



TRANSITIONAL EMPLOYMENT FOR RETURNING CITIZENS (TERC)

PROGRAM OVERVIEW

The TERC program was launched in 2023 to support individuals returning from incarceration through short-term subsidized employment and job readiness services. The goal was to reduce recidivism by improving labor market attachment during the first year after release.

Program Design:

- **Duration:** 6-month transitional employment slots (20–30 hours per week)
- **Target Population:** Adults recently released from state prison within the last 12 months
- **Capacity:** 100 slots; 80 individuals actually enrolled in 2023

Core Components:

- Subsidized wages (\$9/hour, 24 hours per week)
- Job-readiness workshops (resume writing, interview prep, soft skills)
- Case management and referrals to community services

Implementation Snapshot:

- **Participants Enrolled:** 80 (20 withdrew within first month; 60 remained active)
- **Staffing:** 3 full-time staff (case managers + coordinator)
- **Delivery Setting:** Partnership with 12 local employers who hosted participants in subsidized positions
- **In-Kind Support:** Employers provided supervision and equipment (value not documented)

EVALUATION DESIGN

Study Period: January 2023 - December 2023 (full calendar year)

Participants Enrolled: 80 participants between January and July on a rolling enrollment basis.

Comparison Group: None.

Data Sources: Program records, Incarceration and revocation data.

KEY FINDINGS

Outcome Data (12-Month Follow-Up)

- **Recidivism Rate:**
 - TERC Participants (n=80 enrolled): 22% rearrested/reincarcerated within 12 months of program completion
 - State Average (baseline comparison): 33% rearrested within 18 months of release
- **Employment Rate (6 months post-program):** 55% employed (no comparison group data available)
- **Wage Data:** Not systematically collected; anecdotal reports of \$12–14/hour starting wages



COST DATA (PARTIAL RECORDS AVAILABLE)

Program Costs:

- Staff salaries + benefits: \$310,000 (annual)
- Participant stipends (subsidized wages): \$280,000 (based on payroll records, but 5% of payroll weeks are missing)
- Facility rent/utilities: \$60,000 (annual; shared with other programs; allocation uncertain)
- Administrative overhead for executive, legal, IT, and HR for the agency is \$1,100,000. (annual; they do not have an allocation formula.
- Training workshop materials: \$12,000 (approximate based on \$200/per participant cost for all job-readiness workshops for the agency)
- Averted costs were not directly measured, but policymakers are interested in potential savings from reduced recidivism.
- **Note:** Records of in-kind employer contributions (supervision time, equipment use) were not consistently tracked. Some sites reported estimates; most did not.
- No opportunity costs were captured through participant surveying.

KEY CHALLENGES FOR ANALYSIS

1. Should cost-effectiveness be calculated on **all 80 enrolled** (intent-to-treat) or only 60 who remained active (treatment-on-the-treated)?
2. How should **in-kind employer contributions** be treated when data is incomplete?
3. How should **missing payroll weeks and shared indirect costs** be handled?
4. Which **outcomes should be included** in the cost-to-produce calculation?
5. Is the **statewide average recidivism rate** an acceptable counterfactual for this cohort?