



VOCATIONAL AND LIFE SKILLS ANNUAL REPORT

Grant Cycle Three, Year One

July 2018 – June 2019



UNIVERSITY OF NEBRASKA AT OMAHA
NEBRASKA CENTER
FOR JUSTICE RESEARCH

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Executive Summary

The current report presents data evaluation updates for the Vocational and Life Skills Program (VLS) for the first year of Grant Cycle Three. VLS was created by the Nebraska Legislative Bill 907 in 2014 to reduce recidivism and increase meaningful employment for justice-involved individuals. This report contains 1) a VLS logic model, 2) descriptions of the eight funded programs and a matrix of services provided, 3) a snapshot of participation across the programs, 4) participant characteristics and feedback, and 5) evaluation updates on individualized service provider goals and results into the first year of the grant cycle.

The Nebraska Center for Justice Research (NCJR-UNO) evaluates the VLS initiative. NCJR's primary goal for the evaluation is to assess the extent to which grantees are effectively providing services to individuals reentering Nebraska communities. NCJR reports to the Nebraska Department of Correctional Services (NDCS) regarding the implementation process and data updates on a monthly and quarterly basis. NCJR has collaborated with the VLS service providers to create individualized evaluation plans with manageable goals contributing to the overall initiative goals.

During the first year of Grant Cycle Three, VLS grantees generally met their performance measures (see below). Some of the performance measures will soon be modified to better adhere to the initiative goals. Aspects that could use improvement include VLS's incapacity to systematically match need to intervention, grantee data collection consistency, and the scant use of quality evidence-based interventions.

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Theory of Change

NDCS seeks to increase the overall quality of life and meaningful employment among VLS participants, which can indirectly reduce recidivism.¹ Reentry programming reduces the barriers individuals face as they reintegrate back into the community, but the environments to which they return often remain prone to criminal behavior. Thus, programming alone is not a complete solution to recidivism, but it can equip individuals with valuable skills that can alleviate strain in the reentry process. These skills serve as protective factors to recidivism.²

Individuals chose to participate in crime for a variety of reasons, such as limited legal income or antisocial attitudes developed during childhood. Nevertheless, the decision to change one's lifestyle and efficacy of available social support systems are each required for the individual to recognize and legally strive towards gaining stakes in conformity.³ Once legally striving towards conformity, the likelihood of future offending *may* decrease.

However, the choice to change is necessary, but not sufficient to reduce recidivism.⁴ The VLS initiative allows NDCS to fund eight service providers that support individuals during the reentry process. Some VLS providers focus on job training that has been demonstrated to increase earning potential and reduce economic strain. Others offer education that seeks to broaden individual perspectives and increase self-efficacy. Finally, mental health is addressed by some VLS service providers in order to increase functionality and self-esteem. **Collectively, VLS service providers deliver interventions aimed at increasing prosocial behaviors, confidence, competence, and social awareness, which likely reduces the odds of recidivism.**⁵

In addition to improving the quality of life among participants and their families, increased employment rates among participants also benefits the state of Nebraska by reducing strain on general social services, by increasing tax contributions, and by contributing to safer communities.⁶ The logic model on page three of this report illustrates this theory of change that is possible with the support of multiple agencies, employers, and service providers.

¹ Visher, C. A., Debus-Sherrill, S. A., & Yahner, J. (2008). Employment after prison: A longitudinal study of former prisoners. *Justice Quarterly*, 28, 698-718.

² Ttofi, M. M., Farrington, D. P., Piquero, A. R., & DeLisi, M. (2016). Protective factors against offending and violence: Results from prospective longitudinal studies. *Journal of Criminal Justice*, 45, 1-3.

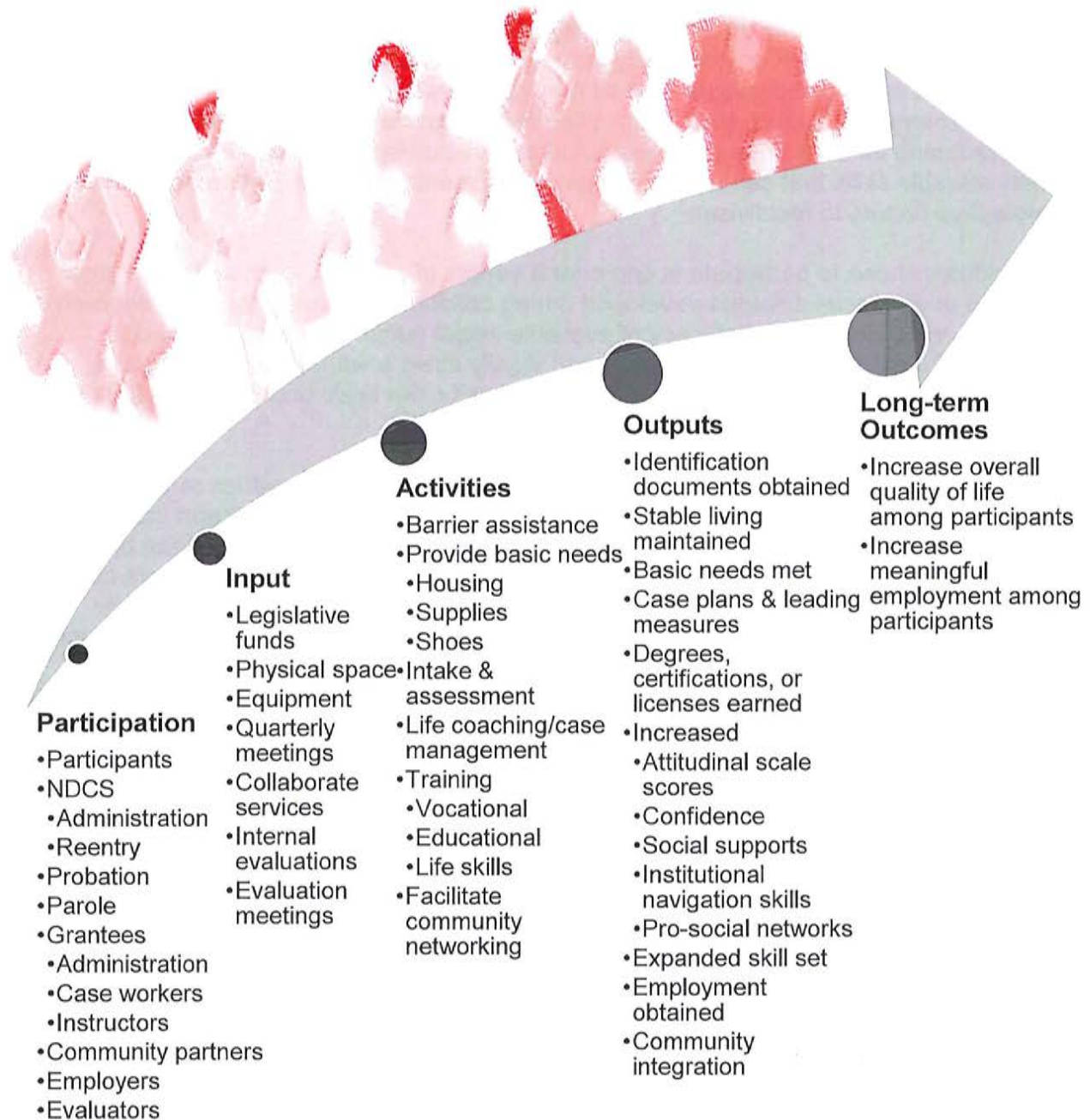
³ Sampson, R., & Laub, J. (1993). *Crime in the making*. Cambridge: Harvard University Press.

⁴ Giordano, P. C., Cernkovich, S. A., & Rudolph, J. L. (2002). Gender, crime, and desistance: Toward a theory of cognitive transformation. *American Journal of Sociology*, 107, 990-1064.

⁵ Maruna, S. (2001). *Making good: How ex-convicts reform and rebuild their lives*. Washington, DC: American Psychological Association.

⁶ The Council of State Governments Justice Center. (2013). *Integrated reentry and employment strategies: Reducing recidivism and promoting job readiness*. The Annie E. Casey Foundation; Bureau of Justice Assistance, U.S. Department of Justice; and the U.S. Department of Labor.

VLS Logic Model⁷



⁷ A logic model shows the sequential steps programs plan to take to reach desired outcomes. Freeman, H. E., Rossi, P. H., & Lipsey, M. W. (2004). *Evaluation: A systematic approach*. Sage Publications.

VLS Data Highlights

7,660

Served to
Date

1,001

Returned to
Program⁸

12,874

Completed
Program
Offerings

85%

Successfully
Complete
Programs

95%

Recommend
VLS Program to
Others

Operating
in **10**
Facilities

⁸ Participants who previously ended programming and re-enrolled during the current year.

Program Descriptions

ASSOCIATED BUILDERS AND CONTRACTORS (ABC)

ABC is part of a national company that provides trade-specific apprenticeship training and work-based learning opportunities for careers in the construction industry. ABC offers classes in correctional facilities and ABC facilities in Lincoln and Omaha.

BRISTOL STATION

Bristol Station allows formerly incarcerated individuals to transition into the community in a residential setting. They provide opportunities of self-discovery and encourage participants to develop sustainable pro-social routines.

MENTAL HEALTH ASSOCIATION (MHA)

MHA provides peer-run behavioral case management and "wrap-around" support services in Lincoln. This holistic approach provides participants with access to services on an as-needed basis. Services include evidence-based programming, peer-group activities, and education classes and are provided in a residential and facility settings.

METROPOLITAN COMMUNITY COLLEGE (MCC)

MCC is a public education institution that supports the RAP 180 program to provide education and work readiness training both within correctional facilities and on the Omaha campus. They provide college courses, workshops, employment consultations, and a food pantry for those in need. Participants at MCC can earn a GED or Associate's degree.

MID-PLAINS COMMUNITY COLLEGE (MPCC)

MPCC is a public education institution that includes a division of Business and Community Education (BCE). The BCE is dedicated to providing communities and businesses with educational programs. They provide trainings and certifications on the MPCC campus with the escort and supervision of NDCS employees.

RECONNECT, INC.

ReConnect, Inc. offers short courses that balance life skills and cognitive restructuring techniques with employment training to help clients reach their full potential. Located in Omaha, ReConnect hosts job fairs to connect clients, employers and provides pre-release services in correctional facilities.

TRADE

TRADE is a program administered by the Center for People in Need. It provides comprehensive services and opportunities to support low-income, high needs individuals in correctional facilities and at the CFPIN facility in Lincoln. Services include courses or trainings, but focus on relational, cognitive, and technical skillsets.

YORK COLLEGE (YC)

YC is a private education institution that provides participants with education courses and prepares them for gainful employment using a spiritual approach to improve cognitive thinking skills and relationship skills. Participants can earn an Associate's degree for passing all the classes included in the program.

Self-Assessment Matrix for Reentry Programs

Grantee leads were asked to complete the Self-Assessment for Employment-Focused Reentry Programs, created by the National Reentry Resource Center. The self-assessment is designed to help employment-focused reentry programs gauge their current capacity to provide integrated reentry and employment interventions to reduce recidivism and improve employment outcomes. This tool assesses the extent to which programs are adopting promising practices from the workforce development field to improve work outcomes for hard-to-employ populations, including people returning to communities from incarceration or who are on parole and probation supervision. It also assesses for the program's use of the service-delivery principles that have been shown to reduce recidivism and can be used to build the employability skills of this population. The color-coded matrices below represent 1) descriptions of the sub-category options; and 2) the completed matrix by grantee. The full assessment may be found at <https://csjusticecenter.org/nrrc/publications/self-assessment-for-employment-focused-reentry-programs/>

Category	Sub-category	A	B	C
Job Readiness	Education	No edu programs	Edu programs, but no credentialing	Edu and credentials
	Training	None	Training, but no employer feedback	Training with employer feedback
	Soft skill interventions	None	Soft skills, no CBI or Social Learning	Soft skills with CBI or Social Learning
	Transitional-job placements	No transitional job placement	Transitional job placement; no EBP	Transitional job placement with EBP
	Non-skill related interventions (supportive services)	None	1 to 3 non-skill-related interventions	4 to 5 non-skill-related interventions
	Non-transitional subsidized employment opportunities	None	Subsidized employment	Subsidized employment with training
	Job coaching	None	Job coaching, self-directed	Job coaching with guidance
Job Placement & Retention	Job development	None	Job development; self-directed	Job development with guidance
	Employment opportunities	No direct employment	Some direct contact with employers	Job placement is offered
	Retention and advancement services (participant-facing)	No retention services for participant	Retention services reactive	Retention services proactive
	Retention and advancement services (employer-facing)	No retention services for employers	Retention services reactive	Retention services proactive
	Financial work incentives	None	Financial work incentives	Financial work incentives + milestones
	Staff dedicated to case management duties	None	Some staff partial case management	Some staff full case management
	Trainings for staff dedicated to case management duties	None	Some trainings	Regular EB trainings
Engagement	Communication	No communication about services	Regular comm. internal	Reg. comm. internal & external
	Cognitive-behavioral interventions	None	CBI once per week	CBI at least two per week
	Peer supports	None	Informal peer support	Formal peer support
	Pre-release services	No services pre-release	Remote pre-release services	Services begin in facility
Timing	Services in the community begin after release	After two months	Between one and three months	Within one month
	Non-financial incentives	None	Yes, upon completion	Yes, in front of peers
	Financial incentives	None	Yes, support & transportation	Yes, with bonuses
Coordination	Coordination with community supervision or corrections	None	Info sharing is one time or one-way	Regular comm.
	Communication with family or community supports	None	Reactive communication	Proactive communication
	Case conferencing	None	Internal	Internal & external
Structured Time	Structured programming	None	4 to 6 hours per week	More than 6 hours per week
	Transitional job or unsubsidized employment programming	None	1 to 20 hours per week	21 to 40 hours per week

Self-Assessment Matrix for Reentry Programs

	ABC	Bristol Station	MCC	MHA	MPCC	ReConnect	TRADE	YC
Job Readiness	Education							
	Training							
	Soft-skill interventions							
	Transitional-job placements							
	Non-skill related interventions (supportive services)							
Job Placement & Retention	Non-transitional subsidized employment opportunities							
	Job coaching							
	Job development							
	Employment opportunities							
	Retention and advancement services (participant-facing)							
Engagement	Retention and advancement services (employer-facing)							
	Financial work incentives							
	Staff dedicated to case management duties							
	Trainings for staff dedicated to case management duties							
	Communication							
Timing	Cognitive-behavioral interventions							
	Peer supports							
	Pre-release services							
	Services in the community begin after release							
	Incentives	Non-financial incentives						
Financial incentives								
Coordination with community supervision or corrections								
Communication with family or community supports								
Case conferencing								
Structured Time	Structured programming							
	Transitional job or unsubsidized employment programming							

VLS Participation Statistics

Participants Served (Y1)			
Program	New Participants	Total Served	Successful Completions
ABC	322	341	217
Bristol Station	52	75	42
MHA	583	724	549
MCC	754	943	727
MPCC	111	111	7
ReConnect	521	673	216
TRADE	277	343	118
YC	12	12	12
Total	2,632	3,222	1,888

NEW PARTICIPANTS

New participants are the subset of the total who were new to the programs this year. New participants with each program are counted only once, which is reflected in the year they began participation.

TOTAL SERVED

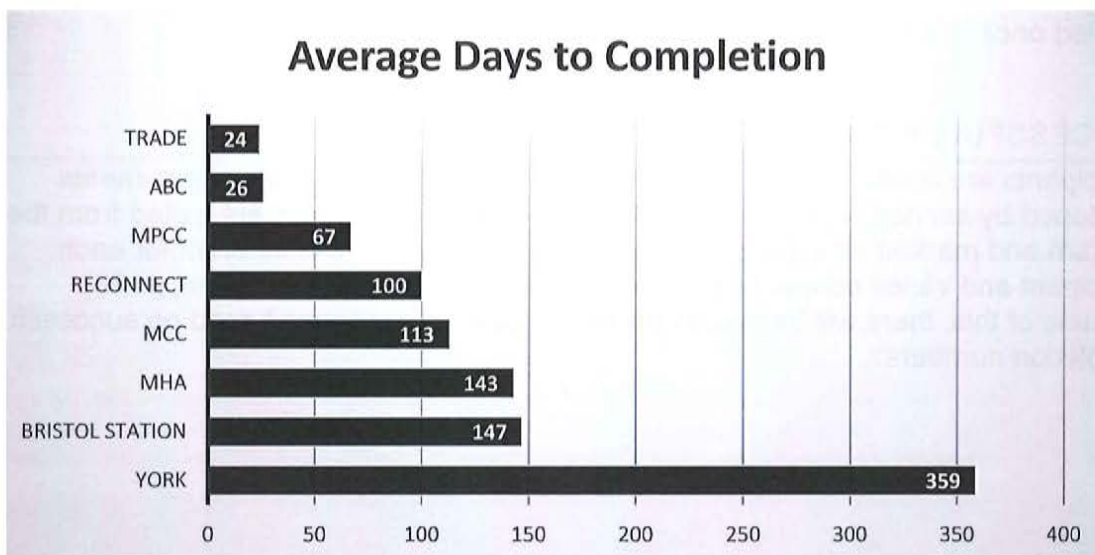
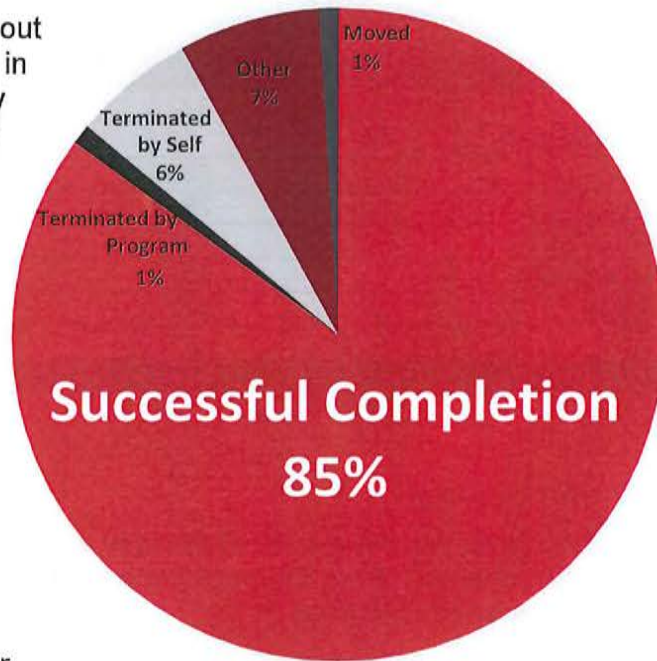
Total served is a count of participants that were actively participating in a program during the year. If the same person is a participant in multiple programs, they are counted once in each program as a unique participant.

SUCCESSFULLY COMPLETED

Participants are considered successful when they finish all program requirements developed by service providers. Once they meet this criteria, they are exited from the program and marked as successfully completed. Success looks different for each participant and varies across programs as well (see VLS Program Areas, p. 23). Because of this, there will be no comparisons between programs based on successful completion numbers.

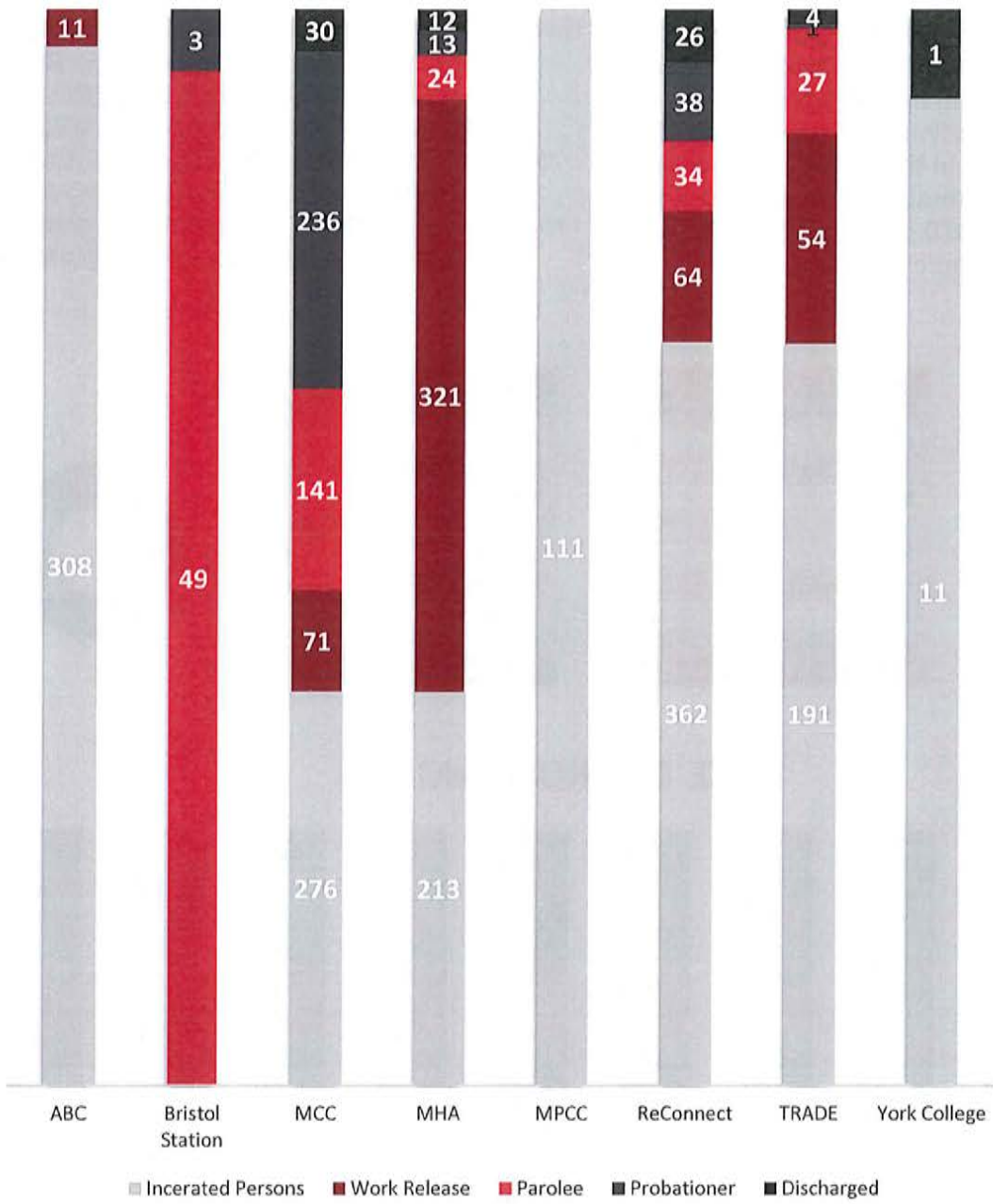
Program Completions

Since the beginning of Grant Cycle Three, **1,888** VLS participants successfully completed programming out of the **2,210** who ended programming in the first year. Participants successfully complete the programming when they meet the requirements of their individual plan with program staff in **105** days on average (See Appendix A). Although most participants successfully complete programming, some stop programming for a variety of reasons: decide to leave on their own accord (terminated by self), are asked to leave by the program (terminated by program), relocate residential location or facility (moved), are referred to another agency (referred to other agency), or they may leave for another reason (other).



Participant Intake Status

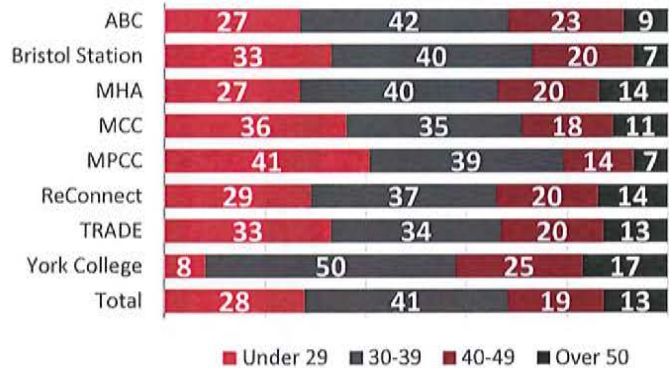
Intake Status by Program



Participant Demographics

Program staff collect a variety of self-reported demographic information from participants in their programs. If an individual participated in multiple programs, their demographic information is counted for each participation, so the data is based on individual participations and not necessarily individual people. In this report, we present demographic information on age, race, and sex. There were **370** participants (**11%**) who identified as Hispanic or Latinx.

AGE BY PROGRAM (%)



% FEMALE BY PROGRAM

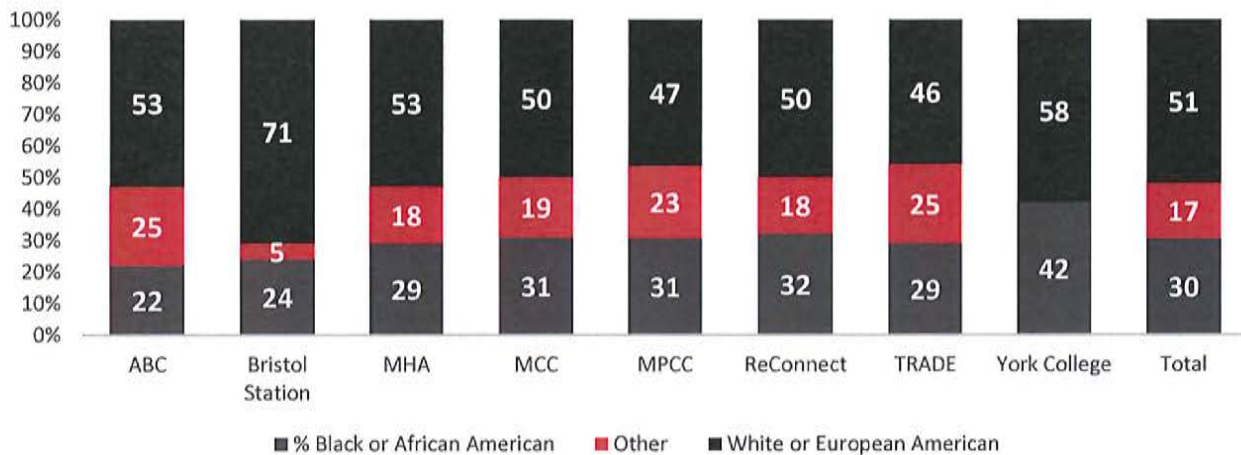
Program Name	% Female
ABC	29.8
Bristol Station	8.0
MHA	21.6
MCC	12.7
MPCC	0.0
ReConnect	6.0
TRADE	20.1
York College	100.0
Total	15.6

% MALE BY PROGRAM

Program Name	% Male
ABC	70.2
Bristol Station	92.0
MHA	78.4
MCC	87.3
MPCC	100.0
ReConnect	94.0
TRADE	79.9
York College	0.0
Total	84.4



RACE BY PROGRAM (%)



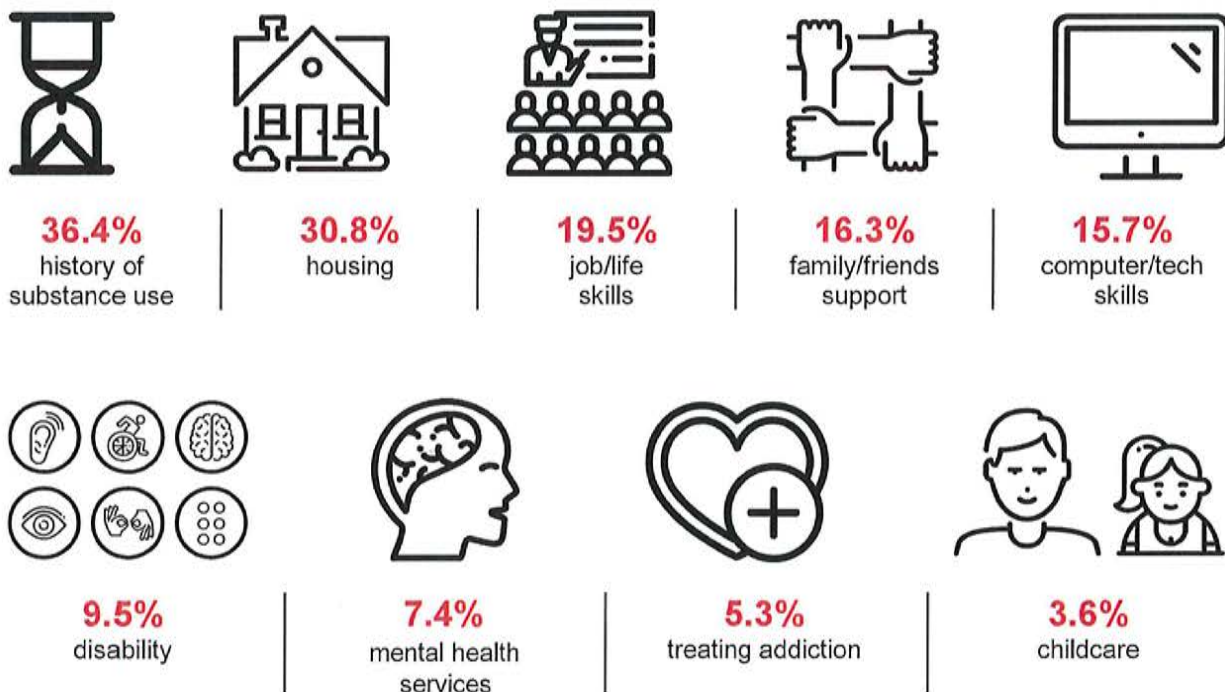
Participant Survey Data

When participants complete programming, instructors ask them to complete a participant satisfaction survey. The survey includes questions regarding motivation to volunteer in VLS programming, anticipated barriers during the reentry process, and overall satisfaction with received programming. Participants can report multiple reasons they participated and barriers they anticipate during reentry.

Participant Motivation for VLS Participation



Anticipated Barriers in the Reentry Process



Satisfaction Survey Data

Although **54.7%** of participants are dealing with **three or more anticipated challenges** in their reentry process, the vast majority is satisfied with the programming they received (**94.1%**). The majority of participants (**83.1%**) report good to excellent confidence in their abilities after completing VLS programming. Social support is also important in the reentry process, and **82.5%** VLS participants are reporting social support at least half of the time.



95.5%

of participants say program staff treated them with respect



95.3%

of participants would recommend the program to others



86.7%

of participants say the program fit their needs



82.2%

of participants say program will help them stay crime free

ABC Performance Measure Results

ABC provides participants with opportunities to succeed using the merit shop philosophy. They deliver pre-employment training, trade specific apprenticeship training, and work-based education courses with learning objectives tailored to participants with career goals in the construction industry. Service delivery is in facilities and communities across the state.

In order to assess program fidelity and the results of programming, measures were developed during a site visit on June 20, 2018 at ABC in Lincoln, and included NCJR researchers, ABC administration and staff, and NDCS VLS administrators. ABC identified what they expected to accomplish in the upcoming grant cycle and what they expect their long-term impact to be on clients and community. Performance measures and results for the first year of Grant Cycle Three are listed below.



GOAL:

110 participants per quarter will complete OSHA trainings.



RESULTS:

109 participants completed OSHA trainings.



GOAL:

Subsequent to OSHA, **80%** will agree or strongly agree that they would recommend to others.



RESULTS:

There are not enough surveys to report on at this time.



GOAL:

After OSHA 10-hour General Industry, **80%** will earn 80 or above.



RESULTS:

These results will be provided in the second year of Grant Cycle Three.

Bristol Station Performance Measure Results

Bristol Station provides participants an environment, interventions, and case management aimed to accelerate psychological and social development related to behavior and thinking. They adhere to the Risk Need Responsivity model of correctional services and utilize a validated and prominent actuarial assessment to direct case management. By utilizing cognitive behavioral techniques and supervision, participants are pushed to reconfigure their perceptions, interpretations, and responses to stimuli.

In order to assess program fidelity and the results of programming, measures were developed during a site visit on June 18, 2018 at Bristol Station and included NCJR researchers, Bristol Station staff, and NDCS VLS administrators. Bristol Station identified what they expected to accomplish in the upcoming grant cycle and what they expect their long-term impact to be on clients and community. Performance measures and results for the first year of Grant Cycle Three are listed below.⁹



GOAL:

80% of completers will increase their QOLI score.



RESULTS:

81.8% increased their QOLI score.



GOAL:

80% will agree or strongly agree that they would recommend to others.



RESULTS:

100% agreed or strongly agreed that they would recommend to others. (25 survey responses)



GOAL:

85% of completers will be employed at completion.



RESULTS:

88.5% employed.



GOAL:

80% of completers will reduce their ORAS risk score.



RESULTS:

90.6% reduced their overall ORAS risk score.

⁹ QOLI refers to the Quality of Life Inventory. Increased scores indicate improvement.

MCC Performance Measure Results

MCC 180 Re-entry Assistance Program (180 RAP) delivers student-centered education and cognitive-based interventions through case management to participants. Participants are provided work readiness and life skills training, direct services, and transitional support. In close collaboration with Nebraska Probation, 180 RAP helps these populations reduce personal barriers and successfully transition into a viable career pathway and the workforce.

In order to assess program fidelity and the results of programming, measures were developed during a meeting on June 25, 2018 at MCC and included NCJR researchers, MCC administration and staff, and NDCS VLS administrators. MCC first described their services, population served, and agency goals. MCC then identified what they expected to accomplish in the upcoming grant cycle and what they expect their long-term impact to be on clients and community. Performance measures and results for the first year of Grant Cycle Three are listed below.



GOAL:

On average, **300** participants will be served by MCC each quarter.



RESULTS:

On average, **533** participants are being served by MCC each quarter.



GOAL:

At thirty days to release, **85%** of participants will "agree" or "strongly agree" that "I would recommend this program to others."



RESULTS:

93.7% of participants would recommend others. (236 survey responses)



GOAL:

Quarterly, participants in institutions will maintain an average **3.0 GPA**.



RESULTS:

VLS students maintained a **3.85** cumulative GPA.

MHA Performance Measure Results

MHA provides participants reentry case management focused on wellness and recovery. By providing intentional peer support, offering informed choice, promoting wellness, and encouraging hope, participants can increase their employment prospects and capacities to integrate into pro-social networks including family and various community organizations.

In order to assess program fidelity and the results of programming, measures were developed during a site visit on June 21, 2018 at MHA and included NCJR researchers, MHA administration and staff, and NDCS VLS administrators. MHA identified expected accomplishments in the upcoming grant cycle and their expected long-term impact on clients and the community. Performance measures and results for the first year of Grant Cycle Three are listed below.



GOAL:

On average, **300** participants will be served by MHA each quarter.



RESULTS:

194.3 individuals per quarter, with 201.25 completions.



GOAL:

80% of MHA participants will respond "agree" or "strongly agree" to the satisfaction question "Would recommend MHA to others."



RESULTS:

96.4% of participants would recommend others. (106 survey responses)



GOAL:

80% of MHA HOPE participants will be employed upon successful program completion.



RESULTS:

84.9% of individuals who successfully completed the HOPE program were employed at completion.



GOAL:

80% of MHA participants will show increases in overall Quality of Life (QoL) scores, pre to post.



RESULTS:

92% increased;
3% same; 3% decreased.



GOAL:

85% of MHA participants will show increases in QoL "self-worth/purpose", pre to post.



RESULTS:

32% increased;
60% same; 7% decreased.

MPCC Performance Measure Results

MPCC provides short, employment-focused training courses to participants at the Work Ethic Camp in McCook. Completers earn certificates of completion.

In order to assess program fidelity and the results of programming, measures were developed during a site visit on June 27, 2018 at Cornhusker State Industries and included NCJR researchers, MPCC administration and staff, and NDCS VLS administrators. MPCC identified what they expected to accomplish in the upcoming grant cycle and what they expect their long-term impact to be on clients and community. The performance measure goals and results for the first year are below.



GOAL:

On average, **90** participants will complete certificate programs each quarter.



RESULTS:

On average, **62** participants completed certificate programs each quarter.



GOAL:

80% of participants would recommend program to others.



RESULTS:

97.3% of participants would recommend program to others. (107 survey responses)



GOAL:

85% of certificate completers will report an increase in confidence, motivation, or knowledge.



RESULTS:

85% of participants have confidence in their abilities upon completion. Pre scores are not available currently.

ReConnect Performance Measure Results

ReConnect, Inc. provides participants tools needed to transform their lives and the communities in which they live. ReConnect delivers services that help clients maximize their potential and overcome barriers that interfere with their ability to reach their full potential. Programs focus on re-entry support and services, job readiness and life skills, educational tutoring, and family mediation.

In order to assess program fidelity and the results of programming, measures were developed during a site visit on June 15, 2018 at ReConnect and included NCJR researchers, ReConnect administration and staff, and NDCS VLS administrators. ReConnect identified what they expected to accomplish in the upcoming grant cycle and what they expect their long-term impact to be on clients and community. The performance measure goals and results for the first year are below.



GOAL:

60-65 participants will be served per month.



RESULTS:

61 individuals were served each month on average.



GOAL:

80% of those served "agree" or "strongly agree" that they "would recommend the program to others."



RESULTS:

94.3% of participants would recommend others. (82 survey responses)



GOAL:

Four Toolbox Credential Programs will be offered per year.



RESULTS:

Two toolbox credential programs were offered the first year of Grant Cycle Three.



GOAL:

80% of participants completing an initial and follow-up Self Sufficiency Matrix Assessment will show improvement in at least three categories.



RESULTS:

100% improved in at least three categories.

¹⁰ The Toolbox Credential Program is a volunteer workshop with eligibility criteria.

TRADE Performance Measure Results

TRADE is a program operated by the Center for People in Need (CFPIN) in Lincoln. Its mission is to provide comprehensive services and opportunities to support low-income, high needs families and individuals as they strive to lift themselves out of poverty and achieve economic self-sufficiency. TRADE case managers assess need and assign programming in line with needs and participant preference.

In order to assess program fidelity and the results of programming, measures were developed during a site visit on June 26, 2018 at CFPIN, and included NCJR researchers, TRADE administration and staff, and NDCS VLS administrators. TRADE identified what they expected to accomplish in the upcoming grant cycle and what they expect their long-term impact to be on clients and community. Performance measures and results for the first year of Grant Cycle Three are listed below.



GOAL:

On average, **60** participants will be served in facilities and onsite each quarter.



RESULTS:

89 participants served per quarter.



GOAL:

85% of participants will "agree" or "strongly agree" that "I would recommend this program to others."



RESULTS:

100% of participants would recommend this program to others. (66 survey responses)



GOAL:

Of construction, welding, and forklift module completers, **75%** will obtain employment in their field of training.



RESULTS:

These results will be provided in the second year of Grant Cycle Three.

YC Performance Measure Results

The mission of YC is to transform lives through Christ-centered education and to equip students for lifelong service to God, family, and society. The overarching goal of YC is to educate program participants to prepare them for gainful employment to which they are well-suited upon their release from NCCW, thus increasing their chances for successful reintegration into their communities and decreasing the likelihood of recidivism.

In order to assess program fidelity and the results of programming, measures were developed during a site visit on June 19, 2018, and included NCJR researchers, York College administration and staff, and NDCS VLS administrators. York identified what they expected to accomplish in the upcoming grant cycle and what they expect their long-term impact to be on clients and community. Performance measures and results for the first year of Grant Cycle Three are listed below.



GOAL:

For each trimester, YC students in NCCW will exhibit an average GPA similar or greater than comparable York College students on main campus.



RESULTS:

VLS Average GPA = **3.68**

YC Average GPA = **3.05**



GOAL:

For each trimester, YC students in NCCW will have student evaluation mean scores for "recommending course to others" that is similar or greater than York College Students on main campus.



RESULTS:

This data will be included in year two of Grant Cycle Three.



GOAL:

80% of participants will show improvement in the adopted validated survey from the beginning of each trimester (pre) to the end of each trimester (post).

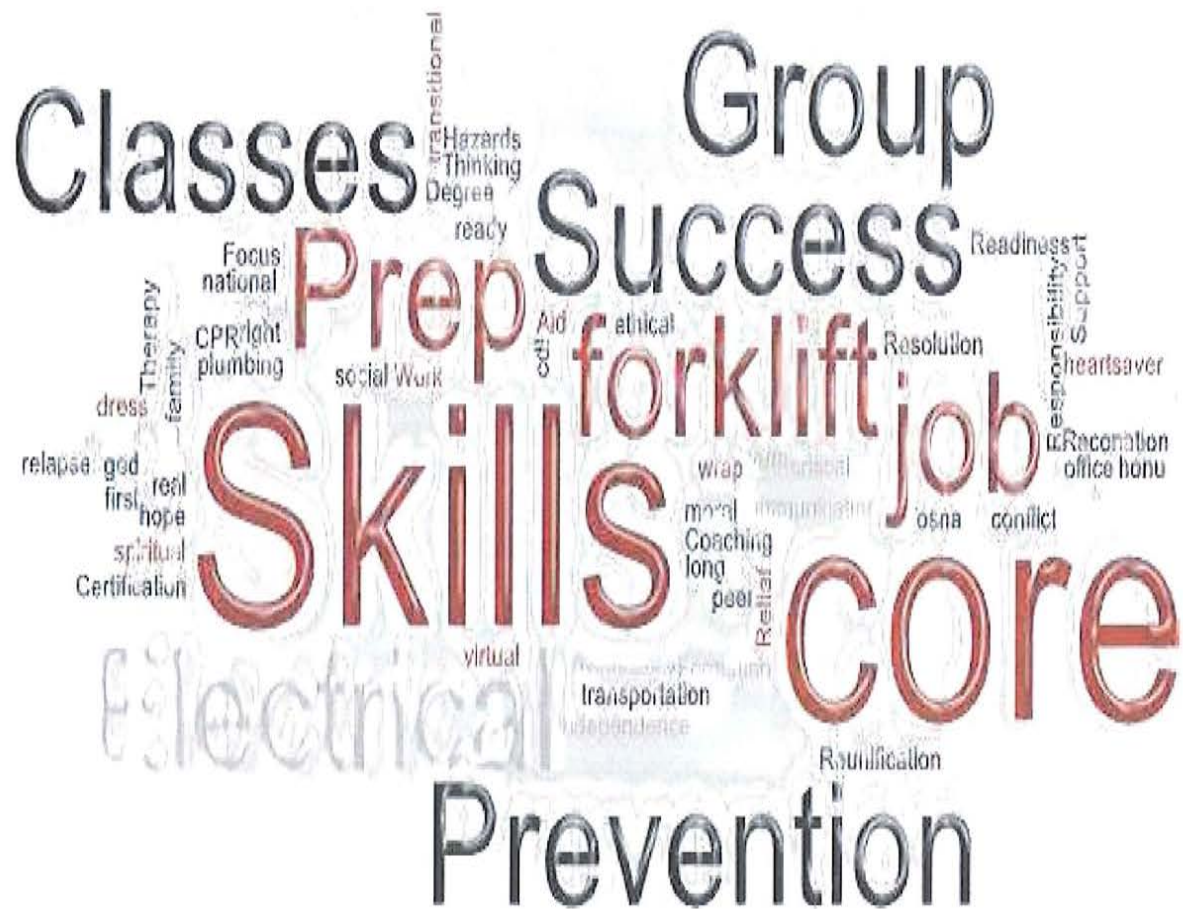


RESULTS:

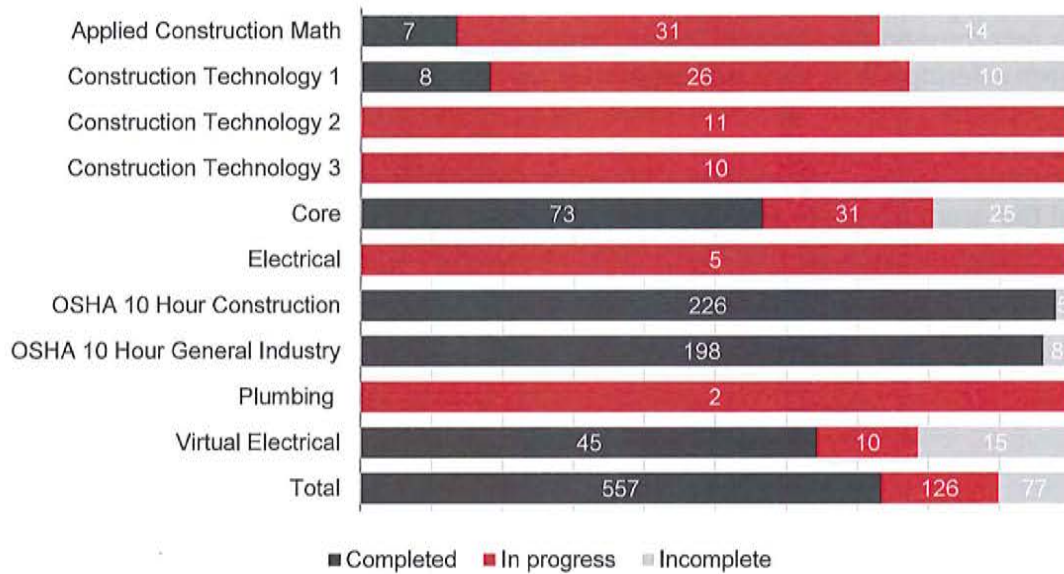
Pre-surveys were not administered when the participants started before Grant Cycle Three and are not available for comparison with this report.

VLS Program Offerings

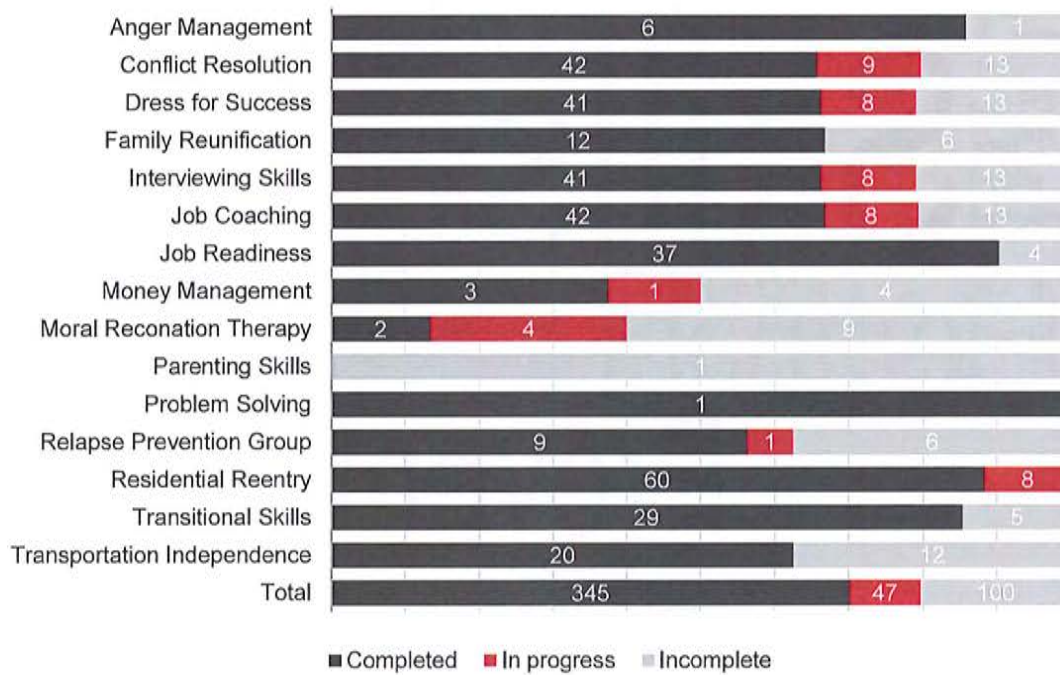
Program offering participations for year one of Grant Cycle Three are presented below. NDCS can recommend participants take programming and participants can volunteer to take program offerings they think will be beneficial to them. Many participants are involved in multiple program offerings within each program. Some participants only take one program offering, while others participate in multiple class offerings either back-to-back or simultaneously to complete the program. Programs offered have changed throughout the grant cycles to address participant needs. Please contact Katelynn Towne ktowne@unomaha.edu for more information on program offerings descriptions.



ABC PROGRAMS



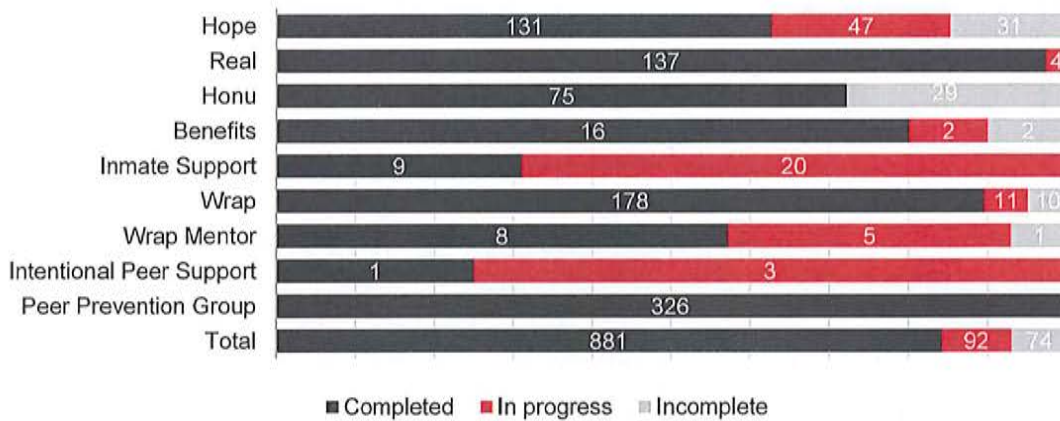
BRISTOL STATION PROGRAMS



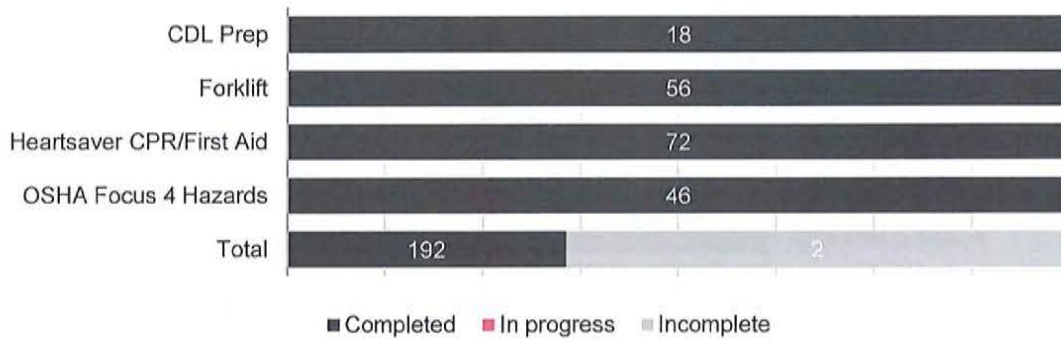
MCC PROGRAMS



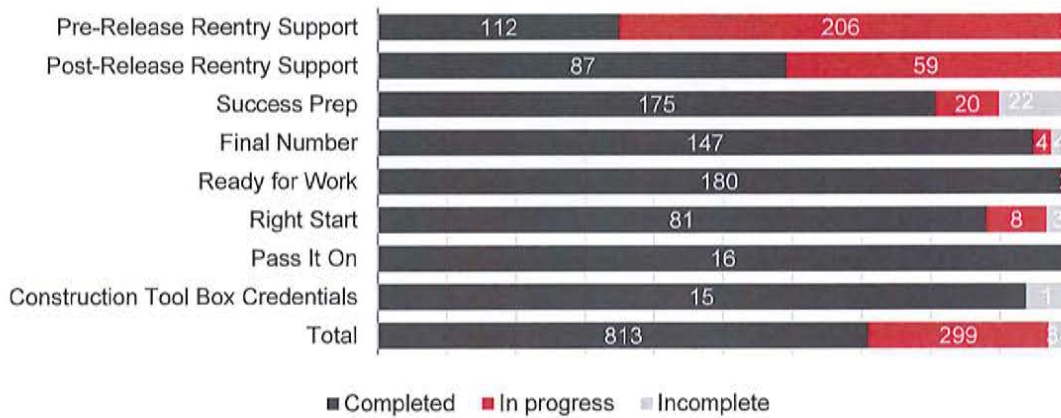
MHA PROGRAMS



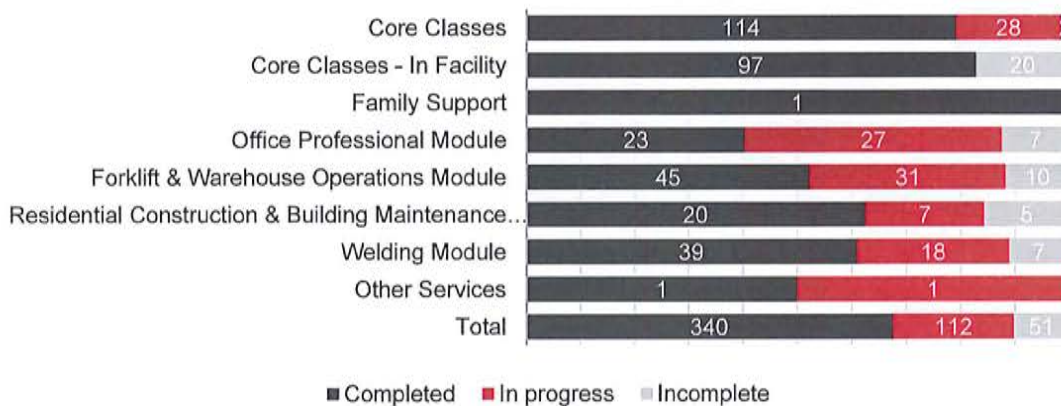
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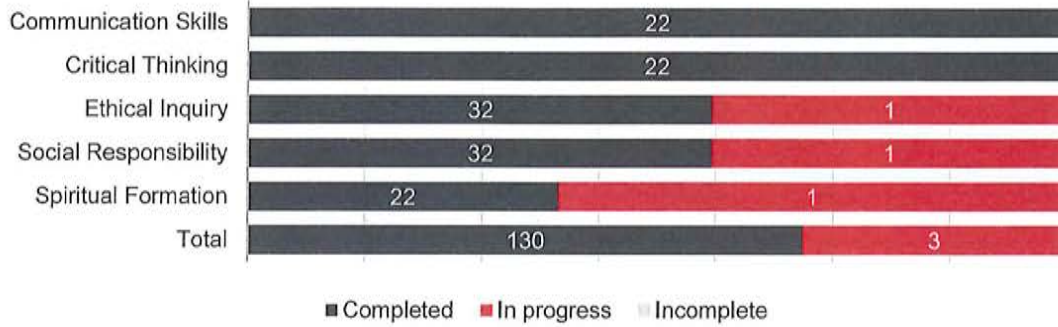
RECONNECT PROGRAMS



TRADE PROGRAMS



YORK PROGRAMS





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