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Support Services from Prison to Home: Reentry Programs in a Western State

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This is to certify that the doctoral dissertation by

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Abstract

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MS, Kaplan University, 2015

BS, Kaplan University, 2012

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

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Abstract

People released from incarceration are not equipped to deal with the challenges of transitioning back into society. Previous research on reentry suggests that correctional institutions may fail to adequately prepare inmates to transition to community life at the time of release, and little research addresses the perspectives of incarcerated people who have experienced reentry. Using social justice theory and the institutional analysis and development framework as guides, the purpose of this ethnographic study of reentry programs in a western state was to (a) determine how well they meet the needs of ex-offenders receiving reentry services, (b) identify best practices if their needs are being met, and (c) document challenges experienced by participants and program staff. Data were collected through in-depth interviews with 2 staff members, and 12 male and 3 female ex-offenders recruited through flyers at three different reentry programs. Interviews were transcribed, subjected to deductive coding, and a thematic analysis procedure. The key finding of this study was that participation in reentry programs supports the values and hope of second chances for ex-offenders, but formerly incarcerated people need access to resources and support in order to achieve social and financial independence. The results of this study validated the two theoretical frameworks used. To the results of the study indicate that program administrators should establish methods to monitor and track outcome success, and policy makers should consider increases in funding to expand reentry projects that have demonstrated successful reentry projects and thus promote improved public safety outcomes.

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Dedication

To my Pops, the late Harvey Lee Jamison (1938-2010). Pop, you taught me to believe in myself, and that I will be somebody one day. Pop, you were here at the beginning of my educational journey. However, you past away two weeks before graduation in 2010 which I was awarded class valedictorian. What I want you to know Pop, your words 'if Candi can change, anyone can change' stuck with me. I have always strived for greatness, no matter what life threw at me. Thank you. I love and miss you. Love always.

To My Mommy, Catherine D. Jamison. Mommy, your love, your strength, your gift of giving has shaped me to be the woman, wife, mother, grandmother I am today. I admired your devotion to "Pop" your husband, your children, grandchildren, great-grandchildren, and your church. Your kindness to those around you has been a gift that never stops giving. Thank you, Mommy, I love you so much. Love always your daughter.

To my husband Daryl, my children Deon, Bridget, Tyrese, and Shabazz-Ali, my sisters Annette and Nicole. Thank you for all you guys support, I know this was a long journey, and I appreciated that all of you guys being a great support system. Thanks for all your love, patience, and especially understanding what was important to finish. I love you all.

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I would like to especially thank the Reentry Programs and all the participants who let me conduct my research study at these facilities.

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Chapter 1: Introduction to the Study

Introduction

Currently, the majority of ex-offenders released from incarceration are not equipped to deal with the challenges in society today. Research shows that transitioning back into society is difficult. Harding, Wyse, Dobson, and Morenoff (2014) indicated the barriers ex-offenders face, such as, lack of employment, housing, mental health assistance, and substance abuse treatment. Ex-offenders tend to be unaware of support resources. Since reducing recidivism rates is a crucial element in our criminal justice system, reentry programs are an essential component of recidivism reduction (Hopkins, 2017).

The Second Chance Act Reentry Initiative National authorized $340 million for local and state agencies to implement reentry programs in their communities (O'Hear, 2007). The reentry programs funded by the Second Chance Act had to incorporate evidence-based practices, that is, what works in various programs in reducing recidivism and improving outcomes; yearly evaluations of program outcomes were required. .

Although community-based organizations often operate reentry programs, there are a variety of different types of reentry program models (Dean, 2014). These models are defined in Chapter 2 Explained in the literature review section were to help identify the primary obstacles that ex-offenders encounter while trying to reintegrate into society.

Chapter 1 covers the following topics: background of the study, the problem, purpose, research questions, theoretical framework, the nature of the study, definitions, scope, assumptions, limitations, and significance.

Background of the Study

In the 1960s and 1970s, work release programs existed within the prison whereby offenders worked while incarcerated and gained experience in the labor market (Rukus, Eassey, & Baldwin, 2015). But work release programs waned as a result of the "get tough on crime"policies had backfire and criticisms about ineffectiveness, (Rukus et al., 2015). Incarceration and recidivism rates are high (National Institute of Justice, 2014). Thus policymakers and correctional institutions focus on rehabilitation. However, Farabee, Zhang, and Wright (2014) pointed out that rehabilitation or reentry programs are not consistently evaluated in a scientifically rigorous fashion (O'Hear, 2007). According to O'Hear (2007), a variety of community-based programs have been shown to produce low recidivism rates (O'Hear, 2007). Recidivism means rearrest, reconviction, or in prison within 3 years of release (National Institute of Justice [NIJ], 2014). Because they lack the tools to succeed in society, the offenses of these repeat offenders are drug related, parole violations, and nonviolent crimes. One of the main reasons for recidivism is the lack of community reintegration tools and resources available to released offenders. There is much literature in criminal justice studies on recidivism rates and reentry discusses the male offender's experiences on release from prison even though, the increase of female offenders incarcerated represents 23% of the population (NIJ, 2014). In 2013, there were 115,105 women incarcerated in state prisons (Johnson, 2015). Research showed that women have different needs than men in transitioning into society. But both male and female ex-offenders encounter similarities upon release, such as social, economic, and emotional obstacles (Bartholomew, 2009). However, for women, the critical part of

reentry is reconnecting with their families. Beichner and Rabe-Hemp (2014) stated that the majority of incarcerated women were the primary care providers for their children before incarceration (p. 528). In short, ex-offenders are socially marginalized in society; they have limited resources and face discrimination.

This study was needed to assist community leaders, stakeholders, and decision-makers involved in reentry services to better understand what ex-offenders need to reintegrate successfully through reentry programs. To help improve their lives after incarceration and if these reentry programs cut down on recidivism rates.. There is little information available on effective reentry programs and services designed to address the complex needs of ex-offenders.

Problem Statement

Ex-offenders released from incarceration are not equipped to deal with the challenges of transitioning back into society. A possible cause is that correctional institutions are not providing them with support service information on reentry programs to prevent recidivism at the time of release. The reentry initiative outlined in 2008 by the Second Chance Act granted several states funding to help develop and implement reentry programs in local communities (Bureau of Justice Assistance [BJA], 2015). According to the NIJ (2014), ex-offenders need help with employment, housing, transportation, family support resources, and substance abuse treatment. Researchers indicated that they return to prison due to lack of information on reentry services and necessary skills to finding employment, housing information, and other resources. Research has shown that recidivism rates are high among recently released offenders: 85% commit new crimes

within the first 3 years of release (NIJ, 2014). Criminal justice officials across the nation have been grappling with improving the reentry for ex-offenders (Lindley, 2014). According to James (2015), only a handful of grant programs is designed explicitly for offenders' reentry purposes. I found very few articles in the literature that address issues with reentry programs.

Purpose of the Study

The purpose of this qualitative study was to discover how reentry programs were addressing the challenges faced by ex-offenders as they reintegrate into society by identifying best practices and practical reentry programs that contribute to successful integration.

Research Questions

This research was guided by the following two questions:

1. How effective are reentry programs in Western State?

2. To what degree does the reentry program deliver the best practices consistent with evidenced-based protocols that have documented success in addressing the challenges ex-offenders face?

Theoretical Framework

The theoretical framework for this research study was the institutional analysis and development framework [IAD], which focused on the action situation leading to interactions and outcomes of ex-offenders (Ostrom, 2011). This theory is compatible with multiple theoretical perspectives of shared problems and challenges to improve service

(Sabatier & Weible, 2014). This frameworks strived to understand how a group of participants within a reentry program used the services.

The second part of the study's theoretical framework was Rawls' social justice theory (SJT), a theory of fairness that developed principles of justice for the modern social order in which the conception of justice, according to SJT, from the perspective that persons are equal (Rawls, 1971).

According to Creswell (2013), modern qualitative researchers are increasingly using several theoretical frameworks as lenses to orient research questions and guide data collection. The logical connections between IAD and SJT formulated principle conceptions of justice are the same to some degree in the role of reentry services, which is further explained in Chapter 2. Understanding the experiences of participants related to the framework and critical factors of the evaluation in reentry programs. The two frameworks were used to evaluate the reentry program as a whole with IAD, to explain the development and implementation, to examine a support system in reentry programs. SJT works because it seeks to bring change and address issues in our society.

Nature of the Study

This ethnography study involved interviewing and evaluating reentry programs geographically located in Western State. This research did target five reentry programs, however only three allowed me to conduct my study in which qualitative research does not provide a large sample of the target population. The data collection centered round the participants participating in the reentry programs. Patton (2015) suggested that ethnography explains a culture or a specific group of individuals. This study used a

qualitative method with an ethnographic design. This design worked best because it used

an evaluation technique that captured the overall picture in understanding reentry

program culture, the participants, individual experiences, and outcomes. Understanding

the phenomena of such culture by evaluating the effectiveness of reentry programs

provided proper information to assess how a program achieved its intended outcomes

(McDavid, Huse, & Hawthorn, 2013). An ethnography design was used to examine the

culture of reentry programs that provided answers to the research questions from an

insider's perspective. This study used a purposeful sampling of 17 participants. It

examined the effectiveness of reentry programs, via face-to-face interviews. The target

population was staff members, and male and female ex-offenders at reentry programs in

Western State. The interviews took place in participants' their natural setting at three

different reentry sites. The interviews were tape recorded and transcribed. In addition to

note-taking and journaling, during the data collection process, I used NVivo software to

import transcribed interviews in which themes and patterns emerged collected from each

interview.

Definitions

Community-based – programs provide services to a broad community as a whole, but

focus on particular populations or social problems (Judicial Council of California, 2017

Evidence-based practices – focus on what works in various policies and programs in

reducing recidivism and improving behavior change among probationers (Reentry Policy

Council, 2005).

Faith-based – programs located in communities which often is structure around the spiritual or religious foundation that provides support services (U.S. Department of Justice, 2011).

Lived experiences – explores and understanding research subjects human experiences, choices, and option of society oppressed group (Kotova, 2015).

Program evaluation – a systematic process for gathering and interpreting information intended to answer questions about a program (McDavid, Huse, & Hawthorn, 2013).

Recidivism – is measured by criminal acts that resulted in the rearrest, reconviction, or return to prison with or without a new sentence during three years following the prisoner's release (Bureau of Justice Statistics [BJS], 2017).

Reentry – is a broad term used to refer to issues related to the transition of offenders from prison to community supervision (BJS, 2017).

Reintegration – the process of reentry into society by a person that has been in prison or incarcerated (Thurber, ND).

Second chance act – establish in 2008, provides grants to states, local governments, and community-based organization to help innovative, evidence-based reentry programs (Kincaid & Lawrence, 2011).

Assumptions

Creswell (2013) defined qualitative research as beginning with philosophical assumptions and beliefs deeply ingrained in the researcher, unknowingly, through education and related experience. There are four principles described by Creswell

1. Ontological relates to the nature of reality.

2. Epistemology means the researcher gets as close as possible to participants in the research study.

3. Axiology characterizes the way the researcher implements assumptions in practice.

4.The methodology is shaped by the researcher's experience in collecting and analyzing data (Creswell, 2013).

It was assumed that individuals were honest and open in answering the questions. Another assumption once a person is released they have family to help them, and support of their community.

Scope and Delimitations

The scope of this ethnography qualitative research involved fieldwork, which involved face-to-face interviews with two staff members, 15 male and female ex-offenders in reentry programs at three locations in Western State. This study was designed to evaluate reentry programs and outcomes of the participant's experiences with post-incarceration and reentry services. The need to understand the best practices as a component of the reentry process with post-incarceration services addressing the challenges that ex-offenders face helps identify their needs. This study can be transferable outside of Western State because it sheds light on the best practices used in reentry programs.

Limitations

All research studies have strengths and weaknesses. The participants were the primary data source for this study which did describe the lives of their experiences in the reentry program and the process of transitioning into society. The researcher understands

with this study participant forthcoming to tell their experiences may provide false responses for any reason, in which case the researcher has to consider credibility issues and potential limits. Another limitation was the small number of participants willing to do the interviews. Even though, the researcher lacks expertise in this field. but currently serve as the as the secretary for the San Diego Reentry Roundtable and the chair for its education subcommittee no bias is influence because of the work. the San Diego Reentry Roundtable has done in the criminal justice field, community leaders, formerly incarcerated individuals, universities, faith/community-based organizations, and concern citizens. The San Diego Reentry Roundtable mission is to promote the safe and triumphant return of offenders to our community.

Significance

The goal of this qualitative ethnography study was to present evidenced-based research designed to assist community reentry programs and contribute to the economy. This study has implications for social change, that is, a successful reentry program that promotes stability and produces law-abiding citizens. In addition to contribution to social change in the criminal justice area of rehabilitation for ex-offenders.

This study filled a gap in understanding of the reentry process to help ex-offenders adjust to life outside of prison and society's assumptions about a social problem in a community by providing information and education to the public on the need for adequate program services for ex-offenders to transition back into society after incarceration. The transitioning process affords ex-offenders more opportunities to participate in the reentry initiative to change their mindset and behavior by disrupting the

cycles of incarceration and becoming self-sufficient. This research can help restore humanity to ex-offenders and contributes to the growth of society. Understanding reentry programs' best practices on transitional services for ex-offenders provides stakeholders and decision makers with valuable information on programs' performance measurements in public service. This research highlighted the importance of reentry and how it contributes to the decisions of policymakers on rehabilitation under the Second Chance Act.

This research contributed to participant's social change by using the life skills learned from reentry programs to keep gainful employment, stay out of prison, and also came back as a mentor to help others, showing that they too can be successful through reentry services.

Summary

The purpose of this study was to discover how effective reentry programs in Western State are meeting the challenges that ex-offenders face. By delivering the best practices to help reintegration onto society successfully. First, to reduce recidivism, this research have to understand the reentry process and what parolees go through when they are released. In this chapter, I presented background on reentry programs and services, how does ex-offenders reintegrate. There is little research on the reentry needs of ex-offenders; a thorough understanding of the process. Choosing the frameworks for this study were most useful for understanding programs and individuals in the reentry process.

A better understanding of the reentry process allows others to help ex-offenders adjust to life on the outside and interrupt old habits by learning new skills to maintain stability.

In Chapter 2, I provide a review of existing literature on the challenges ex-offenders face; I define recidivism, and add to the discussion of the theoretical frameworks, reentry concepts, reentry program models, and successful programming. In Chapter 3, I discuss the research method, which includes research design, research questions, ethical concerns, methodology, instruments, data analysis plan, and research participants. Chapter 4, I articulate the results of the study, data collection, setting, demographics of participants, evidence of trustworthiness which includes credibility, transferability, dependability, and confirmability. Lastly, in Chapter 5, discussion of findings interpretation, themes, limitations of the study, recommendations, and implications.

Chapter 2: Literature Review

Introduction

Recidivism is an issue that our criminal justice system and policymakers need to continue to address these issues. According to the Bureau of Justice Statistics studies, recidivism rates are high among recently released offenders (National Institute of Justice, 2014). The majority of inmates released from prison face challenges, such as a lack of housing and employment; substance abuse, mental illness, and medical conditions. Because they often return to their old neighborhoods with high crime, ex-offenders can quickly get in trouble, violating the terms of parole and ending up in prison again. The problem is: How do ex-offenders reemerge into a society with the stigma of incarceration? Reentry is a community concern that affects us all. Therefore, having reentry programs that meet the challenges these ex-offenders face can help them transition efficiently and live productive lives.

In 2008, the Second Chance Act initiative released millions of dollars in federal funds to support programs and research geared toward reducing recidivism and facilitating successful reentry for ex-offenders (Bureau of Justice Assistance, 2015). The initiative requires yearly evaluations of programs' outcomes and effectiveness. Thus, the purpose of this ethnographic study was (a) to discover how reentry programs are addressing the challenges that ex-offenders face reintegrating into society successfully and (b) to describe the culture of reentry programs and observe participants in this environment. An evaluation of reentry programs' effectiveness contributed to

policymakers' decisions about the approach to reducing recidivism and best methods for reentry.

The literature review begins with the search strategy. The contents of this literature review covered the following topics: field reentry, fundamental concepts, the theoretical foundation, challenges ex-offenders face, insight on effective practices for reentry and reentry models.

Literature Search Strategy

The literature search conducted for this study was limited to research articles within the last 5 years. However, I did use a few articles that were older than 5 years because these articles provided relevant information to the history of prisoner reform. The following databases were utilized for the literature review: Criminal Justice Database, ProQuest Criminal Justice, SAGE Premier, ProQuest Central, and Google Scholar. I used the following keywords and phrases for the literature search: *recidivism, reentry programs, Second Chance Act, reform reentry programs, prisoner reform, evaluation on reentry programs, offender treatment program, reentry initiatives reentry, and program evaluation.*

Theoretical Foundation

The two theoretical frameworks used in this study included the Institutional Analysis and Development Framework [IAD] and SJT.

Institutional Analysis and Development Framework

Sabatier and Weible (2014) stated, IAD started in the early seventies by Vincent and

Elinor Ostrom, who develop a systematic way of studying institutional arrangements.

IAD has four building blocks further developed and resulted in

1. Model individuals or what they labeled man the decision maker

2. The world of events

3. Decision-making arrangements

4. Evaluative criteria applied to outcomes (Sabatier & Weible, 2014)

IAD involves different types of goods such as public goods and service. According to

Ostrom (2011) proposed IAD to focus on the action situation leading to interactions and

outcomes. The logic of democratic choice, to provide public goods and service to the

preference of individuals in different social contexts (Sabatier & Weible, 2014). IAD

understand how people use reentry programs to address shared problems and challenges

in a social environment where participants interact, exchange experiences and

perspectives, and solve problems (Sabatier & Weible, 2014). Within a reentry program

the key of IAD framework according to Ostrom (2011) the identification of an action

situation how participants use the resources. What positions, the potential outcomes, the

level of control over choice, the information available and lastly the benefits of the

outcomes (Sabatier & Weible, 2014). The structure of IAD relates to reentry programs

within the community. Understanding that the participant's behavior or actions reflect

how society will accept them back into their communities. Most importantly, the IAD

framework benefits service agencies serving participants in communities.

Social Justice Theory

Rawls (1971), the original developer of SJT states "A justice social system defines the scope within which individuals develop their aims, and it provides a framework of rights and opportunities equitably pursued"(p.31). The author calls this "justice as fairness" which believed that our justice system should be fair and just to individuals. According to Arneson (2008), choosing principles for a well-ordered society means a public conception of justice efficiently regulates society. SJT has two fundamental principles which are

1. Whatever would be chosen by free and equal persons

2. A vision of a just society (Arneson, 2008).

SJT characterized by an individual in regards to this study is the participants. Consequently, in the reentry process, most communities are at the same time both a major stumbling block and significant resource (Bazemore & Stinchcomb, 2004). However traditional policy practices and other forms of reentry been inadequate in working with community-oriented interventions. Therefore, social justice revitalizes individuals to regenerate strengthening the role of a productive member of society and also social support from communities committed to the reentry process.

Key Variables and Concepts

Recidivism Defined

It is necessary to understand recidivism as well as the criminal justice system definition. Recidivism defines rearrest or reconviction, within three years after release (NIJ, 2015). In which our criminal justice system considers those are repeat offenders.

Reducing recidivism rates is a crucial topic in reentry planning, for a good reason. Studies demonstrated how ex-offenders return to prison due to lack of support and other factors to integrate into society. Sanei and Mir-Khalili (2015) argued that there are internal and external factors that lead to recidivism. These internal factors included mental, physical, biological and genetic conditions (Sanei & Mir-Khalili, 2015). The external factors are individual status such as age, education, and experiences (Sanei & Mir-Khalili, 2015). However, some mental illnesses may lead individuals into committing criminal acts. At risk, ex-offenders are more than likely predictors of recidivism. Rotter and Carr (2013) argued that ex-offenders with mental illness share the same diagnoses as an individual who is not a criminal but is mentally ill. Recent review track treating mental illness an evidence-based practice that focused on Risk/Needs/Responsivity [RNR] which is recidivism targeted intervention to address behaviors of ex-offenders (Rotter & Carr, 2013). Rotter and Carr (2013), suggested the treatment and supervision should match the individual's *risk* level for re-offense. In which the *needs* associated with individual criminality and intervention to what the individual most *responsive* associated with criminal recidivism (Rotter & Carr, 2013).

The RNR assessment is for criminogenic risk for mental illness population, with integrating evaluation of clinical needs (Rotter & Carr, 2013). Research suggested alternative approaches to reentry programs that were tailored to the needs and services of ex-offenders. Rotter and Carr (2013) argued that individuals have different needs by assessment process RNR focused on criminal thinking and cognitive behavioral associated with recidivism. Even though cognitive behavioral therapy is for ex-offenders

with mental illness; this treatment works to target specific needs and risk for rehabilitation.

Research shown on a recidivism level investigated what went wrong perspective and focuses on prevention efforts. Re-offenders need help this shift the criminal justice punishment to more restorative, rehabilitate, and solution-based approach. In the past, policymakers made incarceration the centerpiece to get tough on crime policy to the goal was locking anyone up who committed crimes seen the best way. Now policymakers mindset has shifted because the developments in specific programs and approaches demonstrate that some people criminal behaviors can change with help. Shortly after, in 2008 Congress passed what is known as the Second Chance Act which established grant programs for state and local communities to improve reentry services while reducing recidivism at the same time (Council of State Governments Justice Center [CSG], 2014).

For this reason, local leaders across the county establish a task force that focuses on reentry in their city to reducing recidivism rates (CSG, 2014). In which evidence showed that recidivism rates have a change in 2012 the National Reentry Resource Center tracked seven states that had reductions rates of recidivism from 2005 to 2007 (CSG, 2014). For example, Colorado had a total of 11,033 inmates released in 2010 and of that number 331 returned to prison (CSG, 2014). This data represented that it is possible for states to achieve a significant reduction in recidivism rates through reentry service programs.

Reentry Policy: Second Chance Act

Research has shown that establishing programs that addressed criminogenic needs and tailored to specifics individuals assessment plan can motivate for change and promotes stability. Even though individuals released from prison, does not mean their free. These ex-offenders with little or no preparation return to their communities to find unexpected hurdles because of their criminal history. For that reason, they will not succeed without significant support and preparation. As a result, the Second Chance Act was created in 2008, to help ensure that the transition process for ex-offenders from prison to home is successful. The Second Chance Act provides grant funding to support reentry programs in the United States. Millions of dollars awarded to local communities, evidence-based, faith-based, and nonprofit organizations to support the implementing of reentry services like job training, housing assistance, education services, substances abuse treatment, and other life skills services. The Second Chance Act initiative provided more opportunities for ex-offenders to contribute to becoming a productive, law-abiding citizen in society. Therefore, reentry programs that coordinated with ex-offenders needs and assessment upon release did adequately deliver services for transitional support, and promoting readiness for change are evidence-based practices (CSG, 2014).

Reentry Models

The United States Department of Justice developed a task force for community and evidence-based reentry services (United States Department of Justice [USDOJ], 2016). Reentry programs are designed to help ex-offenders with the process to reenter society after incarceration successfully (USDOJ, 2016). Thus reducing recidivism,

improving public safety, and cost-efficient. Most importantly, reentry services focus on to remove barriers so ex-offenders can attain stable housing, gainful employment, support their children, and contribute to their community (USDOJ, 2016). Therefore, to reentry efforts, community leaders partnered with law enforcement to address reentry barriers, to recognize that helping ex-offenders return to productive lives after incarceration makes a safer and better community. The type of reentry programs that supported ex-offenders needs.

Faith-Based Programs. Some studies suggested that faith-based programs reduce recidivism through religious services as the foundation a relationship between religion and criminal behavior (Dodson, Cabage, & Klenowski, 2011). Faith-based programs for reducing recidivism, these authors Dodson, Cabage, and Klenowski (2011) investigated the effectiveness of faith-based programs. These programs described as social programs or services that operate as an organization with some religious foundation. Faith-based programs assisting people in need, at-risk youth, prisoners, the homeless, substance abusers, and welfare-to-work families (Dodson, Cabage, & Klenowski, 2011). However, in 2000 President Bush had signed and created the White House Office of Faith-based and Community Initiatives which opened the door for federal grant funding to increase adequate social services to those in need (Dodson, Cabage, & Klenowski, 2011). Which did expanded the Charitable Choice provisions to covered state programs only. Others argued that faith-based funding programs violate the constitutional principle of "separation of church and state"(p.370). However, the courts ruled that funding of faith-based programs does not violate the separation of church and

state (Dodson, Cabage, & Klenowski, 2011). However, evidence suggested that the effectiveness of faith-based programs is unclear and further evaluation recommended.

Community-Based Programs. Community-based programs may involve multiple planned or coordinated activities or interventions that serve the community as a whole but focus on a social problem such as homelessness, youth, ex-offenders, mentoring, informational classed, so forth. However, the context of this study, community-based services that support the transitional process for ex-offenders from prison to home. These support services included housing, substance abuse treatment, employment, vocational training, and educational testing. Hunter, Lanza, Lawlor, Dyson, and Gordon (2016) suggested that individuals return from prison to the community need transitioning support both successful prisoner reentry and reintegration. When ex-offenders are transitioning from prison, the reentry process requires connection with community-based organizations to help with employment, education, and stable housing (Hunter et al.). However, some scholars called prisoner reentry as a strength-based approach because this approach identifies strengths and assets through assessment (Hunter et al.). The strength-based approach works with ex-offenders to create a treatment plan, set goals, assist them with life skills and provides opportunities for personal growth. Nevertheless, the strength-based approach can be implemented with community-based programs to service reintegration (Hunter et al.).

As we know the transition process is complicated for ex-offenders when exiting prison. Therefore, it is essential for correctional institutions to prepare individuals for their release through correctional education programming on recidivism. Hall (2015)

investigated that prisons are overcrowded which causes problems for correctional facilities that create an issue for our criminal justice system. In fact Hall (2015) argued that correctional education is a significant key to rehabilitation for offenders. Continue to assess the benefits of offenders obtaining an education in a correctional facility as a tool for reducing recidivism. Correctional education involves various programs with a variety of educational level offered to offenders. According to Hall (2015), stated there are three goals with which is to provide safety, security, and rehabilitation. When offenders utilize the means of education works with helping to create functional, productive members of society upon release. This author study explored the relationship between correctional education and recidivism which concluded that correctional education reduced recidivism and linked to gainful employment (Hall, 2015). Other studies have shown that employment is a significant factor for ex-offenders to survive in society.

Farabee, Zhang, and Wright (2014) conducted an experimental study to examine the relationship between employment and reentry success. These author's study used a lottery system to select participant randomly which applicants draw poker chips either red or white. Those who picked red admitted to the program, and those with white were assigned the control group. Those in the control group provided with a list of community resources, free meal voucher, and also 1-year follow-up interview (Farabee et al.). All participants had to have served jail or prison time for more than 180 days. On the other hand, the red group used a work program called STRIVE employment model, which all participants completed job training and job readiness course to graduate (Farabee et al.).

This study concluded that recommending to reentry success is to invest in more intervention efforts that just employment.

Understanding specific barriers to reintegration after incarceration is the key to successful reentry. Identifying the service needs to fit the individual's risk profile. Gill and Wilson (2017), suggested the reentry population has increased academic, practitioner, policy interest, and decision-makers in addressing their critical reentry needs which financial investors are making significant investments to improve the transition process from prison to community (p.337). These author's study investigated the experiences of participants from Serious and Violent Offender Reentry Initiative found that fewer than half received the services they needed (Gill & Wilson, 2017). In which many scholars have argued that some reentry programs lack assessment in matching services to the individual's risk and needs plan. These risks are substance abuse, peer influences, and criminogenic needs (Gill & Wilson, 2017). This study examined SVORI adult participants whether criminogenic need and services are related to recidivism with this population. Gill and Wilson (2017) argued that criminological risk and need factors the criminal decision making these are what is antisocial personality, attitudes, criminal history, and cognition all related to making choices. However, reentry programs that are a focus on addressing these traits and skills and cognitive change are useful for improving development (Gill & Wilson, 2017). The findings in this study indicated that employment and education are critical to successful integration. Also, reentry programs that used cognitive behavioral as a critical component will succeed in reentry (Gill & Wilson, 2017).

Another study conducted on ex-offenders post-release after five years. This study followed ex-offenders released from Indiana Department of Corrections between the year of 2005 to 2009 was a total of 6,561 (Nally, Lockwood, Ho & Knutson, 2014). Nally et al. (2014) investigated three primary sources

1. The Indiana Department of Correction Division of Research and Planning
2. The Indiana Department of Workforce Development
3. The Indiana Department of Corrections Education Divison

Each source provided information on ex-offenders characteristics, legal information, level of education, and W-9 forms if employed. The primary focus of this study was on post-release recidivism. Even though measuring recidivism is difficult because criminal justice agencies measure recidivism differently and depend on the criteria of recidivism. However, the authors measured recidivism by re-incarceration in Indiana Department of Corrections during the study period of 2005–2009 (Nally et al., 2014). The records reviewed release and return dates to see if any returned to prison after the initial release in 2005. The authors examined the patterns of re-incarceration and post-released recidivism rates of participants in this study (Nally et al., 2014). These findings indicate that 1,522 African American males, age 20-40 years old, had never been employed after release and was drug offenders who explicitly states that higher rates of unemployment in African American males of this general population (Nally et al., 2014).

Additionally, the study also indicated that these ex-offenders would likely to be re-incarcerated after one year of release. The impact of the economic recession made it hard to find employment or labor work for ex-offenders due to lack of job skills and education. The results of this study found that employment and education were needed significantly to prevent recidivism.

Without question, job readiness and educational preparation are essential for ex-offenders to be productive in society. By having stability helps to empower ex-offenders who are fighting for a second chance. Data and research showed that communities could support these reentry programs and services provided contributes to society as a whole. Several studies on reintegration through rehabilitation and employment revealed that overcoming addiction and staying drug-free is hard without some treatment. Having the label and stigma of being an ex-offender plus drug users is damaging itself because people are quick to judge those who have an addiction. Lutman, Lynch, and Monk-Turner (2015) conducted a qualitative study on employers perceptions of hiring recovering drug addicts ex-offenders. This research study interviewed employers perceptions of hiring recovering drug addicts ex-offenders. This research study interviewed employers about the participants from a residential drug treatment facility they hired to work for them. Which involved a two-prong exploration rehabilitation coordinators and employers perspectives in uncovering the difficulties ex-offenders face having this negative stigma (Lutman et al., 2015). Lutman et al. (2015) stated that people who are socially labeled and stigmatized are ex-offenders, 70% of them are high school dropouts. It is hard to find employment with a criminal record and being a drug addict because drug addicts are considered to be dangerous and unproductive members of society (Lutman et al., 2015). However, drug treatment facilities help individuals overcome their addiction that is important to maintain because it helps the structure and eases triggers associated with substance abuse. These findings in this study emphasized on the employers to shed light on hiring those from this population. As a result,

employers express, they wanted to help others and give back to the community (Lutman et al., 2015).

Some employers stated that recovery is a positive step and understanding recovery helped with the process of knowing what individuals are going through and how far he or she came. In addition to hiring these participants can be an asset to their company because they are eager to work and appreciative of them getting a second chance. Most importantly, employers wanted to express that finding forgiveness helped to encourage them to work as hard because they had something to prove that they can turn their lives around and change. Even though, communities and others have turned their backs on individuals incarcerated millions of Americans still have hope and believe in rehabilitation before incarceration.

Reentry Barriers

Reality is when ex-offenders re-enter society ill-equipped and unable to find their footing when they are released. Even though they are not physically in jail, but their mental, emotional, and psychological aspect keeps them incarcerated. Without a stable foundation such as housing. Evans and Porter (2014), investigated housing is a crucial factor in the successful reentry for ex-offenders having a stable residence ensures safety and security. Finding shelter is the number one primary when ex-offenders released from prison (Evans & Porter, 2014). However, having a criminal record sometime make it difficult to find housing. Evan and Porter (2014) argued that ex-offenders who have stable living are less likely to return to prison.

On the other hand, those who do not have steady housing recidivism rates are high and are most likely will return to prison within 3 years of their release.

Furthermore, having permanent housing provides a physical mailing address, obtain ID and residence in the community (Evan & Porter, 2014). When applying for a rental property the landlord runs a criminal background check typically. However, it also depends on the landlord characteristics and the prospective tenant as well. In particular, a recent studied in New York City tester posing as prospective tenants non-offenders and than testers with criminal records such as child molestation, statutory rape, or drug trafficking (Evan & Porter, 2014).

Evan and Porter (2014) in this study showed several landlords were more willing to consider female ex-offenders than male ex-offenders because females are less threatening than male offenders. Findings also in this study show that those convicted of child molestation never considered due to the children either lives in the apartments or nearby (Evans & Porter, 2014). Furthermore, the study indicated that sex-offenders experience the stigma of being a child molester has more difficulty in finding adequate housing. Evan and Porter (2014), stated a man in Georgia convicted of a registration violation for failing to provide a valid address which he was homeless sex offender at the time. Above all housing is one of the most crucial needs for ex-offenders. Without it, they are heading for a downhill spiral and will end up back in prison. When a person gets incarcerated, their psychological development stops prison is more than a solid lock-up; it is an emotional one as well. The experiences ex-offenders face are harsh especially for African American men specifically fathers whom to re-connect with their children. Dill et

al. (2016), stated individuals removed from their families the separation of fathers and children due to incarceration is a significant problem in the African American communities. These children experience abandonment issues, anger, and sometimes depression. When fathers incarcerated, they lose years of their life, missed kids first games, first school plays, and parent-teacher conferences to name a few. Dill et al. (2016), studied explored the experiences of 16 African American men who enrolled in the reentry fellowship program for formerly incarcerated fathers that lived in Southwest Atlanta. This fellowship program was called MILA, focused on providing services to build and enhance life skills of these ex-offenders (Dill et al., 2016). The study conducted a focus group with the 16 participants using a semistructured discussion guide to support the question "get their house in order." (Dill et al., 2016)

According to Dill et al. (2016), all participants expressed their desire for a second chance, which they shared that the poor decisions and choices they made in the past resulted in their incarceration. These men are wanting or thinking that people would give them an opportunity that "second chance" is the hardest thing for them. MILA program participants felt secure because MILA created a safe, and supportive space for African American fathers to the support they need to get their house in order (Dill et al., 2016). These study findings concluded that these men were committed to getting their lives back and mending relationships with their children. In addition to seeing this was an opportunity to make a change and seeking employment to be able to support their families financially. However, these fathers in reentry seeking healthcare and treatment services is not an immediate concern, like employment or housing (Dill et al., 2016).

On the other hand, the Bureau of Justice Statistics reported that more than 60% of the prison population suffer from a mental or health problem and are not getting the medical help needed while incarcerated. Dill et al. (2016) suggested not providing incarcerated individuals with proper comprehensive medical care causes health concerns, especially for inmates, being released back into society. As for health concerns, the National Reentry Resource Center reported that 20% of ex-offenders release from prison are living with HIV/AIDS. The Bureau of Justice Statistics showed 75% of ex-offenders returning to the communities exhibit or have a history of drug use (Bureau of Justice Statistics, 2015).

Most importantly, further research needed about mental health issues and concerns for formerly incarcerated offenders. Even though ex-offender characteristics of substance abuse and mental health issues they need rehabilitation. Reentry programs that provide rehabilitative services of intervention reduce recidivism rates and public safety concerns. However, seeking to identify "what works" peak the interest of policymakers to identify the most effective rehabilitative interventions (Halushka, 2017).

Reentry Rehabilitation

Research showed that government agencies are devolving responsibility for community-corrections to local reentry programs and private organizations to improve services (Halushka, 2017). In which performance accountability systems are essential to reentry service provision (Halushka, 2017). Halushka (2017), stated these performance accountability systems are called New Public Management (NPM) which the service providers implement rehabilitative practices, and these systems were designed to measure

and evaluate program efficacy. However, some scholars argued that NPM imposes pressures on service providers because it subverts policy goals (Halushka, 2017). On the other hand, NPM does provide service providers the freedom to develop rehabilitative practices tailored to the needs of the clients and population their serving (Halushka, 2017). In addition to making these service providers accountable to standardized practices that can replicate across other service providers (Halushka, 2017). The author conducted a study to explore how do community-based prisoner reentry agencies negotiate the set of demands of NPM. This study collected data over three years in New York at agencies Second Chance and Uplift that provide employment-based services to ex-offenders (Halushka, 2017). However, Uplift serves more than just ex-offenders this includes individuals with a history of homelessness, welfare participants, and substance abuse those who have problems finding employment (Halushka, 2017). Halushka (2017), suggested that both compete with a contract service provider in which differentiate services.

For instance, Uplift is a community-based workforce development program that most of their clients deal with confronting the causes of their unemployment such as shortcomings, character flaws, and behavioral pathologies (Halushka, 2017). By confronting these issues, the clients can overcome these barriers and empower them to be self-sufficient. On the other hand, Second Chances is a community-based prisoner reentry agency that provides service to more than 4000 clients a year and has a one-stop service center exclusively to formerly incarcerated individuals (Halushka, 2017). Halushka (2017) stated Uplift harsh tough-love approach boot camp style was degrading and

abusive implied by Second Chance staff. However, the strength-based approach culture of service provision focuses on building clients up empowering them giving tools to solve problems (Halushka, 2017). Halushka (2017) examined the differences between tough-love and strength-based approaches that Uplift and Second Chances practices, in theory, should be able to demonstrate the program improve clients. However, both face the same performance pressures and resource constraints of NPM accountability structures (Halushka, 2017). The author showed how filtering and responsibilizing provides frontline with the means to managerial goals of NPM and transformative goals of rehabilitation (Halushka, 2017). Even though, staff members knew that some clients ran into discrimination and rejection during the reentry process. Staff member encouraged them not to give up or revert to criminal mischief. These programs wanted to ensure successful performance metrics to prevent adverse outcomes (Halushka, 2017).

That was done by, both programs Second Chances and Uplift cultivated clients sense of self-confidence, teaching them how to interact with employers respectively and efficiently rehabilitate as a law-abiding citizen (Halushka, 2017). Overall, the study found that NPM limits service providers for innovations because it is a disciplinary system that focuses on standardized performance metrics. Admittedly, job-readiness does not remove the stigma of ex-offender or criminal. However, it does give participants the cognitive and emotional tools to face the hardships of reentry into society to remain resilient and empowered. The goal of rehabilitation is to transform ex-offenders to be responsible citizens, to educate them to make better decisions, and to sustain old habits. For rehabilitation interventions to efficiently work, service providers must implement short-

term and long-term factors to the reentry process. It is understanding that reintegration cannot do alone, and without opportunities for community participation it successful reentry cannot be achieved (Johns, 2015).

Successful Reentry Programming

After incarceration ex-offenders find themselves facing numerous challenges trying to re-establish life on the outside. Finding a place to live, food, personal care, the source of income, and transportation is difficult without the adequate family support and community resources. Dougherty (2017) stated what ex-offenders need when released:

- Housing

- Identification

- Employment

- Healthcare

- Family services

- Food

- Education

- Job training

- Mental health

- Addiction/chemical dependency treatment (p. 6)

All these needs listed are imperative for ex-offenders to succeed; they need assistance. The more reentry resource services ex-offenders obtain, the better their opportunities to reintegrate into society successfully. Without question, the Second Chance Act which provides federal funding to increase the number of reentry programs

in state and local agencies with corresponding evaluations of these initiatives there are two reentry programs recently funded by the Second Chance Act in Ohio. Miller, Barnes, and Miller (2017) investigated these two reentry programs that focused on medium and high-risk ex-offenders with substance abuse and mental disorders. These authors conducted a study which evaluated the process and outcomes of two offender programming located in Central Ohio (Miller et al.). The name of these programs was Delaware County Transition Program and Delaware Substance Abuse Treatment Program. Delaware County Transition Program is for male and female ex-offenders with dual diagnose of substance abuse and mental disorders (Miller et al., 2017). The other program Delaware Substance Abuse Treatment Program focuses on male drug-involved offenders whose drug crime cause continuum (Miller et al.). Even though, these authors employed a mixed method study for this discussion focuses on the first phase which was qualitative.

The author's assessment of documenting evidence-based practices across many recoveries, reentry elements, and program fidelity (Miller, Barnes, & Miller, 2017). The authors note evaluation findings that both programs follow evidence-based practices and delivers confirmed treatment models. In addition to the outcomes, evaluation implies both programs effectiveness in supporting ex-offenders needs access to maintain post-release status. Overall, both programs achieved efficient implementation quality and consistent programming which primary goal was to reduce recidivism among these participants (Miller et al., 2017). Reentry programming system values both public safety and ex-offenders successful reintegration. Most importantly, successful reentry programs

work when performance management and anti-recidivism resources implemented.

Johnson (2015), stated science and statistics showed there are three critical attributes for

any successful reentry program. These attributes are

1. The support that is positive and non-punitive
2. Individualized treatment and therapy
3. Built on partnership and collaboration

In the past, the reentry boot camp style was a form of the military like designed to

create conformity and discipline (Johnson, 2015). However, research has shown the

opposite that punitive programs fail to reduce recidivism.

On the other hand, positive encouragement and motivational goal setting

integrated into reentry programs provide support that is positive and non-punitive

(Johnson, 2015). Successful reentry programs reduce recidivism rates by helping ex-

offenders get their life back in order. Johnson (2015) argued matching up ex-offenders

with individualized treatment or therapy to fit their learning style appeals to the person

RNR which creates a therapeutic environment, not just skill training. In which these

individualize services target the behaviors, personality, temperament, and circumstances

associated with criminal acts (Johnson, 2015). Programs with intervention strategies

identify each needs to create a plan implementing the necessary tools to succeed.

Most importantly, the best success in reentry is when there is pre-release

preparation support while incarceration and support after. Therefore, partnerships and

collaborations are critical to reentry programs which means stakeholders work closely

with other agencies like law enforcement, parole or probation officers, courts,

corrections, local organizations, and community leaders. The best partnership is everyone

working together to help rebuild these ex-offenders lives and minds. Reentry into a community is a long process, however, through reentry programs, ex-offenders have an opportunity to change their lives being educated to make better decisions and giving a second chance in society.

This research study shows gaps in the literature from the perspective of successful reentry programs. The objective of this research study is to shed light on the problem with reintegration and the challenges ex-offenders face when their release from prison. Understanding the experiences of ex-offenders and discover how incarceration has impacted their lives. The purpose of this research study is to discover key factors affecting the success and failures of ex-offenders during the reintegration process. To produce research proven evidence as to whether reentry programs deliver the best practices consistent with evidence-based protocols and addressing the challenges ex-offenders face. The qualitative ethnography study describes and observes the lives of ex-offenders experiences in the reentry programs and the process of transitioning into society.

Summary and Conclusions

Reentry defined as issues related to the transition of ex-offenders from prison to community supervision (BJS, 2017). Reentry programs are used to address barriers to reentry by providing targeted services such as educational tools, job training, and a resource support system. The framework used IAD and SJT as the foundation for this particular research study identifies problems and solutions in reentry services.

Understanding the external and internal factors of recidivism supports the importance of RNR assessment for ex-offenders reentry planning. The delivery of efficient services and interventions in reentry programs increases the likelihood of successful reintegration. This review of the literature provided significant information regarding reentry services, the Second Chance Act, different reentry models, obstacles for ex-offenders, and the developed services were a significant of program evaluations and accountability for these programs.

Chapter 3 includes the research design and methodology used to guide and the study.

Chapter 3: Research Methods

Introduction

The purpose of this qualitative ethnographic study was to discover how reentry programs addressed the challenges that ex-offenders face when reintegrating into society. Also providing an understanding of the culture of reentry programs and the populations they serve. This ethnographic study involved evaluating reentry programs and in-depth interviews in Western State. Understand how these programs work for ex-offenders to meet their needs which identified best practices these reentry programs used to contribute to successful integration.

In this chapter I present in detail the chosen methodology, sampling strategy, research questions, instrumentation, data collection, organization and interpretation of the data, the role of the researcher, and ethical concerns with this research study.

Research Design and Rationale

The following two research questions guided the study.

Research Questions

1. How effective are reentry programs in Western State?

2. To what degree does the reentry program deliver the best practices consistent with evidence-based protocols that have documented success in addressing the challenges ex-offenders face?

The Concept of the Study

The concept behind this research study was to evaluate the effectiveness of reentry programs and prove documented success in ex-offenders reintegration in Western

State. To interview men and women who are ex-offenders that participate in reentry programs. In this study, I did capture the overall effectiveness of the reentry program with a range of participants experiences and outcomes.

Research Tradition

This research study selected the tradition qualitative research method. Qualitative research inquiry is personal according to Patton (2015). Qualitative research involves understanding human lives and sharing lived experiences of a phenomenon which is the opposite of quantitative research that analyzes statistical and secondary data. According to Patton (2015), qualitative research studies show how things work, capture stories, understand people's perspectives and discover patterns. Qualitative research was used in fieldwork both research and evaluation (Patton, 2015). There are five different qualitative approaches which include; phenomenology, ground theory, narrative, ethnography, and case study (Creswell, 2013). For this research study selected an ethnography approach which describes cultural phenomenal concepts and implementations with reentry programs. The objective of an ethnography research study is to present an in-depth understanding of ex-offenders how they live their lives after incarceration. To describe in detail specific issues, problems, and experiences, they encounter with reentry programs and reentry process.

Rationale for Chosen Tradition

My rationale for selecting a qualitative research method with an ethnography approach works best because it describes the overall experiences of ex-offenders in reentry programs. By choosing the ethnography approach did answer the research

questions about the study and provide a better understanding of a culture that is underserved and stigmatizes. Patton (2015), stated that an ethnography study is a descriptive study of a particular culture and group such as programs, schools, projects, and treatments. An ethnography qualitative research observes, describes, and exploring individuals or group ascribe to social culture and the human problem (Patton, 2015). In addition, understanding the participant's perception of reentry programs and the culture of reentry services. According to Patton (2015), evaluating programs models has two components "theory of change and theory of action" (p. 200). The results from this study enable the collection of research to be useful in implementing new reentry programs designs for desired ex-offenders outcomes, but the more significant improvement in criminal justice rehabilitation system as well. This ethnography study did offer ex-offenders to tell their story openly, describe their own experiences with the reentry process and their transition if the reentry program provided the services they needed.

Role of the Researcher

Rubin and Rubin (2012), stated that qualitative researchers focus on depth rather than breadth, which translate more understanding specific situations and individuals in a particular population. Utilizing a qualitative ethnography approach works best because the researcher can do in-depth fieldwork to capture the overall effectiveness of the reentry program, and a range of participants experiences and outcomes (Patton, 2015). According to Patton (2015), qualitative research requires skills, training, insight, and capabilities. However, the analysis used analytical intellect and style with that in mind

there are no relations with any of the participants which will only remain professional throughout the whole research process.

My role in this study was gathering data and analyze the findings from the data collected. I conducted semi-structured interviews with 17 participants at the reentry programs selected for the study. In addition to being a good listener, I also observe the participants interactions with staff members and each other. I had face to face contact with participants during the interview process. The interview questions were open-ended so that the participants can give a detailed answer. Conducting face to face in-depth interviews afford the researcher to capture the essence and meaningful patterns. The researcher did use a guide to follow in sequence and to have follow-up questions when it seems that the interviewee wants to say more (Rubin & Rubin, 2012). The researcher has to build a bond with participants to develop trust. Therefore, the researcher must be an expert on the subject matter on reentry programs and process. The researcher's background, training, skills, and authenticity strengthen their position in the study.

To ensure validity and credibility, the researcher must protect their participants in the research. Ensuring that the data and information collected were safely store away and only the researcher had access. The final role of the researcher in this study was remain focus on the task ahead. To anticipate any challenges that may arrive during the research study, to have a plan of action to address the challenges because while dealing with human subjects they are unpredictable. I had to be understanding of the participant's situation and remember to be patient because of somethings maybe out of their control.

Ethical Concerns

Ethical issues may arise when dealing with human subjects. The researcher must protect all those involved in the research process from beginning to end. Before conducting any research, the Institutional Review Board must approve the research study (Creswell, 2013). Once the Board had approved the research study than I can start preparing for the study that each participant has read, comprehended, and explain the research if they have any questions before signing the consent form. The researcher also must explain that this is voluntary and the participants can opt out at any time during the research process. This research ethnography approach requires times, collecting detail information from participants in various reentry programs and requires the protection of individuals.

Without question, confidentiality is vital to any research. According to Patton (2015) confidentiality means in research is that reports of participants names concealed, location, and other identifying information protected. Researchers must protect their participants from any harm or punitive action during the whole research process. For this research study, each participant is given a number to identify them and only used first names. Most importantly, there are guidelines in place for any other ethical challenges or concerns for this research study.

Methodology

The target population for this qualitative ethnography study was ex-offenders men, women, and staff members at reentry programs located in Western State. Ethnography often involve fieldwork and direct observation of socially cultural

environments. In which a program evaluation can describe individuals ascribe in a group (Patton, 2015). The group of interest was 15 ex-offenders and two staff members sampling size. Qualitative inquiries aimed at smaller numbers of research participants because the researcher could focus on in-depth, individualized experience and outcomes (Patton, 2015). According to Patton (2015), qualitative data tells a story and is meaningful, such engagement into the field of the real world, getting close enough to capture the essence and value of qualitative research.

The sampling strategy employed for this qualitative ethnography study used a purposeful criterion sampling. Patton (2015), suggests purposeful criterion sampling yields insight and in-depth understanding of a specific culture or group of individuals. For this research, a purposeful criterion sampling explicitly targeted staff members working at the reentry program and ex-offenders that participate in reentry programs three months to one-year post-incarceration. Selected adults 21 years of age or older, both men and women ex-offenders different ethnic and racial background the kind of purposeful criterion sampling captures such diversity of individual people differences, experiences, and outcomes with reentry services transitioning back into society and staff members perspective with reentry. Since the selection of participants was diverse the criteria for this study participants must be 21 years of age or older, gender male and female, an ex-offender, post-release six months to one-year in reentry program, they will have different experiences with the program which will reflect in the data. In addition to staff members who work for reentry programs.

Research Participants

The number of participants selected was in total 17. The range of participants were men and women gives researcher flexibility for different data. According to Patton (2015), "there are no rules for sample size in qualitative inquiry" (p. 311). The selection process of participants did include three reentry programs located geographically in Western State. For my research study, the three reentry programs allowed access to facilitate research interviews with their participants. The strategy to locate research participants at reentry programs listed above were to post flyers on the bulletin board as well as hand out individually flyers to each reentry program director. The flyer had the information specifying criterion and contact person name, and phone number. Using a small sample size according to Patton (2015) in comparison to large sample size is only needed for representing the population purpose is a generalization. However, the sample size can reduce if saturation is achieved (Patton, 2015). Selected 17 research participants and the data collected was substantial enough for this research study.

The focus of this research study was to evaluate how effective reentry programs were addressing the challenges that ex-offenders face reintegrating into society. For a better understanding, it was vital to obtain the perspective of individuals that participated in reentry service and worked at reentry programs located throughout Western State. The procedure employed to recruit the participants for this study was as followed: first to create a flyer asking for volunteers to participate in the research study involved in the reentry program and provided services. I posted flyers on bulletin board for all participants entering the reentry program can read it and sign-up if he or she fits the

criteria. The criterion eligibility to volunteer and participate in this study is ex-offenders, three months to one year in reentry programs post-incarceration, adults 21 years of age or older, both males or females and staff members at reentry programs. However, the number of participants seeking for this study listed on the flyer in addition, information for individuals to contact the researcher conducting the study.

Most importantly, the researcher got authorization from each program director at the three research sites before posting flyers. Once all flyers were delivered and posted for volunteers next the researcher contacted the three reentry programs willing to participate in the study. At this time, I set up a date and time to meet at the location of the reentry program to further discuss the research study and the reason why the study conducted.

In addition to explaining opportunities for participating in this research study would make an impact on how reentry program provides services for formerly incarcerated in which can change development plans, implementing new programs or policies to improve support services from prison to home. At this point the information to consent form given to the participant to read and ask any questions before signing the form. Once the consent form is signed, I conducted the interviews for study. Once each participants were informed regarding volunteering for the study and all those participating, agreed for interviews to be recorded which took 15–30 minutes each to complete.

Instrumentation

The research design of a qualitative ethnography study which answered the research questions through fieldwork, in-depth face to face interviews. There are different ways to collect qualitative data such as direct observation, documents, records, and notes. According to Patton (2015), the evaluator is on-site at the program to observe and talk with the participants. Therefore, I was the primary instrument.

For this reason, to answer research questions, all interviews used an audiotape recorder. There were fifteen interview questions for ex-offenders participant to answer which were open-ended questions face to face and five questions for staff members to answer. The duration of data collection took one month for completion. Once the interviews finished, the researcher will use this time to review each response and ask the interviewee if he or she has any questions or concerns. In addition to thanking them for taking the time to partake in this research study. While exiting, I informed them how this information shared and how to obtain a copy upon completion of this study.

Data Analysis Plan

The data plan is to obtain in-depth information from reentry program participants and staff members to answer the research questions accurately. The data analysis process utilized qualitative data analysis software to transcribe interviews. By collecting, organizing, and analyzing data using a codebook created by the researcher helped with keeping data safe and secure (Patton, 2015). I used Nvivo software during the transcription process uploaded data to generates themes and patterns for coding identification constructing results and findings. Even though, qualitative software help

code, organize and sort information it is still my responsibility to input research data line by line for accuracy generating information.

Issues of Trustworthiness

According to Patton (2015), the credibility of the researcher is essential in qualitative research because the researcher is the primary instrument of data collection and analysis. To ensure trustworthiness in this research study data triangulation are transferable between the researcher and research participants (Creswell, 2013). Triangulation is when the findings provide evidence for codes and themes from multiple interviewed sources of data collected during the research study. Dependability and confirmability establish by, all participants interviews were audio recorded to capture word for word description, detail answers and authentic. In addition to inputting in computer daily and password protected on thumb drive kept in a locked file cabinet which only I can access.

The previous paragraph discusses strategies of internal and external validity for this research study. In much the same way, ethical procedures to minimize risk all research participants debriefed on consent forms and confidentiality for the study duration are secured. Furthermore, I will maintain all elements of trustworthiness the entire research study process and meets the required criterion by the Institutional Review Board [IRB] which reviewed all procedures and documents for my study met the guidelines. I received approval from Walden University IRB, Approval Number 08-20-18-0578147.

Summary

Chapter 3 has provided research designed to evaluate, describe, and analyze reentry staff members, and ex-offenders experiences in reentry programs and addressed challenges reintegrating into society. This chapter desired to identify what works, program services support and promote stability. The objective of this study was evaluation research to understand the evidence-based policy and best practices on human services to either implement new programs or improve current for more effect on public policy. According to Patton (2015), program evaluations increased over the years to improve further developing programs and decisions about future programming. This study intended to answer the research questions set forth reason to research in the beginning. The importance and contribution to the criminal justice rehabilitation system. This qualitative research study overall, I was the instrument. That means the note taker, observer, interviewer, and data transcriber. Therefore, an ethnography provided an in-depth understanding of the culture in reentry programs and described the participant's and staff members experiences. Patton (2015), stated the ethnography approach provided a behind-the-scenes look at reentry programs culture as a whole. I did ensure the quality of this research is authentic, valid, and reliable.

Most importantly, I used guided principles, followed step by step protocol to maintain that data collected was secured. In this way, I protected all participants in this research from start to finish.

The reentry services continue to shed light on the struggles ex-offenders returning to the communities they once lived in and trying to overcome the social stigma be

marginalized. Also, information provided in the appendices, also provides demographic tables and themes applied to research questions.

Chapter 4 will discuss in detail the findings and data results from the interviews.

Chapter 4: Results

Introduction

The purpose of this qualitative ethnographic study was to discover how the culture of reentry programs are addressing the challenges ex-offenders face when reintegrating into society. The study involved semi-structured interviews of staff members at reentry programs and ex-offenders who participated in reentry programs in Western State.

The following two research questions guided the study.

1. How effective are reentry programs in Western State?

2. To what degree does the reentry program deliver the best practices consistent with evidence-based protocols that have documented success in addressing the challenges ex-offenders face?   The data were analyzed and related to the research questions to explain the reentry experiences of 15 ex-offenders, male and female, and to explain the reentry services and programs post-incarceration according to two staff members. I used NVivo to code the data; it helped identify phrases, patterns, themes, and provided basic data such as the type of services, education levels, and employment. The similarities among patterns and themes in the data analysis.

In Chapter 4, I cover the following topics: setting, demographics, data collection, individual participants, data analysis, trustworthiness, results and research question summary.

Setting

I used purposeful criterion sampling to recruit research participants for this study from three reentry programs in Western State. I called each director to set up a meeting to discuss my study, before getting approval from each director to conduct research and use their facilities to recruit research participants. Once all three directors approved, I placed flyers on all three programs' display counters, and for staff theirs was place in the breakroom. (See Appendices A and B).

For each participant and staff member that volunteered for the study agreed to be interviewed the same day. The interview process was explained, the consent forms were reviewed and signed before interviews were conducted. Each participant understood they could withdraw from the study at any time. After each interview, the participants were debriefed. They had the opportunity to add anything I needed to know regarding the study. Also, each participant was given a referral for a crisis hotline information if the needed someone to talk to because of their participation in this research study. (See Appendix E).

Demographics

The participants included 13 men and four women which two were staff members with varies ethnic backgrounds such as Hispanic, Pacific Islander, Native American, European American, Filipino, African American, and mixed. They were at least 21 years of age or older and had been released from prison in the three months and participates in reentry programs or worked at reentry programs in Western State. Participants first name and ID code were used only to protect their identity in this study.

Data Collection

Seventeen participants, 13 men and four women from various ethnic backgrounds met the criteria to participate in this study. I conducted 17 semi-structured face to face interviews which included personal background information and a series of open-ended interview questions. The interview questions were designed to induce an exploration of their experiences with the reentry process, reentry services, and reentry programs. These participants for this study with different ethnicity included 6 Hispanic, 2 African Americans, 2 Native Americans, 4 European American, 1 Filipino, 1 mixed American, and 1 Pacific Islander. The use of an ethnography approach gave the researcher an in-depth understanding of the group and culture of reentry programs affects ex-offenders reintegrating back into society (Patton, 2015).

The participants were recruited and interviewed for this study started on October 10, 2018, and last interviewed ended October 24, 2018. The flyer was displayed at three reentry programs in Western State. The data collection process began after Walden University IRB approved the Letters of Cooperation from the three reentry sites. On October 10, 2018, with my first contact of the selected participant which agreed and consented to be interview the same day. The following day October 11, 2018, at another reentry program where my flyers for the study were posted individuals agreed to participate in a research study. I screened seven participants in a person whom all met the criteria and each consented to interview on the spot. At one reentry program, it took two days to interview 6 participants. The last day of data collection, I interviewed 4 participants who completed my data collection process.

At all reentry facilities, I conducted face to face interviews with a total of 17 participants at three different reentry programs in Western State. Each participant provided a copy of the consent form they signed before the interview took place. Reviewing study with each participant to make sure that he or she understood the purpose of the study and allowed them at this to ask any questions before starting the interviews. The duration of the interviews varied between 15 to 30 minutes. Some participants were engaged and focus while interviewed which these took a little bit longer than others. All participants completed the full interview without withdrawing or skipping any interview questions.

Each participant only interviewed once, I used a tape recorder for each interview to record the whole interview, while I also wrote down answers shorthand. Which captured their body language and physical expressions when asked particular questions. At each reentry facility, the settings where I conducted interviews were private conference rooms, in the staff office area, and even outside in the backyard in the natural setting of nature. After each interview, I informed the participants after I transcribed the interviews, I would email them a copy of their interview. I transcribed each verbatim interview hand written first, then typed in Microsoft word document and saved in data collection folder password protected and also flash drive as a backup.

The data collection process, I presented in chapter 3 was a little different when collecting the data and doing the fieldwork. For instance, I initially stated that five reentry programs were selected. However, when it came to actually do the research study only three reentry programs agreed to participate in my study. Also with my original number

of participants were range from 8 to 15. However I had a total of 17 participants for my study, which was more than I expected. Of course, having more participants adds more content and value to my research. Another was the flyers posted at each reentry program was only up for a few days and when I went back peopled wanted to be interviewed that day. As a result, of those eager to participate in my research study, I asked the program directors if I could use one of their private rooms, office, or conference room to start setting up to conduct my interviews. I interviewed 7 participants that day. Each participant informed that the interviews were being tape recorded and they could stop at any time. The interview protocol consists of 15 questions asked of the participants which each response. (see Appendix C). The interviews of staff members interview protocol consist of 5 questions (see Appendix D).

The interview questioning for ex-offenders was to gain an understanding of their experiences with the reentry process, how has their participation with reentry programs help them reintegrate back into society. Has reentry support services help with their needs and challenges these individuals face. I let them tell their story; each participant was comfortable with me and willing to share their reentry experiences. On the other hand, interview questioning for staff members was different in particular asking about funding, how do they get clients, the proportion of successful outcomes, and difficulties.

The results of the data collected revealed in-depth detailed of their reentry process and their perspective of what they experienced. The interviews transcribed after I completed the data collection process. Which made it easier to keep track and organized, to illustrate interview paper had participants first name and ID code with recorded

number 1 meaning that was the first recording with folder file stored number 1 after that follow the sequence in order, that is, 2, 3, 4.

During the transcription process to 2 weeks to transcribe I listened and relistened to each recorded interview to write down word for word said during the interview. As I was listening to the participants voice, I could remember each participants face, their body language, and physical expressions transcribing their interviews. Specific comments made I highlighted them and significant statements relevant to the research questions. In addition to listening to the recording, I remember each participant's emotions the ones that were serious, who was giving short responses, the ones who felt they were doing a good thing being involved and helping others who might be after them. I also recognize patterns and themes while I was transcribing as well. The data saturation was achieved from the 17 participants with similarities in their experienced in the reentry process and support services post-incarceration.

Relevant Demographics of Individual Participants and Characteristics

This section includes brief summaries of each participant and background information relevant to the study.

- Participant 1: Female, Hispanic, age 44, released in 2013, started reentry program December 2013. Not from Western State, does have family here, she as five children and has a bachelors degree in social work.

- Participant 2: Male, mixed, age 36, released May 2018 and started reentry program August 29, 2018. Not from Western State, does have family here. No children and high school diploma.

- Participant 3: Male, African American, age 49, released July 17, 2018, and started reentry programs July 17, 2018. Originally from Western State, does have family here, has two children and has a GED.

- Participant 4: Male, Native American, age 49, released June 1, 2018, and started reentry program June 1, 2018. From Western State, does have family here, has five children and currently in college.

- Participant 5: Male, Hispanic, age 29, released August 7, 2017, went to Ash Mental Hospital released August 31, 2018, and started reentry program August 31, 2018. Born in Los Angeles, but raised in Western State, does have family here. No children and high school level completed is 11th grade.

- Participant 6: Male, European American, age 40, does not remember when he was released but started reentry program September 4, 2018. From Western State, has family here, two children and high school level completed is 11th grade.

- Participant 7: Male, Native American, age 63, released June 25, 2018, and started reentry program on June 25, 2018. Not from Western State, no family here. Has two boys and some college completed 43 units.

- Participant 8: Male, Hispanic, age 33, released July 17, 2018, and started reentry program July 17, 2018. From Western State, has family here. No children and 11th grade with a GED.

- Participant 9: Male, European American, age 36, released July 21, 2018, and started reentry program July 21, 2018. From Western State, does have family here. One child, age five little boy and has a high school diploma.

- Participant 10: Male, Filipino, age 35, released June 2018 and started reentry program in June 2018. From Western State, has family here, has two children and completed 10th grade.

- Participant 11: Male, Hispanic, age 42, released July 2, 2018, and started reentry program October 9, 2018. Not from Western State, does have family here. Has four children and his GED.

- Participant 12: Male, European American, age 45, released December 31, 2017, and started reentry program in June 2018. From Western State, has family here. No children and his high school diploma.

- Participant 13: Male, Hispanic, age 44, released July 19, 2018, and started reentry program July 19, 2018. Not from Western State, no family here. One child, two grandchildren, has GED and some college.

- Participant Staff member 14: Male, CEO, and founder of reentry program has 5 years experience with reentry and as a formerly incarcerated individual.

- Participant 15: Female, Hispanic, age 36, released September 19, 2018, and started reentry program October 22, 2018. From Western State, has family here. Has total of four children, but only one in her custody. Has an 11th grade high school education.

- Participant 16: Female, Pacific Islander, age 32, released September 4, 2018, but started reentry program back on May 29, 2018. Not from Western State, has a little bit of family. Has two children and high school diploma.

- Participant Staff member 17: Female, Program Director, has 10 years experiences and was a formerly incarcerated individual.

Data Analysis

Recorded interviews was transcribed verbatim total of 66 pages of transcription. All transcriptions was uploaded into NVivo 12 software for analysis; the data was analyzed using applied thematic analysis coding cycles (Saldana, 2013). The researcher applied basic coding which is used to identify the interview questions and responded answers. This inductive data generated themes and patterns, which Saldana (2013), defines as a phrase or sentence that identifies what data means. The descriptive words and phrase were highlighted running query wizard identifies repeated patterns through text search, word frequency, and coding comparison. This allowed the researcher to identify categories to name fourteen themes emerged such as education level, cognitive therapy, "funding", AA, NA meetings, jobs, "homelessness", parole officer, public assistance, restitution, reentry, sobriety, safety net, second chances, mindset, environment, responsibility, and accountability. This theme represent meaning and stories of individuals experience. There were no discrepant cases identified. However I did eliminate "you know" and "umm" when transcribing the data. These were unclear statements that were removed and not considered. The identified coding references were 1660 comments with textual descriptions for 463 themes. Only fourteen identified due to

time constriction, which resulted in compiling reports for those combined fourteen
themes.

Evidence of Trustworthiness

Credibility

I used qualitative protocols systematic, in-depth fieldwork and techniques that
yield high-quality data (Patton, 2015). I employed all qualitative protocols described in
chapter 3 to ensure trustworthiness and safeguard the credibility of my research during
data collecting and analysis process. I followed data triangulation and systematical
method of analyzing the data described in chapter 3 used to detect patterns, identifying
themes, and codes to demonstrate the evidence of trustworthiness findings (Patton, 2015).
All participants enhance my study with their collaboration.

Transferability

I described in chapter 3, data triangulation are transferable between me and
participants. The data collection represented interviews of various ethnic background,
age, education, number of children, and date started reentry programs. The enrich
descriptions involved the use of multiple interview data, audiotape, and written notes
with compared data. The chains of evidence are to ensure integrity and transferability. I
inputted the data in NVivo for analyses and interpreted.

Dependability

As described in chapter 3, I adhere to Walden University research guidelines with
human subjects. All specified steps in the research process were used to enhance the

reliability of my study. I employed all the steps in reporting details of the data collection process, and analysis used to determine dependability.

Confirmability

Patton (2015) stated that confirmability in qualitative referred to the research findings are shaped by the participants and not the researcher's perception. The strategies previously described in chapter 3 no deviation could affect the confirmability of my study. I used reflective journal notes which presented insight on participants emotions, body language, and feelings as they share their experiences in reentry programs during the interviews. In addition to I used triangulation which can reveal different perspectives on an issue and promotes quality research.

<div align="center">

Results

</div>

This ethnography study was conducted to discover how the culture of reentry programs were addressing challenges ex-offenders face to integrate into society successfully in addition to examining how effective are these reentry programs in Western State. In the present study, shed light on reentry programs, support services, resources, participants reentry process, and their experience with reintegration. This study interviewed a total of 15 ex-offenders, two staff members, male and female participants. There were patterns, themes, and relationships that emerged. These themes arose because of this included the experience while incarcerated and their post-incarceration experiences. From participants willingness to speak freely about their experiences related to the reentry process and support services were 17 verbatim transcripts.

The themes formulated, I analyzed over 400, which resulted in a narrowing issue of combined fourteen working themes along with structural and fractured elements. Which illustrates the coding process, the emergent themes are as followed;

Theme 1: Second chances

The theme second chances emerged throughout the interview process. The participants believed that these reentry programs gives them a chance to change, to better themselves. Also, it provides them with an outlet to gather together as a group helping each other. The stigma of being an ex-felon is hard enough. In addition to being an ex-gang member is even worst. Because you have to be careful in which area you live in, however when you're trying to change this type of lifestyle giving a second chance to do better in life.

Regarding this theme participants stated, "it is hard to trust people when you're starting over from doing 15 years in prison". Everything has changed, so you have to change as well to adapt. These reentry programs help you transition back into society. Participant 8 stated, "I learned responsibility, I learned to separate myself from the crowds I use to run with or hang around, I do not gang bang no more, I do not have time for that kind of people" (Participant 8). Participant 8 stated, "this is the first time I can see it clearly, being a law abiding citizen it is cool" (Participant 8).

Theme 2: Resources & Right Support

The theme resources and right support emerged as another common theme among participants. Being released from prison and struggling to make it alone is devastating. However, having the right support and resources helped. These reentry programs helped

with all your needs. They helped with your mental, financials, mental, and emotional

states. "the reentry programs helped organize my mind"(Participant 8). These reentry

programs give helped with filling out the paperwork for such assistance like welfare,

"EBT," medical and childcare. Participant 1 stated "that the welfare to work program

director helped me get into this reentry program I am in now, which helped me take

responsibilities of my actions and stop blaming everyone else" (Participant 1). Having the

right support helps tremendously, the resources to help you obtain right away is housing

a place to stay once you're released from prison. Homelessness is a huge problem in

Western State. So many people live on the streets who are not ex-offenders. Without

question, having reentry programs that provide housing for ex-offenders helps, which

these do provide immediate housing once you start the reentry program.

Participant 3, stated, "that shelter it is a basic need that we need, to not live in the streets,

shelter most important" (Participant 3). Participant 4, said, "where you at your program

have to be strong support system" (Participant 4). Participant 5, said, "housing is most

important because I do not want to be homeless" (Participant 5). Participant 13, said "this

reentry program it is unbelievable" (Participant 13). Participant 16 stated, "definitely the

resource services is important" (Participant 13). Above all,these reentry programs provide

the basic needs for participants food, shelter, and transportation to get to appointments

such as medical and dental in addition to other resources as needed.

Theme 3: Environment and Mindset

Ex-offenders returning to their old neighborhoods that are associated with factors

of criminal activity, gangs, and drugs could influence the criminal behavior. However, a

new environment or change of surrounding emerged from participants. The impact of the

environment can have on ex-offenders interferes with his or her personal growth and

well-being. Especially for minorities are at a disadvantage. The majority of ex-offenders

comes from disadvantaged communities, family disruption, drug abuse, and high crime.

The environment and mindset are related to ex-offenders transitioning from prison to the

community. A full integration benefits both parties, re-entering into the community as a

formerly incarcerated person it is essential for that person to have changed his or her

mindset. This perspective is understood when the individual offender recognizes the need

to change. This perspective was mentioned by all the participants which was highly

recommended to change your "mindset." Like Participant 2 stated, "change of attitude,

change where they hang out, their environment, just change your whole lifestyle that will

be a successful reentry" (Participant 2). Participant 1 said, "take accountability of your

actions, stop blaming others, which cognitive therapy helped" (Participant 1). These

participants understand that changing their mindset, they viewed change as a learning

process moving forward through their experiences.

Theme 4: Financial Independence

The theme of financial independence emerged as the participants discuss the

reentry programs. Once ex-offenders are released, it is difficult for them to get a job, find

housing, or other necessities needed. However, when you're participating in a reentry

program, these are the things they help ex-offenders. The first step is finding employment

to do this by assessing their skills to figure out what type of work for them. Financial

independence from the participants perspective is employment, transportation, bank

account, cell phone, and a place to stay. Participant 1 stated, "employment was the most important which Jackie helped me with was employment" (Participant 1). Participant 3 said, " finding employment which he is getting help with getting a job" (Participant 3). Participant 8 said "being at this reentry program right now I have a job, a bank account, being able to obey the law and having the right tools to be financially stable out there in society" (Participant 8). As the participants described their experiences with reentry programs, it adds to the findings of this study that reentry programs do deliver the best practices addressing the challenges ex-offenders face.

Theme 5: Parole and Probation Officers

Preparation for release now correctional facilities provide programs to prepare offenders for the community transition (Tarvis, Western, & Redburn, 2014). Once decisions are made to release offenders they are ensured parole or probation officer depends on where your being released from prison you'll have a parole officer, from a jail probation officer. Even though reentry programs are a voluntary considering effort towards rehabilitation parole and probation officers referred their clients to reentry programs. In efforts to reducing recidivism rates, the majority of ex-offenders are encouraged to participate in reentry programs. Most of the participants said their "PO" meaning parole or probation officer. When an offender is released from state prison, they are required to report to his or her parole officer within 72 hours.

On the other hand, if offenders are released from jail by lay, they are required to report within 24 hours, basically the next day. Most importantly, the offenders level of risk and the chance for success are considered when reentry plans are set objectives rehabilitation

and reduction. Therefore, referring ex-offenders to reentry programs have proven effective. Participants 3, 4, 5, 7, 8, 9, 10, 12, and 13 all were referred to reentry program by their PO.

Theme 6: Funding and Safety Net

Majority of funding for most reentry programs if their non-profits organizations come from grants if available, community donations, and fundraisers. If reentry programs are ran by the government it could be under state or county funding programs. However, when speaking with the CEO, he stated " we do not get any funding, but I do have government contracts" Meaning most of their participants come from parole or probation which paid up to 90 days for clients. However, if they see that the individual is progressing such as showing success parole would pay for an extension which is another 90 days. Participant 10 said "his time here is up next month, he told his PO I am gonna need a place to stay if he gets granted an extension he will pay himself. I work at the shipyard, get paid good money. I have a home in TJ [Tijuana], but I do not want to live over there I like this place, I have structure is straight. Everybody here to help you succeed. He said if we can get this place funded and recognize under homeless court would help because a lot of these guys have restitution. If we did not have to pay restitution would be a lot easier to stack money to get our apartment or studio (Participant 10). Participant 16 said "I never seen how underrated women are until I see the things our program director goes through. Her work, we need more people like her. Barely is anyone out there fighting for them as she does? She needs funding, I've seen where she will go out of her pocket to help these women. They need to let her be more of a boss,

"more resources" (Participant 16). Speaking with the Program Director of Women Reentry said " I seen 55 women and 50 showed up. The only funding I get is from the county. Now, we're working on getting funding for the post. So when they get out, we could kind of help them along the way if we had a safety net. All my women complete my program and them follow-up, we do a follow-up process. Sometimes our women are released at night when programs closed, which is ridiculous. For example, I had a woman called me in the middle of night horrified she had nowhere to go, I got out my bed and went to her. So those are the things that I need that safety net. I get so frustrated unless you're on probation they will help you, but if you get out off paperwork your just kind of out there. So recidivism is like a revolving door, I think that is where the problem lays is I cannot get that post piece. Without having that safety net, the women are going right back. That why I continue to help and fight for these women.

Theme 7: Goals and Organization

Another common theme emerged among participants. Researchers have suggested that setting goals and being organized is essential when reintegrating into society. There is a quote by Henry David Thoreau "Pursue some path, however narrow and crooked, in which you can walk with love and reverence." Having a plan by setting goals helped participants see things from a different perspective. The reentry programs counselors helped with goals and organization for the future. Participant 1 said, " I have an awesome mentor because there is a light at the end of the tunnel" (Participant 1). Participant 2 said "they assist me in knowing what needs done. They helped me out a lot, give you things to think about, what do you want to do with your life, makes you think" (Participant 2).

Participant 4 said, "this place has been instrumental helping me move forward, my counselor is wonderful, a great man, I have much respect for him" (Participant 4). Participant 7 said "my goals are to complete this transition housing, and I want to build big homes on the reservation for transitional homes for those coming out. I will be the first one in that home; they give me guidance in setting goals for myself" (Participant 7). Participant 8 said, " they been helping me organize my mind, I give much credit to these guys" (Participant 8). Participant 9 said, "they not letting me get stagnant, I set goals, I am doing positive things now" (Participant 9).

Theme 8: Experience and Assistance

This theme emerged with all participants sharing their experience and assistance in reentry programs. During the interviews among participants openly shared how these reentry programs have helped them tremendously for the first time, I believe in myself. Participant 1 "they help me with childcare, finding assistance for permanent housing, and helped me do my paperwork for welfare" (Participant 1). Participant 2 "it affected me a lot in positive ways as my goals have changed, I got my healthcare done, they give us all the resources to get it done"(Participant 2). Participant 3 "it open my eyes to that there are a real program out there that will help you" (Participant 3). Participant 4 "we pretty much cared for here, we receive food, they help us get to our doctor's appointment" (Participant 4). Participant 7 "this program accepted me here, I was a lifer I did 37 years. The governor accepted my clemency, this program involving self-help with the counselors. They give us work because it has changed. They did not have programs like this went I first went away. They helped me get my social security card, my ID; they

helped me in every way the reentry program did that for me" (Participant 7). Participant 8 "they helped me get everything I need, they helped me with my financials, mental, emotional states, I could talk to them when I need to talk" (Participant 8). Participant 9 "anything I need advice, open-minded, we go feed the homeless every Thursday. We talk to kids about not do what we did be better; I use to be scared to talk in front of people, now I'm glad to be talking to the kids, to help them do positive things" (Participant 9). Participant 11 "this program is constructive because I'm getting back on my feet, it is beneficial to me because I'm learning" (Participant 11). Participant 10 & 12 "they assistance in getting EBT" (Participant 10 & 12). Participant 13 "this been an awesome experience it allows me to go to work to provide for myself, to prepare me for the next step" (Participant 13).

Theme 9: Job and Change

The theme of has a job and make changes in your lifestyle is essential emerged among the participants interviewed. When ex-offenders are released from jail or prison their expectations reintegrating into society is simple. However that is not realistic, the reality is that ex-offenders face many obstacles and challenges post-incarceration. Finding a job alone is hard, especially with a criminal record. However, if you have support services like these reentry programs can help ex-offenders navigate through these obstacles by providing the tools and resources to making a positive change, living a productive lifestyle. Participant 2 said "I constantly volunteer work from the program, where I am not getting paid. However, when I do get a job and get paid it would be a lot easier to work because I worked for nothing, I'm here to work on myself" (Participant 2).

Participant 3 stated, "I know I have to work, so finding employment, a job and re-connect myself with my family, the biggest change is my surrounding individuals which is people I do not hang around anymore" (Participant 3). Participant 5 & 6 "getting a job is important because you'll have structure and stability" (Participant 5, 6). Participant 7 said "they helped me succeed in not being afraid to live, I am being respectful, do the best I can help everybody consider yourself last. I appreciate the help the program gives (Participant 7). Participant 8 expressed this statement with emotions "It is up to me to get my life together, my family counting on me. There were a saying in the bible 'when I was a child I acted like a child, but when I grow up, I put away my childish things" (Participant 8). Studied revealed that when ex-offenders have the desire to change and has social support, then change will occur.

Theme 10: Sobriety and Meetings

The theme sober living and AA, NA meeting emerged as participant described their reentry process regarding sobriety. When released from prison the majority of ex-offenders are under some supervision whether that be probation or parole. However, when under supervision there is zero tolerance for drug use, alcohol, technical violations, and minor criminal behavior (Travis, Western, & Redburn, 2014). Therefore, it is crucial for ex-offenders to stay in an environment that is drug-free. These reentry programs represent drug-free and sober living environments for participants. Among all the participants in this study said that sober living is significant. Participant 1 said, "I have an addiction, and until I realize that I will never be clean, I stop blaming everyone else, I went back to therapy and I been clean and sober for seven years now" (Participant 1).

Participant 2 said, "I have a dual diagnosis drug rehab program, I want to understand more about this addiction, so I took relapse prevention" (Participant 2). Participant 4 stated " these are big issues so with recovery in mind, my probation is offering me three more months of sober living. I'm being responsible for staying sober; and I'm done with that life I am four months sober" (Participant 4). Participant 5 said "staying off drugs, stop using drugs, zero drugs" (Participant 5). Participant 6 said "going to AA meeting helps" and Participant 7 stated "NA, AA, AVP, breaking free, breaking barriers what helped. I'm staying clean and staying out of trouble. You have a group of men and women that are all ex-offenders, drug addicts, alcoholism, all these counselors like "Kerry" are good people we need more like him. They have the experiences dealing with us because they were there, you cannot put anybody in here who has not done any time, it just does not work. We need people who understand our experiences" (Participant 7). Participant 8 said "this is the first time I can see it clearly from a clear point of view, a serious point of view, and it is an eye-opener for me. I'm at a stage in my life is critical; I stay away from them" (Participant 8). Participant 9 said "places like this, I know people like to find sober livings, but none of them are like this. This place here is different; they want you to be successful" (Participant 9). Participant 10 said 'number one I stayed away from drugs" Participant 11,12, 13 said "I participate in AA meetings, drug treatment, and still go to bible study and NA meeting (Participant 11,12, 13).

Theme 11: Education Levels

The theme of education and wanting to go back to school because most of the participants only completed the 11th grade. There is an important challenges for those

who have not completed high school. Many know that education is an essential part of

reentry. Borden, Richardson, & Meyer (2012) stated "Beyond the social and public cost

benefits associated with reduced recidivism correctional education has great potential to

improve the social and economic situations of ex-offenders and their families" (p.7).

Among the participants going back to school is important. Participant 1 stated "she wants

to go back to school to get her master degree in social work. I already have my bachelors

degree in social work that my focus" (Participant 1). Participant 2 said "near future I plan

to do some schooling, certifications — nothing major at first, something that will take

weeks maybe a year at the most. Then little by little invest more time in upgrading my

education, get to a career I enjoy" (Participant 2). Participant 3 explained, "I want to go

back to school get my certificate for business and administration" (Participant 3).

Participant 4 said, "I am currently in college I am currently taking my bachelor's course

in business administration and business management, I would like to stretch it out to a

doctorate" (Participant 4). Participant 16 said "said will finish school, she explained that I

never really thought of a four year type of school. However, with her work you can only

go higher because I want to go where she "Jackie" goes she talking to the DA's all that

you have to be educated to do that makes me want to grab that knowledge" (Participant

16).

Theme 12: Cognitive Therapy and Behavior

The theme of cognitive behavior therapy (CBT) emerged among participants as

they described reentry participation. Cognitive behavioral therapy is a form of

psychotherapy, CBT treats problems by modifying dysfunctional emotions, behaviors,

and thoughts (Borden et al., 2012). CBT helped participants structure their thoughts to identify and develop problem-solving skills. Participant 1 said, "I was only interested in the CBT the judge told me I need to take CBT" (Participant 1). Participant 3 said, " I like the life skills and CBT, you have to change your way of thinking which help me get there" (Participant 3). Participant 4 explained "change is scary, you have to want to change your life. 50% you have to be willing to work and the other 50% you have to have some help" (Participant 4). Participant 9 said "I like the CBT it helped me out a lot," and Participant 13 said "I go to CBT classes it is unbelievable I think the CBT is working it kinda changes the way you think, I think that is a pretty good deal" (Participant 13).

Theme 13: Responsibility and Accountability

The theme responsibility and accountability emerged in the participant descriptions of their own experiences with reentry program and services. Restorative justice, taking ownership of his or her actions while empathizing with victims they may have harm due to criminal acts. First, acknowledged the wrong and be accountable, all the participants indicated accountability and wanting to change. Participant 1 said " honestly that hard-headedness that I had back then, blaming everyone else was wrong. I need to take responsibility; she said Jackie guided her to take ownership of my responsibilities. I took responsibilities, I take excellent care of my kids. Overall, I just taking responsibility" (Participant 1). Participant 4 explained " Night and day, I changed 180 degrees around. I do not want to be homeless; I do not have an active craving for addiction anymore. I do not go to old places; I do not do old things "bad habits"(Participant 4). Participant 7 shared "I did 37 years, I was life without the

possibility of parole. I was never coming home; the governor accepted my clemency

committed my sentence to 25 years gave me a chance to face the parole broad. Here I am,

it was a miracle, but this is what these programs do they keep you out of trouble. They

keep you focus; it does change your life; it helped a lot (Participant 7). Participant 8 said,

"I have learned responsibility here, I learned to separate myself from the crowds, I am

focusing on myself I have some ground to stand on is the most important thing"

(Participant 8). Participant 9 said, "it is stepping stones, I am taking stepping stones, you

have to take it slow" (Participant 9).

Theme 14: Reentry and Success

Ninety-five percent of ex-offenders are released back into society in the

community, but successful reentry is rare because they have difficulty finding

employment and stable housing. In addition to reconnecting with their families,

reestablishing a relationship with their children and other social support. Therefore,

reentry programs that promote successful reentry generally receive support from

stakeholders, government, department of corrections, and parole/probation agencies. The

theme reentry success emerged with all participants as they described their experience

with being part of these reentry programs as they go through their reentry process,

learning to live after incarceration. The participants in my study understood the

importance of having support services to help them successfully reintegrate into society.

Participant 1 stated, "I believe that an individual formerly incarcerated, they will

need someone who has been there and who experience it, just having a good support

system" (Participant 1). Participant 2 said, "doing the right thing complying with

probation" (Participant 2). Participant 3 pressed "what I have seen since I been out is identification issues that is a roadblock and hinderance if you do not have your ID. Knowing you have people set in place that's willing to help you and give you a second chance, come out here and put in the steps and labor to be successful" (Participant 3). Participant 4 explained "my heart leans toward you have to want it, you have to want it, It is important that you want to change without that desire it does not matter what you try to help a person, it is not gonna work. However, on top of that, they have to have a perfect support system. What program you're at it has to be a strong support system, want to see you succeed. This program does all that, he stated if you get in a program and jump into it you get some good results, structure everything". (Participant 4). Participant 6 said, " what is needed, maybe understanding the timing need some transitional time, and some counseling" (Participant 6). Participant 7 expressed "the first word that comes to me is this whole experiences been humbling" (Participant 7). Participant 8 explained "I think the most important thing to have is a stable foundation, solid ground to step on when your out. The success has been like crazy when I got here, I got a job within the next week. I went to apply, and I got hired on the spot. It is the support is what you need, the right people supporting you, the right people to have your back. I value my freedom; I value the things I have now" (Participant 8). Participant 9 expressed " this place here; they want you to be successful, I have two jobs now, this is my first time I ever did a program" (Participant 9). Participant 10 said "something like this program that's clean, structure, and everyone helps each other" (Participant 10). Participant 12 said "they need to have resources to have medical needs, housing and some treatment offered whether it is

inpatient, outpatient. I would say someone to me is successful if they set goals for themselves and work towards achieving that goal whether big or small. They are taking action steps to achieve that and be honest with yourself" (Participant 12). Participant 13 said "you have to be willing to take the first step" and Participant 15 said " more resources and research, to not let people judge the background. Give them an opportunity, to see that they want to change, giving them more education, helping them" (Participant 13, 15, 16). Overall, reentry strategies should build on a framework rehabilitative services. These services to those ex-offenders individualize support post-incarceration.

Research Questions Summary

The first research question was; How effective are reentry programs in Western State? Analysis of data from participants interviews indicated that these reentry programs are effective that provide resources to give you the right support needed to reintegrate. These reentry programs offer a second chance with the reentry process; all participants expressed that the environment, atmosphere, and surroundings is authentic and welcoming. Helps with an individuals mindset open to change. The data also suggested that community parole and probation approves of these reentry programs effectiveness. The composite themes; second chances, resources, the right support, mindset, environment, parole officer, safety net, funding, education levels, responsibility, accountability, reentry and success answers the proposed research question above. All participants expressed they would recommend it for anyone who is coming out of prison and needs a fresh start reentering into society.

The second research question was; To what degree does the reentry program deliver the best practices consistent with evidence-based protocols that have documented success in addressing the challenges ex-offenders face? Data from participants interviews indicated that these reentry programs does address the challenges ex-offenders face when you first get out. The pressures of coping with being an ex-offender a criminal past, the stigma of incarceration. These reentry programs helped them get their financial independence, set goals, organization skills, experience, provided assistance, jobs, changes, keep up sobriety, go to meetings, and cognitive therapy having a counselor on site. For example, CEO participant 14, said "if they have a job, a vehicle, housing, when they leave here is a success, everyone comes through here completes the program.

Summary

The purpose of this qualitative ethnography study was to discover how the culture of reentry programs was addressing challenges ex-offenders face to integrate into society successfully. I presented data from face-to-face interviews at three different reentry facilities conducted with fifteen ex-offenders that participated in reentry programs and two staff members. Two research questions were used to guide the study; the interviews served as the only method of data collection. I presented the results of the study in which fourteen themes emerged that identified the participants experience in the reentry programs, the services, and the reentry process. The first research question was; how effective are reentry programs in Western State? Data from the participants indicated that these reentry programs is adequate at helping ex-offenders reintegrate into society

successfully. These reentry programs provide adequate services which are consistent with long-term success.

The second research question was; To what degree does the reentry program deliver the best practices consistent with evidence-based protocols that have documented success in addressing the challenges ex-offenders face? Data from participants indicated that these reentry programs provided services to help with what their existing needs and challenges. All participants indicated that they have structure, guidance, and freedom. The experiences all these participants discuss and shared consist that these reentry programs does deliver the best practices and proven to demonstrate these participants reintegration success. I wrote of the fourteen themes that emerged to provide support and evidence to the theoretical framework and the body of knowledge. I described the demographics, data collection, and analysis process. Chapter 4, also included the evidence of trustworthiness, data analysis procedures, the themes that emerged from the data, research questions, and participants verbatim statements. In Chapter 5, the purpose and nature of the study are reiterated, based on the need to gain an understanding of the reentry process, the reentry culture, and are reentry programs effective.

Chapter 5, includes an interpretation of the findings to compare with chapter 2 literature peered review. In addition to studies limitations, recommendations for further research, discuss positive social changes, theoretical implications, and conclusion of the study.

Chapter 5: Discussion, Conclusion, and Recommendations

Introduction

The purpose of this qualitative ethnographic study was to discover how the culture of reentry programs was addressing challenges ex-offenders face when integrating into society. This study involved semistructured interviews with staff members at three reentry programs and with ex-offenders in Western State. Ethnography worked best with this research study because it captured an overall picture that help explain reentry program culture, the participants, their individual experiences, and the study outcomes. The two research questions that guided this study were as follows:

RQ1: How effective are reentry programs in Western State?

RQ2: To what degree does the reentry program deliver the best practices consistent with evidence-based protocols that have documented success in addressing the challenges ex-offenders face?

Results of the analysis revealed 14 themes based on the different experiences individual ex-offenders had in their reentry programs. The reentry programs met the challenges ex-offenders face post-incarceration by assessing individualize needs and providing services and structure.

These findings offered insights on the current strengths of reentry programs and some evidence that reentry programs should be an first option instead of incarceration for non-violent offenders. It is now time to break the cycle of incarceration to rehabilitation moving forward. The fourteen themes, based on the research questions, are interpreted below.

Interpretation of the Findings

In this section, each theme is discussed within the broader context of the literature review in Chapter 2. I interpret the results to determine whether they confirm, disconfirm, or extend the knowledge of how effective reentry programs are in Western State, and to what degree do these programs deliver the best practices consistent with evidence-based protocols that have documented success in addressing the challenges ex-offenders face when reintegrating into society. The participants expressed their experiences post-incarceration and how these reentry programs played a role in their ability to become productive members of society again.

Themes

Theme 1: Second Chances

The concept of second chances constitutes the ability to forgive someone for his or her past mistakes. From the level of an ex-offender to the level of society, forgiveness seems to make a difference in the preservation of reconnecting with society after incarceration. However, ex-offenders emerge in a society that's unforgiving, that holds you to your past. Rehabilitation and restorative justice in which our criminal justice system advocate more into reducing recidivism rates. Several scholars have documented the focuses on prevention efforts. To develop more solution-based approached, reentry services, and reentry programs which provides job training, housing assistance, education services, drug treatment, and other life skills. These reentry programs are the foundation for possibles in redemption and having a second chance post-incarceration.

For this reason, the Second Chance Act created in 2008. This Second Chance Act provides funding to support reentry programs to ensure that the transition process for ex-offenders supported. Participants voiced these reentry programs give them a chance to change to being a productive member of society.

Theme 2: Resources & Right Support

The impact incarceration has on an individual; sometimes it is hard to step back into society, the participants explained. Because in prison you learn to survive on the inside is different. Now released we must learn new ways to survive on the outside. We have to learn how to do things differently (Bardach, 2012). Having the right people supporting you after incarceration is necessary. Several participants stated that they had the right support from these reentry programs. These reentry programs helped in the reentry process. Reentry programs elevate self-esteem and personal growth. They are having the right support and resources after incarceration is significant to an individual. These reentry programs provide services which involve connecting with other resources and organizations supportive services that contribute to the reentry process.

Theme 3: Environment & Mindset

Studies have shown that most individuals when confined in such a small space (i.e., incarcerated cell) your body develop muscle memory which will not allow you to use open space (i.e., society) when you are out (Bardach, 2012). Research studies have shown that most ex-offenders return to their neighborhoods which revealed high crime and is disadvantaged for these ex-offenders. As a starting point, these reentry programs ensure that the environment setting is positive and promotes stability. The environment

can have a significant influence on individuals behavior. Without question, environmental change can increase changing the mindset as well. To understand how a situational environment can shape a mindset which may lead to potential criminal or deviant behavior. However, by changing an individuals surroundings and social circumstances created a positive mindset. These participants expressed the importance of being in a structured environment contributed to changing their mindset to have an opportunity to participate in these reentry programs that helped shape their focus.

Theme 4: Financial Independence

Studies showed that thinking long-term in an essential characteristic of achieving financial independence. Thus, potential sustainability for formerly incarcerated individuals. The participants expressed that becoming financially independent is essential for them. These reentry programs provide opportunities for us to do so. The participants in this study financial independence to them are having a job, a roof over your head, a car and some money in the bank.

Theme 5: Parole & Probation

They recognize the difficulties in the prison-to-community transition and reintegration. The Department of Corrections and Rehabilitation assigned parole or probation officers to individuals upon released. These parole and probation officers ensure that ex-offenders follow the terms and requirements post-incarceration. These terms can include but not limited to finding employment, not breaking any laws 'violations', no police contact, abstaining from drugs or alcohol, and keep scheduled appointments or meetings. The majority of the participants in this study stated their 'PO'

referred them to these reentry programs. In the past, when a parolee violates his or her terms of parole, they were sent back to prison for one year. Currently, if a parolee violates their term of parole you referred to reentry program, a halfway house, or work release program. Therefore, participation in reentry programs in the most case leads ex-offenders to crime-free life.

Theme 6: Safety Net & Funding

A lack of funding for these reentry programs the CEO expressed that their program does not get any funding. Even though, the Second Chance Act was created to help fund community reentry programs with ex-offenders transition. Millions of dollars were allocated to individual states and local communities. However, there still was no funding available to help these reentry programs. Another PD2 of the women reentry program gets frustrated that no funding is there for her program. She stated "these women need a safety net, when times are hard, at least they would be able to get their needs supported."

Theme 7: Goals and Organization Skills

All participants see things in a different light now. They all expressed how setting goals for themselves is something they never did before. While incarcerated all you worry about is staying alive and doing your time. At these reentry programs, they helped you organize yourself. By prioritizing what is important to you and having a plan. It starts by being truthful to yourself how you did it, why you did it, and what are you going to do so you will never go back again? These are some hard reality questions, setting goals and having a plan will help align you with the path you want to take now.

Theme 8: Experience & Assistance

All these participants pointed out how their experiences released from prison, and reentering society was somewhat shocking, primarily if you just served 37 years in prison. Society had changed from what I remember when I first went away. So these reentry programs are necessary because they provided temporary housing, re-entry assistance, and supportive resources for ex-offenders like us. These reentry programs provided a safe place and a healthy environment for ex-offenders to reintegrate into society.

Theme 9: Job & Change

Typically, securing employment is difficult when having a criminal record or being an ex-offender. However, at these reentry programs finding a job is a top priority for staff to help assist their participants. A lot of these reentry programs have partnerships with employers who are ready to hire their participants. These reentry programs have job training workshops weekly and life skills workshop. These participants are willing to change to contribute to society as a productive citizen.

Theme 10: Sobriety & Meetings

Zero tolerance strictly enforced at these reentry programs. The majority of these participants have had a substance abuse problem and never received treatment until now. These reentry programs provided substance abuse treatment, weekly counseling sessions individually or group sessions. Also conducted drug tests for individuals who leave off grounds for work, appointments, etc. When they come back, they have to take a urine

drug test. All the participants participate in weekly NA and AA meetings. All participants expressed that their sobriety and being sober is essential.

Theme 11: Education Levels

Education has excellent potential to improve ex-offenders probability. Most of these participants highest level of education is 11th grade. Implementing educational programs have an opportunity to demonstrate positive behavior for ex-offenders increases their potential learning (Borden et al., 2012). Several participants expressed wanting to go back to school to get degrees in business administration. These reentry programs do advocate for higher learning. However, it does not enforce education on participants.

Theme 12: Cognitive Therapy and Behavior

In prison the culture ex-offenders learned that survival is crucial. Cognitive therapy creates a structure for participants in identifying elements of their behavior, thinking, and how to handle them. CBT is encouraged and available for participants incarcerated as well as post-incarceration. CBT focuses on problematic behavior's and beliefs. CBT helps participants to take incremental steps toward changing their behavior. In which CBT also treats a wide range of disorders such as depression, anger, addictions, and anxiety. All the participants who participated in CBT stated it had helped them.

Theme 13: Responsibility & Accountability

Holding individuals responsible and accountable for his or her actions is a push in the right direction. All these participants take ownership of their past errors and criminal ways. Understanding why they did it will not do it again, learning from their mistakes, moving forward knowing their responsibility as law-abiding citizens. The experienced

incarceration has made them stop blaming other people, here at these reentry programs holds you accountable for yourself. One of the biggest is reuniting with their children.

Theme 14: Reentry & Success

Preparing for release back into the community starts on the first day of being incarcerated. However, reentry services will help with what you need to do better and be better. For these ex-offenders to be successfully reintegrating, they can not do it alone. These reentry programs provided numerous assists to help with the transition. In the process of rebuilding yourself these reentry programs offer job readiness assistance, life skills, food services, clothing, housing, outpatient services, and support groups. Which also has relapse preventions and personal development classes. These reentry programs facilitate all the right ingredient for successful reentry.

Theoretical, Conceptual Framework and Finding Interpretations

The results of this study validated the two theoretical frameworks; IAD and SJT on which this study based. As important themes emerged as identified by the participants. These finding also confirmed Chapter 2 literature review. Seventeen participants expressed that support services from prison to home have been tremendously helpful.

First, the conceptual framework is IAD which was developed in the early seventies by Vincent and; Elinor Ostrom (Sabatier & Weible, 2014). Which IAD is a systematic way of studying institutional arrangements. That has four components in understanding IAD relates to providing public service, demonstrates logic of choice, action situation, interactions, and outcomes. IAD linked with reentry programs with the institutional structure and reentry services. Understand that IAD identifies with

participants in reentry programs because experiences of participants explore potential outcomes in which answered research question one. IAD framework understands how people used reentry programs to gain second chances, resources, given right support, mindset, and environment, parole officers, safety net, funding, education levels, responsibility and accountability, reentry with success. All these elements are IAD. While interviewing these 17 participants about their experience with the reentry process, reentry programs, and reentry services, it became evident that these reentry program efficiency.

Lastly, the SJT originated in 1971 by Rawls in which Rawls (1971) calls this "justice as fairness" that developed the notion, reasonable citizens. Meaning citizens are reasonable when viewing one another as free and equal in a system (Rawls,1971). The SJT recognizes self or group interest in which these participants needs are the basic structure of society. The social economic for human beings is financially independent among other things. The principles of SJT justified these participants being free and equal to thrive in our society a productive and law-abiding citizen post-incarceration. Based on the emerging themes, both IAD and SJT validates and demonstrated reentry programs in Western State are adequate and does deliver the best practices addressing the challenges ex-offenders face reintegrating into society.

Limitations of the Study

Despite the insight, this research study has its limitations. The various limitations to this study; the lack of experience conducting an ethnography study, an only sample from three reentry programs instead of five, and the delimited to only Western State reentry programs. The participants were disproportionate between male and female, more

male participants than female. The research questions that were used to guide the study, particularly research question number one. Because there were only three reentry programs participants data was collected only shown how effective these three reentry programs — however, the importance of documentation how limitations to the trustworthiness of this study were mitigated.

I conducted interviews until saturation achieved. However, because the target participants size was between 8 to 15 participant, this study exceeded. Due to time restraints, potential participants were unable to volunteer. This study conducted in two weeks period, with limited time. Those volunteers to participate shared his or her experience being at the reentry program and reentry process. After the 17 interviews, no more information was accomplished. The descriptive data were used to describe participants experiences and also audit trail was used to ensure dependability (Patton, 2015). This research process was thoroughly described from the data collection process, studies contexts, to explain and interpret the findings. The participants resided in Western State and between the ages of 32 -63 shared their experiences in reentry programs.

Another limitation, which is the geographic location, it cannot be said that the participant's experiences in reentry programs are similar to the experiences of other participants in other states because each state may have different factors, structures, and reentry process. Therefore, future studies ought to look into another geographic location to understand this particular population similarities and difference. In this study, communication was opened to ensure participants were in a safe and humbling atmosphere. I used an interview protocol guidelines; all interview questions were open-

ended. Bias recognized during interviews, however, controlled or beliefs. Everything was put aside to describe these participants experiences with their reentry process.

Recommendations

I conducted this study to discover how the culture of reentry programs was addressing the challenges ex-offenders face to integrate into society successfully post-incarceration. The 17 participants in; this study shared their own experiences at the reentry program, their reentry process, and the services provided. Based on the strengths and limitations of the study, future researchers are recommended to evaluate more reentry programs based on the principles of effective interventions to assess cause and effect relationship between programs and outcomes (McDavid, Huse, & Hawthorn, 2013). Also recommended that a quantitative approach be beneficial an ANOVA analysis of variance to understand more how, various groups or individuals differ in terms of their experiences with reentry programs and the reentry process.

This way knowledge on the specific needs during the transitional phase can obtained. However, to improve current literature on reentry programs research could be conducted to address the Second Chance Act and the funding who gets what, how much, and what does the funding services. There is little data on the Second Chance Act Initiative that was created in 2008 to help to implement reentry programs in local communities. Furthermore, annual evaluations conducted on reentry programs funded by the Second Chance Act. Therefore, the need for a current list of reentry, programs funded by the Second Chance Act should be able to access that data. Further research on what current program useful in other jurisdictions and how they implemented in Western State.

The following recommendation is that ex-offenders need our help reintegrating into the community, in which more reentry programs are necessary services for post-incarceration.

Implications

Over 3,000 women incarcerated for non-violent crimes, and more than 100,000men incarcerated for a nonviolent crime in the United States (BJS,2017). The motivation for change now is the time to break those patterns and cycle of incarceration to make a difference moving forward in our criminal justice system. Recidivism rates spotlight challenges to crime prevention. Therefore, rehabilitating the system and associated policies to ensure procedural changes integrated into our criminal justice system specifically for non-violent offenders. Such changes allow individuals to address the non-violent offense in intervention and prevention services, instead of incarceration.

In the organizational level more organizations need to step up and help ex-offenders return to our communities safe and successful. Organizations to be more involved in legislation related to reentry, and understanding the reentry process for ex-offenders. More collaborative efforts with law enforcement, correctional institutions, and governmental agencies interested in improving reentry reform which includes societal and policy levels of positive social change. Evidence-based approaches to reentry policies have proven to be the best practices in reentry protocols. Reentry programs play a significant role in reducing recidivism rates for ex-offenders. Communities networking and sharing resources strengthen the commitment to improving reentry. Most importantly, upon release ex-offenders enter a reentry program tailored to his or her risk

assessment needs to facilitate the appropriate support services to transition and reintegration into society.

Methodological & Theoretical Implications

As described in Chapter 2, this study discovered how reentry programs are addressing how reentry programs are addressing challenges ex-offenders face to integrate into society successfully and are services effective. The methodological implications of this study are that recommendations for data analysis procedures targeted more in-depth descriptions of ex-offenders challenges and experiences post-incarceration. The theoretical implications from this research are expected to contribute to more understanding of the culture of reentry, reentry environment, and reentry experiences. The two frameworks were significant of this study was IAD and SJT stemming from institutional and freedom. These theories used as a theoretical foundation for qualitative and quantitative studies.

Recommendation for Practice

All the participants in my research study provided insight and shed light on how these reentry programs had helped them post-incarceration. The participants shared their own experience participating in reentry services, at these reentry programs, and how the reentry supports a real structure and environment. To help them gain back their freedom and stability, contributing to the growth process of society. By breaking these barriers down with running a successful reentry program that is promoting stability and producing law-abiding citizens contributing to the solution. Ensuring that reentry programs are

evidence-based is a critical first step for establishing effective practices the suitable for replication (Miller & Miller, 2016).

Conclusion

The purpose of this ethnography study was to discover how effective were reentry programs in Western State and does these reentry programs deliver the best practices consistent with evidence-based protocols that have documented success in addressing the challenges ex-offenders face reintegrating back into society. This research examined three different reentry programs, interviewed participants at each facility 17 in total. The participant's in-depth description of their experience with reentry programs, reentry services, and reentry process supported the findings. They are understanding the culture of reentry programs on how and what services provided for ex-offenders. This chapter provides an in-depth view of reentry programs through the eyes of the ex-offenders who participates in these programs and staff who worked with participants. A better understanding of the reentry process would enable professionals, community leaders, stakeholders, and family members to help more ex-offenders adjust to life outside of prison.

To obtain results, the data collected in this study based on the interviews of the participants. Results showed that these reentry programs produced outcomes of which achieves the goal of integrating ex-offenders into society and stay stable using the life skills learned from reentry programs. Overall, these participants said obtaining gainful employment, staying out of prison, and coming back as a mentor to help others, to show they can be successfully integrated back into their communities. Results showed reentry

programs accountability, understanding, progress toward outcomes and the impact of the program.

Recommendations for future research are suggested looking at a quantitative analysis of reentry programs. Implications for this study include addressing recommended future procedural changes for non-violent offenders and policies on incarceration. These study findings highlight the critical role these reentry programs play a part in ex-offenders transitioning process and reintegration into society successfully.

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Appendix A: Invitation flyer to participate in the research study

VOLUNTEERS ARE NEEDED
Invitation to Participate in a Criminal Justice Research Study

Hello, you are invited to participate in this research study, which is part of my doctoral degree program. The purpose of this study is to identify best practices reentry programs contribute to successful integration post-incarceration.

You can take part in this research study if:
- **An ex-offender male and female**
- **Age 21 and older**
- **Were released from prison within the past 6 months to 12 months**
- **Served at least one year in jail or prison**
- **Participates in reentry services or programs**

If you meet these requirements and would like to be interviewed, please contact **Bridget Burden, M.S. (doctoral candidate) at (XXX) XXX-6708.** During the telephone call, you will be asked some questions to see if you are qualified for this research study. If you decide to participate, you will be asked to meet me face-to-face two times for interviews. The interviews will last 45-60 minutes, giving you the chance to share and tell your experiences with reentry process/reentry programs. This information will be verified with you for accurate and correct information giving at the time of interview.

Researcher *will be recruiting 8-15 qualified participants and the first 15 that qualify will be considered for the study.*

Appendix B: Invitation flyer for staff only to participate

VOLUNTEERS ARE NEEDED
STAFF ONLY
Invitation to Participate in a Criminal Justice Research Study

Hello, you are invited to participate in this research study, which is part of my

doctoral degree program. The purpose of this study is to identify best practices reentry

programs contribute to successful integration post-incarceration.

You can take part in this research study if:
- **Work for reentry programs**
- **Involve with support services and resources for clients**
- **Program directors, staff members, counselor, or case manager**

If you meet these requirements and would like to be interviewed, please contact **Bridget**

Burden, M.S. (doctoral candidate) at (XXX) XXX-6708. During the telephone call,

you will be asked some questions to see if you are qualified for this research study. If you

decide to participate, you will be asked to meet me face-to-face two times for interviews.

The interviews will last 45-60 minutes, giving you the chance to share your experiences

helping ex-offenders with the reentry process. This information will be verified with you

for accurate and correct information giving at the time of interview.

Thank you for your support and participation

Appendix C: Interview Protocol for Participants

First Name: _____
ID code: _____

Interview Protocol for Formerly Incarcerated Participants

Before we begin, the researcher would like to thank you for agreeing to participate in this research study and to this interview. The purpose of this interview is to hear how your life has been since your release from incarceration. The researcher is interested in your reentry process and reentry participation with support services reintegrating back into the community and society. The researcher is interested in your feelings and opinions; there are no right or wrong answer, feel free to tell your story.

Your identity and the confidentiality of your answers will be secured and protected. Please let me know if you need to stop or would like to stop the interview at any time. If you would prefer not to answer a question, just let me know.

Question for Participants

Gender: Male or Female _____   Race: _____   Age: _____

Date of Release: _____   Date Started Reentry Program: _____

Personal Background Information
Are you initially from Western State?
Do you have family here?
Do you have children? How many?
What is your level of education completed?

Interview Questions
1. While you were incarcerated, did you participate in any programs designed to help you prepare for release?

2. What information did you receive about reentry programs services? Methods to avoid recidivism while incarcerated?

3. Were you aware of any organizations or programs that assist formerly incarcerated individuals?

4. What type of program assistance have you received?

5. How did you find out about this reentry program?

6. What services are most important for you? Why?

7. What are your goals being in this reentry program?

8. How has your experience been in this reentry program affected you?

9. What changes have you made in your life since your reentry program experience?

10. How has this program assisted you in moving forward in achieving your goals?

11. In your opinion, what is important for a formerly incarcerated individual to have a successful reentry in this community?

12. How would you define a successful reentry for a formerly incarcerated individual?

13. What are your plans or goals for the future?

14. Would recommend this program to others?

15. Is there anything you would like to add?

Appendix D: Interview Protocol for Reentry Staff Only

Interview Protocol for Reentry Service Providers

1. How long have you been in this job?

2. How do you get your reentry clients? Do you connect with them before releasing from prison?

3. What are the main sources of funding your reentry program? Is continued funding attached to evaluation and efficacy of services?

4. Tell me regarding outcomes, what proportion of your clients complete your program? What success means for your program?

5. Tell me the main difficulties in delivering reentry services to meet the challenges formerly incarcerated individuals face are?

In closing, is there anything you would like to add?

Appendix E: Crisis Hotline Information

If you or someone you know is feeling or experiencing:
- Suicidal thoughts
- Self-harm
- Depression
- Stress/anxiety
- Grief
- Physical abuse
- Emotional abuse
- Sexual abuse
- Isolation/loneliness
- Relationship issues

Confidential: What you say stays with only the crisis counselor. However, if you are at immediate risk of seriously hurting yourself or others **EMERGENCY SERVICES MAY BE CONTACTED.**
San Diego Adult Emergency and Crisis Services Behavioral Health emergency, **please call 9-1-1**
1(888)724-7240 toll-free call is available 24 hours a day, 7 days a week. (TDD) (619)641-6992

San Diego Psychiatric Hospital
3853 Rosecrans St.
San Diego, CA 92110
(619)692-8200

Table 1A

Themes Applied by Research Questions

Research question #1	Research question #2
Second Chances	Financial Independence
Resources & Right Support	Goals & Organization Skills
Mindset & Environment	Experience & Assistance
Parole & Probation Officers	Job & Change
Safety Net & Funding	Sobriety & Meetings
Education levels	Cognitive Therapy & Behavioral
Responsibility & Accountability	
Reentry & Success	

Table 2A

Participant by #	Gender M or F	Age	# Of children	Highest education completed	From Western State yes or no	Released date	Started reentry program
1	F	44	5	Bachelor's degree	No	2013	12/2013
2	M	36	none	HS diploma	No	5/2018	8/29/18
3	M	49	2	GED	Yes	7/17/18 Served 24 yrs.	7/17/18
4	M	49	5	Currently in college	Yes	6/1/18	6/1/18
5	M	29	none	11th grade	No	8/7/17, 8/31/18	8/31/18
6	M	40	2	11th grade	Yes	Does not remember	9/4/18
7	M	63	2	Completed 43 units of college	No	6/25/18 Served 37 yrs.	6/25/18
8	M	33	none	11th grade & GED	Yes	7/17/18	7/18/18
9	M	36	1	HS diploma	Yes	7/21/18	7/21/18
10	M	35	2	10th grade	Yes	6/2018	6/2018
11	M	42	4	GED	No	7/2/18	10/9/18
12	M	45	none	HS Diploma	Yes	12/31/17	6/2018
13	M	44	2	GED & some college	No	7/19/18	7/19/18
14	F	36	4	11th grade	Yes	9/19/18	10/22/18
15	F	32	2	HS Diploma	No	9/4/18	5/29/18

Table 3A

Themes That Emerged from Participants

Emergent themes	Coding references	Participants identified by # with themes
Second chances	17	8
Resources & right support	32, 86	1, 3, 4, 5, 8, 13, 16
Mindset & environment	52	1, 2
Parole & probation officers	17	3, 4, 5, 7, 8, 9, 10, 12, 13
Safety net & funding	18, 51	10, 16,
Education levels	18, 53,54, 60	1, 2, 3, 4, 16
Responsibility & accountability	18, 52, 86	1, 4, 7, 8, 9
Reentry & success	204, 33, 51	1, 2, 3, 4, 6, 7, 8, 9, 10, 12, 13, 15, 16
Financial independence	18	1, 3, 8
Goals & organization skills	13	1, 2, 4, 7, 8, 9,
Experience & assistance	52, 18, 34, 72	1, 2, 3, 4, 7, 8, 9, 11, 10, 12, 13
Job & change	69, 76, 100	2, 3, 5, 6, 7, 8
Sobriety & meetings	11, 52, 17, 69	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13
Cognitive therapy & behavioral	55, 208, 50	1, 3, 4, 9, 13