

Indianapolis Private Industry Council Inc.

Summary Page

Request for Proposal

Service Providers for the Preparing Ex-Offenders for the Workplace

Organization: Keys to Work, Inc
Address: 3602 East Michigan Street, Suite D
Phone Number: 317-974-1500
Fax Number: 317-974-1727
Name of Director or CEO: Jannett Keesling
Contact Person: Angela Johnson

Provide a Brief Description of Organization: Keys to Work, Inc. is a minority-owned staffing and alternative workforce development firm with a growing reputation for meeting employer hiring needs efficiently and cost effectively. Keys to Work, Inc. makes a strong social contribution to the development of the community's workforce. Keys to Work, Inc. is a staffing agency that provides the highest quality of employees for any business while meeting the needs of its clients, the people seeking employment. It is committed to serving the community by providing services that help the clients and the community.

Total Cost of Services: \$ 143,700

Authorizing Official: _____

Signature/Date

Jannett Keesling/President/CEO

Typed Name/Title

Keys to Work, Inc. is a minority-owned staffing and alternative workforce development firm with a growing reputation for meeting employer hiring needs efficiently and cost effectively. Keys to Work, Inc. makes a strong social contribution to the development of the community's workforce by preparing individuals with difficult backgrounds to enter the work place. While Keys to Work, Inc. is a staffing agency that provides the highest quality of employees for any business, it is also committed to serving the community by providing services that help the employees and the community. Keys to Work, Inc. has a positive reputation among the population served. 90 percent of our clients are placed in jobs and well over 75 percent maintain steady employment for six months or longer.

Specifically, Keys to Work, Inc. successfully serves clients who have recently been released from incarceration. More individuals have been served by Keys to Work, Inc. than any other welfare-to-work provider in Marion County. Keys to Work is dedicated to providing alternative solutions to neighborhood gangs and crime in the most vulnerable Indianapolis neighborhoods.

Keys to Work, Inc. strives to place its clients in jobs that pay more than the minimum wage of \$5.85 per hour. Many of their clients are able to locate and retain jobs for \$8 per hour to start. Keys to Work, Inc. has seen many of its clients not only retain employment, but also seek and receive promotions. As recent as the week of July 1, 2008, a former client called about receiving a wage at \$25 per hour after a few promotions.

Over the past three years, Keys to Work, Inc. has obtained 500 jobs for non-custodial parents. Collectively, during this time period, these individuals have paid at least \$300,000 in taxes and \$1.4 million in back child support. In addition, 74 percent of the non-custodial parents served by Keys to Work, Inc. have begun paying child support. Keys to Work has found that when people are working, they are less likely to be involved in criminal activity, and less of a burden on community “safety net” services. There is also a reduced risk of homelessness. Among individuals participating in the program, arrest rates have dropped 85 percent and child support hearings have decreased by over 50 percent. For every dollar invested in Keys to Work, Inc. services, an estimated \$2.67 is returned in taxes, child support and reduced jailing costs. **Some other outcomes from the previous three years include:**

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To reach the high levels of success, Keys to Work, Inc. has adopted the program philosophy of “making work pay.” As a client retains employment for longer periods of time, Keys to Work, Inc. provides additional assistance to its clients. Keys to Work’s program offers employment, housing, and support services for individuals re-entering the workforce after being incarcerated.

Keys to Work, Inc. will begin by providing each client with a general assessment. The general assessment will establish needs for the client. The needs can include but are not limited to the following:

- Housing;
- Transportation;
- Medical and mental health services;
- Parental training;
- Clothing for work;
- Marriage counseling;
- General case management services/counseling; and
- Child care.

Once the client has gone through the initial assessment, they will begin an intense 2-week employment preparation/training program. The first week of training will include basic employment topics such as work ethics, resume writing, and computer skills, etc. The second week of training will include other topics such as conflict resolution, employer/employee relationships, meeting deadlines and work goals.

Once a client is placed in a job, Keys to Work, Inc. will help with the additional needs of the client, such as access to transportation, provision of clothing and tools, and locating daycare for the client while attending that job. Keys to Work, Inc. considers it their job to eliminate the obstacles the client will face while re-adjusting to work life in the community, outside of prison. Keys to Work, Inc. wants to ensure their clients have the tools necessary to retain their employment and remain working members of the community.

Retaining their job becomes a top priority for Keys to Work clients. Clients who come to depend on the additional services will find that no job equals no additional services or case management. In an effort to “make work pay,” clients will “earn” additional services by working and demonstrating a desire to reverse the pattern of behavior from their incarceration. Additional help may be provided based on the general assessment, as long as the client maintains employment. If the client should lose his or her job, finding another job takes priority over any other service.

No additional service is completely free to employed client. Clients must demonstrate a desire to overcome the obstacles they face. For example, a client may want to obtain a driver’s license after numerous fines and a temporary revocation of the license. Keys to Work, Inc. will ask the client to contribute some amount, even if it is only a small portion, towards the fines. Keys to Work, Inc. will pick up the remaining amount, which can be as much as thousands of dollars in some cases. All services are provided on a scale that is affordable to the client.

Gradually, traditionally over a one-year period, Keys to Work, Inc. weans the client from needing additional assistance. Keys to Work, Inc. tracks employees/clients over a one-year period at several different increments, including 60-days, 6-months and 12-months.

Keys to Work understands their clients face many impediments to achieving their goals. Keys to Work, Inc. assists the employee/employer relationship by acting as an important liaison so that common misunderstandings, problems, and past behaviors can be

appropriately addressed and handled before they end in an employee's termination. For example, when an individual is re-entering the workforce after a period of incarceration, they will have certain special needs for flexibility that other employees may not have. They may need to attend a court hearing regarding the terms of their release. Keys to Work communicates with employers to work out compromises that benefit both the employer and the employee. It is this kind of relationship and dedication that leads to positive results, long-term employment, and the benefits to the community that are the result of better business from better employees.

Keys to Work, Inc. has many satisfied customers that rely on their staffing services. Time Warner Cable utilizes their services and their Vice President of Human Resources is "confident that Keys to Work, Inc. can fill recruiting needs with qualified, work-ready employees." Promoting itself as a staffing agency, Keys to Work is more than a welfare-to-work agency. It has built up a reputation for satisfying the needs of employers and businesses with employees who meet the needs of businesses, as any other staffing agency. The only difference between Keys to Work and other traditional staffing agencies is the added services they provide to the employees and the backgrounds of those employees. For more information about our supporters and satisfied clients, please read the attached letters of support submitted with this proposal.

To provide such success, Keys to Work, Inc. must differ from traditional staffing companies and develop unique public and private partnerships to allow the organization to provide a very high quality service at a reduced price to the employer. This means

providing supportive services to those seeking employment, reducing the need to excessively high entry level wages. For those employees that qualify for the *Apollo 13* program, we are able to provide a wide array of support services for both the employer and the employee. Among the assistances available are:

- **Housing Assistance** – helps qualified employees with payments for utilities.
- **Transportation** – allows for transportation assistance so that the employee can reach their worksite or locate transportation utilizing public transportation. This includes assistance with obtaining a driver’s license.
- **Financial Planning** – assists the employee with budgeting and credit repair.
- **Uniforms and Tools** – contribute to the purchase of small tools, uniforms, work clothes, or other needed items up to \$150 per candidate.
- **Case Management** – helps the employee to manage their various daily living activities.

To provide these services, Keys to Work partners with:

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Keys to Work, Inc. will use the requested funding in this proposal to provide for costs associated with running the *Apollo* program. The program will target offenders, both men and women, ages 19 – 29 years. While it will serve any individual referred to the program by an approved agency, it will specifically reach out to young women in the community, a segment of the prison population that is experiencing significant growth.

According to the Institute on Women and Criminal Justice, some startling statistics faced by these women include:

- The number of women incarcerated in the nation's prisons has skyrocketed by 757 percent since 1977;
- The number of women incarcerated in Indiana's prisons has surpassed that number, increasing by 1,347 percent since 1977;
- Nearly 70 percent of all women incarcerated are mothers;
- 1.3 million children are affected by women incarcerated in our nation's prisons; and
- Female prisoners are more likely than their male counterparts to be the sole caregiver of their children.

Once the client is released from prison, they may face many obstacles. Keys to Work, Inc. use the following outcomes to measure the success of the clients entering its *Apollo* program.

- 90 percent of clients will be placed in jobs that pay more than the basic minimum wage.
- 35 percent of clients will still hold their job six months after placement.
- 25 percent of clients will still hold their job one-year after placement.
- 30 percent of clients will increase their earnings one-year after placement in an initial position.
- The recidivism rate for clients entering the Keys to Work, Inc. *Apollo* program will be 60 percent below the national average.

The table below is a complete listing of outcomes for the *Apollo 13* program.

Area of Outcomes	Indicators	Date Accomplished	Price Point
Employment Rate	9 out of 10 enrollees will complete the training program and be placed in jobs.	Within the first 30 days of enrollment of <i>Apollo 13</i> program.	\$550
Employment Rate	All enrollees will complete at least the first week of employment training.	Within first 10 days of enrollment of <i>Apollo 13</i> program.	\$750
Employment Rate	100 percent of trainees will complete a resume by the end of training.	Within first 14 days of enrollment of <i>Apollo 13</i> program.	\$0
Recidivism rate and employment retention rate.	60 percent of enrollees will find stable housing within the first 60 days.	Within first 60 days of enrollment of <i>Apollo 13</i> program.	\$0

Area of Outcomes	Indicators	Date Accomplished	Price Point
Recidivism rate and employment retention rate.	60 percent of employees will retain their jobs for at least 90 days.	Begins 90 days after job placement.	\$700
Recidivism rate and employment retention rate.	35 percent of employees will retain their jobs for at least 90 days.	Begins 180 days after job placement.	\$850
Earnings and employment retention rate.	Enrollees will begin paying back child support.	Begins 60 days after enrollment in <i>Apollo 13</i> program.	\$0
Recidivism rate.	30 percent of employees will begin studying for the GED or begin an apprenticeship program within one year of enrollment.	Begins 6 months after enrollment in <i>Apollo 13</i> program.	\$200

While attending the training program, Keys to Work, Inc. employees will work with each of the clients on their other needs identified by the initial assessment. Whether it is

locating housing or providing transportation from home to work or to probation meetings, the clients will be given the assistance needed to begin a new life outside of prison and in the community. The cost to provide the *Apollo 13* program is explained in the budget and narrative below.

Budget Line Item	Program Request	Organization Leverage	Total
Project Salaries	\$65,000	\$5,800	\$70,800
Employee Taxes and Benefits	\$21,450	\$1,814	\$23,264
Project Supplies	\$5,000	\$0	\$5,000
Project Rent and Insurance	\$4,250	\$1,500	\$5,750
Contractual Services	\$7,347	\$1,000	\$8,347
Equipment	\$4,653	\$1,100	\$5,753
Gas and Insurance	\$6,700	\$3,050	\$9,750
Administrative	\$14,300	\$6,000	\$20,300
Supportive Services	\$15,000	\$0	\$15,000
Total Program Expenses	\$143,700	\$20,264	\$163,964

Keys to Work will have a total of seven (7) staff members working on this project, either in a full-time or part-time capacity. Five staff members will provide the direct services, such as working directly with the client, providing transportation or leading education classes/training. The remaining staff will provide general oversight, helping with the management of the program and responding to the needs and requests of funding agencies, including the Indianapolis Private Industry Council.

In addition to staff members providing direct services, Keys to Work will incur costs from other program needs. These needs include:

- rent and insurance (\$480 per month x 12 months = \$5,750);
- gasoline to provide transportation for clients (based on cost of \$.47 per mile driving 20,000 miles);
- equipment costs to help clients with acquiring tools or uniforms (based on an average of \$280 per client for 50 clients);
- supportive services to meet the needs of clients, such as day care or medical needs (based on an average of \$300 per client for 50 clients); and
- contracted services to assist with training and development of clients (based on an average of \$165 per client for 50 clients).

These additional costs result from the holistic approach to serving clients and providing the best possible employees for local businesses.

Appendix A

Professional References:

Name/Title	Company	Contact Phone

Appendix B:
Letters of Support and Partnership

Appendix C:
Organization Chart and Staff Resumes