

Ready4Reentry

Prisoner Reentry Toolkit

for Faith-Based and Community Organizations



Featuring:

Innovative Practices, Job Descriptions, and Documents from the Ready4Work Prisoner Reentry Demonstration



United States Department of Labor
Center for Faith-Based and Community Initiatives



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INTRODUCTION

Thank you for your interest in prisoner reentry and the Ready4Work (R4W) program. This toolkit, based on the Ready4Work model, is a promising practices guide for small to medium sized faith-based and community organizations interested in starting or bolstering their reentry efforts.

The Prisoner Reentry Process

Each year, more than 650,000 former inmates from state and federal institutions return to communities throughout the U.S. Many of these men and women are returning to resource-poor neighborhoods, and the only positive place available they have to turn is to a local and trusted faith-based or community organization. As more and more prisoners are released into America's communities, it is increasingly vital to connect them with sustainable employment and caring mentors to keep them from relapsing into a life of criminal activity. Oftentimes, faith-based and community organizations (FBCOs) are uniquely well positioned to provide quality transitional services to men and women returning from prison.

Local FBCO reentry programs can provide ex-prisoners with the compassion and services they need to thrive in the communities they are returning to. Placing ex-prisoners in steady employment that matches their abilities and needs is an important effort that helps ensure the safety of America's streets and the successful integration of ex-prisoners into America's communities. Recidivism is a vicious cycle of crime, prison, more crime, re-imprisonment, and so on. Statistics show that more than two-thirds of released prisoners will be charged with new crimes within three years following their release, and over half will be reincarcerated¹. According to criminal justice experts, an attachment to the labor force through stable employment, in concert with family and community connections, is a key element in helping ex-prisoners break this cycle.

Oftentimes, former inmates face numerous barriers to successful employment, including: (1) employers often are hesitant to hire ex-prisoners for various reasons; (2) ex-prisoners often lack skills to properly market themselves to potential employers; and (3) ex-prisoners frequently lack the needed social supports that allow them to enter and remain in the workplace. These and other obstacles to reentry, such as substance abuse and housing, create a demand for structured reentry programs. Often times, employers in need of qualified workers are more likely to hire ex-prisoners who are supervised by a reentry program than those who are not. A well-structured and highly-regarded program can make a big difference in the lives of ex-prisoners in your community.

The Ready4Work Model

In 2003, the Department of Labor launched R4W, a three-year pilot program to address the needs of ex-prisoners utilizing FBCOs. This \$25 million program was jointly funded by the U.S. Department of Labor (DOL), the U.S. Department of Justice, Public/Private Ventures (P/PV)—a Philadelphia-based research and demonstration non-profit—and a consortium of private foundations. The program was administered by P/PV.

R4W placed faith-based and community organizations at the center of social service delivery to ex-offenders. It placed an emphasis on employment-focused programs that incorporate mentoring, job training, job placement, case management and other comprehensive transitional services.

¹Langan, Patrick A. and David J. Levin. 2002. Recidivism of Prisoners Released in 1994. Washington, DC: Bureau of Justice Statistics.



R4W served adult offenders in eleven sites across the nation. To be eligible to participate in the adult R4W sites, an ex-prisoner had to be between the ages of 18 and 34 and within 90 days of release. Ex-prisoners who had been convicted of violent or sexual offenses were not eligible for the program. Each site was encouraged to recruit up to 40 percent of their participants prior to their release from prison. Clients were served up to 12 months, and each site had to maintain an active caseload of at least 125 participants. The R4W model had three central components: (1) case management, (2) mentoring and (3) job training and placement. Each of these components will be covered in detail in later chapters.

Ready4Work Adult Sites

The eleven R4W adult sites funded by the DOL Employment and Training Administration are listed in the following table.

Ready4Work Adult Lead Agencies	Organization Type	Site Location
Allen Temple Economic and Development Corporation (Allen Temple Baptist Church)	Faith-based nonprofit	Oakland
America Works (with Hartford Memorial Baptist Church)	For-profit in partnership with religious congregation)	Detroit
EIMAGO (Union Rescue Mission)	Secular nonprofit	Los Angeles
East of the River Clergy-Police-Community Partnership	Faith-based nonprofit	Washington, DC
Exodus Transitional Community	Faith-based nonprofit	New York
Operation New Hope	Faith-based nonprofit	Jacksonville
Search for Common Ground	Secular nonprofit	Philadelphia
Second Chance Ex-Felon Program (City of Memphis)	City program	Memphis
The Safer Foundation	Secular nonprofit	Chicago
5C's Foundation (Wheeler Avenue Baptist Church)	Faith-based nonprofit	Houston
Word of Hope Ministries (Holy Cathedral Church of God in Christ)	Faith-based nonprofit	Milwaukee

Ready4Work Results

The R4W pilot program formally ended August 31, 2006. The results of the program, which were verified by an independent third party, are promising. A total of 4,482 formerly incarcerated individuals enrolled in R4W. Of these participants, 97 percent received comprehensive case management services, 86 percent received employment services and 63 percent received mentoring services.

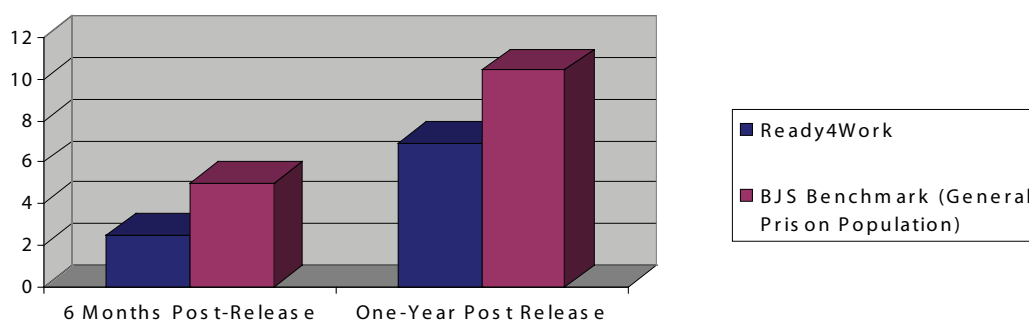
R4W sites placed 2,543 participants (57 percent) into jobs, with 63 percent of those placed retaining their job for three consecutive months after placement. On average, program costs were approximately \$4,500 per participant, compared with average costs of \$25,000 to \$40,000 per year for re-incarceration.

Data analysis on R4W prepared by P/PV shows that only 2.5 percent of R4W participants have been re-incarcer-

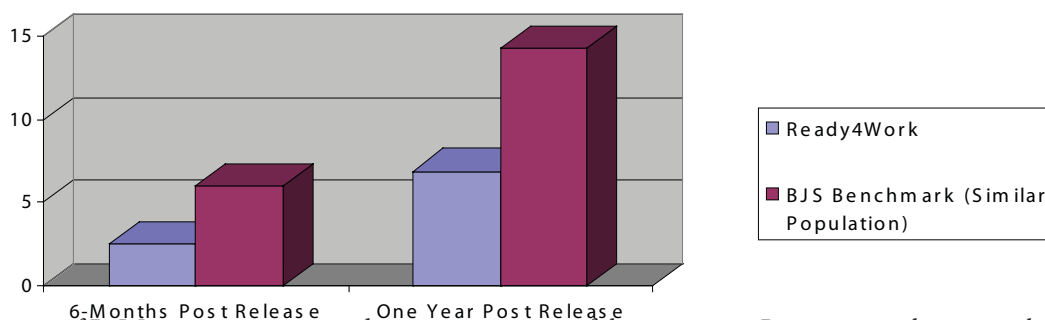


ated in state institutions within 6 months of release, and 6.9 percent were re-incarcerated at the one-year post-release mark. Though these statistics are promising, it is important to note that a random-assignment study has not been performed, so no strict control group existed for the sake of comparison.

When, however, compared against the recidivism benchmark from the Bureau of Justice Statistics (BJS) re-incarceration study, “Recidivism of Prisoners Released in 1994,” R4W recidivism rates are half the national re-incarceration rate of 5 percent at six-months and 44 percent lower than the 10.4 percent national rate of re-incarceration one-year after release.



R4W recidivism statistics are of particular significance given the fact that the program’s population was at a statistically higher risk for recidivating than the general ex-prison population represented by the BJS statistic. When compared against a subset of the 1994 BJS study that includes only African American male inmates between the ages of 18 and 34 released after serving time for nonviolent offenses, the 2.5 percent recidivism rate for R4W participants at 6 months is 58 percent lower than the 6 percent BJS benchmark figure. The 6.9 percent R4W recidivism rate at the one-year post-release mark was 52 percent lower than this BJS subset at the one-year post-release point.



Over 60 percent of R4W participants received mentoring as part of their services. Participants who met with a mentor at least once showed stronger outcomes than those who did not participate in mentoring in a number of ways:

- Mentored participants remained in the program longer than unmentored participants (10.2 months versus 7.2 months).
- Mentored participants were twice as likely to obtain a job. After the first encounter, an additional month of meetings between the participant and mentor increased the former’s likelihood of finding a job by 53 percent.
- Meeting with a mentor increased a participant’s odds of getting a job the next month by 73 percent over participants who did not take advantage of mentoring. An additional month of meetings increased a



- participant's odds of finding a job by another 7 percent.
- Those who met with a mentor were 56 percent more likely to remain employed for three months than those who did not. An additional month of meetings with a mentor increased the participant's odds of remaining employed three months by 24 percent.

A complete analysis of mentoring outcomes can be found in *Mentoring Ex-Prisoners in the R4W Reentry Initiative*, on-line at www.dol.gov/cfbcj.

Ready4Reentry Toolkit

Ready4Reentry Toolkit is a collection of practices and tools for small to mid-sized FBCOs involved or anticipating involvement in prisoner reentry based on the experience of successful reentry program. Following the R4W model, this toolkit explores the building blocks of a successful reentry program and provides examples of promising practices drawn from the eleven adult R4W sites. This toolkit is meant to provide real world examples that may assist FBCOs in establishing effective case management, mentoring and job training and placement services in their reentry curriculum. Other areas essential for operating a successful reentry program, such as forming community partnerships and adopting effective recruiting practices, are also covered in the toolkit.

Each chapter of the toolkit focuses on a distinct issue facing FBCOs and offers related practices from R4W. Chapters are divided into sections that include:

- (1) an overview of the chapter topic,
- (2) a few innovative practices used by R4W sites,
- (3) a set of action questions to help you evaluate your prisoner reentry program, and
- (4) sample job descriptions and documents from R4W.

Each chapter's initial discussion will orient you to the central issues in that chapter. It will provide you with a general, and in some cases specific, understanding of the subject matter. The next section will provide you with ideas on how to proceed by referencing particular practices from the R4W adult sites and by posing valuable questions meant to encourage you to take action. The remaining pages include practical documents, including sample job descriptions, agreements, and publicity tools, each on its own page, patterned after those used by R4W. Before entering into any agreements it is wise to consult with a legal representative.

Tools: Job Descriptions and Documents

The job descriptions and documents included in this toolkit are intended to be user friendly and adaptable to your particular program. You should use these tools to customize your own program descriptions and documents. Each item includes a reminder to add program-specific information before integrating the job description or document into your practice of reentry.

Job Descriptions

Identifying and filling important roles with qualified employees and volunteers is crucial to providing quality services to program participants. This can be accomplished more effectively and more efficiently if your organization is clear in defining the requirements for each position. Creating a file of detailed job descriptions will aid in this process. Several of the chapters in this toolkit include sample job descriptions from R4W sites. Some of the roles are essential, such as a Case Manager, while others are optional, such as an Employer Recruitment Specialist. Your program may choose, for example, to integrate the duties of this job developer into the job description of your case managers. The mission of your organization, the size of your budget and your organiza-



tion-specific circumstances will determine how many employees are required to effectively run your organization's programs. You must always keep in mind that assigning too much responsibility to one staff member may result in a lower quality of service.

The job descriptions included in this toolkit are summaries of actual job announcements from the R4W sites. The positions listed should satisfy the needs of a small, community-based program. If your organization is larger, requiring more than several case managers, it may be expedient to add another level of management and divide the tasks between more employees, possibly including positions not listed here. For instance, Eimago, in Los Angeles, splits management responsibilities among several positions, including a program coordinator, a program director and a program manager. In smaller agencies, many tasks can be delegated to the case managers and/or volunteers in lieu of hiring additional management or an extra employment specialist.

Documents

This toolkit also features examples of useful documents – applications, forms, agreements, flyers, etc. – modeled after those used by R4W sites. These documents are provided for you to create documents that will specifically suit your organization's needs. The original documents were collected from both P/PV and the R4W sites.

We hope that your organization finds this toolkit informative and beneficial to your current or future prisoner reentry programs. Each chapter is designed to stand alone from the rest of the toolkit, but it is most beneficial to read the entire toolkit to understand some of the best practices for prisoner reentry programs. If you have any questions regarding workforce development, prisoner reentry or the content of this toolkit, do not hesitate to contact the Center for Faith-Based and Community Initiatives at the U.S. Department of Labor.

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The Memorandums of Agreement/Understanding, applications, forms, flyers, etc. inserted throughout this toolkit are examples of agreements that Ready4Work used in its programs. The Department of Labor does not endorse these documents as conforming to federal law. Rather, each organization should consult with a legal representative to adapt these documents to their organization's needs and to ensure the final agreements are in accordance with local, state and federal law.



Chapter I: Launching a Reentry Organization

This chapter features successful practices employed by faith based and community organizations who train and equip ex-prisoners for successful reentry into their communities. While it is beyond the scope of this publication to go into how and why the organizations participating in Ready4Work (R4W) formed, it is relevant to engage the mission of each organization and to understand how they became involved in reentry generally and in R4W specifically.

R4W lead organizations vary in terms of experience. Some have years of experience with reentry, while others have only recently entered the field by expanding their work with other populations (e.g., the homeless). Each organization's path to helping ex-prisoners is unique. For example, you may lead an existing organization that wishes to become involved in reentry, or you may desire to create a new nonprofit to serve ex-prisoners as they reenter their communities. Alternatively, you may want your house of worship to organize a separate entity for ex-prisoner outreach. The following are examples of organizations that participated in the R4W program.

Reentry Organizations Created to Deal Solely with Ex-Prisoners

Safer Foundation (Safer) and Exodus Transitional Community (Exodus) both existed prior to R4W solely to reach out to ex-prisoners. While they may have a common vision, the organizations' size, structure and strategies are very different. Safer, located in Chicago, Illinois, is the largest provider of services to ex-prisoners in the United States. Safer has operated since 1972 and now has nine locations in Illinois and Iowa, a staff of approximately 300 and an annual budget of \$19.1 million. Safer has served over 8,000 ex-prisoners and places over 1,700 into employment yearly. Exodus, located in New York City, is engaged in much of the same activity, but on a smaller scale. Founded by a former inmate in 1999, Exodus dramatically expanded its service capacity following its involvement with R4W. Exodus now reaches out to approximately 500 ex-prisoners a year. Both Safer and Exodus remain committed to helping ex-prisoners reintegrate into the community and secure a lasting attachment to the labor market.

Church-Established Offshoot Organizations to Serve Community Needs

Churches often launch spin-off organizations to serve a particular community more efficiently and effectively. These organizations take a variety of forms – from an agency devoted exclusively to serving prisoners to one committed to numerous underserved populations. This is the case with Wheeler Avenue Baptist Church, Allen Temple Baptist Church and Holy Cathedral Church of God in Christ. Wheeler Avenue has been providing social services in Houston, Texas since its inception in 1962. The lead agency at this site is Wheeler Avenue's 5C's Foundation, an organization formed by the church for community development efforts. Allen Temple, a congregation of 5,500 members in Oakland, California, created the Allen Temple Housing and Economic Development Corporation to help low-income residents find housing and jobs. The Holy Cathedral Church of God, in Milwaukee, Wisconsin, created Word of Hope Ministries, a comprehensive service provider. As demonstrated by these three churches, religious congregations can create nonprofit agencies as one way to supply their communities with necessary services. Through these organizations, churches are able to provide separate staffing and bookkeeping, which provide organizational independence that can provide high-quality management and financial accountability.



Some Organizations Must Adapt to Serve Ex-Prisoners

Many groups are already serving other segments of their communities and desire to integrate a reentry program into their existing operations. Operation New Hope, housing and community development service organization located in Jacksonville, Florida, and Philadelphia's Search for Common Ground, an international conflict resolution organization, are two examples of organizations already serving their communities that desired to reach out to the ex-prisoner population by incorporating a reentry program into their services. While an established organizational culture with a lack of expertise in reentry may present unique challenges, a good reputation can enable your organization to recruit new staff members with experience in reentry and/or workforce development in order to leverage resources within the community.

Some Organizations Serve Similar Populations

America Works and the Union Rescue Mission have years of experience serving populations, including ex-prisoners, and offer services necessary for successful reentry. America Works, located in Detroit, Michigan, is a for-profit, experienced welfare-to-work agency operating since the early 1980s. Union Rescue Mission, founded in 1891, is a faith-based homeless shelter in Los Angeles, California. America Works and the Union Rescue Mission have successfully integrated the R4W program into their organizations. Both organizations altered staff and curriculum to adjust to R4W requirements. If your organization is currently serving a similar population and wants to become more involved with the ex-prisoner population, this toolkit will help enable you to do that. Highlighting your organization's desire to reach out to the ex-prisoner population may facilitate your recruitment of new partners and resources within your service area.

Some Ex-Prisoner Organizations Were Recently Created to Address Community Needs

In other organizations, a lead agency was created specifically to assist ex-prisoners' reentry into their respective communities. For example, in Memphis, Tennessee, the Second Chance Program is an innovative initiative created by the mayor's office to help local ex-prisoners reenter the community. Another example is East of the River Clergy-Police-Community Partnership (ERCPCP). ERCPCP was formed in the District of Columbia to combat crime and facilitate successful reentry. ERCPCP estimates that 40 percent of the organization's efforts are devoted specifically to reentry. Creating a new organization in response to the reentry crisis may be a necessary step in many communities across the United States because reentry touches many lives in a community – from the neighborhoods affected by high crime to the children without their incarcerated parents to the businesses that need dependable employees. ERCPCP saw a need east of the Anacostia River in Washington D.C. and enhanced their organization's social services to include reentry. If you assess the needs of your community, you may find a specific, pressing need for more effective reentry services.

Action Questions

1. How has the reentry crisis affected your community? What is the crime rate in your community? How many men and women are reentering your community from prison?
2. Do ex-prisoners in your area have access to a reentry program?
3. What can be done to address the issues caused by crime and prisoner reentry in your community?
4. Which of these services can be offered by your organization?
5. Which organization discussed in this chapter seems most like your organization? Why?
6. Follow-up by researching and/or contacting the organization you referenced in question 5 to gain a greater understanding of the organization's reentry program.



Chapter II: Designing an Effective Program Structure

An effective program structure serves as the backbone of your organization's reentry efforts. It is important to remember that reentry programs come in many varieties. Most R4W sites follow a more traditional social service model accompanied by additional unique concepts that depend on the type of agency offering the services. The 11 adult sites in R4W include six faith-based organizations, three secular nonprofits, one city program and one for-profit company. Each organization approaches reentry from a unique and dynamic position, allowing their strengths to determine the nature of each site-specific program. The sites all serve the same target population, but each site takes a unique approach in administering their services. Identifying your organization's strengths is the first step in designing an effective program structure. For instance, if you operate a congregation-based nonprofit, you may want to take greater advantage of recruiting volunteers. If you do not have a large network of volunteers, it may benefit your organization to connect with FBCOs in your area for the purpose of recruiting volunteers. Partnership between a reentry program and local FBCOs will further all stakeholders' missions by advancing community cooperation and by maximizing the strengths of all the organizations involved.

This chapter provides the basic model that has proven successful throughout the R4W demonstration and an introduction to the unique variations of this model in the specific adult sites. Reviewing the fundamental R4W model should provide insight into how to structure your organization.

General Program Structure: From Recruitment to Placement and Beyond

There is a common approach taken by the R4W program organizations:

**RECRUITMENT→INTAKE→CASE MANAGEMENT¹→JOB TRAINING→MENTORING→JOB PLACEMENT
→FOLLOW-UP**

¹Case management and mentoring occur throughout involvement in a program.

During the intake process, R4W participants are assigned to an individual case manager. Following the initial assessment, case managers develop a service plan for each participant to give the participant the best chance of a successful transition from prison to work. Thereafter, participants go through orientation, ranging from one day to a week-long course, often including an overview of the program, individual education and skills assessments and soft-skills development workshops. Based on each individual's situation, this plan might include additional services not offered in the standard program, such as drug or alcohol treatment, transitional housing and/or childcare. These services may be offered through referrals to other providers. All R4W sites provide job-readiness training. Job-readiness training covers resume writing, interviewing, computer skills and other preparatory tools. Following the completion of all program components, participants are placed in employment through job leads from classified advertisements and/or from participating employers. Throughout the program, the sites connect participants with a mentor. Many volunteer mentors are recruited from religious congregations in the community. Organizations continue to follow-up with participants after they place them into employment. These follow-ups become less frequent over time, as the participants become more integrated into their community.



Diversity Determines Divergent Structures

While all of the R4W sites include some form of faith-based and community partnership, each site incorporates unique approaches to case management, mentoring and supportive services. Organizational structures often determine the exact nature of the program itself. For instance, some organizations offer support services in-house and others do not; some organizations recruit in prisons immediately prior to release, while others do all recruitment from within affected communities; some programs perform intake and case management in a central program office while others deal with clients at neighborhood-based locations throughout the city. These program distinctions are described in the following chapters. There are many options from which to choose, but you must assess your organizational strengths and weaknesses carefully and choose the approach that best suits your particular organization.

Action Questions

1. How are ex-prisoners different from the population you currently serve?
2. What unique needs do ex-prisoners have that your current clients do not?
3. Is serving ex-prisoners consistent with your organization's mission?
4. If so, what programmatic changes must be made to effectively serve ex-prisoners?
5. If you are currently operating a reentry program, draw a map of your program. What similarities exist between your approach to reentry and R4W's approach? What differences exist?
6. What do you hope to learn from the R4W model?



Sample Job Description: Program Manager

Every organization offering reentry or any other social service needs an administrator to supervise all aspects of the program. This position may be referred to as the program manager, coordinator, supervisor or director. It may also consist of multiple positions depending on the size and structure of the organization. In a small organization, the Executive Director may fill this role. In most other organizations, however, this position is a distinct role that focuses on managing one individual program or a set of programs, such as R4W or all of the organization's prisoner reentry efforts.

POSITION TITLE: PROGRAM MANAGER

Responsibilities/ Duties

- Manage all aspects of the reentry program
- Supervise Case Managers, Employment Training Specialists, Employer Recruitment Specialists and Volunteers
- Develop organizational partnerships with government and private and nonprofit entities
- Monitor the quality of services offered
- Account for all funds associated with the program
- Perform any other duties necessary to properly manage the program

Minimum Qualifications

- Bachelor's Degree in Business/ Public Administration, Communications, Criminology, or any related field
- Master's Degree preferred (MBA, MPA, MPP, MSW, or MA/MS in related field)
- 3-5 years experience managing social services with a nonprofit or other entity
- Excellent verbal, written and interpersonal communication skills
- Ability to work effectively with people of diverse educational and cultural backgrounds, from ex-prisoners to public officials
- Computer literacy, including knowledge of basic software applications and familiarity with the internet and email communications
- Knowledge of the criminal justice system and experience working with ex-prisoners
- Ability to travel within the metropolitan area and nationally or internationally if required



Chapter III: Forming Successful Partnerships

No organization can effectively meet all of the needs of the ex-prisoner population. Community and strategic partnerships make successful reentry possible. Working with criminal justice officials, the faith and nonprofit community, local employers, One-Stop Career Centers, as well as mental health, substance abuse and other social service providers will allow your organization to effectively identify, serve and place clients. Partnerships that provide drug and alcohol treatment, transitional housing and other services should be a component of any well-designed reentry curriculum. Even if your organization intends to provide in-house job preparation and support services, outside partnerships with employers are still necessary for job placement. Partnerships are also very helpful for non-placement activities, such as recruitment, referrals and retention. Take advantage of the immeasurable resources offered by faith-based, community-based and other organizations in or near your service area.

Building and Sustaining Powerful Partnerships

It is essential that you begin the coalition-building process as early as possible. Building partnerships with other organizations can be as simple as creating a referral relationship that benefits all parties involved. For example, if an organization is struggling to recruit clients for its drug addiction program and your reentry clients desperately need drug treatment, it makes sense to develop a referral network that benefits both parties. The same is true in many other relationships, such as those with local businesses. Businesses need employees and your participants need jobs. Corrections agencies need help preventing crime and you have an interest in keeping ex-prisoners from recidivating. FBCOs can be effective partners in these types of relationships.

However, coalition-building will not create an enduring reentry program unless a conscious effort is made to nurture existing organizational relationships. You must work towards sustainable partnerships through frequent dialogue and joint-evaluation of the relationship. Connecting one addict with the drug treatment he/she desperately needs will change one life. On the other hand, it is possible to point hundreds in the direction of recovery through a long-term, multi-year partnership. Encourage your reentry participants to treat other organizations with respect in order to lay the groundwork for future participants.

Formal Agreements

It is advisable that your organization formalize its working relationships through a written agreement known as a Memorandum of Agreement or Understanding (MOA/MOU). This document sets out the clear roles of each party, the terms of the relationship and the potential causes for separation. Several examples of these agreements are included at the end of this chapter. However, before entering into any agreements, it is wise to consult with a legal representative.

Partnering with One-Stop Career Centers

Partnering with the One-Stop Career Center in your area is an easy way to offer quality employment services to your clients. One-Stops are designed to provide a full range of assistance to job seekers. Established by the Workforce Investment Act, the centers offer training referrals, career counseling, job listings and other employment-related services. Clients can visit a center in person or connect to the center's information remotely kiosk. Contact your local One-Stop today to begin to build a relationship and to find out what services are available for your clients. For more information or to search for a One-Stop location in your area, visit www.careeronestop.org.



Example 1: East of the River Partnership Brings Together Clergy, Policy and Community

Washington, DC's East of the River Clergy-Police-Community Partnership (ERCPCP) is an example of public-private partnership in action. ERCPCP has been successful at organizational relationship-building. The collaboration consists of 1) clergy – the faith community, 2) police – law enforcement agencies and 3) community – the affected neighborhoods and community-based groups. The partnership was formed by two local pastors, Rev. Anthony Motley and Rev. Donald Isaac, along with former DC Police Chief Charles Ramsey, who connected with community leaders to help form the partnership. The founders modeled ERCPCP after the Boston Ten-Point Coalition, an ecumenical group of ministers and lay leaders working to encourage action on minority youth issues from within the Christian community. The three Washington, DC leaders coordinated a trip to Boston to observe the “ten-point” effort along with other area institutions.

Initially, ERCPCP held steering committee meetings once every month, which were open to the public. At these meetings, partners would voice their concerns about where ERCPCP's efforts should be directed. As these meetings gained publicity, the partnership base increased. ERCPCP served as the central location to learn about resources in the community and was responsible for coordinating meetings to ensure that existing service gaps were covered. In its formative stages, ERCPCP was viewed as the coordinating entity at the table. Today, ERCPCP identifies its role as “connecting the dots” between service providers interested in facilitating reentry and a crime-free community.

ERCPCP's partnership network includes many organizations from throughout DC. In the area of job readiness, ERCPCP regularly works with the Congress Heights Training Center for literacy instruction, a concrete construction company for job placement and Carter Investment for job readiness, housing and placement. Carter Investment is a faith-centered organization that provides transitional housing and real estate training for homeless men. ERCPCP also partners with the Court Services and Offender Supervision Agency for the District of Columbia (CSOSA), an independent federal agency established by Congress in 1997 to offer support and assistance to offenders under supervision in DC. This unique program links CSOSA-supervised offenders with ERCPCP and other reentry services, including mentoring. ERCPCP also works closely with the Naylor Road One-Stop Career Center because of Naylor's focus on reentry. The two agencies share referrals and ERCPCP's job placement specialist works with the One-Stop Career Center's team of specialists to provide supportive services to participants.

Example 2: Safer Foundation Establishes “Mini-Sites” in Affected Communities

Chicago's Safer Foundation (Safer) relies on partnerships for the administration of its R4W program. Safer partners with four different denominational congregations to establish “mini-sites” in several affected neighborhoods throughout Chicago. They include:

- Saint Sabina, an African-American Catholic church (West Englewood/Auburn Gresham)
- People's Church of the Harvest C.O.G.I.C., a Church of God in Christ congregation (North Lawndale)
- Ambassadors for Christ, a non-denominational church (Englewood/Auburn Gresham)
- Trinity United Church of Christ, an African-American U.C.C. congregation (Auburn Gresham)

These four churches serve as regional headquarters for R4W throughout Chicago. Each site is equipped with R4W office space, a Reentry Counselor (*i.e.*, case manager) on site, a mentor coordinator from the congregation and numerous volunteer mentors. These partnerships with faith institutions allow Safer to fulfill its recruitment goals.



Safer has formed additional partnerships to provide employment-related services in the community. Safer works with the Mayor's Office of Workforce Development and the Council for Adult and Experiential Learning to link R4W participants with training providers that have industry-recognized credentials. Training providers supply R4W participants with adult literacy education leading to a High School diploma or GED certificate and possibly a credential in a vocational trade. In addition, community colleges partner with Safer to offer specific vocational training, including Olive Harvey College and Prairie State College that offer commercial driver's license training and Kennedy King College that provides automotive mechanic certificates. Safer also partners with the One-Stop Career Center in Chicago for hard skills training and to utilize the One-Stop's employer database system.

According to Rev. Steve Epting, Safer's Associate Vice President for Faith and Community Partnerships, "Critical lessons were learned through the R4W program that will facilitate success in future initiatives. First, services are best delivered in communities most affected by reentry." Safer accomplished this by partnering directly with congregations in the various neighborhoods. Rev. Epting continued, "Second, true community partnerships must be established among clients, family, church and public and private organizations. Third, employers must be brought into these partnerships as full-fledged members. Fourth, partnerships work. If any element is missing, that becomes a barrier to successful reentry."

Example 3: Search for Common Ground Builds Consensus

Search for Common Ground (SFCG) is an international organization that conducts conflict resolution in over a dozen countries. SFCG convened a policy consensus workgroup in Philadelphia along with local stakeholders to address the prisoner reentry crisis. These stakeholders included the Probation & Parole Department, the Police Commissioner, Philadelphia Prison System and local faith-based and community organizations. These groups together formed the Philadelphia Consensus Group on Reentry & Reintegration of Adjudicated Offenders. SFCG's unique ability to foster cooperation and consensus greatly aided this process. The Philadelphia Consensus Group's membership included two unlikely partners: the District Attorney's Office and the Public Defender's Association. The consensus group collaborated and made over forty recommendations to improve the current system of integrating ex-prisoners into the community. As a result of the partnerships that developed through this process, SFCG was in a unique position to effectively implement and manage Philadelphia's adult R4W site.

SFCG began the demonstration partnering with various FBCOs to provide all the core components of R4W, including case management, mentoring and job placement. Some partnerships were formal, complete with a Memoranda of Agreement (MOA), and others were more informal, built on the relationships developed through the consensus process. During the first year of R4W, SFCG provided sub-grants and technical assistance to four faith-based organizations (FBO) and one community-based organization (CBO) who in turn provided the core services of R4W. As the demonstration advanced, SFCG's program evolved. SFCG partnered with one FBO to provide the core components of R4W in the second program year. Eventually, SFCG decided to take direct responsibility of the core services for R4W and to establish its own program office. However, SFCG continued to partner with other government agencies, FBOs and CBOs for recruitment and to provide supplemental services.

SFCG partnered with the Philadelphia Adult Probation & Parole Department (APPD) from the beginning of R4W. This relationship has allowed SFCG to effectively make use of APPD resources. APPD has made many in-kind contributions to SFCG's implementation of R4W, including access to office space and criminal databases and providing referrals and copies of court petitions for participant recruitment purposes. This partnership has been essential for SFCG's ability to effectively recruit & screen participants for R4W. The Philadelphia Prison System (PPS) is another one of SFCG's criminal justice partners. The consensus process made arrangements for SFCG's access to PPS. The SFCG staff has organized several recruitment events at PPS for inmates to access R4W



services. SFCG has also partnered with Turning the Tide, an FBO, to coordinate the mentoring component of R4W. Turning the Tide recruited over 40 mentors from the faith community to serve as mentors in R4W.

The Transitional Work Corporation (TWC) provides job placement services to Philadelphia R4W participants. TWC, an organization that usually serves the welfare-to-work population, collaborated with SFCG to modify the TWC model for ex-prisoners in order to serve approximately 75 R4W clients. Services provided through this partnership include job readiness classes, a transitional work experience and eventual placement in permanent employment. In addition, SFCG developed a relationship with the local One-Stop Career Centers, called CareerLink, and SFCG staff often refers participants to CareerLink locations. Once referred, SFCG staff notifies CareerLink that a referral has been made. The R4W participant then works with a job developer who specializes in ex-prisoner job placement.

Action Questions

1. What services does your organization offer that you would consider your “core competencies”? What other services might be necessary for successful reentry that your organization might not be providing?
2. List organizations that you currently partner with. What services are not offered by these organizations that you may want to secure through new partnerships?
3. What organizations do you believe offer these services in your community? How might you build a bridge between the two agencies?
4. Are you aware of the nearest One-Stop Career Center? Do you know what services they offer?
5. Who do you know – people and organizations – that offer services that would complement the services you offer?
6. How can you go about creating and maintaining partnerships for complimentary services that your organization might not offer?



Sample Document: Memorandum of Agreement (MOA) with Faith-Based Partner/Congregation or Community-Based Organization

(Insert your organization's name and information, as well as the name and information of the partnering organization. The original MOA that this sample is patterned after refers specifically to a partnership with an organization for the purpose of recruitment and mentoring. This MOA will require alteration to apply to your specific organization and partnership.)

**MOA Between
(Your Organization)
And
(Partnering Organization)
Ready4Work (Program Name)**

I. The Parties

The parties to this Memorandum of Agreement (MOA) are:

- Primary Organization (Primary), address
- Partnering Organization (Partner), address

II. Term of this Agreement

This agreement is effective between (start date) and (end date).

III. Description of the Project

Ready4Work (R4W, or Program) is a demonstration program focused on assisting young ex-offenders, 18-34 years of age, leaving places of incarceration and reentering area communities. The Program has three primary components: case management, mentoring, and employment. R4W is intended to positively affect the lives of its participants, their family, and their community. (Attach a more-detailed Program Description to a completed MOA.)

IV. Scope and Purpose of this Memorandum

The purpose of this memorandum is to outline:

- The roles and responsibilities of Primary and Partner in connection with the funding and operation of the Program during the period specified above. Specifically, this MOA will delineate the role of Primary and the role of Partner in relation to the Program.
- It also outlines how grant funds from Primary will be disbursed to, used by, and accounted for by Partner.

V. Roles and Responsibilities of Primary

Operational Responsibilities

- Primary is the lead agency responsible for the Program. As such, Primary will implement its Program in accordance with the mission and strategic work plan of the organization.
- Primary will work with Partner to recruit 30-40 eligible participants for the Program. An eligible participant is any man or woman (age 18-34) who has been sentenced and served time for a non-violent and non-sexual felony offense. An eligible participant must be enrolled prior to release from confinement or within 90 days of release.
- Primary will complete intakes on participants.
- Primary will provide or coordinate employment training and placement opportunities for participants.



- Primary will provide case management services, providing direct or referral services in all areas relating to barriers to successful reentry, including, but not limited to, child support, housing, addiction, physical and mental health, and family support.
- Primary will provide guidelines to assist Partner with determining criteria for mentor selections and the mentoring component.
- Primary will provide office equipment and furniture set-up for Partner's Program office, including a desk, computer, fax, phone, computer, and will cover the costs of Program phone/ fax calls each month.
- Primary will provide mentor screening, training, and match services for Partner's recruited mentors. Primary will coordinate with Partner's Mentor Coordinator to facilitate these services.
- Primary will facilitate at least one group celebration event each year for all mentors and participants.
- Primary will work cooperatively with Partner and meet at least quarterly with the Program Leader or other delegate appointed to review progress and at least monthly with the Mentor Coordinator to discuss, review, and plan program progress.
- Primary will work with Partner to provide capacity building and technical assistance aimed at planning for Partner's long-term funding and service delivery to returnees.

Reporting and Research Responsibilities

- Primary will provide administrative and physical security for personally identifiable data and to preserve the anonymity of participants in the Program.

VI. Roles and Responsibilities of Partner

Operational Responsibilities

- Partner will develop and implement the mentoring component for the Program. The mentoring component includes recruitment and retention of mentors, ensuring all mentors' completion of screening, interviewing, training and match-components; engagement in consistent mentoring activity; and maintenance/ submission of mentor documentation. Partner is responsible for meeting the goals outlined in the work plan (attach). Activities performed by Partner will be at their own expense unless outlined within this MOA.
- Partner is responsible for recruiting and ensuring that 10 qualified mentors are actively involved in the Program for the 12-month period. Active involvement entails 4-8 hours per month of face-to-face positive interactions with participants. A qualified mentor is a mature, caring adult committed to devoting focused, quality, and consistent time to the participant, with the goal of helping the participant become a responsible adult member of the community. Mentors shall not have been convicted of any sex crime or crime against children; nor convicted of a violent offense within the last 5 years. The mentor should view his/ her role as developing a trusting relationship with the participant, as well as being an agent of change for the participant.
- Partner will provide a Mentor Coordinator for the Program. The Mentor Coordinator is the primary contact for the mentoring program. The Mentor Coordinator is responsible for the recruitment and retention of mentors; the facilitation of the group mentoring sessions; ensuring all required forms are submitted on time; and mentors are actively participating in the program.
- Partner's Program Leader will regularly participate on Program's advisory body twice per year. The advisory body will be composed of the faith community, business community, corrections, and community leaders. The advisory body will meet twice per year with Primary leadership to offer guidance and resources in building and sustaining the Program.
- Partner will work cooperatively with the Primary program staff. Partner will participate in at least quarterly review sessions and provide monthly mentoring progress updates.
- Partner will provide office space for at least one case manager. This office space must have access to phone lines, computer connections, and adequate space and privacy for conducting participant intakes and storing secure files.



- Partner will provide space for conducting employment training and hosting group mentoring sessions.
- Partner agrees to participate in Program events, including but not limited to participant success celebrations, mentoring learning sessions, and media events.
- Partner will make available other supportive services offered to community residents available to participants.

Reporting and Research Responsibilities

- Partner will provide Primary with all required Program mentor forms on the 1st of each month; these include, but are not limited to mentor consent forms, mentor intake forms, and monthly mentoring activity forms.
- Partner leadership and mentors will meet twice per year with the Primary research team in one-on-one interviews and focus groups.

VII. Payment

Primary will pay Partner a total of \$5,000 for expenditures incurred as outlined in the Program Budget. Primary must be invoiced quarterly for all payments. Partner will utilize this funding to provide for: (1) a Mentor Coordinator who will facilitate the recruitment and retention of at least 10 mentors; the facilitation of bi-weekly (4-8 hours/mentor) group mentoring sessions for 12 months; and monthly completion and submission of mentor forms. (2) space for Program services, including a case management office space and group mentoring/ job training space. Partner is responsible for completing and providing Primary with all required forms outlined in this MOA. If progress, reports, and invoices are submitted from Partner to Primary in a timely manner, payment will be made as follows:

On contract: \$1,000

August 15: \$1,000

November 15: \$1,000

February 15: \$1,000

May 30: \$1,000

Primary will disburse each installment, provided that the financial reports and mentor reports indicated have been received. Delays in submitting reports may result in the delay of grant payment release.

VIII. Disputes and Termination

- Primary and Partner agree to contact each other immediately on the occurrence of any serious problem, or if concern affecting the continuance of the Program or the partnership emerge during the term of this MOA.
- Primary and Partner agree that key Program representatives will meet as quickly as is practical and reasonable to attempt to resolve any such concern or problem.
- In the event that either Primary or Partner conclude that the problem or concern cannot be resolved and that the Program's operation or the relationship between Primary and Partner cannot continue, that party will give a 30-day notification to the other in writing that it intends to terminate the MOA. At the time of termination, Partner must provide an accounting of all Program-related expenditures and return to Primary any unused funds.



IX. Notices

All notices concerning this MOA will be presented in writing by either party to the other, addressed as follows:

To Primary:

To Partner:

Name
Executive Director
Primary Organization
Address

Name
Executive Director
Partner Organization
Address

IX. Other Requirements

No person shall on the grounds of race, color, religion, national origin, gender, disability, or age be excluded from participation in the Program, denied the benefits of the Program, or subjected to discrimination under or in connection with this Program.

X. Extensions and Modifications of this MOA

This MOA is a complete representation of the responsibilities of the parties to this agreement. Modification or extension of the terms of this agreement may be made only in writing and only if signed by both parties.

For:
Primary Organization

For:
Partner Organization

Signature

Signature

Executive Director

Executive Director

Date: _____

Date: _____



Sample Document: Memorandum of Agreement (MOA) with Faith-Based Partner/Congregation

(Insert your organization's name and information, as well as the name and information of the partnering organization. The original MOA that this sample is patterned after refers specifically to a partnership with a faith-based organization for the purpose of recruitment and mentoring. This MOA will require alteration to apply to your specific organization and partnership.)

MOA Between (Your Organization) And (Partnering Organization) Ready4Work (Program Name)

I. The Parties

The parties to this Memorandum of Agreement (MOU) are:

- Primary Organization (Primary), address
- Partnering Organization (Partner), address

II. Purpose of this Agreement

The mission of Primary is to enroll, assess, and serve recently released offenders who have limited training and/or work experience for the purpose of engaging them with available training and employment opportunities. The mission of Partner is to train and equip unemployed and underemployed individuals for the world of work through soft and hard skills training.

III. Summary of the Project

Ready4Work (R4W, or Program) is a demonstration program focused on assisting young ex-offenders, 18-34 years of age, leaving places of incarceration and reentering area communities. The Program has three primary components: case management, mentoring, and employment. R4W is intended to positively affect the lives of its participants, their family, and their community.

IV. Roles of Primary and Partner

Primary and Partner agree to jointly collaborate on the training and job placement of trainees engaged in the reentry program. As partners, Primary and Partner agree to work together to provide recently released offenders with the training tools needed to successfully enter the work force upon completion of such training. The parties propose to serve candidates from the reentry program that are in need of obtaining marketable skills through training.

V. Responsibilities of Primary and Partner

Primary will conduct intake sessions, assess candidates prior to referral, develop action plans, provide case management, provide job referrals, follow-up on training and subsequent employment, and arrange for training payments.

Partner will provide pre-training orientation sessions during the first week of classes, identify problem areas needing attention, test trainees following each module, provide job leads, provide reports and outcomes, and refer to jobs.

VI. Timeline and Duration

This MOU shall remain in place for 12 months from signing, unless modified in writing before that date.



VII. Grounds for Termination

This MOU may be terminated in whole or in part by either party without cause. The MOU will be deemed to be terminated 30 days after written notice of intent to terminate has been received by the other party. This notification must include a detailed reason for termination. This MOU will terminate automatically if either agency ceases operations. In the event of termination, all required reports will be completed through the end of the agreement period.

VIII. Reporting Requirements

Reports will be submitted to each other on a quarterly basis. Partner will provide the total number of participants enrolled in each training program to Primary. Agency representatives will participate in meetings on a quarterly basis. This meeting will provide an opportunity to discuss performance measures, assess referral linkages, and suggest necessary improvements.

IX. Assurances and Nondiscrimination Clause

- The partners in this MOU agree that they will not discriminate in its employment practices or services on the basis of gender, age, race, color, creed, religion, national origin, disability or veterans’ status or any other classification protected under state or federal law.
- The partners in this MOU assure that they will comply with all nondiscrimination and equal opportunity provisions under current laws and regulations, including 29 CFR Part 31 and 29 CFR Part 32.
- The partners to this MOU must, upon request from state and federal law enforcement entities, furnish all necessary employment and training records for the purpose of investigations to ascertain compliance with the provisions of nondiscrimination clauses.
- The partners to this MOU will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with all applicable state and federal nondiscrimination laws. Copies of complaint procedures developed pursuant to all applicable laws under (29 CFR Part 37.76 and amendments) and approved by the U. S. Department of Labor’s Civil Rights Centers will be made available to be followed in processing discrimination complaints.

X. Attachments

Attachments necessary to complete this MOU include:

- Detailed mission statements and program description
- Federal Procurement Policy/ Laws if government funding is involved
- Lobbying certification page
- More detailed mission statements and program description
- Forms utilized by Primary and Partner in execution of duties
- Financial declarations

XI. Signatures

For:
Primary Organization

For:
Partner Organization

Signature

Signature

Executive Director

Executive Director

Date: _____

Date: _____



Sample Document: Subcontractor Agreement with Residential Facility

(Insert your organization's name and information, as well as the name and information of the subcontractor. The original Agreement that this sample is patterned after refers specifically to a partnership with a residential facility. This Agreement will require significant rewording if applied to an alternate relationship.)

Agreement Between

**Contractor
(Your Organization)
And
Subcontractor
(Residential Facility)**

Ready4Work (Program Name)

This Agreement is made and entered into this _____ day of _____ (month), _____ (year), by and between Reentry Organization, hereinafter referred to as the "Contractor," and Residential Facility, a residential facility for men and women, hereinafter referred to as the "Subcontractor."

RECITALS

WHEREAS, Contractor desires to have the Subcontractor provide sober-living housing to eligible program participants, and

WHEREAS, Subcontractor holds itself out as capable, competent and licensed to perform the required service, **NOW THEREFORE**, the parties hereto agree as follows:

SCOPE OF SERVICES

Subcontractor shall perform the following services relating to housing for male and/or female program participants pursuant to the Agreement:

1. For those eligible program participants determined by Contractor staff, Subcontractor will provide clean and sober housing at the facility located at ##### New Home Street, City, State, Zip.
2. Subcontractor will provide supportive services such as 12-step meetings, seminars, group and/or individual counseling, random drug testing and anger management to program participants.

AGREEMENT

Section 1. Subcontractor: Residential Facility
Contact: CEO
(###) ###-####
New Home Street
City, ST #####
Tax ID # ##-#####



Section 2. Contractor: Reentry Organization
Contact: Vice President
Reentry Avenue
City, ST #####

Section 3. Term of Agreement

The term of this agreement is from _____ through _____.

Section 4. Professionalism

All work shall be done in a professional manner and in accord with standard industry practices.

Section 5. Licensing

Subcontractor shall maintain all necessary licenses to perform the services contemplated by this Agreement.

Section 6. Ethics

Subcontractor shall render services to Contractor in connection with the tasks and services defined in Scope of Services. Subcontractor shall conduct their business affairs with ethics, integrity and acceptable business practices.

Section 7. Employer Relationship

The parties to this Agreement concur that the relationship is that of prime contractor and independent subcontractor. Consistent with the foregoing, Contractor shall not deduct withholding taxes, FICA or any other taxes required to be deducted by an employer. Subcontractor is expected to conduct its business with integrity and pay its employees and all related applicable taxes, workers' compensation, etc. in accordance with federal guidelines.

Section 8. Conflict of Interest

The existence of this Agreement shall not restrict the Subcontractor's right to engage other consulting and business activities as long as no conflict of interest exists. Likewise Subcontractor and its employees shall not share or disclose proprietary information that they learn about Contractor or its participants while fulfilling this agreement.

Section 9. Payment Schedule

Contractor shall pay the Subcontractor at a rate of \$12.50 per day, up to 28 days per client but not to exceed \$350 and will make payment after receipt of a monthly invoice which will be submitted to Contractor the first day of the following month. A check will be processed by Contractor and will be sent to the Subcontractor within (7) seven business days following the receipt of the invoice. The balance of the required monthly rent, will be paid by the participant in accordance with prior agreed upon conditions between the Subcontractor and the participant, not to exceed \$100 per month for their portion of the rent.

Section 10. Confidentiality

The Subcontractor shall maintain the confidentiality of all documents, discussions with and information obtained from Contractor and its program participants unless otherwise required by state or federal audit of financial disclosure laws, and that information is to be secured with lock and key at the program site.

Section 11. Interns

Subcontractor must ensure that all interns working in its program have the proper supervision with certification to perform an internship training program.

**Section 12. Disputes**

Subcontractor and/or Contractor shall notify the other party of any dispute immediately, in writing. Contractor and Subcontractor, within thirty (30) days thereafter, shall in good faith attempt to resolve said dispute. If after thirty (30) days the parties cannot resolve said dispute, then the parties agree to resolve said matter in accordance with Section(s) 13 and 14.

Section 13. Arbitration

In the event of a dispute between Contractor and Subcontractor the parties mutually agree to submit to arbitration under the standard rules and provisions of the American Arbitration Association.

Section 14. Venue

In the event of judicial action by either party against the other, the parties agree that the venue for dispute resolution shall be the State of _____ in the County of _____. The laws of the State of _____ shall govern.

Section 15. Insurance

Subcontractor shall maintain insurance coverage, and to name Contractor as an additional insured during the entire term of this agreement, and at all times during which Subcontractor provides service hereunder. Subcontractor shall provide Contractor with at least 60 days notice of cancellation of any insurance coverage required here under.

Subcontractor agrees to provide and maintain coverage, each in the sum of at least \$1,000,000 for the following insured endorsements:

1. General Liability
2. Social Services Organization Professional Liability Coverage
3. Sexual or Physical Abuse or Molestation, Vicarious Liability Coverage
4. Workers' Compensation Coverage

Section 16. Compliance

Subcontractor warrants and represents that it is fully eligible to provide services for projects covered under this agreement. Further, Subcontractor shall at all times during the period of the work covered under this agreement, remain eligible under said provisions. Should debarment occur or certifications and eligibility be revoked, suspended or temporarily halted, Subcontractor shall immediately notify Contractor of such, revocation, suspension or temporary halting and cease any further work on the project. Subcontractor acknowledges and agrees that they shall not be eligible to bill Contractor for any work remaining incomplete as of the date of the revocation, suspension or temporary halting. Should Contractor deem it necessary to complete the work with a "Substitute Subcontractor" then Contractor shall be relieved of any further financial obligations to Subcontractor.

Section 17. Conflict in Language

In the event there is a conflict in provisions between this agreement and any attachments, this agreement prevails.

Section 18. Contract Termination

Contractor and/or Subcontractor may terminate this agreement with or without cause if not fully satisfied with the relationship. Termination notice must be submitted in writing. Contractor and Subcontractor agree that before contract termination is made final, that a 30-day notice to correct action will be attempted.



Section 19. Client Information

Subcontractor agrees to meet with the Contractor’s management and/or case management staff as outlined in a mutually agreed upon schedule to share information and provide input on the overall goals for the program participants.

IN WITNESSES WHEREOF, the Contractor and the Subcontractor have caused this Agreement to be executed by their duly authorized representatives.

Executed the _____ day of

Executed the _____ day of

For: _____

For: _____

By: _____

By: _____

Chapter IV: Recruiting Clients and Volunteers

Recruitment is a vital first step for your reentry program. Organizations must recruit willing clients and motivated volunteers to have a successful reentry program. To do this, organizations employ diverse recruiting techniques.

Recruiting Clients

Many programs are successful at recruiting participants for several reasons: they target communities with high rates of ex-prisoners; they rely on partners and the community for referrals; and they maintain a high-quality, high-profile image in the community. Pointing young men and women in the direction of employment and the independence that comes with it is a community effort. Client enrollment can be done pre-release or post-release; through formal routes or informal word-of-mouth; by staff, partners, volunteers or even former participants.

Some sites found pre-release recruiting more effective because the program can form a relationship with the participant before he/she returns to the community. Formal partnerships with correctional institutions that provide access to prisoners nearing release enable recruitment on the inside of prison walls. Outside the walls, your program generally has a small window of opportunity to recruit an ex-prisoner. While R4W restricts recruitment to those within 90 days of release, it may be possible for your organization to actively recruit ex-prisoners who were released longer than the than three-month success window. Some individuals, unable to find success after release, may be encouraged by stories from ex-prisoners who participated in your program. This is an important vehicle for recruitment across the R4W adult sites. If your program works for one ex-prisoner, others will take note of that person’s experience and inquire about how your program enabled that particular ex-prisoner to successfully reenter his/her community.



Recruiting Volunteers/Mentors

While marketing your organization to potential participants is of primary importance, maintaining an active recruitment drive for new volunteers is also imperative. Volunteers can fill the gap by supplying necessary administrative assistance, supplementing case management through mentoring and providing networking opportunities for your program and its clients. The most important volunteer role in R4W is that of a mentor. Mentors serve as role models for the ex-prisoners participating in the program. To ensure that you have enough individuals on hand to mentor your caseload, you must actively recruit volunteers from the community. Mentoring will be discussed at greater length in chapter nine.

Volunteer recruitment can be done through neighborhood non-profit organizations, at community events or from local religious congregations. Churches, mosques, synagogues, other houses of worship and other community organizations may be good resources for recruitment. Faith-based and community organizations are familiar with service delivery, which is built upon their years of experience in the areas of prison ministry, housing assistance and other social services. You should utilize the networks of counselors, healthcare professionals and business owners from within those FBCOs in your community.

Example 1: **Safer Foundation's Strategy on Recruiting Clients and Mentors**

Due to its reputation as an effective organization, the Safer Foundation (Safer) is very good at recruiting participants in its programs. Safer exists as a testimony to the need for reentry organizations and ex-prisoners' willingness to work. This is due to years of marketing and promotion through various avenues, such as the Sheridan Correctional Center's Substance Abuse Treatment Program case managers, police officers, the Department of Corrections' prisons and parole, Safer's own Adult Transitional Centers' case managers, faith partners and family/community members. The faith-based partners conduct outreach through announcements during worship services and flyers distributed in the community. They seek connections with parole officers, police districts, employers and family members of ex-prisoners. In addition to post-release efforts, participants are also recruited prior to release from confinement through orientation sessions for inmates provided by Safer's staff at the Sheridan Correctional Center and at the Adult Transitional Centers.

Partnerships with congregations throughout Chicago make for easier volunteer mentor recruitment as well. With R4W office space on site, Safer staff are able to coordinate the mentoring component in cooperation with each congregation's mentor coordinator. This strategy will be discussed more in a later chapter on mentoring.

Example 2: **Word of Hope Ministries Recruits through Several Outlets**

Word of Hope Ministries (WOHM) recruits reentry participants pre-release from the Wisconsin Department of Corrections' institutions. In addition, the organization distributes flyers to individual parole/probation officers (POs). WOHM also provides space for POs to meet with clients at the organization's site. Another avenue for the recruitment of ex-prisoners is through meeting with other faith and community-based organizations. WOHM also utilizes a weekly telecast, radio broadcast and newspaper advertisements promoting their programs. The newspaper ad appeared in the Milwaukee Journal Sentinel and produced a sizable response from interested ex-prisoners.



WOHM employs a full-time Mentoring Director and a part-time mentor coordinator to oversee the mentoring component of this R4W site. Together, they are responsible for recruiting and training mentors and matching mentors with participants. They regularly make presentations for recruitment at faith-based, community-based and professional organizations. Their efforts have led to the recruitment of over 90 volunteer mentors.

Action Questions

Participants

1. Do you know the correctional facilities in your area? Do you have relationships with the wardens, corrections staff and parole or probation officers?
2. What are some strategies used by the R4W sites to recruit participants that may be useful in your organization's context? What steps should you take to incorporate these ideas into your reentry program?

Volunteers

4. What facets of your program need volunteers (in addition to paid program staff)? Do you have enough volunteers? If not, what is your strategy to recruit more volunteers?
5. Do you have relationships with faith institutions or other community-based organizations for the purpose of recruiting volunteers?
6. What are some strategies used by the R4W sites to recruit volunteers that may be useful in your organization's context? What steps should you take to incorporate these ideas into your reentry program?



Sample Document: Program Application

(Adjust the header and questions with information on your organization.)

PERSONAL INFORMATION

FIRST NAME: _____ LAST NAME: _____

DATE OF BIRTH: ____/____/____

ARE YOU AN EX-FELON? Yes NO Dep. of Corrections #: _____

DATE OF RELEASE: ____/____/____ PHONE: _____

WAS YOUR CRIME VIOLENT? Yes NO WAS YOUR CRIME SEXUAL? Yes NO

PROBATION/ PAROLE OFFICER

PAROLE/ PROBATION OFFICER'S NAME: _____

TELEPHONE #: _____

ADDRESS: _____

PRISON (IF CURRENTLY INCARCERATED) _____

PRISON NAME: _____

ADDRESS: _____

DORM #: _____ BED #: _____

RESIDENCY/HOUSING

WHERE DO YOU CURRENTLY LIVE? _____

IF CURRENTLY INCARCERATED, WHERE WILL YOU RESIDE ONCE RELEASED: _____

EMERGENCY CONTACT

NAME: _____

RELATIONSHIP TO YOU: _____

TELEPHONE #: _____



Sample Document: Participant Recruitment Print Advertisement

(Insert your organization's name and information to suit the ad for your marketing needs. The original advertisement was placed in the Milwaukee Journal Sentinel by Word of Hope Ministries.)

Are You an Ex-Prisoner Looking for Work?

We may have the solution for you!
We have several positions, skilled and unskilled, available through our Reentry Program. We can also serve those without any job history. For immediate consideration, please stop by on July 31 or August 3 at 9:00 am.

Organization Name
New Job Street
City, ST #####
(###) ###-####

Sample Document: Participant Recruitment Flyer 1

(Insert your organization's name and information. You may also want to add color, photographs from your program or stock images of workers in action.)

Are You Ready for Work?

We can help you find a job and can also provide you with specialized training and career planning.

Services Include:

- Assessment to determine strengths and interests
- Job placement and specialized/educational training
- Mentoring by successful individuals
- Transportation and housing assistance
- Other support services

Eligibility Guidelines:

- Ex-prisoners, male or female, ages 18 – 34 years old
- Released within the past 90 days or within 90 days of release
- Unemployed or underemployed
- Offenses must be nonviolent and nonsexual

PLEASE CALL: (###) ###-####
Or stop in at: ##### NEW JOB STREET



Sample Document: Participant Recruitment Flyer 2

(Insert your organization's name and information. You may also want to add color, photographs from your program or stock images of workers in action.)

NEED A JOB ?

HAVE YOU BEEN RELEASED WITHIN THE PAST 90 DAYS WITH A FELONY CONVICTION?

ARE YOU UNEMPLOYED AND HAVING A HARD TIME GETTING A JOB?

ARE YOU BETWEEN THE AGES OF 18-34?

DO YOU NEED SOMEONE TO GIVE YOU A SECOND CHANCE?

If you answered “**YES**” to the above...

The Reentry Program can help you!

All services are **FREE**.

EMPLOYMENT TRAINING CLASSES ARE HELD

MONDAY, WEDNESDAY, AND FRIDAY

9:30 AM - 11:30 AM

Reentry Program

New Life Street

City, State #####

Call (###) ###-####

for more information

RECEIVE \$10 FREE FOR ENROLLING IN THE PROGRAM

Eligibility: Recently released 18-34 year old, 90-days out of prison/jail, non-violent felony (presenting charge), and no sex offenses.



Chapter V: Crafting Intensive Case Management

Case management is the foundation for all other reentry services. The case manager, sometimes referred to as a “reentry counselor,” “workforce development specialist” or “navigator,” is a key staff member of a successful reentry program. These individuals facilitate the entire reentry experience from prison to sustained employment. They provide a human face to an otherwise structured program.

Normally, case management begins with a comprehensive individual assessment. From this assessment, a service plan is created that manages every aspect of the participant’s reentry program. The case manager monitors the plan, ensuring that all goals and objectives are being reached. Case managers often participate in client recruitment, services, mentorship and job training and placement. The following are examples of successful case management strategies.

Example 1: **Eimago Uses “Team” Strategy to Manage Cases**

Comprehensive case management is the foundation of Eimago’s reentry program, and many members of Eimago’s staff are involved in the case management process. The organization assists each client in addressing a wide variety of systemic problems that contribute to recidivism. This process includes providing resources and fostering changes in behavioral patterns. Case managers assist participants in rebuilding their lives by addressing factors that contribute to homelessness, incarceration and addiction. Through its comprehensive approach to removing barriers, Eimago reduces recidivism by providing a supportive safety net for its participants. Eimago’s programs provide assistance in the areas of supportive housing, substance abuse, legal advocacy, social skills, financial management, basic skills education, vocational training and job placement. This “holistic” approach to rehabilitation, accessed through case managers, encourages accountability. The organization continually evolves with the participant base to offer the best and most complete services. Eimago’s philosophy is embodied in their vision: “By being consistent in our offerings, our attitude, and in the practical, professional skills we offer; we build that trust that will allow our clients to see beyond their current circumstances.” Case management is the vehicle that transports clients from unemployment and failure to employment and success; the case manager designs and administers the services needed for successful reentry.

Example 2: **Safer Foundation Employs “Community-Based” Reentry Counselors**

The Safer Foundation (Safer) utilizes “community-based” case managers for its R4W program. Safer established mini-sites in neighborhoods hit hardest by the reentry crisis. Each site is community based and located at a neighborhood church. Safer’s reentry counselors assess participants during the intake process to determine what types of services participants need. After the initial assessment, reentry counselors provide access to the following program components: case planning, service matching, housing, job retention, legal assistance and post-placement/aftercare support. This community-based approach allows the case management staff to connect with program participants in a family-like atmosphere. Reentry Counselors even refer to participants as “family members.” Through this community-based approach, they can encourage participation and retention in employment and accountability and integration in the community.



Example 3: Exodus Transitional Community and the Exodus Contract Permit Self-Assessment

Exodus Transitional Community's (Exodus) strategy is centered on the Exodus Contract. This document, included in the toolkit as a "Goal Contract," frames the case management process. It essentially serves as a "self-assessment," allowing the participant to assess his/her own life and create goals in several areas including: Family and Relationships, Education, Health, Community Involvement and Service and Spirituality. The participant can then track his/her success in accomplishing each goal. This approach places control in the hands of the participant rather than dictating what he/she needs. The contract is a powerful tool that can help ex-prisoners assess their lives and take action - leading to a better life "outside of the walls."

Example 4: Second Chance Uses Employer-Style Zero Tolerance Policy and Other Unique Tactics to Manage Clients' Cases

The Memphis' Second Chance program has a zero tolerance policy. The program involves an agreement or "bargain" between Second Chance staff and the ex-prisoner. If a participant violates part of his/her bargain – such as missing a scheduled event like a meeting with his/her case manager – he/she may be terminated from the program. While some may find this approach too harsh, the staff believes it encourages responsibility and is the best preparation for entering the workforce. Since participants know termination is imminent if they violate the rules, they have an incentive to be present and punctual for all meetings and necessary services.

Also unique to the Memphis program is a meeting with the Mayor during orientation. This reiterates the seriousness of the program and the need for every participant to work hard to achieve success.

Action Questions

1. What case management strategies outlined in this chapter seem like they would be successful if employed by your organization?
2. What steps can you take to implement these strategies?
3. What types of skill sets and experiences must an effective case manager possess? Who would be the best possible candidate to work for your organization as a reentry case manager?



Sample Job Description: Case Manager

This position is the central role in any social service program. The various R4W sites refer to case managers by many names, including Reentry Counselors, Project Service Coordinators and Navigators.

POSITION TITLE: CASE MANAGER

Responsibilities/Duties

- Service a caseload of 25-30 active participants, all of which will be adult ex-prisoners
- Provide individual case management sessions with all clients at regularly scheduled intervals
- Develop individual service plans for all clients that identify barriers to successful reentry
- Document all client contact and progress, including time and date, type of contact, outcome and plan of action
- Provide or broker services to holistically address clients' needs
- Oversee sessions with volunteer mentors, including tracking contact times, facilitating activities and resolving issues
- May also perform the duties of employment training specialist and/or job developer
- Provide regular updates to the Program Manager

Minimum Qualifications

- Bachelor's Degree in Social Work (BSW), Psychology, Counseling, Criminology or a related social/behavioral science field
- Master's Degree in Social Work (MSW) provides distinct advantage
- 2-3 years experience in delivering case management services
- Excellent verbal, written and interpersonal communication skills
- Ability to work effectively with people of diverse educational and cultural backgrounds, from ex-prisoners to public officials
- Computer literacy, including knowledge of basic software applications and familiarity with the internet and email communications
- Knowledge of criminal justice system and/or experience with ex-prisoners is preferred
- Ability to travel within city and surrounding communities



Sample Document: Participant Intake Assessment

(Add organization-specific information.)

BASIC/ CONTACT INFORMATION

DATE: _____ PARTICIPANT'S NAME: _____
 SEX: Female Male
 STREET ADDRESS: _____
 CITY: _____ ZIP: _____
 PHONE #s: _____ (HOME) _____ (CELL)
 ALTERNATIVE PHONE #: _____
 TIME AT PRESENT ADDRESS: _____

ADDITIONAL CONTACTS

NAME: _____ RELATION: _____
 ADDRESS: _____ PHONE #: _____

NAME: _____ RELATION: _____
 ADDRESS: _____ PHONE #: _____

DOCUMENTS TO OBTAIN

BIRTH CERTIFICATE SS CARD LIBRARY CARD
 DRIVER'S LICENSE OTHER PHOTO ID

PERSONAL INFORMATION

DATE OF BIRTH: _____ PLACE OF BIRTH: _____
 RACE: _____ MARITAL STATUS: _____
 CHILDREN: YES NO IF YES (NAMES/ AGES): _____

CHILD SUPPORT: YES NO NEEDS CHILDCARE SERVICES: YES NO

CURRENT RESIDENCE: _____

WITH WHOM: _____

PERMANENT RESIDENCE: YES NO

RESIDENCE FOR PAST YEAR:

PARENT OR GUARDIAN'S HOME OTHER RELATIVE'S HOME INDEPENDENTLY
 TRANSITIONAL/ TREATMENT FACILITY HOMELESS SHELTER HOMELESS
 CORRECTIONAL FACILITY FRIEND'S HOME FOSTER HOME
 OTHER _____

SOURCE OF FINANCIAL SUPPORT: _____



LEGAL HISTORY

EVER ARRESTED: YES NO

DATE AND DESCRIPTION OF OFFENSE(S): _____

EVER CONVICTED OF A CRIME: YES NO

NATURE OF THE OFFENSE(S): _____

EVER BEEN IN JAIL: YES NO

EVER BEEN IN PRISON: YES NO

PRISON ID# _____ RELEASE DATE: _____

NUMBER OF TIMES IN JAIL/ PRISON AS A JUVENILE: _____

NUMBER OF TIMES IN JAIL/ PRISON AS AN ADULT: _____

TOTAL TIME SPENT INCARCERATED AS AN ADULT: _____

CURRENTLY ON PROBATION: YES NO

CURRENTLY ON PAROLE: YES NO

IF YES TO EITHER, HOW LONG: _____

NAME OF AGENT: _____ PHONE OF AGENT: _____

MEET HOW OFTEN: _____

INVOLVED IN A GANG: YES NO ACCESS TO WEAPON(S): YES NO

EXPLAIN: _____



EMPLOYMENT HISTORY

EVER BEEN EMPLOYED: YES NO

LAST TWO POSITIONS HELD:

A. POSITION, DATES, SALARY, AND DUTIES: _____

B. POSITION, DATES, SALARY, AND DUTIES: _____

WORK-RELATED SKILLS: _____

FUTURE EMPLOYMENT GOALS: _____

ANY PROFESSIONAL REFERENCES (OTHER THAN FAMILY AND FRIENDS): _____

EDUCATIONAL HISTORY

HIGHEST SCHOOLING COMPLETED:

NO SCHOOLING/ LESS THAN HS

SOME COMMUNITY COLLEGE/ TRADE SCHOOL

SOME COLLEGE/ UNIVERSITY

SOME GRADUATE SCHOOL

HS DIPLOMA/ GED

ASSOCIATE'S DEGREE

BACHELOR'S DEGREE

GRADUATE DEGREE

NAME AND LOCATION OF LAST SCHOOL ATTENDED: _____

EVER RECEIVE SPECIAL EDUCATION SERVICES: YES NO

EVER HAD AN INDIVIDUAL EDUCATIONAL PLAN (IEP): YES NO

EVER SUSPENDED FROM SCHOOL: YES NO

EVER PLACED IN AN ALTERNATIVE SCHOOL: YES NO

EXPLAIN YES ANSWERS: _____



WHAT DID YOU LIKE BEST ABOUT SCHOOL? _____

WHAT DID YOU LIKE LEAST ABOUT SCHOOL? _____

FUTURE EDUCATION GOALS: _____

ANY SKILL DEFICIENCIES/ BARRIERS TO SUCCESSFUL LEARNING: _____

PHYSICAL & MENTAL HEALTH HISTORY

HEALTH INSURANCE: YES NO

SELF-HEALTH RATING:

POOR FAIR GOOD EXCELLENT

EXPLANATION: _____

KNOWN HEALTH PROBLEMS/ DISABILITIES: _____

CURRENTLY TAKING ANY PRESCRIPTION MEDICATIONS? YES NO

DATE OF LAST PHYSICAL EXAM:

EVER HOSPITALIZED: YES NO

IF YES, CONDITION AND APPROXIMATE DATE: _____

DATE OF LAST EYE EXAM: _____

REQUIRE GLASSES TO READ, WORK, ETC. YES NO

EVER EXPERIENCED NEGLECT OR ABUSE: YES NO

PHYSICAL ABUSE: YES NO

SEXUAL ABUSE: YES NO

DIFFICULTY SLEEPING: YES NO

ALCOHOL ABUSE: YES NO

DRUG ABUSE: YES NO

SELF-MUTILATION: YES NO



ATTEMPTED SUICIDE: YES NO

CASE MANAGER CERTIFICATION

NEEDS ADDITIONAL ASSESSMENT: YES NO

NEEDS OUTSIDE REFERRAL: YES NO

SERVICES NEEDED: _____

REQUIRES IN-HOUSE SERVICES: YES NO

SERVICES NEEDED: _____

CASE MANAGER SIGNATURE: _____ DATE: _____



Sample Document: Individual Service Strategy

(Customize this document for use by your organization.)

Name: _____ Date of Birth: _____

Address: _____ Zip Code: _____

Telephone: _____ Sex: Male Female

Emergency Contact (Name/Phone #): _____

In addition to case management, job training and job placement assistance, what other employment/ educational services would you like to receive?

- Job Search and Readiness Assistance
- Resume Development
- Interview Skills
- Educational Referrals- High School Diploma/GED, Trade/Vocational, Financial Aid Assistance

Short-Term Employment Goal: _____

Barriers to Employment:

- Lack of updated resume
- Appropriate clothing for job search
- Transportation
- Stable housing
- Substance abuse
- Poor interview skills
- Poor job search skills
- Non high school graduate
- No documentation (ID, SS card)
- Other: _____

Strategies for Overcoming Short-Term Employment Barriers (to be completed by case manager):

Barrier: _____



Time line and method for overcoming barrier: _____

Barrier: _____

Time line and method for overcoming barrier: _____

Barrier: _____

Time line and method for overcoming barrier: _____

Barrier: _____

Time line and method for overcoming barrier: _____

Current Education Level:

- Less than high school
- GED completion
- High school graduate
- Trade/Tech/Vocational certificate
- Some college
- Associates degree
- College graduate

Would you like to further your education? Yes No

If yes, to what level? _____

Long-Term Employment Goal: _____

Method of Achievement (to be completed by case manager): _____



I understand that Organization provides job training, job placement and referral services to qualified applicants. As a participant, I am responsible for working with Organization's staff and partners to progress toward my employment and educational goals.

Participant Signature

Date

Case Manager Signature

Date



Sample Document: Participant Program Checklist

(Customize based on your program structure.)

Name: _____ Potential Program: _____

Start Date: _____ Intake Date: _____

Workshops Completed	Date	Time Spent	Staff Initials
Orientation			
Employment Preparation			
Mock Video Interviews			
Attitudes			
Spiritual Awakenings (optional)			
Intro to Resumes			
Resume Writing/Typing			
Resume Writing/Typing			

Other Services (list dates)	
Metrocards	
Food	
Clothing	
Other (define)	

Other	Date	Staff Initials
Employment Assessment (sent to Employment Office)		
Resume (emailed to Employment Office)		
Interview Observation Form (sent to Employment Office)		
Interview Attire		
Acceptable ID		



Sample Document: Goal Contract

(This document is patterned after the “Exodus Contract” created by Exodus Transitional Community. The following text is the organization’s own description of the contract and the following two pages include samples from the contract itself.)

“The Exodus Contract is based on the understanding that successes in different areas of your life are interconnected. Family problems affect you at work while a deeper faith in God influences your family life. The contract helps you achieve your goals in all areas of your life by creating a concrete plan for success. Each of the six pages in the plan represents an area of importance (employment, education, family, health, community service, and spirituality). The first step is to develop one or two goals in every category. To improve your employment prospects, you could choose to become computer literate. A family goal might be to reconnect with your son.

After identifying a goal, list each of the steps necessary to complete that objective. For example, to reconnect with your son, you may have to make amends with his mother for some past action. You may also need to commit to spending your weekends with him or speak with his teachers to become involved in his education. After listing the steps, you arrange them in the correct order. By completing this process in every category, you create a concrete plan to transform your life.

Following a plan is critical to avoid repeating the activities that resulted in your incarceration. With the many obstacles society places in front of formerly incarcerated individuals, absent a plan for success, it can be easy to lose hope a condition that all too often leads back to prison. Alternatively, as you move forward in your plan, the vision of a brighter future becomes clearer with every step. As you progress, you will often need to include new actions or amend your contract in other ways. Life rarely goes exactly according to plan. However, if you keep working, you will eventually overcome your setbacks and move forward in your life.

The key to progress is to ensure that you work on at least one action every day. To accomplish this objective, the night before, it is important to write down on the daily schedule, which action you plan to take and, of equal importance, at what time this will occur the following day. Review your scheduled action in the morning, and, upon completing it, cross it off of your list.

After achieving a goal, it is important to create a new one to keep progressing in your life. If a goal is ongoing, develop a new goal after you have repeated this action for six weeks. By then you will have integrated the activity into your daily life.

Since change can be stressful, there will be times when you resist following your plan. Your Exodus Case Manager and Mentor form an important supportive network that assists in developing and modifying your plans and encourages you to achieve success – especially in the difficult times when a better life seems out of reach. It is important to also share your contract plans with your family. This shows them you are serious about change and will help involve them more fully in your life.

The Exodus Contract has guided so many formerly-incarcerated people through the wilderness to the promised land of a new life. Despite the many obstacles in your way, you have control of your future. Take action and your dreams will soon be within your grasp.”



EMPLOYMENT*											
Goal 1											
Goal 2											
Sample Goals: Learn to use email, find a full time job, obtain a commercial driver license, go on give job interviews											

Actions require to complete Goal #1			Correct Order of actions to complete Goal #1		
1			1		
2			2		
3			3		
4			4		
5			5		
6			6		
7			7		
8			8		
9			9		
10			10		

Actions require to complete Goal #2			Correct Order of actions to complete Goal #2		
1			1		
2			2		
3			3		
4			4		
5			5		
6			6		
7			7		
8			8		
9			9		
10			10		

*"Employment" is a sample contract sheet. Other sheets include: Family/ Relationships, Education, Health/ Physical Fitness, Community Involvement/ Service, and Spirituality (optional).



CONTRACT CALENDAR

	WEEK 1* Actions	Scheduled Time	WEEK 2 Actions	Scheduled Time	WEEK 3 Actions	Scheduled Time
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						

	WEEK 4 Actions	Scheduled Time	WEEK 5 Actions	Scheduled Time	WEEK 6 Actions	Scheduled Time
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						

*The "Weeks" should extend for the full duration of the program and possibly beyond if participants wish to continue using this valuable tool. Make as many copies as needed.



Chapter VI: Removing Barriers to Employment through Supportive Services

Removing barriers to successful reentry is an integral part of case management. Often, it must be done prior to any job training and placement. Support services are a necessary component of any realistic workforce reentry program. These services may include such essential items as: physical/mental healthcare, transitional housing, transportation, identification documents, childcare and drug or alcohol treatment. Many of the services necessary to remove barriers are offered by partnering organizations within your community.

Since it is highly unlikely that your organization could provide all of the necessary services that an ex-prisoner would need, it is important that your organization become familiar with other agencies in your area. Before entering into a referral relationship, you must be sure about the quality of the organization you are considering partnering with. Never enter into formal or even informal arrangements without ensuring that your referrals will result in high-quality services provided to the participants in your program. The following are examples of successful partnerships of this type.

Example 1: **East of the River Connects with Drug Treatment and Temporary Housing Providers**

East of the River Clergy-Police-Community Partnership's (ERCPCP) joint ventures and referral networks include organizations that provide many of the necessary supports for ex-prisoners reentering the community. Major examples include drug treatment facilities and extensive transitional housing operations. ERCPCP operates its own transitional house funded by the Court Services and Offender Supervision Agency (CSOSA) for the District of Columbia. This 180-day program offers on-site case management, substance abuse treatment with mandated random drug testing and possibly most important – a place to live. Residents complete a 30-day internal assessment followed by a 30- to 45-day period to secure employment.

Two other transitional housing partners collaborate with ERCPCP – Community Action Group (CAG) and the Hope Village Halfway House (Hope Village). CAG operates separate men's and women's facilities. The organization provides two main services in addition to providing temporary housing: 1) substance abuse treatment and 2) mental health services. Women are permitted to bring up to four children under ten-years-old so they do not forego treatment in order to care for their children. Most other residential programs do not allow children to stay on the premises. Residents generally stay at CAG's facility for 3-4 months leave when they have obtained another housing option. Another important program feature allows past program graduates to return and help current residents by sharing their experiences in the program. Hope Village is transitional facility housing up to 360 ex-prisoners. It offers job training courses through its Congress Heights Training Center.

Example 2: **Safer Foundation Refers Clients to Partnering Service Providers**

The Safer Foundation connects clients with services through their directory of approved public and private community-based service providers. Safer's partner organizations provide medical care, mental health care and family support services. Safer's assessment process identifies the special needs of each individual and, if required, the Reentry Counselor refers the R4W participant to a partnering organization. The Reentry Counselor evaluates the R4W client's eligibility for federal benefits, such as Temporary Assistance for Needy Families, Medicaid, Social Security Insurance and Children's Health Insurance, and refers the individual to the Chicago Department of Human Services for enrollment. Safer includes in the reentry plan strategies to fulfill court-ordered child support, restitution, community service, fines and cost obligations.



Example 3: Many Sites Provide Transportation Assistance

Most of the R4W sites provide transportation solutions to their clients. This often comes in the form of “metro cards” or equivalent passes to ride the community’s subway, light rail or bus service. The City of Memphis and Jacksonville’s Operation New Hope often provide transportation to job interviews. Case managers drive participants and provide encouragement and support along the way. Without these transportation services program participants would most likely have no means of travel to and from the program headquarters, supplemental service providers and eventually their place of employment.

Action Questions

1. What services do you think are necessary to run a comprehensive reentry program?
2. Of these necessary services which do you have the capacity to offer in-house?
3. Which of these services must you partner with other organizations to provide?
4. Do you have a referral system in place for services that you do not offer? If not, how would you go about developing a referral system?



Sample Document: Agency Referral Form

(Personalize with your organization's name, information and/or logo.)

Client Name: _____

Program Name: _____

Service Providing Agency: _____

Service to be Provided: _____

This Agency Referral Form is to be used specifically for the purpose of providing a written referral for _____ and may not be used for any other purpose. Please feel free to contact me directly should you need further information.

Case Manager Name

Telephone

Case Manager Signature

Date



Chapter VII: Implementing Effectual Employment Preparation

Job-readiness training is a very important service offered in a reentry program. Training can be done either in-house or through referrals. It can take the form of soft or hard skills training. It can occur in many places – including classrooms, computer labs or construction sites. It may utilize various forms of training including worksheets or mock interviews. Most sites provide soft skills workshops in-house as a part of the orientation process, including interview preparation, resume-writing and dress-for-success instruction. Hard skills, such as those provided through a construction apprenticeship, are often made accessible through organizational partnerships with employers and educational institutions. The following examples demonstrate how R4W sites have implemented employment preparation into their reentry programs.

Example 1:

Word of Hope Ministries Connects Clients to Employment Services

Word of Hope Ministries (WOHM), in Milwaukee, Wisconsin, provides two orientations to job seekers and two full weeks of job readiness training. WOHM places applicants with no work history into transitional jobs through the New Hope Project. WOHM also has agreements with several outside programs that provide hard skills training. This training often leads to careers in high-growth industries, such as construction, manufacturing, graphics, and packaging. Job seekers without a high school diploma, or its equivalent, receive free GED preparation through WOHM's Family Technology labs. In addition, those who qualify can apply to Milwaukee Area Technical College and University of Wisconsin-Milwaukee. A representative from both schools serves on WOHM's Prisoner Reentry Advisory Board.

Example 2:

Safer Foundation Provides Soft and Hard Skills Training

Safer Foundation's (Safer) participants who lack employment history are placed in job training services. Ex-prisoners participate in a 40-hour (divided into eight modules) job readiness and job retention training program that focuses on workplace-readiness skills training, soft skills, job-seeking and interview techniques, resumes, workplace acclimation, job retention skills and career development. During this training, Safer's Sector Manager (or Employer Recruitment Specialist) ensures that each participant has the necessary identification (*e.g.*, state-issued photo ID, Social Security card and birth certificate) for employment. Qualified R4W participants interested in hard skills training are referred to One-Stop Career Centers. Safer also participates in several hard-skills apprenticeship training programs that allow participants to get valuable workforce experience. For example, some clients enroll in a truck-driver training program while others work with the Illinois Manufacturing Foundation (IMF) to receive additional hard skills training in the manufacturing sector. Participants receive a stipend over the course of the 14-week training. IMF then connects program graduates with employment that may pay a starting rate of up to \$14 an hour. Safer is also able to provide state-funded stipends to other ex-prisoners willing to train for three months in food services, construction or manufacturing.

Example 3:

America Works Seeks Work Experience through Quick Placement

America Works, a for-profit welfare-to-work agency in Detroit, Michigan, takes a different approach to job training. They provide a one-week soft-skills orientation followed immediately by placement in an entry-level job. Once employed, the organization works with the participant to address long-term needs. The brief training is conducted in a classroom setting with computer access and web-based tutorials as needed. The trainer provides materials on the pre-interview setting, the application process, interviewing skills and career development.



Following several interviews, participants usually obtain entry-level employment. This “rapid attachment” strategy is a successful alternative to providing a stipend over the course of a long training period.

Example 4: Operation New Hope’s Flexible Approach to Job Readiness

Jacksonville’s Operation New Hope developed a flexible approach to dealing with participants’ varying levels of job preparation and experience. All participants are required to enroll in a two-week course upon entry into the program. After one week of soft-skills workshops, participants meet one-on-one with a job placement specialist. If a placement does not occur quickly, the participant returns for additional employment preparation.

Action Questions

1. What skills are necessary for successful placement in local jobs?
2. What training does your organization offer?
3. If you do not currently provide any training, does your organization have the capacity to deliver in-house job training?
4. Do you know of other organizations, technical schools, apprenticeship programs, One-Stop Career Centers or employers that supply soft or hard skills training in your area?



Sample Job Description: Employment Training Specialist

This position is responsible for providing job-related education, including soft and hard skills. It may be a regular employee(s) or a contractor; done in-house or through a referral to an outside partner agency; or absorbed into the responsibilities of the case managers. This position may be referred to as Job Trainer or Instructor.

POSITION TITLE: EMPLOYMENT TRAINING SPECIALIST

Responsibilities/ Duties

- Develop and conduct initial orientation session for program participants
- Create and implement multifaceted curriculum that meets the needs of ex-prisoners
- Administer skills assessments tests and any other examinations
- Conduct soft-skill training sessions on resume writing, interview skills, dress for success, etc.
- May also be required to train participants in hard-skills, such as computer literacy, or arrange such training through an outside partner agency, such as a construction apprenticeship
- Prepare program participants for quick placements once they are interview-prepared
- Provide regular updates to Program Manager

Minimum Qualifications

- Bachelor's Degree in Education, Business Administration, Communications, Social Work, Psychology, Counseling or a related field (or equivalent experience)
- 2-3 years experience in teaching, training or counseling ex-prisoners or another high-risk, adult population
- Experience with Adult Basic Education
- Excellent verbal, written and interpersonal communication skills
- Ability to effectively teach ex-prisoners with little education
- Computer literacy, including knowledge of basic software applications and familiarity with the internet and email communications
- Knowledge of criminal justice system and/or experience with ex-prisoners is preferred
- Ability to travel within city and surrounding communities



Sample Document: Employment Readiness Curriculum

(Adjust this curriculum to the needs of your participants and staff.)

SESSION I

- Create Individual Class File Folders to Include Pre-Employment Preparation Materials
- Introduce the Assessment Materials and Have Participants Complete the Materials

SESSION 2

- Goals and Objectives
- Building a Foundation
- Brainstorming/Introduction to Retention
- When Success Takes Time
- Complete Job Search Attitude Inventory Form
- How to Answer the Difficult Questions
- How to Explain the Gaps in Employment History
- Salary Negotiating

SESSION 3

- Application Tips and Tools
- Master Application
- Skills Assessment Worksheet
- Practice Applications
- Reasons for Leaving a Job

SESSION 4

- Introduction to Mock Interviews
- Role Playing
- Face-to-Face with Employers
- Personal Strengths
- Interview Tips To Remember
- Interview Questions to Answer
- Interview Follow-Up – Thank You
- Review the Employment Plan One-on-One



SESSION 5

- Writing a Winning Resume
- Before You Begin
- Learning Key Resume Verbs
- Assistance in Choosing the Right Type of Resume
- Creating the Proper Cover Letter

SESSION 6

- Employment Resources
- One-Stop Workshops – Employment Development
- How to Network with Employers
- How to Use Classified Ads
- Cold Calls to Employers
- Mock Interview

SESSION 7

- Expectations During Job Search
- Completing Goals Calendar
- Constructive Criticism – Group Review of Mock Interviews
- Issuance of Pre-Employment Preparation Certificates

SESSION 8

- Dress for Success



Chapter VIII: Succeeding at Job Placement

Matching a program participant with an appropriate employment opportunity is critical tool in preventing re-incarceration. Just as with training, placement can either be done in-house or outside of your organization. The most efficient route may be through a formal referral relationship with the local One-Stop Career Center. These partnerships are discussed in chapter three.

Employer recruitment specialists, commonly called job developers, form the relationships with employers that make placement possible. They accomplish this through various avenues. Most R4W sites network with employers through job fairs, past/current relationships and reaching out to new employers. Religious congregations often have business leaders as members who may be willing to hire ex-prisoners through your structured program. Knowledge of the case management and supportive services supplied by your organization will often encourage employers to hire ex-prisoners. If the placement is successful, your organization will build a reputation for preparing qualified employees.

Example 1: **Word of Hope Ministries Employs Job Developer**

Word of Hope Ministries (WOHM) employs a full-time job developer who obtains between seven to eight job orders from businesses per week. Once a participant completes the job readiness training, he/she is referred to the job developer and matched with employers. If he/she is hired, the case managers and career counselors follow up at the job site to provide retention services for up to one year. WOHM also provides financial incentives to participants remaining on the job for 90 days. The goal is to place the participant in a “high growth/high wage job.”

Example 2: **Safer Foundation’s “Ever-Expanding Network”**

The Safer Foundation (Safer) excels at job placement through an ever-expanding network of employer contacts. Sector managers investigate the Chicago area job market for potential employers to add to Safer’s network. The industries that Safer selects are those with a high demand for workers. Safer has agreements with roughly 300 employers and training providers that benefit R4W participants. Participants with a prior history of employment, a high school diploma/GED and a high level of motivation will be placed by the sector manager early on. The sector manager is responsible for the development of long-term employer relationships that result in Safer’s participants obtaining “career path” placements. The reentry counselors maintain contact with employed R4W participants on a weekly basis for the first four weeks. Counselors then follow up bi-weekly for one month and then monthly after that. The counselors maintain contact with participants for a total of twelve months after placement to ensure success.

Example 3: **East of the River Partners with Employers in the Interest Areas of Participants**

East of the River Clergy-Police-Community Partnership’s (ERCPCP) job placement specialist develops partnerships with employers in the interest areas of participants. ERCPCP believes that listening to clients helps tailor employment opportunities to each individual and, thus, creates a greater chance of compatibility with stable, long-term employment. Through these partnerships, ERCPCP serves as a mediator between the employer and the participant. In addition, participants are paired with a job coach to ensure a successful placement.



Example 4: **America Works: Entry Level Employment First, Higher Paying Job Later**

As discussed in the chapter on job training, America Works takes a different approach that emphasizes getting an entry-level job first and addressing long-term needs second. Through a partnership with Jackets for Jobs, a national nonprofit that provides professional clothing and training seminars, participants are given business clothes for interviews. The site also provides bus passes to help clients attend job interviews as early as their third day in the program. The program expects that each client may require several interviews to obtain employment. The salesperson, charged with matching clients with appropriate employers, uses a business-to-business approach to “sell” R4W participants to potential employers, emphasizing the benefits of hiring program participants. Following placement, the case manager visits the job site weekly, then bi-weekly, and so on with growing intervals between visits. Participants work in numerous fields from telemarketing to food service start at an hourly rate between \$6.50 and \$10.00.

Example 5: **Wheeler Avenue’s 5C’s Foundation Identify Employers as “Consumers”**

The Houston site’s “sales pitch” emphasizes that employers are the consumers for R4W’s final product – program graduates who are ready for employment. The program staff assesses each individual client based on general factors like work-readiness, as well as by focusing on specific job skills that can contribute to a successful employer-employee match. For instance, a client who already has skills and experience in the manufacturing sector will likely be in demand by a manufacturing employer.

Example 6: **Operation New Hope Offers New Hope in the Form of a Job**

Under Jacksonville’s Operation New Hope, participants complete one week of job-readiness training. From there one-on-one meetings are arranged with the job placement specialist to develop individual employment programs. Following placement, the job placement specialist and case managers perform monthly visits to each worksite to support the employer-employee relationship. The site maintains a network of willing employers, including restaurants, building contractors, a supermarket and healthcare organizations.

Action Questions

1. What occupations or industries in your area are in need of employees?
2. Do these employers generally hire ex-prisoners?
3. Which strategies do you think would be most effective at “selling” your program’s participants to local employers?
4. How would you go about developing and maintaining these relationships?
5. Do you have any connections that make placement possible?



Sample Job Description: Employer Recruitment Specialist

This position is also known as Job Developer, Salesperson or Sector Manager.

POSITION TITLE: JOB DEVELOPER

Responsibilities/ Duties

- Build sustainable relationships with current and potential employers through a range of sales and marketing initiatives (telephone, field visits, job fairs, direct mail, presentations, marketing materials, social networking, etc.)
- Manage time and performance by meeting and documenting weekly/ monthly targets for prospecting calls, new employer appointments, job starts, verifications and follow-ups with existing employers
- Discuss the need for a program matching ex-prisoners with employment
- Provide the “public face” of the organization and program
- Maintain an updated roster of participant placements and potential job opportunities
- Work with Case Managers and the Employment Training Specialist to match participants with appropriate employers
- Potentially participate in training and mock interviews at the request of the Employment Training Specialist
- Research program’s success (recidivism and retention rates) and maintain database to measure that program compliance and performance goals are met
- Create marketing materials targeted to current and potential employers
- Explain participants’ failures and reconcile relationships with employers
- Provide regular updates to Program Manager

Minimum Qualifications

- Bachelor’s Degree in Marketing, Business Administration, Communications, Public Relations or a related field (or equivalent experience)
- 2-3 years experience in Marketing, Public Relations, Sales or a related field with a proven track record of success
- Acquaintance with the local employment market and community resources
- Familiarity with city, state and federal laws, regulations and codes related to employment and Equal Employment Opportunity regulations
- Excellent verbal, written and interpersonal communication skills
- Computer literacy, including knowledge of basic software applications and familiarity with the internet and email communications
- Knowledge of criminal justice system and/or experience with ex-prisoners is preferred
- Ability to travel within city and surrounding communities



Sample Document: Participant Placement Form

(Customize this form to your particular organization.)

Date: / / Name: _____

DOB: / / Age: _____ Gender: M F

Phone Number: () - Alternate Number: () -

Current Address: _____ City: _____ State: _____ Zip: _____

How long @ current address: _____ Valid DL: YES NO DL State and #: _____

Ethnicity: _____ Marital Status: ()Married ()Separated ()Single ()Divorced ()Widow

Describe mode of reliable transportation or do you depend on public transportation? _____

Most recent release date: / / What was your crime? _____

What type of position/s are you interested in? _____

General type of work experience: _____

Prison work experience: _____

Do you have any restrictions? (ES, Curfews, Currently in CCC, etc.) YES NO

Describe restrictions in detail: _____

High School Diploma: YES NO GED: YES NO Educational level: _____

Certifications: _____

Languages Spoken: English Spanish Other



Sample Document: Employee Performance Evaluation

(Add organization-specific information.)

PERFORMANCE EVALUATION

Purpose of Performance Evaluation: This review evaluates the employee's performance over the review period and provides feedback to help improve performance for the next review period.

Employee Name:	
ID Number:	
Job Title:	
Date of Hire:	
Effective Date:	
Evaluated By:	

What do the performance ratings mean?

1 = Unsatisfactory; requires immediate improvement

2 = Below average; deficient in specified areas

3 = Good; meets performance standards

4 = Very good; exceeds most position requirements

5 = Outstanding; far superior to others (ALL RATINGS OF FIVE REQUIRE PERFORMANCE COMMENDATION)

N/A = Not applicable/Too soon to rate

1. General Work Habits

1. WORK ETHICS	1	2	3	4	5	N/A
2. DEMONSTRATES INTEREST IN CURRENT DUTIES	1	2	3	4	5	N/A
3. DEMONSTRATES INTEREST IN NEW SKILLS/ DUTIES	1	2	3	4	5	N/A
4. THOROUGHNESS & ATTENTION TO DETAIL	1	2	3	4	5	N/A
5. INITIATIVE	1	2	3	4	5	N/A
6. MEETS DEADLINES	1	2	3	4	5	N/A
7. ADHERENCE TO POLICIES & PROCEDURES	1	2	3	4	5	N/A
8. RESOURCEFULNESS	1	2	3	4	5	N/A
9. CREATIVITY & IMAGINATION	1	2	3	4	5	N/A
10. PLANS & ORGANIZES WORK EFFICIENTLY	1	2	3	4	5	N/A
11. ATTENDANCE & PROMPTNESS	1	2	3	4	5	N/A
12. PERFORMS WORK SAFELY	1	2	3	4	5	N/A

OVERALL TOTAL = TOTAL POINTS FOR #1-12 _____ DIVIDED BY 12 _____ (DO NOT INCLUDE N/A)

OVERALL WORK HABITS ASSESSMENT 1 2 3 4 5

COMMENTS: _____



2. Attitude and Cooperation

1. WILLINGNESS TO ASSUME RESPONSIBILITY	1	2	3	4	5	N/A
2. CAN ADMIT FAULT & MISTAKES	1	2	3	4	5	N/A
3. COOPERATION WITH CO-WORKERS	1	2	3	4	5	N/A
4. COOPERATION WITH SUPERIORS	1	2	3	4	5	N/A
5. ABILITY TO WORK ON A TEAM	1	2	3	4	5	N/A
6. PRIDE IN WORK	1	2	3	4	5	N/A
7. REACTS WELL TO CONSTRUCTIVE CRITICISM	1	2	3	4	5	N/A
8. COMMITMENT TO GOALS OF ORGANIZATION	1	2	3	4	5	N/A
9. EXERCISE OF SOUND JUDGMENT	1	2	3	4	5	N/A
10. ABILITY TO TAKE DIRECTION	1	2	3	4	5	N/A

OVERALL TOTAL = TOTAL POINTS FOR #1-10 _____ DIVIDED BY 10 _____ (DO NOT INCLUDE N/A)

OVERALL ATTITUDE ASSESSMENT 1 2 3 4 5

COMMENTS: _____

3. Job-Related Skills and Abilities

1. PRODUCTIVITY	1	2	3	4	5	N/A
2. QUALITY OF WORK	1	2	3	4	5	N/A
3. JOB KNOWLEDGE	1	2	3	4	5	N/A
4. COMMUNICATION SKILLS	1	2	3	4	5	N/A
5. ANALYTICAL SKILLS	1	2	3	4	5	N/A
6. TECHNICAL SKILLS	1	2	3	4	5	N/A
7. PROBLEM SOLVING SKILLS	1	2	3	4	5	N/A
8. DECISION MAKING SKILLS	1	2	3	4	5	N/A
9. LEADERSHIP	1	2	3	4	5	N/A

OVERALL TOTAL = TOTAL POINTS FOR #1-9 _____ DIVIDED BY 9 _____ (DO NOT INCLUDE N/A)

OVERALL SKILLS ASSESSMENT 1 2 3 4 5

COMMENTS: _____



OVERALL RATING _____ (TOTAL POINTS IN THE THREE PRIOR ASSESSMENTS DIVIDED BY 3)

OVERALL QUALITY OF WORK 1 2 3 4 5

REVIEWER'S SIGNATURE _____

DATE _____

DEPARTMENT HEAD SIGNATURE _____

DATE _____

HUMAN RESOURCES _____

DATE _____

I certify that I have reviewed a copy of this evaluation and have had the opportunity to discuss it with my reviewing supervisor. My signature means that I have been advised of my performance status, goals and objectives. It does not necessarily imply that I agree with the evaluation of my performance.

EMPLOYEE'S SIGNATURE _____

DATE _____



Chapter IX: Mentoring Adult Ex-Prisoners

Mentoring adult ex-prisoners is an innovative aspect of R4W, especially since mentoring is a technique usually applied when the mentee is a child or adolescent. The mentoring component can be the linchpin holding a reentry program together, reinforcing the work of the case managers. Mentoring does, at times, present a challenge for organizations to overcome. Working intimately with outside volunteers and local faith-based or community organizations may not come naturally for your organization. Thus, this chapter will present some strategies and techniques from R4W on how to mentor adult ex-prisoners.

Mentoring is separate and distinct from case management. While case managers are professionally-trained social workers “managing” a participant’s entire program of services, mentors are volunteers willing to donate their time to share their life experiences with an ex-prisoner. The mentoring relationship enables an ex-prisoner to build a responsible, fruitful friendship with a mature, responsible adult. This relationship may be a new thing for a participant and the mentor may serve as a role model. Regular meetings with a mentor will foster responsibility and accountability. Ideally, mentors will support your participants through many situations as they seek to re-enter into their community.

The R4W sites employ various mentoring strategies. Some offer team mentoring sessions where several mentors meet with a group of R4W participants. Others offer one-on-one mentoring, which may be more effective for your program, although recruiting enough volunteers for this option may pose a challenge. Some sites found a middle ground where mentoring sessions begin with discussion in large groups and then discussions move to smaller groups of two-to-three participants. In these cases, each smaller group is paired with a mentor to encourage greater transparency.

The R4W experience has shown that male and female participants should always be paired with same-sex mentors to avoid the appearance of impropriety. It has been the experience of some R4W sites that same-race relationships often proved more successful; however, recruiting African-American, male mentors was often difficult. Notwithstanding, several sites were able to overcome this difficulty and recruit committed, African-American, male mentors. Pairing ex-prisoner mentees with ex-prisoner mentors may be the most successful option. Knowing that other ex-prisoners have faced similar challenges in their lives and successfully re-integrated back into the community may be the best motivator for your participants. Consult the recruiting chapter and the following examples for an overview of how several sites partnered with religious congregations to recruit mentors for their participants. For more information on mentoring, including a mentoring guide for ex-prisoners, please visit www.dol.gov/cfbci.

Example 1: Safer Foundation’s “Mini-Site” Mentoring

As mentioned earlier, the Safer Foundation has an innovative “mini-site” approach to mentoring participants that maximizes recruitment. The organization has partnered with several congregations throughout Chicago in the neighborhoods most affected by the reentry crisis. Through these partnerships, Safer has established miniature reentry programs. These congregation-based sites allow for on-site volunteer mentor recruitment.

Safer prefers using a group mentoring model because it increases the social, behavioral and relational skills of ex-prisoners who can draw on experiences of other formerly incarcerated persons. Prior to facilitating a R4W mentoring group, each mentor undergoes an eight-hour training session on group mentoring conducted by Safer’s mentoring training provider, the National Mentoring Center. After completing the mentoring training session, each mentor provides the following services to R4W participants for a twelve-month period:



1. Phone contact – at least weekly;
2. Four to eight hours of mentoring each month; and
3. Linkages to community resources.

Each mentor provides information and support to the mentoring coordinator, reentry counselor and sector manager to assist in the completion of the reentry plan. The mentoring coordinator collaborates with the reentry counselor after each mentoring session to provide information that will be incorporated into the reentry plan. The reentry counselor and the mentoring coordinator ensure that the special needs of participants with any physical or mental disabilities are addressed. Mentors are equipped with the knowledge and skills necessary to handle these special-needs clients. The reentry counselor and the mentoring coordinator are located on-site and ensure that mentors do not proselytize through training. This is done by co-facilitating mentoring groups, interviewing R4W clients and supervising mentors. The use of R4W funds, or any other direct federal funding, is not permitted for any inherently religious activity, including worship or religious instruction.

To strengthen relationships and instill positive self-esteem, each R4W participant is encouraged to express his/her appreciation to the mentor through some form of donated service to the congregation or community. A mentoring coordinator is appointed by each partnering congregation, who is supervised by the on-site Reentry Counselor, to manage the mentoring program. This individual recruits, interviews and selects mentors from within the congregation or community. Trained mentors are matched with R4W participants based on gender, age, other demographic characteristics and life experiences. A minimum of ten mentors provides group mentoring to about 40 R4W clients at each site – a ratio of at least one mentor to every four R4W participants. Priority is given to potential mentors who were once incarcerated but are now self-sufficient, law-abiding citizens. Mentoring sessions begin in a large setting where a relevant topic is discussed. The large group is then broken down into smaller groups for more personal discussion. A modest stipend is provided to partners for mentoring expenses, such as travel or food.

Example 2: East of the River Partnership Uses Past Role Models as “Life Coaches”

East of the River Clergy-Police-Community Partnership’s (ERCPCP) employs a system where ex-prisoners are asked to pick a role model. During the intake process participants are asked to identify a positive role model from some point in their life. For participants who choose role models who are not family members, ERCPCP reaches out to officially incorporate him/her as a “life coach.” For participants who do not have a positive, caring adult in their life, the organization recruits life coaches from within the congregations of faith partners. These pairs are matched based on interest and participant needs.

One-on-one relationships are fostered, beginning in a group setting, with each group containing one life coach and three R4W participants. Two monthly meetings are held. The first meeting occurs at one of the eight churches involved in the local R4W program, and the second involves an activity in the city. In addition, mentors telephone individual participants at least once a week. To avoid the appearance of another reporting requirement, ERCPCP works to ensure that participants control the direction of the discussion. Rather than dictate a preplanned topic, life coaches strive to discover the topics of concern to the program participants.

Along with its partners, ERCPCP also designed a unique mentoring program to provide pre-release mentoring services. Since Washington DC prisoners are housed in a federal prison in North Carolina, video mentoring allows DC-based mentors to meet and develop a relationship before a prisoner’s release.



Example 3: Career Coaches Join Eimago's Team

At Eimago's Los Angeles site, volunteer mentors serve as part of the holistic case management team by providing additional support for participants. Mentors are called career coaches, a technique that seems to make the adult ex-prisoners more receptive to the mentoring relationship. The organization's mentoring coordinator interviews potential career coaches to ensure that an appropriate match is formed. The coach is assigned to facilitate group or one-on-one mentoring sessions.

Action Questions

1. Why is mentoring an important facet of a reentry program? What are the benefits of mentoring adult ex-prisoners?
2. How can mentoring be incorporated into your program?
3. What challenges might need to be overcome to implement a successful mentoring program?
4. How is mentoring distinct from case management?
5. What makes more sense for your program – a team approach to mentoring or a one-on-one approach?
6. What curriculum should you use to train mentors?
7. What steps might you take to prevent mentor burn-out?
8. What strategies might you use to match mentors and mentees?



Sample Job Description: Mentor Coordinator

The Mentor Coordinator can be either a paid part-time or full-time staff member or a volunteer, usually from an area congregation. Larger organizations may want to hire someone for this position since more participants mean more mentors are required and, thus, more work for the Mentor Coordinator.

POSITION TITLE: MENTOR COORDINATOR

Responsibilities/ Duties

- Coordinate the mentoring component of the reentry program
- Recruit and train new mentors from local congregations and the community who will be able to support the program mission by mentoring adult, same-sex ex-prisoners
- Recruit other volunteers from local congregations and the community for clerical support, outreach and other services
- Provide regular updates to Program Manager
- Screen mentors for eligibility and suitability
- Prepare mentees as to the expectation of the mentoring relationship
- Match mentors with mentees in a manner that brings mutual support and energy to the overall recovery and empowerment goals of participants
- Monitor progress of the mentoring relationships through regular contact and prepare necessary reports

Minimum Qualifications

- High school diploma required, college degree recommended
- Previous volunteer recruitment experience desired
- Excellent planning, organizing and project management skills
- Understanding of and experience working with the various faith traditions within the community, especially including those that are traditional partners of the program or organization (*i.e.*, those that share a similar religious tradition and represent pools of potential volunteers (for faith-based organizations and programs)



Sample Job Description: Volunteer Mentor

Mentors are an original and important component of the R4W model of reentry. Most sites recruit mentors from area congregations. This position is strictly voluntary, although some sites offer a small stipend to cover expenses such as travel and food.

POSITION TITLE: MENTOR

Responsibilities/ Duties

- Develop and maintain a meaningful relationship with one or more program participants
- Participate in mentor orientation and attend other scheduled training sessions
- Abide by all guidelines set forth by the program and organization
- Provide regular updates to Mentor/ Volunteer Coordinator

Minimum Qualifications

- High school diploma required, college degree recommended
- Relatively successful in life and career (*i.e.*, able to offer guidance to newly released ex-prisoners)
- Ability to listen
- Realistic expectation of mentee's receptiveness and cooperation
- Respectful of mentee's religious beliefs and cultural sensitivities
- Willing to spend time alone with an adult, same-sex ex-prisoner convicted of a non-violent, non-sexual offense(s)
- Genuine desire to help ex-prisoners maintain a stable, crime-free lifestyle
- Ability to adapt to constructive criticism



Sample Document: Mentor-Mentee Match Cards

(Add your organization's contact information and/or logo.)

MEET AND MATCH

Name: _____

Life Coach name & contact:

I plan to meet/contact my Life Coach on:

Date _____

.....

MEET AND MATCH

Name: _____

Life Coach name & contact:

I plan to meet/contact my Life Coach on:

Date _____

.....

MEET AND MATCH

Name: _____

Life Coach name & contact:

I plan to meet/contact my Life Coach on:

Date _____



Chapter X: Monitoring Program Success

The faith-based and non-profit communities often measure success by anecdotes and testimonies. While this works well for “spreading the word” about your reentry program, it will not provide you with an accurate and verifiable measure of your success. Often times, grant-making foundations, government agencies and private donors, need to see data that demonstrates the positive impact that you are having on the lives of your participants. In order to do this, you must develop goals – outputs and outcomes – in the form of quantifiable data. Proper methods of data collection must be employed throughout every stage of your program to accurately measure your success. Data collection must be integrated into your reentry design as a program management tool. P/PV conducted constant evaluation of R4W sites by collecting monthly updates from all sites.

Two important measures for any reentry program are 1) recidivism rates and 2) employment data (both placement and retention). With outcome goals of preventing both unemployment and recidivism, these measures would help evaluate the results of your program. Your program should collect pre-program data, such as demographic information and the nature of the offense, and post-participation data, such as services delivered, employment status and recidivism status.

Public/ Private Ventures’ MIS

P/PV initiated a Management Information System (MIS) data collection operation to monitor the success of the R4W sites. Information collected through this MIS system included participant demographics (age, ethnicity gender), enrollment information (when enrolled, pre-release vs. post-release) participation in services (mentoring, job-training case management, counseling, education, health, life skills), program participation (active case load, graduates, terminations, etc., job placements, job retention and recidivism status.

Action Questions

1. Does your organization adequately monitor the success of your programs?
2. What quantifiable data points can you develop that would define “success” in your program?
3. Does the data produced and distributed by your organization provide an accurate portrayal of your activities and rates of success?
4. Are there other data elements that you are not collecting that would more accurately portray your program’s activities and successes?
5. What is your target employment rate? Your target recidivism rate?
6. What do you think you can do as a nonprofit administrator to better the performance of program monitoring at your organization?
7. How can you use data as an effective management tool?



Conclusion

Hopefully this toolkit provided you with helpful practices and tools to establish or enhance your prisoner reentry program. Faith-based and community organizations play a vital role in prisoner reentry in communities all across the country. These trusted neighborhood organizations provide compassionate and caring services and are valuable community partners that help touch the lives of many ex-prisoners.

If you need more information on prisoner reentry, please visit the Department of Labor, Center for Faith-Based and Community Initiatives website at www.dol.gov/cfbc.

