and entertainment					
Enrolled	0	0	0	0	0
Completed	0	0	0	0	0
Median financial assistance payments					
Gift cards	175	100	90	90	100
Transportation support	100	100	200	--	300
Stipend payments	350	700	1550	300	385

(continued)

**Appendix Table D.3 (continued)**

<b>Measure</b>	<b>Hispanic/ Latin(a)(o)(x)</b>	<b>Black, African American, or African</b>	<b>White</b>	<b>Unknown</b>	<b>Asian or Asian American</b>
Post-enrollment jobs by employment sector (%)					
Construction	10.6	6.9	4.3	14.3	7.1
Healthcare and social assistance	8	7.4	10	0	14.3
Information technology	0.7	2	4.3	0	7.1
Government	1.4	0.5	2.9	4.8	0
Green Jobs	2.2	1	4.3	0	7.1
Transportation and logistics	6.2	4.9	10	9.5	0
Hospitality and leisure	7.6	8.4	2.9	0	7.1
Advanced manufacturing	2.9	1	0	0	0
Arts and entertainment	0.7	0	0	0	0
Sample size <sup>d</sup>	275	203	70	21	14

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform (CHAMP).

NOTES: <sup>a</sup>Participation in mental health services recorded in CHAMP and as defined by the Reentry Division and the California Board of State and Community Corrections includes career coach meetings with a SECTOR program staff person, one-on-one therapy sessions, other internal mental health services, mental health services received in the community, and participation in CBI-EA.

<sup>b</sup>Substance use disorder services do not include substance use disorder services reported in administrative data. See Appendix F for substance use disorder administrative data outcomes by provider, gender, and race.

<sup>c</sup>Community mental health services do not include mental health services reported in administrative data. See Appendix E for mental health administrative data outcomes by provider, gender, and race.

<sup>d</sup>Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as American Indian, Alaska Native or Indigenous, and five participants identified as multi-racial.



APPENDIX

**E**

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Mental Health Outcomes by Provider,  
Gender, and Race



## Appendix Table E.1

### One-Year County Mental Health Treatment Service Utilization Outcomes for SECTOR Participants, by Provider

Measure	Alliance for Community Empowerment	Anti- Recidivism Coalition	Friends Outside in Los Angeles	Paving the Way/Center for Living and Learning	Chrysalis
Ever received inpatient admission or outpatient services (%)	7.7	8.7	18.1	26	27.5
Among participants who received an inpatient admission or outpatient services					
Outpatient service use (%)	100	100	100	100	98.4
Inpatient admission (%)	0	33.3	0	12.5	6.2
Average number of outpatient services received	18	22.2	19.2	14.2	27.5
Average number of inpatient admissions	0	1.3	0	1.5	2.8
Sample size <sup>a</sup>	26	104	105	123	233

SOURCE: MDRC calculations from InfoHub.

NOTE: <sup>a</sup>Approximately 15 percent of SECTOR program participants (N = 88) did not match to InfoHub data, therefore the findings reported may be an undercount.

## Appendix Table E.2

### One-Year County Mental Health Treatment Service Utilization Outcomes for SECTOR Participants, by Gender

Measure	Male	Female
Ever received inpatient admission or outpatient services (%)	18.2	34.6
Among participants who received an inpatient admission or outpatient services		
Outpatient service use (%)	98.9	100
Inpatient admission (%)	12.6	0
Average number of outpatient services received	19.3	30.4
Average number of inpatient admissions	1.9	0
Sample size <sup>a</sup>	478	107

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Approximately 15 percent of SECTOR program participants (N = 88) did not match to InfoHub data, therefore the findings reported may be an undercount. Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as genderqueer, one participant identified as a trans man, one participant identified as a trans woman, and three participants' genders were unknown.

### Appendix Table E.3

#### One-Year County Mental Health Treatment Service Utilization Outcomes for SECTOR Participants, by Race

Measure	Hispanic/ Latin(a)(o)(x)	Black, African American, or African	White	Unknown	Asian or Asian American
Ever received inpatient admission or outpatient services (%)	18.5	25.1	24.3	9.5	7.1
Among participants who received an inpatient admission or outpatient services					
Outpatient service use (%)	100	100	94.1	100	100
Inpatient admission (%)	9.8	7.8	11.8	0	0
Average number of outpatient services received	22.2	19.7	28.8	23	10
Average number of inpatient admissions	2	2	1.5	0	0
Sample size <sup>a</sup>	275	203	70	21	14

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Approximately 15 percent of SECTOR program participants (N = 88) did not match to InfoHub data, therefore the findings reported may be an undercount. Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as American Indian, Alaska Native or Indigenous; and five participants identified as multi-racial.



APPENDIX

**F**

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Substance Use Outcomes by Provider,  
Gender, and Race



## Appendix Table F.1

### One-Year County Substance Use Disorder Treatment Service Utilization Outcomes for SECTOR Participants, by Provider

Measure	Alliance for Community Empowerment	Anti- Recidivism Coalition	Friends Outside in Los Angeles	Paving the Way/Center for Living and Learning	Chrysalis
Ever received inpatient admission or outpatient services (%)	7.7	5.8	7.6	7.3	5.6
Among participants who received an inpatient admission or outpatient services					
Outpatient service use (%)	50	66.7	87.5	88.9	76.9
Inpatient admission (%)	50	33.3	37.5	33.3	46.2
Average number of outpatient services received	1	1	1.3	1.4	1.6
Average number of inpatient admissions	1	1	1.3	1	1.8
Sample size <sup>a</sup>	26	104	105	123	233

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Due to data limitations, one-year substance use disorder treatment outcomes are available for only 56.3 percent of SECTOR program participants. Therefore, the findings reported may be an undercount.

## Appendix Table F.2

### One-Year County Substance Use Disorder Treatment Service Utilization Outcomes for SECTOR Participants, by Gender

Measure	Male	Female
Ever received inpatient admission or outpatient services (%)	6.1	7.5
Among participants who received an inpatient admission or outpatient services		
Outpatient service use (%)	82.8	62.5
Inpatient admission (%)	34.5	62.5
Average number of outpatient services received	1.2	2.2
Average number of inpatient admissions	1.4	1.4
Sample size <sup>a</sup>	478	107

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Due to data limitations, one-year substance use disorder treatment outcomes are available for only 56.3 percent of SECTOR program participants. Therefore, the findings reported may be an undercount. Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as genderqueer, one participant identified as a trans man, one participant identified as a trans woman, and three participants' genders were unknown.

### Appendix Table F.3

#### One-Year County Substance Use Disorder Treatment Service Utilization Outcomes for SECTOR Participants, by Race

Measure	Hispanic/ Latin(a)(o)(x)	Black, African American, or African	White	Unknown	Asian or Asian American
Ever received inpatient admission or outpatient services (%)	8	4.9	5.7	0	7.1
Among participants who received an inpatient admission or outpatient services					
Outpatient service use (%)	86.4	60	75	0	100
Inpatient admission (%)	27.3	60	75	0	0
Average number of outpatient services received	1.3	1.7	1.3	--	2
Average number of inpatient admissions	1.2	1.2	2.3	--	--
Sample size <sup>a</sup>	275	203	70	21	14

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Due to data limitations, one-year substance use disorder treatment outcomes are available for only 56.3 percent of SECTOR program participants. Therefore, the findings reported may be an undercount. Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as American Indian, Alaska Native or Indigenous; and five participants identified as multi-racial.



APPENDIX

G

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Criminal Legal System Outcomes by  
Provider, Gender, and Race



## Appendix Table G.1

### One-Year Criminal Legal System Contact Outcomes for SECTOR Participants, by Provider

Measure (%)	Alliance for Community Empowerment	Anti- Recidivism Coalition	Friends Outside in Los Angeles	Paving the Way/Center for Living and Learning	Chrysalis
<b>Convictions<sup>a</sup></b>					
Not convicted of a felony or misdemeanor	92.3	94.2	98.1	92.7	97
Not convicted of a felony	96.2	97.1	98.1	95.1	97.9
Not convicted of a misdemeanor	96.2	97.1	100	95.9	99.1
<b>Arrests<sup>b</sup></b>					
Not arrested for a felony or misdemeanor	76.9	90.4	87.6	85.4	88
Not arrested for a felony	76.9	92.3	90.5	88.6	90.6
Not arrested for a misdemeanor	100	96.2	96.2	91.9	94.8
<b>Probation<sup>c</sup></b>					
Probation not revoked	100	80	88.9	70	84.4
Probation not terminated	100	100	100	90	96.9
Probation not extended	100	100	100	100	100
Sample size <sup>d</sup>	26	104	105	123	233

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Only the highest charge per case filing date was used in calculations.

<sup>b</sup>Only the highest charge per arrest date was used in calculations.

<sup>c</sup>Probation measures are among participants on probation at the time of enrollment in the SECTOR program.

<sup>d</sup>Approximately 15 percent of SECTOR participants (N = 88) did not match to InfoHub data, therefore the findings reported may be an undercount.

## Appendix Table G.2

### One-Year Criminal Legal System Contact Outcomes for SECTOR Participants, by Gender

Measure (%)	Male	Female
<b>Convictions<sup>a</sup></b>		
Not convicted of a felony or misdemeanor	95.2	2.8
Not convicted of a felony	96.9	1.9
Not convicted of a misdemeanor	97.9	0.9
<b>Arrests<sup>b</sup></b>		
Not arrested for a felony or misdemeanor	86.6	9.3
Not arrested for a felony	88.7	5.6
Not arrested for a misdemeanor	95	4.7
<b>Probation<sup>c</sup></b>		
Probation not revoked	84	23.1
Probation not terminated	96	0
Probation not extended	100	0
Sample size <sup>d</sup>	478	107

SOURCE: MDRC calculations from InfoHub.

NOTES: <sup>a</sup>Only the highest charge per case filing date was used in calculations.

<sup>b</sup>Only the highest charge per arrest date was used in calculations.

<sup>c</sup>Probation measures are among participants on probation at the time of enrollment in the SECTOR program.

<sup>d</sup>Approximately 15 percent of SECTOR participants (N = 88) did not match to InfoHub data, therefore the findings reported may be an undercount. Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as genderqueer, one participant identified as a trans man, one participant identified as a trans woman, and three participants' genders were unknown.

### Appendix Table G.3

#### One-Year Criminal Legal System Contact Outcomes for SECTOR Participants, by Race

Measure (%)	Hispanic/ Latin(a)(o)(x)	Black, African American, or African	White	Unknown	Asian or Asian American
<b>Convictions<sup>a</sup></b>					
Not convicted of a felony or misdemeanor	94.9	97	92.9	100	100
Not convicted of a felony	96.7	97.5	95.7	100	100
Not convicted of a misdemeanor	97.8	99.5	95.7	100	100
<b>Arrests<sup>b</sup></b>					
Not arrested for a felony or misdemeanor	87.3	86.2	88.6	95.2	85.7
Not arrested for a felony	89.5	89.7	90	95.2	92.9
Not arrested for a misdemeanor	95.6	94.6	92.9	100	92.9
<b>Probation<sup>c</sup></b>					
Probation not revoked	81.6	81.2	85.7	100	100
Probation not terminated	94.7	100	100	100	100
Probation not extended	100	100	100	100	100
Sample size <sup>d</sup>	275	203	70	21	14

SOURCE: Calculations based on data from InfoHub.

NOTES: <sup>a</sup>Only the highest charge per case filing date was used in calculations.

<sup>b</sup>Only the highest charge per arrest date was used in calculations.

<sup>c</sup>Probation measures are among participants on probation at the time of enrollment in the SECTOR program.

<sup>d</sup>Approximately 15 percent of SECTOR participants (N = 88) did not match to InfoHub data, therefore the findings reported may be an undercount. Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as American Indian, Alaska Native or Indigenous, and five participants identified as multi-racial.



APPENDIX

**H**

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Employment and Earnings Outcomes  
by Provider, Gender, and Race



## Appendix Table H.1

### Pre- and Post-Enrollment Employment Status and Earnings Outcomes for SECTOR Participants, by Provider

Measure	Alliance for Community Empowerment	Anti- Recidivism Coalition	Friends Outside in Los Angeles	Paving the Way/Center for Living and Learning	Chrysalis
<b>Pre-enrollment</b>					
Ever employed before enrollment (%)	30.8	21.2	1.9	42.3	88
Employment status at time of enrollment (%)	46.2	25	16.2	9	55.8
Full-time	15.4	10.6	14.3	3.3	12.9
Part-time	30.8	14.4	1.9	5.7	42.9
Other	0	1	1.9	2.4	0
Unemployed	46.2	73.1	78.1	87.8	40.3
Unknown	7.7	1	3.8	0.8	3.9
Among participants ever employed pre-enrollment					
Held multiple jobs (%)	0	27.3	0	15.4	76.6
Median months employed <sup>a</sup>	14.3	9.5	27.4	13.7	12
Median hourly wage (\$) <sup>a</sup>	15.0	15.0	16.9	14.5	15.0
<b>Post-enrollment</b>					
Ever found employment after enrollment (%)	30.8	50	53.3	39	49.4
Full-time	19.2	48.1	45.7	36.6	43.3
Part-time	11.5	1.9	7.6	2.4	6
Unemployed	69.2	50	46.7	61	50.6
Among participants ever employed post-enrollment					
Employed in a high-growth sector (%)	75	59.6	46.4	91.7	80
Held multiple jobs (%)	12.5	7.7	10.7	18.8	33.9
Median number of months employed <sup>a</sup>	4.5	7.8	9.1	9.2	5.2
Median hourly wage (\$) <sup>a</sup>	16.0	18.1	16.0	16.0	18.0
Tenure of jobs held post-enrollment (%)					
0-1 month	0	7	1.6	12.9	22.7
1-6 months	70	29.8	24.2	17.7	39.5
6-12 months	30	63.2	74.2	69.4	37.8
Sample size	26	104	105	123	233

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTES: <sup>a</sup>Median number of months employed and median hourly wage reported are from the last position held by participants pre- and post-enrollment in the SECTOR program. These include ongoing positions. Positions were determined to be ongoing if no end date was reported by the provider. For positions started prior to enrollment, the duration of the ongoing position was calculated from the reported start date to the date the data was provided by SECTOR for the evaluation. For positions started after enrollment, the duration of the ongoing position was calculated from the reported start date to one year from the participant's enrollment date.

## Appendix Table H.2

### Pre- and Post-Enrollment Employment Status and Earnings Outcomes for SECTOR Participants, by Gender

Measure	Male	Female
<b>Pre-enrollment</b>		
Ever employed before enrollment (%)	47.3	55.1
Employment status at time of enrollment (%)	31.6	41.1
Full-time	10.7	11.2
Part-time	20.9	29.9
Other	0.8	1.9
Unemployed	64.9	54.2
Unknown	2.7	2.8
Among participants ever employed pre-enrollment		
Held multiple jobs (%)	58.4	62.7
Median months employed <sup>a</sup>	12	12
Median hourly wage (\$) <sup>a</sup>	15.0	15.0
<b>Post-enrollment</b>		
Ever found employment after enrollment (%)	46.9	49.5
Full-time	42.7	41.1
Part-time	4.2	8.4
Unemployed	53.1	50.5
Among participants ever employed post-enrollment		
Employed in a high-growth sector (%)	71.9	67.9
Held multiple jobs (%)	21	22.6
Median number of months employed <sup>a</sup>	7.6	6.6
Median hourly wage (\$) <sup>a</sup>	17.0	18.0
Tenure of jobs held post-enrollment (%)		
0-1 month	14.7	11.8
1-6 months	30.7	41.2
6-12 months	54.6	47.1
Sample size <sup>b</sup>	478	107

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTES: <sup>a</sup>Median number of months employed and median hourly wage reported are from the last position held by participants pre- and post-enrollment in the SECTOR program. These include ongoing positions. Positions were determined to be ongoing if no end date was reported by the provider. For positions started prior to enrollment, the duration of the ongoing position was calculated from the reported start date to the date the data was provided by SECTOR for the evaluation. For positions started after enrollment, the duration of the ongoing position was calculated from the reported start date to one year from the participant's enrollment date.

<sup>b</sup>Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as genderqueer, one participant identified as a trans man, one participant identified as a trans woman, and three participants' genders were unknown.

### Appendix Table H.3

#### Pre- and Post-Enrollment Employment Status and Earnings Outcomes for SECTOR Participants, by Race

Measure	Hispanic/ Latin(a)(o)(x)	Black, African American, or African	White	Unknown	Asian or Asian American
<b>Pre-enrollment</b>					
Ever employed before enrollment (%)	45.1	51.7	55.7	52.4	28.6
Employment status at time of enrollment (%)	32.4	35	37.1	33.4	21.4
Full-time	13.5	8.4	10	4.8	14.3
Part-time	18.9	26.6	27.1	28.6	7.1
Other	0.7	1.5	0	0	7.1
Unemployed	65.5	59.1	60	57.1	71.4
Unknown	1.5	4.4	2.9	9.5	0
Among participants ever employed pre-enrollment					
Held multiple jobs (%)	60.5	61	53.8	63.6	50
Median months employed <sup>a</sup>	9.8	15	19.3	18.3	6.2
Median hourly wage (\$) <sup>a</sup>	15.0	14.8	15.0	15.0	13.5
<b>Post-enrollment</b>					
Ever found employment after enrollment (%)	49.1	43.8	54.3	33.3	42.9
Full-time	43.6	37.9	50	33.3	42.9
Part-time	5.5	5.9	4.3	0	0
Unemployed	50.9	56.2	45.7	66.7	57.1
Among participants ever employed post-enrollment					
Employed in a high growth sector (%)	73.3	69.7	60.5	71.4	100
Held multiple jobs (%)	23.7	19.1	18.4	28.6	0
Median number of months employed <sup>a</sup>	7.6	6.9	7.7	6.2	9.7
Median hourly wage (\$) <sup>a</sup>	17.0	18.0	17.9	20.6	15.8
Tenure of jobs held post-enrollment (%)					
0-1 month	14.8	18.8	6.2	11.1	0
1-6 months	32.8	30.4	39.6	33.3	0
6-12 months	52.5	50.9	54.2	55.6	100
Sample size <sup>b</sup>	275	203	70	21	14

SOURCE: Administrative management information system data from the Comprehensive Health Accompaniment and Management Platform.

NOTES: <sup>a</sup>Median number of months employed and median hourly wage reported are from the last position held by participants pre- and post-enrollment in the SECTOR program. These include ongoing positions. Positions were determined to be ongoing if no end date was reported by the provider. For positions started prior to enrollment, the duration of the ongoing position was calculated from the reported start date to the date the data was provided by SECTOR for the evaluation. For positions started after enrollment, the duration of the ongoing position was calculated from the reported start date to one year from the participant's enrollment date.

<sup>b</sup>Categories with a sample size of five or fewer are not shown in this table. One SECTOR participant identified as American Indian, Alaska Native or Indigenous, and five participants identified as multi-racial.



APPENDIX

I

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Grantee Highlight



## Paving the Way in Partnership with Center for Living and Learning

“I’ve been doing this work for a long time and being able to be a pioneer with the SECTOR program is truly an honor,” said Janie Hodge, the Executive Director of Paving the Way. “I can’t wait to see all the people we will help get to that next step as well as the doors we’ll help open for them.” (SECTOR Press Release)

**Paving the Way** in partnership with **Center for Living and Learning (PTW/CLL)** is one of the five community-based organizations delivering SECTOR services under the Los Angeles County Proposition 47 Cohort 2 Grant. Founded in 2006, PTW provides employment and supportive services to individuals transitioning from incarceration, homelessness, and addiction in the Antelope Valley. Likewise, CLL, which was founded in 2001, is a nonprofit organization providing similar services to individuals in the San Fernando Valley. Under the SECTOR program, both organizations aimed to serve a total of 100 participants in Year 1. Through the integration of employment readiness services, sectoral training, and Cognitive Behavioral Interventions–Employment Adult (CBI-EA), PTW/CLL continues to work toward placing individuals with past legal system involvement in careers in high-growth employment sectors. The main sectors include green jobs, healthcare and social assistance, and construction.



### Participation

Within one year of enrollment, PTW/CLL participants have shown positive engagement in SECTOR:

**90%** attended a career coaching meeting<sup>a</sup>

**41%** completed a skills training program

**71%** started CBI-EA and **18%** completed the curriculum

**26%** received a mental health service from the Los Angeles County Department of Mental Health

**7%** received substance use disorder services from Los Angeles County Substance Abuse Prevention and Control

### Reflections

“That’s the part that I think is the **biggest success**, that we can see that we’re helping, that their **lives are growing**, that they’re doing more than they thought they could do.”  
—Staff person

“I’m planning on staying here at **Center for Living and Learning** for a while. I **love this place, this organization**. I think I’ll still be here a year from now, but **eventually I want to go back to school** to learn more about substance abuse.”  
—Participant

“If it wasn’t for **Paving the Way**, I don’t know where I’d be right now because they’ve been my number one supporter, my number one backer, **my number one on everything**.”—Participant

<sup>a</sup>The Reentry Division and the California Board of State and Community Corrections define career coaching meetings and CBI-EA as a mental health service. Participation in mental health services as defined by the Reentry Division and the California Board of State and Community includes one-on-one meetings with a SECTOR program staff person, one-on-one therapy sessions, other internal mental health services, mental health services received in the community, utilization of county Mental Health Services Act-funded mental health services, and participation in Cognitive Behavioral Interventions–Employment Adult (CBI-EA).



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# ABOUT MDRC

MDRC, a nonprofit, nonpartisan social and education policy research organization, is committed to finding solutions to some of the most difficult problems facing the nation. We aim to reduce poverty and bolster economic mobility; improve early child development, public education, and pathways from high school to college completion and careers; and reduce inequities in the criminal justice system. Our partners include public agencies and school systems, nonprofit and community-based organizations, private philanthropies, and others who are creating opportunity for individuals, families, and communities.

Founded in 1974, MDRC builds and applies evidence about changes in policy and practice that can improve the well-being of people who are economically disadvantaged. In service of this goal, we work alongside our programmatic partners and the people they serve to identify and design more effective and equitable approaches. We work with them to strengthen the impact of those approaches. And we work with them to evaluate policies or practices using the highest research standards. Our staff members have an unusual combination of research and organizational experience, with expertise in the latest qualitative and quantitative research methods, data science, behavioral science, culturally responsive practices, and collaborative design and program improvement processes. To disseminate what we learn, we actively engage with policymakers, practitioners, public and private funders, and others to apply the best evidence available to the decisions they are making.

MDRC works in almost every state and all the nation's largest cities, with offices in New York City; Oakland, California; Washington, DC; and Los Angeles.