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EXEMPLARY PROJECT VALIDATION REPORT

Project Candidate:

PAROLE REHABILITATION AND
EMPLOYMENT PROGRAM (PREP)

Columbus, Ohio

Submitted to:
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1.0 Introduction

At the request of the National Institute of LEAA, Abt Associates conducted a short-term validation study of the Parolee Rehabilitation Employment Program (Project PREP) of the State of Ohio. The findings of this study are intended to assist the Institute and its Exemplary Projects Advisory Board in evaluating project achievements and assessing the potential for replication in other communities.

The report is based on a review of project documents referenced in the Appendix and supplementary information and data collected during on-site visits to project offices in Columbus, Ohio. A site visit was conducted by two Abt Associates staff members on December 10-11. At the request of Abt Associates staff, the project was revisited on January 10, 1975 by the Chairman of the Massachusetts Parole Board, a consultant to this effort. During the on-site visits, interviews were conducted with the following project principals: the Superintendent of Administration and Research, Adult Parole Authority (APA), Ohio Department of Rehabilitation and Correction; the Superintendent of Parole Supervision, APA, Ohio Department of Rehabilitation and Correction; the PREP Project Director, APA; the Public Offender Program Specialist, Bureau of Vocational Rehabilitation, Ohio Rehabilitation Services Commission; the Director of Public Offender Program, Ohio Bureau of Employment Services; the Parole Board Chairman, and one of the PREP Local Project Directors, Goodwill Industries of Columbus, Ohio.

In addition to interviewing and data collection activities, the three validators acted as participant-observers in a PREP training session for parolees and probationers conducted at the Goodwill Center in Columbus. The opportunity to participate and observe the session provided first-hand information on the particular training modality of the Columbus program and allowed the validators to observe the reactions of the clients.

1.1 Project Development

PREP was developed in 1968 by the Ohio Adult Parole Authority (APA), the Ohio Bureau of Vocational Rehabilitation (BVR), and Goodwill Industries of Central Ohio, to provide pre-employment training (job readiness) to those parolees and probationers who

were judged to be the "least employable". Program designers reasoned that the "hard core disadvantaged" ex-offender needed to deal with personal readjustment problems prior to vocational training or employment in order to successfully stay at a job and avoid further arrest leading to recommitment.

Briefly, PREP is a five-week training program consisting of two weeks in the classroom and three weeks in locating and securing a job. Training activities focus on personal adjustment, problem-solving, and job seeking skills. PREP's emphasis on the recently released offender, and the structure of a five-week program is a deliberate attempt to intervene at the most crucial point in the rehabilitation process.¹

The PREP pilot program began with its first class of two clients in the City of Columbus in 1969. During the first full program year in Columbus, officials of both the Adult Parole Authority and the Bureau of Vocational Rehabilitation met with management staff of some of the largest employers in the city to explain the program and secure approximately 500 commitments for the placement of PREP graduates. As the program grew and expanded to other cities, APA and BVR recognized the need to involve the Ohio Bureau of Employment Security (BES) in the program. BES became a formal partner in the program in 1970. Another outcome of the program's growth was the emergence of variations in the training modalities utilized in local sites. PREP administrators made a formal decision to permit local variation in the design and conduct of the training program in order to give flexibility to the independent local project directors.

Since its inception, the program has expanded to 9 cities in the State of Ohio, and has graduated approximately 2,300 ex-offenders. At the present time PREP programs are operating in Columbus, Akron, Dayton, Cincinnati, Lima, and Toledo. Programs in the cities of Cleveland, Youngstown and Canton are currently not

¹The importance of employment within the first six to seven weeks following release is highlighted by Dr. Pownall, Kent State University, in his 1970 study, "The Employment Problems of Released Offenders".

operating due to organizational and contractual difficulties between the BVR and the local Goodwill training agencies.¹

Each site runs approximately ten classes per year with 10-15 clients in each class. Of all clients graduated from the program in the five-year period, 68% have achieved successful employment, defined as securing and holding the same job for a period of sixty days after graduation from the PREP program. PREP is 90% funded by the Bureau of Vocational Rehabilitation under the Rehabilitation Act of 1973. The Act is significant to PREP's development because the term "severe handicap" was redefined to include the psychological and social handicaps associated with the special needs of the offender. Matching State funds of 10% pay for the administrative support and research of the PREP project.

1.2 Organization and Administration

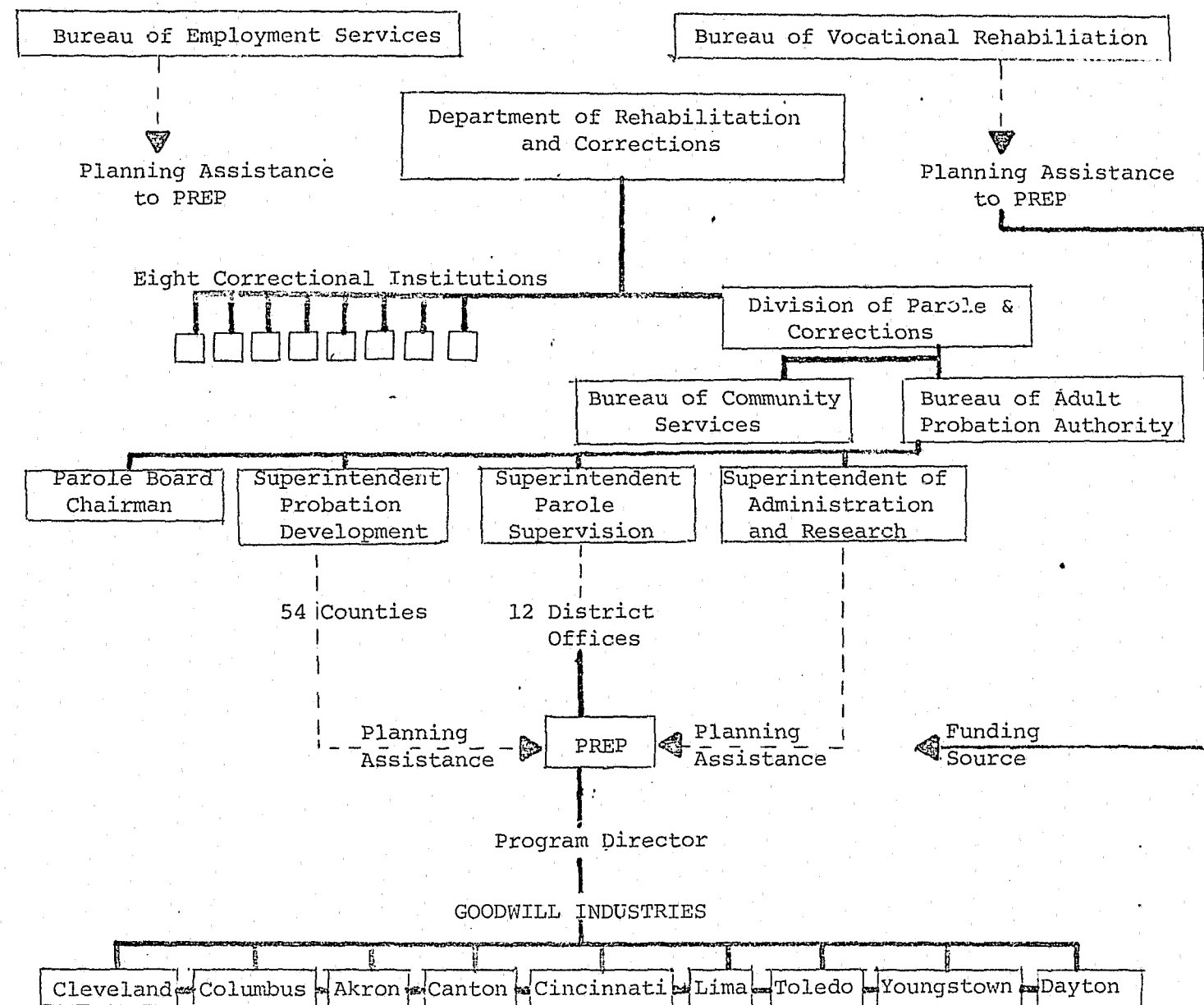
The administration of the PREP program is shared by three departments of the Ohio State Government: the Adult Parole Authority (APA); the Bureau of Vocational Rehabilitation (BVR); and the Bureau of Employment Services (BES). The local Goodwill Industries who administer each project are under contract² with the BVR. A senior-level staff member of each of the departments has assumed shared responsibilities for the PREP program. APA provides the full-time PREP Program Director (coordinator of all sites) who is a former parole officer, while the BVR and BES administrators are assigned part-time. The organization chart (Figure 1) on the following page displays both the departmental relationships and the position of the various bureaus which support the PREP program.

BVR contracts on a performance basis with Goodwill Industries to perform the training and job placement services at the local level. The contract stipulates that the successful job placements of a specified number of PREP clients is the prime per-

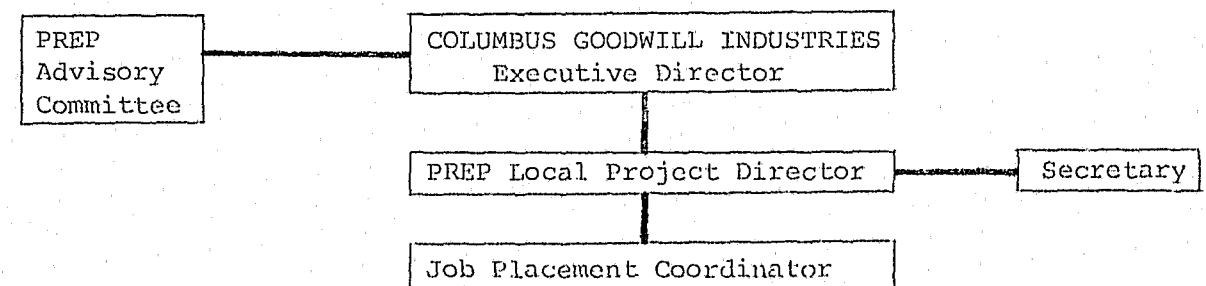
¹The Cleveland project will re-open August 1975 under administration of a new agency (consequently being the only PREP program not operated by Goodwill Industries). The Youngstown project will start-up in March 1975 under a new local PREP project director. The Canton site will re-open as soon as contract conditions are finalized.

²A sample of one such contract negotiated with Goodwill Industries in Akron is contained in the Appendix.

ORGANIZATION CHART
(Figure 1)



ORGANIZATION OF A LOCAL PREP PROJECT



formance criterion: Placement rates are the basis on which reimbursements are made and subsequent contracts are let. Goodwill Industries was originally selected as contractor because of their extensive experience in work evaluation and adjustment programs and the availability of their occupational testing facilities. To date, Goodwill has been the only contractor used in any of the existing PREP sites. However, PREP administrators are evaluating other agencies in cities where the program is not currently operating.

The typical staffing plan at the local project level consists of: the PREP Local Project Director, who is responsible for the administration of the program and also acts as the instructor in the training program; the Job Placement Counselor; and a Secretary. In addition to coordinating job placement and follow-up activities, the Job Placement Counselor acts as assistant to the PREP Director during the classroom sessions. The Executive Director of the local Goodwill Industries is contractually responsible for supervising the local project director. For example, three are former offenders, one is a former parole officer, one is a former Ohio Youth Commission counselor, and one is a graduate of the project.

The local PREP staff are responsible to, and supported by, the PREP Advisory Committee. The Committee was established to deal with any interagency problems that might arise and to monitor and review program activities. Any major changes in program policy, or in the delivery of services, must first be submitted for approval to the Advisory Committee.

The Committee meets quarterly, but may assemble more frequently as needed. The local coordinating BVR representative is chairperson of the Committee, which has the following membership:

- Central Office Coordinator from APA, BVR and BES.
- Local Coordinator from APA, BVR, and BES.
- Local agency managers from APA, BVR, and BES.
- The PREP Project Director, the Job Placement Coordinator, and other contractor staff approved by the Chairperson.
- Other coordinating agency representatives (probation, parole, etc.) as approved by the chairperson.

1.3 Eligibility Criteria and the Selection of Candidates

The following eligibility criteria for admission to the PREP program have been jointly defined by the Adult Parole Authority and the Bureau of Vocational Rehabilitation. An individual will be considered if he or she:

- has a low level educational attainment;
- is unskilled, or is limited in skills;
- has an unstable work history;
- has a history of insignificant income (never earned more than \$70 per week);
- has a history of family welfare;
- is capable of benefiting from a short-term job readiness training program.

The following criteria relating to the enabling statute of the Vocational Rehabilitation Act of 1973 are also applied. The candidate must satisfy any one or more of these criteria.

- the offender must have been granted a parole or is on probation;
- the offender must have a physical disability, but not such that he would be unemployable or require individual services from BVR. This is determined by a physical examination during the year of release or probation;
- the offender must have a mental disability determined by a psychological or psychiatric examination as defined by Section 401.1 of the Revised Federal Regulations regarding the public offender. The findings of this examination must be current, i.e., during the year of release or probation;
- the offender must have an arrest record which indicates a pattern of behavior disorder.

Figure 2 on the following page illustrates the selection process of the PREP program. The selection of candidates from institutions is initiated by the institutional social services staff person (formerly the institutional parole officer) and

CLIENT FLOW CHART

(Figure 2)

FOR PAROLEES:

Institution Social Service
Counselors and/or PREP
Representatives:

1. Explain Program
2. Take Applications
3. Complete A Signed
Agreement For
Participation

PAROLE BOARD HEARING --
APPLICANT IS PAROLED

REFERRAL TO COMMUNITY

FINAL CANDIDATE
SELECTION BY PAROLE
OFFICER AND VOCATIONAL
REHABILITATION COUNSELOR

PAROLE OFFICER
Notifies Applicant
of Acceptance

PAROLE OFFICER
Notifies Applicant
That He's Not
Accepted to PREP

PAROLE OFFICER
ARRANGES FOR
OTHER SERVICES
OR EMPLOYMENT

PREP

OR FOR PROBATIONERS

REFERRAL
From BVR
Counselor,
Probation Officer,
Supervising Agency

Client Meets
Counselor At
BVR Office;
Determines
Eligibility/
Selection

Agreement to
Participate

Physical &
Psychological
Exam

the field PREP representative (APA) prior to the Parole Board hearing.¹ They explain the program to residents who are eligible for parole, interview those who are interested, and obtain signed agreements from those who choose to participate in the program. (A sample of this agreement is contained in the Appendix.) Participation is voluntary, but candidates who sign the agreement are reminded that their decision can result in the exclusion of another candidate because of restricted class size, so a firm commitment is desired.

If parole is approved, the candidate's application is referred to the appropriate community APA and BVR coordinators where the candidate plans to reside. In consultation with the local PREP Project Director, the coordinators make a final eligibility decision. Prior to the client's release from the institution, informal packets consisting of social, medical, psychological and criminal histories are made available to the local APA and BVR offices.

Selection of candidates during probation (County or State Probation, or Youth Commission) is initiated by the respective probation or youth officer. All applications are referred to the local BVR office. A meeting between BVR and the referral agency representative results in determination of eligibility. If selected for the program, the probation officer or the referral agency representative assumes responsibility for coordination as does the APA coordinator in the case of parole.

1.4 Program Services

PREP's primary goal is to assist the ex-offender in readjustment to society so that he or she can secure and hold a meaningful

¹ Unlike most states, the Parole Board and Parole Services are distinct entities in Ohio. As a result, the Parole Board is not directly involved in the administration of the project. In fact, the Parole Board rarely considers programs like PREP, since Ohio has no reserve program, i.e., there is no provision for specifying work conditions or community stabilization as part of parole. By comparison, Massachusetts ties Parole Services directly to the functions of the Parole Board and requires both a work and home program as a condition of parole.

job after release from an institution (or during the probation period). To accomplish this goal, PREP delivers intensive services to the client during a relatively brief (yet critical) period of time when the ex-offender is attempting to secure employment. Program administrators believe that the timing of the service delivery (immediately after release or during the initial period of probation), and the conduct of the program outside the institution where clients make a daily choice to attend, are critical design features.

The activities of the PREP program are structured to accomplish three principal objectives: 1) to raise the level of employability of the ex-offender; 2) to raise the individual's self-esteem; and 3) to motivate the individual toward full employment.

The average PREP program lasts five weeks, the first two in a formal readjustment--job readiness training program--and the remaining three weeks devoted to job placement and client support. Because each local project site retains its operational independence, variations do occur across sites in the total number of days devoted to the job readiness training component of the project. For example, some Columbus classes have devoted 13 days, instead of 10 days to formal readjustment, in order to respond more completely to the needs of particular groups. Nonetheless, the nucleus of the curriculum is the job application, the job interview, and how to keep a job.

The content of the PREP program is not detailed in a curriculum with specific instructional objectives. Rather, the curriculum is described in a statement of program content and an accompanying course agenda. The course agenda and additional detail on the sequencing of program content can be found in the "Job Readiness Clinic Agenda" contained in the Appendix.

Written guidelines from APA and BVR do ensure some degree of uniformity among the local programs in the content of the training program. The content falls into two general categories which correspond to the program's employment and personal counseling objectives. The job readiness component of the curriculum focuses on the various skills related to finding, securing and holding a job. Some of the major topical areas

covered in this part of the course are:

- The nature of work and the worker role
 - Types of work
 - Purposes of Work
 - Work Demands
- The employer-employee Relationship
- Job searching techniques
 - Employment advertisements in newspapers
 - Bureau of Employment Services
 - Employment Offices of Businesses and Industries
 - Private Employment Agencies
- How to answer advertisements
 - Types of advertisements
 - How to respond
 - Preparing a resume
- How to fill out a job application
- The employment interview
 - Job interview tips
 - Practice session (role play)
- Social interaction skills
- Family and personal budgeting
 - Terminology of the paycheck
- Handling problems on the job
 - Types of problems
 - Resources
- Holding and protecting a job

A variety of instructional techniques are used to teach the job readiness skills including: group discussions; role play and practice interviews; videotaping (job interview); slides and

movies; guest speakers; preparation of employment applications; job tryouts and vocational evaluation; and job readiness instruction.

The personal counseling component of the course focuses on the dimensions of client adjustment and personal problem-solving. The training modality for this type of learning varies from site to site. The Columbus project utilizes the group counseling approach. This method employs a range of accepted techniques, including an examination of behavioral data in the "here and now", focus on the affective, non-directive guidance by the group leader (instructor), personal and inter-personal confrontation, peer feedback, and an emphasis on responsibility for actions. The approach avoids (symbols of) authority and attempts to minimize external controls and encourage internal control mechanisms.

Much like the job readiness component of the program, no formal guidelines have been developed for this component of the training course. PREP project staff state that the selection of approach is a function of the particular skills of the individual instructors and the needs of a given client group. The project does not have descriptive data on differences in approach used in the various sites.

Prior to a formal graduation ceremony¹ at the end of the second week, a staffing conference is conducted with each client. The client's case is reviewed in terms of strengths, weaknesses, potential problems, performance during the training program, and employment potential. A job placement plan with specific steps for the third week is developed with the input and concurrence of the client. Participants in the staffing conference include the client, the PREP Project Director, local BVR, APA, BES coordinators, and the client's parole or probation officer.

¹The graduation ceremony is an important part of the attempt to build the client's self esteem. For more detail, see Section 2.1, Goal Achievement. A copy of the PREP diploma is contained in the Appendix.

Clients of the PREP program receive a maintenance and transportation allowance according to a schedule set by BVR and dependent upon their actual participation in the scheduled activities of the program. The stipend includes \$40 plus \$5.00 transportation costs each week during the program. If a client fails to attend a training session, or does not cooperate during the third week by following the coordinated system of job finding activity, minimal payments may be withheld. If a job is secured during the third week, a client receives the maintenance allowance for the fourth and fifth weeks to provide support until the first paycheck is received.

BVR may provide purchase of service support (for items like prosthetics, tools, or equipment) to help the client secure more "gainful" employment. However, the project expects that each client will be employed after the third week, so additional skills and training is not ordinarily required. Clients who do request supplemental vocational or academic training are required to work for a reasonable period of time to demonstrate their ability to sustain a job. Since the goal of the project is immediate gratification through employment, additional training is not encouraged until the client has established a basic level of job stability.

1.5 Placement and Closure

After graduation from the training program, the client, with the direct assistance of the Job Placement Counselor and other support staff, begins to seek employment according to the systematic plan developed during the staffing conference. If the client is initially unsuccessful in this attempt, the PREP project staff do provide direct individual assistance.

A job placement for the PREP program is contractually defined as securing and holding of a job with the same employer for a period of sixty days after graduation from the PREP program. The contractor (Goodwill Industries) is required to report their job placement rates to BVR on a monthly basis. The form on which this information is submitted requests information on total numbers placed (to date and during the reporting period), and each client placed (by name, employer and address, starting date, pay rate, and job title). (See Contract Service Report form in Appendix.)

A relatively small number of PREP clients drop out of the program. The project estimates that only one or two clients in each class do not complete the program, and the majority of these terminate after the first or second day of classes. There are no penalties for dropouts; their individual parole officers continue to retain responsibilities for their activities. In many cases, clients who dropped out return later to request re-enrollment. The decision to re-enroll is made on an individual basis by the local PREP project directors.

2.0 Exemplary Projects Selection Criteria

2.1 Goal Achievement

The primary objective of the PREP program is to prepare its clients for finding and keeping a job. The following discussion considers PREP's two major process goals: 1) to prepare the ex-offender for employment through job readiness training and supportive services; and 2) to assist the offender in the process of finding and securing employment. Each of these goals necessitates the accomplishment of a number of supportive activities. These activities, and their appropriate measures, are discussed below.

2.1.1 Job Readiness and Preparation of the Ex-Offender for Employment

Raising the level of ex-offender employability involves three critical components: (a) increasing the level of self-esteem in the ex-offender so that he/she can face the prospect of seeking employment with a positive attitude; (b) developing necessary job acquisition skills so that the ex-offender is equipped to meet the requirements of applying and interviewing for a job; and (c) motivating the ex-offender to seek stable employment by providing positive reinforcement and by insuring that adequate support mechanisms exist.

Unlike many rehabilitation programs for the ex-offender, PREP has not chosen to focus on expanding the vocational skills of its client group. Rather, PREP is founded on the assumption that training programs often lack sufficient emphasis on pre-employment orientation, training concerning job responsibilities, assistance in dealing with peer-related job problems, and building the individual's readiness and motivation for employment. According to the PREP design, skills training may be particularly premature, or even irrelevant, because the recently released offender often has no idea of what to expect in the "World of Work". PREP attempts to help individuals realize their potential, help them understand what is expected of them by employers, and provide support if and when they are rejected by employers who refuse to hire the ex-offender. PREP's curriculum is reflective of the project's commitment to preparing clients for employment. Emphasis is placed on giving the client experience in filling out applications, presenting a positive attitude during an interview, and selling themselves to the potential employer. The program gives the client the chance to practice these actions in a non-threatening, supportive, environment.

Clients interviewed by the validators indicated that the PREP program gave them a definite competitive advantage over their peers who were under normal parole supervision and who either did not choose to participate in the program or who were not eligible. The difference these clients perceived was their motivation to present the best possible image to the employer.

PREP's emphasis on addressing immediate post-release adjustment problems is also reflected in the program's policy of providing each client with financial support until he/she receives the first paycheck (usually by the end of the program's sixth week). BVR's financial support of PREP clients satisfactorily meets the National Advisory Commission's Standards and Goals for financial and employment assistance to the parolee (Reference, Corrections, Chapter 12, Parole, "Community Services to the Parolee"). In addition, the continued financial support from the PREP program throughout the process of securing employment for the parolee supports the NAC Standard 12.6, "Community Services for Parolees," by acting as the mechanism for which "State funds [can be] made available to offenders . . . in order to tide them over until they find a job." This PREP policy compares favorably to most other state stipend allowances for parolees,¹ and exceeds what is normally provided parolees from Ohio's own state institutions.

PREP's graduation ceremony for participants is another demonstration of the project's willingness to provide whatever "support" may be necessary to assist the client during the transition between the institution, the classroom, and securing a job. After completion of the ceremony, the local project director, the job placement counselor, and the BES counselor share the responsibility for insuring an effective placement. PREP graduates are encouraged to call local project staff whenever they have a problem. Clients indicated that this open-door policy is a tremendous source of emotional support, even if the resource is never used.

¹ PREP provides its clients with \$45 a week for six weeks to cover minimum maintenance and transportation expenses. By comparison, the regular one-time stipend for parolees in Ohio is the equivalent of \$100 per year of institutionalization. Massachusetts offers parolees a one-time stipend of \$150 plus limited purchase-of-services support.

The process and curriculum PREP utilizes appears to support its aim of making the recently released offender more prepared for the responsibilities of employment. However, the project does not have sufficient data to make a comparison between PREP and non-PREP clients possible. There is no evidence to indicate the degree to which PREP clients are more successful in securing employment than are other parolees. Most certainly, however, it would seem that the PREP approach would increase the likelihood that the ex-offender would face the prospects of employment with a more positive, and possibly, productive attitude.

PREP's commitment to job-readiness for the ex-offender is supported by two ancillary activities which insure a more receptive environment for the ex-offender seeking employment. These activities include: 1) increasing business and community awareness of the needs of the ex-offender; and 2) coordinating the resources of governmental agencies responsible for delivering services to the ex-offender.

During the first program year, PREP representatives made personal visits to the largest industries and manufacturers throughout Columbus. This represented a massive campaign of public education for those employers who would possibly be hiring PREP clients. Over 500 jobs were secured for PREP graduates through a verbal "promise to delivery" agreement with employers. Moreover, jobs were secured on the basis of their appropriateness to the goals of the PREP client; not merely because the industry had some menial jobs that needed to be filled. No positions which paid under \$2.50 hours were accepted.

This effort of increasing awareness of private industry has apparently had the effect of removing some of the negative attitudes employers hold toward ex-offenders. Moreover, it assists in the process of getting private industry to consider employment of the ex-offender as an investment in a person with a high degree of motivation for self-improvement and quality job performance. Although the PREP project does support the client in seeking and securing a job, and in informing industry about the clients and their goals, PREP makes every effort to remove itself as the "crutch"; clients must sell themselves to the employer and perform well to hold their jobs.

The PREP staff-including the Director, local project personnel, and BVR and BES and APA representatives--all campaign to promote community support. This on-going public relations effort involves public speaking engagements, attendance at corrections seminars, and involvement with groups of business and industry representatives. This sense of cooperation among state and local agencies is directly attributable to the emergence of the PREP project. The PREP Advisory Board was formed, in part, to assist in the process of bringing

rehabilitative problems of the ex-offender to the attention of those agency representatives responsible for initiating change or improvement. The first PREP program was built on an original agreement by BVR and APA to train parolees. Since that time, BES has been brought into the partnership. Both oral and written agreements between these agencies require full support of the PREP program and development of whatever field services might be necessary to provide assistance to the parolee going through the PREP project.

An example of PREPs ability to coordinate the resources of governmental agencies is the current relationship of the program with the Bureau of Vocational Rehabilitation. Initially, BVR was not prepared to meet the special needs of the ex-offender, since BVR had traditionally targeted its services to more common types of physical and psychological disabilities. With the advent of the Vocational Rehabilitation Act of 1973, BVR was in a position to seriously consider the special needs of the ex-offender. Through a careful redefinition of "serious disability"--spearheaded by the design of the PREP program--BVR assumed responsibility for the financial support of this client population. The PREP program continues to coordinate this effort to insure BVR support for client's assessed to meet the eligibility requirements of the project.

In addition, PREP has been instrumental in activating the services of the Bureau of Employment Services (BES) at the local project site level. Prior to the institutionalization of PREP, BES lacked sufficient staff and commitment to coordinate employment services for the ex-offender. Because of this, PREP added a job placement counselor to the project staff of each local project to act on behalf of the client during the pre-employment and job seeking process. Currently, however, BES provides counselors support at some of the project sites. Although these counselors are not available to the PREP project on a regular basis, they do provide a crucial link to the employment resources of that agency. BES agrees that this accelerated involvement of BES counselors with the ex-offender is directly linked to the leadership role of PREP.

The degree to which PREP staff has been instrumental in developing productive relationships between the governmental agencies which serve the ex-offender is impressive. The extent to which this is based on active solicitation and participation in building a solid network of services for the ex-offender is exhibited in PREPs active role within the institutions, PREPs continued coordination with Probation and Parole services, and the seriousness with which PREPs Advisory Board considers the operational and policy-oriented issues of the program.

Consistent with the National Advisory Commission's Standards and Goals on Corrections, Standard 12.5, "Organization of Field Services," PREP has been a catalyst to:

- 1) "... providing field services jointly managed and coordinated at the local level"
- 2) "... [delivering parole services] under a team system. . . including parolees, parole officers, and community representatives."
- 3) "... [locating teams] in neighborhoods where parolees reside."

In the absence of sufficient comparative data, it is difficult to determine exactly how successful PREP has been in making its clients better prepared for employment. Beyond certain process indicators -- the PREP curriculum and approach, PREP's involvement in making industry and the employment market more receptive to the notion of hiring ex-offenders, and PREP's leadership in focusing the services of governmental agencies on its clients-- there is little evidence to suggest that PREP clients have a greater likelihood of securing employment than other parolees. There is some evidence, however, to indicate that PREP has had some success in assisting clients to secure employment. This major goal is discussed in detail in the following section.

Job Placement and Assisting the Offender in Securing Employment

PREP's job readiness activities are designed to help the ex-offender gain the knowledge he or she needs to not only secure a job but to hold a meaningful job. There are two extremely important components to PREP's definition of this objective: 1) A meaningful job is one in which the ex-offender can take some pride, a job which would not lower his/her self-esteem, and 2) a meaningful job provides a decent living wage, i.e., matches or exceeds the mandatory minimum \$2.00 an hour wage defined by law. To properly validate PREP's achievements in this area, three measures are appropriate: 1) successful placement rates; 2) wages and income derived from PREP placements; and 3) the nature of PREP program placements (occupational classifications). In addition, the limited information regarding client recidivism is summarized at the conclusion of this discussion.

2.1.2 Job Placements

PREP, under the auspices of BVR, defines a successful case (closure) as one which results in 60 days of continuous employment on a single job. Figure 3 is a summary of a sample of 1,359 PREP clients who were each followed for one year after graduation during the period 1969 through 1972. (Separate yearly statistics may be found in the Appendices.) As

Figure 3

Compilation of Yearly Statistics, 1969-1972
for PREP's 12-Month Client Followup

1969 -1972	Akron	Canton	Cincinnati	Cleveland	Columbus	Dayton	Lima	Toledo	Youngstown	Total
N =	0	166	317	91	419	89	58	109	110	1359
Final Release		92	187	53	286	60	34	58	49	819
Returned		13	25	8	61	10	6	12	6	141
Parole Violation		4	4	7	11	1	0	2	3	32
Recommission		9	21	1	50	9	6	10	3	109
Parole Violation Absent Leave		10	30	6	16	0	1	6	5	74
Jail		9	23	0	7	1	2	5	10	57
Extension of Parole		10	31	3	23	1	2	2	5	77
Maximum Expiration of Sentence		3	6	10	7	3	0	11	5	45
Satisfactory Adjustment		16	1	2	6	4	8	1	25	63
Miscellaneous		13	14	9	13	10	5	14	5	83
N % *		67	62	71	71	74	73	64	73	68
Final Release		55	59	58	68	67	59	53	45	60
Returned		8	8	9	15	11	10	11	5	10
Parole Violation		2	1	8	3	1	0	2	3	2
Recommission		5	7	1	12	10	10	9	3	8
Parole Violation Absent Leave		6	9	7	4	0	2	6	5	6
Jail		5	7	0	2	1	3	5	9	4
Extension of Parole		6	10	3	5	1	3	2	5	6
Maximum Expiration of Sentence		2	2	11	2	3	0	10	5	3
Satisfactory Adjustment		10	1	2	1	4	14	1	23	5
Miscellaneous		8	4	10	3	11	9	13	5	6

* N% = successful client population is composed of the percentages of those in the categories of final release, maximum expiration of sentence and satisfactory adjustment.

can be seen from the latter half of the figure, PREP's one year follow-up expanded the definition of a client success to be less inclusive, i.e., a successful client must not only have had 60 days or more of continuous employment but must also be one who has received final release, who has reached the maximum expiration of sentence, or who has reached satisfactory adjustment to probation or parole. Based on these criteria, PREP has shown a 68% success rate with its client population. Only 10% of the sample population was returned to prison because of technical violation of parole (2%) or the commission of a new crime (8%). The total population of clients who were absent without leave, jailed sometime during the follow-up, or who had parole extended represents 15% of the PREP population.

While the 60-day successful closure criteria applied by PREP (and BVR) makes it impossible to determine how long during the one year follow-up PREP clients continued to be employed, measurement of long-term employment stability is beyond PREP's mandate. In fact, the founders of the PREP project indicated that they believed a 40% success rate would be satisfactory given the characteristics of the client population.

Wages and Income

PREP's goal in assisting in the process of client placement is to insure that jobs secured by PREP clients would afford a decent living wage. Figure 4 displays the results of a 30-day BVR follow-up on 2,357 PREP clients during the period June 1969 through December 1973. Of the 1,469 clients who were employed within 30 days following graduation, the average earning wage was \$2.52 an hour, well over the \$2.00 an hour mandatory minimum wage stipulated by law.

However, the average earning wage of PREP clients must be viewed within the fact that during the 30-day follow-up cited above, 563 (25%) were still unemployed, no evidence exists to indicate the length of employment for clients who did receive early placement, and there is little indication of the size of families being supported by PREP client earnings. The lack of sufficient data is disappointing, since it does not make possible a determination of PREP clients potential annual earnings. Although \$2.52 an hour might provide a decent living wage, its impact can only be realized if the individual stays employed over time.

Occupational Classification

PREP does not have supportive data to indicate the specific types of jobs the majority of its graduates find. The goal, however, is that

Figure 4

STATISTICAL REPORT
JUNE 1969--DECEMBER 1973

	AKR	CAN	CIN	CLE	COL	DAY	LIM	TOL	YNGS	TOTAL
Months of Operation	5	26	43	20	54	21	18	23	20	234
Participants	58	279	449	198	590	204	126	211	242	2,357
Graduates	56	275	429	190	576	193	122	207	231	2,279
Employed 30 Days Following Graduation	34 \$2.56	115 \$2.33	267 \$2.38	100 \$2.62	497 \$2.48	134 \$2.29	64 \$2.73	132 \$3.01	126 \$2.24	1,469 \$2.52
Dropouts	0	4	9	3	7	1	1	3	4	32
In training	0	3	27	4	5	1	2	2	2	46
Still Unemployed	20	121	75	74	52	40	43	50	88	563
Not Available	2	32	51	9	15	17	12	20	11	169

jobs permit the client to retain his/her self-esteem and that they (possibly) open the opportunity for advancement. From informal feedback, PREP estimates that most clients do find jobs at entry-level positions in factories and construction. The level to which these jobs afford advancement is unknown. Since many of PREP clients are unskilled, it can be assumed that few jobs offer more than immediate economic stability.

Recidivism

The association between unemployment and recidivism is apparent in the 1974 report of James Reardon, Director of Specialized Treatment, Parole Supervision Section, Ohio APA. This report found that 92% of all technical parole violators were unemployed at the time of their arrest; 100% of all recommitted offenders were unemployed at the time of their arrest. One of the implicit goals of the PREP project is to increase the client's chances that he/she will not commit an offense which results in return to the Institution. Job-Readiness and assisting in securing employment for the client is PREP's method for impacting the rate of recidivism, since the project founders believed that an employed ex-offender has a greater probability for "success" than an unemployed ex-offender.

In a one-year follow-up of a sample of 137 clients graduated from the Cincinnati program (1972-1973), PREP found that of the 7% who recidivated,* 60% were unemployed at the time of their arrest. The overall recidivism rate of PREP clients is estimated to be 11%. While no controlled study has been initiated, recommitment rate compares favorably with a reported 12% rate of the general parolee population.**

2.1.3 State-of-the-Art

There are few employment assistance programs which deal exclusively with recently released prisoners. For the most part, job counseling efforts for the offender have been confined to the institutional setting.

* Recidivism has been defined to include only those who return to the institution sometime during the year of formal supervision.

** Ohio Department of Rehabilitation and Corrections, Annual Report, 1974.

Much of the recent attention on the employment problems of the parolee or ex-offender has been directed toward the employer; development of job marts, widespread public relations efforts to sensitize employers to the needs of the ex-offender.

Many professionals in the field of corrections would agree that the rehabilitation of the offender is certainly linked, in part, to employment (and subsequently) financial security. It has yet to be determined whether financial support to released prisoners actually does help the individual in his/her reintegration back to the community. Moreover, there is little agreement on what form financial support should take, and for what duration or at what phase it should be introduced to the offender; pre-release, at the time of release, or staggered at (yet undefined) intervals during the offenders readjustment to the community.

Currently, the Bureau of Social Science Research, Maryland, is conducting an experimental project (LIFE) under contract with the Manpower Administration, Department of Labor. The project provides post-release stipends, or living subsidies, to the ex-offender to determine if the short-term monetary incentive has any effect on the numbers of offenders who return to prison. Similarly, legislation in the State of Washington has recently mandated the provision of \$55 per week for six weeks to released prisoners. Presumably, both efforts are attempting to address the question, "Does immediate short-term economic security have any effect on post-release recidivism rates?" To date, it would seem that there are no simple and absolute answers, and certainly no evidence to address related questions of what form the financial support should take, how much must it be, and what additional variables effect the offender's incentive for not returning to prison.

The BOSP program in Boston, which is operated by the Massachusetts Halfway Houses, provides a small stipend of approximately \$90 over a two to three week period for releases of the Suffolk County House of Correction (Deer Island). The project is situated in a half-way house/pre-release center (Coolidge House) and provides job counseling, temporary housing, and group and individual support. However, the BOSP program like many similar projects, attempts to focus on the total spectrum of reintegration needs of the offender. By necessity, employment counseling and job placement are a small part of their efforts. Where these components do exist, only a relatively small number of individuals can be served.

By comparison, the South Carolina Department of Corrections, through an effort called PROJECT TRANSITION, attempts to focus greater attention on job placement for the ex-offender. The project, which draws

upon existing programs --such as the National Alliance of Businessmen, the Jobs in the Business Sector (JOBS) program, Chamber of Commerce Committees - secures contractual agreements for the employment of the ex-offender. Although the project involves the collaboration of a variety of state agencies and private sector programs, there is little evidence to indicate what effect collaborative job placement efforts has on the successful reintegration of the offender.

There appear to be few efforts which provide employment counseling and training for the offender outside of the institution, few efforts which attempt to do more than provide direct subsidy payments, and few programs which are not an alternative to incarceration, that are concerned with the employment problems of the ex-offender. Where community reintegration programs do exist, they are most often privately administered and of relatively small scale, both in terms of financial support and in terms of numbers served.

The PREP program may represent a unique approach to dealing both with the job counseling and short-term economic needs and with the community reintegration needs of the ex-offender. Unlike most programs, PREP operates solely on a post-release basis, ties direct subsidy payments with employment readiness training and job placement, and combines a sensitivity to the needs of the employer with the needs of the ex-offender. PREP addresses the concern for community stability by locating its project sites throughout the state to insure that the recently released offender can participate in the program and still return to his/her home. Obviously, the long-term effects of PREP's approach have not been adequately tested. At a minimum, however, PREP appears to be addressing many of the concerns expressed by correctional administrators and others who are sensitive to the importance of employment and financial security in increasing the successful reintegration of the offender. Particularly, PREP may be the first program which has attempted to coordinate the resources of state agencies with local resources in focusing first on the readiness of the ex-offender and second on the placement of the recently released offender.

2.2 Replicability

The PREP program clearly addresses a correctional/rehabilitation problem common to all states: the difficult personal and employment problems of the ex-offender. Most, if not all, parole jurisdictions place a premium on the employment of offenders. This is evidenced in an American Correctional Association survey¹ which reports that all but two jurisdictions have mandatory employment conditions for persons under parole supervision. In Massachusetts, nearly 70% of revoked parolees were unemployed at the time of their violation, while Ohio reports more than 90% of those returning to prison were unemployed. Moreover, given national interest in policies directed toward reducing prison populations and establishing shorter periods of confinement, PREP seems to represent an excellent correctional alternative for assisting the least employable ex-offender population.

Adequate documentation is available to describe the project's operations. This material includes:

- Written guidelines for the operation of local PREP projects developed by the Ohio Rehabilitation Services Commission, the Department of Rehabilitation and Corrections, and the Bureau of Employment Services;
- A six page brochure for potential clients which describes PREP's goals, methods, and obligations of the client;
- A publication produced by the Department of Rehabilitation and Correction, Division of Parole and Community Services, which places PREP within the perspective of other statewide programs of community corrections; and
- Copies of each of the contracts made with local Goodwill Industry projects which describe performance criteria, operational guidelines, and the parameters of operating costs.

In addition, PREP has produced a 20-minute slide presentation which describes the program, emphasizes the critical need for agency cooperation, and provides an excellent introduction to those interested in the PREP project.

¹ ACA Corrections Parole MDT Project, Resource Document #1, 1972.

Special Features

The program has seven components or functions which must be replicated for successful programming elsewhere:

1) Administration

A PREP program could be instituted at either the local or state level, but the Ohio experience demonstrates the effectiveness and efficiencies realized through a state-level administration--APA and BVR that exercise control over the various agencies at the local level, e.g., Goodwill Industries. Signed agreements defining roles and responsibilities among different state agencies support the cooperation which is critical to the successes of the program.

2) The Training Agent

The service delivery unit at the local level can be located within a variety of organizational settings such as halfway houses or reintegration centers, occupational skill centers like OIC, or private agencies like PREP's current arrangement with Goodwill Industries. The selection of a local training agent should, however, rest upon the agency's: (1) ability to attract, train and retain staff members who are not only qualified for the respective positions but who truly care for the clients and are committed to the program's goals; and (2) experience and past performance record in the areas of correctional rehabilitation, occupational training, and job placement. Moreover, the agency must be financially solvent in order to support both the operating costs of the program and the client stipends until reimbursement of the funding source.

3) Facility

A centrally located accessible facility is required, with provisions for group sessions, audio and visual training. For PREP, Goodwill Industries represented a perfect match between appropriate facilities and good geographic distribution. In other jurisdictions the requirement of a good facility would probably not present a problem. It is normally easier to acquire donated space or a facility under subcontract than for a unit of government to purchase or lease space. Although PREP could exist or coexist within the confines of another program such as a halfway house, project staff cautioned that the program itself should not be merged with another discipline such as a drug therapeutic community group.

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4) Project Director

The project director is a key element to a successful project since he is responsible for treatment and training aspects, and coordinates the resources of the participating parties. In other jurisdictions the project director could be hired under contract, subcontract, or placed in a government position. The PREP clients interviewed perceived the program as a non-law enforcement, non-government program, since the project director is responsible to Goodwill Industries and not directly to BVR. The staff agree that this perception increases the program's credibility. Other jurisdictions seeking to replicate the project might avoid using state positions (parole in particular) for employing the director.

5) Job Placement

An aggressive and tireless placement function is a prerequisite to a successful program. The employment coordinators of each PREP project must interface with the program at all stages. BES and Goodwill assign staff to work individually with clients after completion of the initial two weeks. Since intensive placement services are crucial to the program, the parole agency and others must stand ready to fill in gaps. While most PREP programs appear satisfied with BES services, APA and Goodwill were often called upon for job placement efforts. The PREP program did not succeed on first try in Cleveland, Youngstown, and Canton. APA staff feel that in part this was due to inadequate BES services which were not supplemented by a coordinated effort of the other parties, APA, BVR, and Goodwill. In most jurisdictions the state employment security office should be the primary resource for the placement function. Private employment agencies and groups such as Goodwill could also serve under contract. In some jurisdictions the state paroling authorities have employment officers who could supplement placement work.

6) Clients

A PREP program should serve clearly defined client groups and should have mechanisms for recruiting, screening, evaluating and supervising them. Other jurisdictions may desire to broaden the base of clients from recently released parolees and new probationers to include substantial numbers of parolees residing in halfway houses, inmate residents of pre-release houses, residents of halfway-back houses, and parolees or probationers who experience difficulty at any time during their period of supervision. Jurisdictions which have probation as an executive function should experience little difficulty in

serving both parolees and probationers in a PREP type program. Where probation is a part of the court, separate projects should be considered because of the coordination and accountability problems.

7) Funding

The flexibility of the local rehabilitation commission will in large part determine whether they are a potential funding source. In Massachusetts the Rehabilitation Commission has, within the past two years, become sensitive to the needs of offenders and has set up an offender unit. Nevertheless, in Massachusetts the definition of "disability" is still subject to debate and the Commission requires more than a psychological test for eligibility. It would seem that local welfare or employment security agencies could be a source of at least partial funding.

In conclusion, the PREP program has functioned well where there has been a cooperative relationship between APA, BVR, BES and Goodwill, and where one of the parties has assumed a leadership and advocacy role by standing ready, willing, and able to fill in gaps. Conflicts of interests among state agencies (which are inclined to be territorial) exist everywhere. Therefore, salesmanship, careful planning, and written commitments from all parties are essential.

Target Communities

As the preceding discussion has illustrated, PREP is a flexible concept that appears highly relevant and easily adaptable to other state and local jurisdictions. Any restrictions on the type of community appropriate to receive a PREP alternative generally relate only to the employment opportunities available. Needless to say, the unemployment level for offenders, as for any other group, is a function of both the availability of jobs and the employability of the job seeker. PREP is designed to directly address the latter issue, but can address only a portion of the former; specifically that portion that is dependent upon removing some of the current barriers to the employment of the ex-offender.¹ However, it is the general availability of em-

¹The PREP program began operations on the basis of an administrative action by BVR. However, there still exists the need for legislation which remove some of the current barriers to the employment of ex-offender, including: 1) the Constitutional prohibition against offenders working in competitive employment; 2) licensing restrictions; and 3) questions on employment applications which have the effect of discriminating against the ex-offender.

ployment opportunities in the target area that will impose an important precondition on the success of any PREP project.

In Ohio the unemployment rate is presently 6%, the highest since the advent of PREP in 1969. Although placement activities have not declined substantially, APA is justifiably concerned with increasing levels of unemployment. The fear is that persons laid off from work will be competing for the same jobs as PREP clients. Since the program is not currently structured to permit clients to enter a holding pattern and receive educational and vocational instruction, it is perhaps even more vulnerable to labor market conditions than most manpower programs.

2.3 Measurability

Although PREP has conducted a one-year follow-up on its clients, sufficient data is not available to make accurate and reliable comparisons with the parolee population at large or any segment comparable to PREP clients. The APA Central Offices does require follow-up reports from the local APA coordinators regarding employed parolees. Periodic follow-up reports are also required on unemployed parolees, but the information collected does not lend itself easily to comparative study.

The most accurate source of data on PREP clients is that contained in the Contract Service Report submitted by each Goodwill Industry to BVR. The report requires information on placement rates, hourly wages, and clients still unemployed. The PREP Project Director, in coordination with APA, do request that parole or probation officers cooperate in reporting on each PREP client at the time of parole completion, or approximately one year after release from the institution. At that time, it is indicated whether or not the client is employed, returned to the institution, or is in another special circumstance.

In addition, the PREP Project Director is conducting a statistical study of the PREP project as part of his Master of Science Degree in Correctional Administration. Unfortunately, many of his data collection procedures have just recently been inaugurated.

2.4 Efficiency

Since fiscal year 1969-1970, the Bureau of Vocational Rehabilitation and the State of Ohio have spent approximately \$1,385,000 on the PREP program. State financial inputs have consisted of administrative manpower and research. Excluding Fiscal Year 1974-1975 funds, and based on an estimated client population during the period June 1969 - December 1973 of 2,357, PREP has spent about \$377 per graduate. Project estimates of per client cost have ranged from \$350-\$550, dependent on estimates of client population, project budget per site and inclusion of the basic maintenance stipend. In addition, estimated costs per graduate vary under different local conditions and the specific contract with each Goodwill Industry.

Figure 5 illustrates PREP's program expenditures per year since 1970. The illustration contains PREP's projected increases in the project budget through the year 1977. Two factors will affect future budget increases. First, the maintenance allowance of \$40 per client (plus \$5.00 in local transportation costs) is likely to increase in order to be more in line with realistic cost of living estimates. Second, the individual contracts with Goodwill Industries are likely to rise in direct proportion to labor cost increases.

		Figure 5						
State Money in Program								(Projected)
	1970	1971	1972	1973	1974	1975	1976	1977
Pers.	—	—	—	8,000	9,400	11,000	18,364	19,488
Maint.	—	—	—	2,000	2,000	2,000	2,150	2,000
Equip.	—	—	—	—	—	—	917	—
Sp. Pur.	—	—	—	—	—	—	—	—
Total	—	—	—	10,000	11,400	13,000	21,431	21,488
(Bureau of Vocational Rehabilitation)								
Money in Program								
	1970	1971	1972	1973	1974	1975	1976	1977
Pers.	28,180	36,230	80,150	160,848	180,918	211,020	237,122	247,122
Maint.	32,500	46,500	106,750	231,500	247,500	250,000	275,000	300,000
Equip.	13,966	17,957	99,905	67,838	71,829	79,810	87,791	87,791
Sp. Pur.	—	—	—	—	—	—	—	—
Total	74,646	100,687	227,165	460,186	500,247	540,830	599,913	634,913

The contractual agreements with each of the Goodwill Industries providing the sites for the nine PREP programs throughout the State are standard, although the total cost of each contract may vary depending on local variables. Contracts have ranged from under \$30,000 a year to \$38,000. Variables affecting these costs include staff salaries, occupancy costs, the cost of psychological or medical services, travel, and administrative costs. An example of one of the highest contracts ever negotiated with Goodwill Industries for PREP program is presented below. The contract has a mandatory provision for the delivery of services to no fewer than 130 clients; 110 of these must achieve vocational placement during the period of the contract. This budget, therefore, would indicate an approximate average cost per client of \$287.

Personnel

PREP Project Director (100%)	\$9,500
Placement Coordinator (100%)	9,400
Secretary (75%)	4,500
Rehabilitation Director (15%)	<u>1,875</u>

Total Personnel	25,275
Fringe	3,547
Total Compensation	<u>28,822</u>

Other

Travel	1,250
Supplies	1,545
Occupancy	996
Administrative (15% of Direct)	<u>4,743</u>
	\$ 8,534

Total Cost	\$37,356
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It is important to note that the contract budget with Goodwill Industries does not include the Maintenance and Transportation Allowance provided to each client. By agreement, however, the responsibility for disbursement of these funds rests with the Goodwill Industries through a direct cost reimbursement procedure with BVR. Each client is provided with \$40.00 per week for maintenance, plus \$5.00 per week for transportation. Funds are distributed on the first day of class each week. The allowance is continued throughout the full five weeks of the program (except where the client drops out or refuses to participate). In the example given above, the total amount of additional funds required for Maintenance and Transportation would approximate \$29,250, increasing the per client cost to \$512.00.

The overall efficiency of the PREP program is carefully maintained through contractual agreement. If in the case cited above, Goodwill Industries fails to place at least 110 clients -- who retain a single job for a minimum of 60 days -- the total amount of the contract agreement remains fixed, even though Goodwill Industries may be required to continue to work with the client in placement beyond the end-date of the contract. In this manner BVR regulates the per client cost and, most importantly, guarantees that the ultimate goal of the project is achieved without escalating costs. Moreover, if Goodwill Industries is able to place a greater number of clients that contractually obligated (and some do), the per client cost is reduced proportionately.

Finally, the efficiency of the PREP project is also expressed in the surprising low staff to client ratio which is required to operate the program. With the effective coordination of Agencies designed to serve the ex-offender, the PREP program has maintained a staff to client ratio of about 1:75. While the fate of similar parolees and probationers in the absence of PREP intervention is largely unknown, PREP has clearly contributed to the gainful employment of hundreds of ex-offenders, offering savings from tax revenues and welfare payments as well as the more intangible benefits of improved human potential.

2.5 Accessibility

The PREP program actively encourages investigation, inquiry and interest in its program. Both BVR, APA, BES, and local PREP staff (including Goodwill Industries) are extremely receptive to visitors. In fact, PREP will initiate visitor participation in training programs at any of its nine sites. All of PREP's financial and client data is open for review by those interested in establishing similar programs. The receptivity of PREP personnel, and the active cooperation of its sponsors, makes the program extremely accessible to the outsider. Moreover, the depth of project documentation makes it possible to understand project operations quickly, to determine project goals, and to accurately assess how PREP fits into the rehabilitative efforts in the State of Ohio.

3.0 Summary of Project Strengths and Weaknesses

Major Project Strengths

- Through the careful specification of client eligibility and selection criteria, PREP is clearly directed toward that segment of the offender population that is least employable, least likely to receive other supportive services once paroled, and most likely to recidivate.
- PREP's leadership in developing inter-agency cooperation from APA, BVR and BES -- supported by written agreements specifying roles and responsibilities both at the state and local levels -- builds credibility for the program and enforces maximum service delivery to its client group.
- PREP is a relatively cost-efficient program in light of its low cost per client expenditures and its client placement rates.
- The focus of PREP activities around the team approach to servicing the client insures maximum participation by the most appropriate agents during the selection process, the training program, job placement, and follow-up.
- The flexibility of the training curriculum permits each local project director to adapt the course to the needs of each particular client group and makes the program highly adaptable to a range of client populations.
- The limitations of class size (10-15) result in a manageable group for both job-related and personal adjustment counseling objectives.
- The contractual agreements with the local Goodwill Industries lend themselves well to performance measures and permits PREP to set standards critically related to the program's success.
- The maintenance and transportation allowance given to each client assists during participation in the program and provides support to him/her during the process of securing employment.

Project Weaknesses

- Lack of comprehensive follow-up data on PREP clients to effectively test the validity of PREP's approach in minimizing the ex-offenders' chances of returning to the institution because of the commission of a new offense.
- Lack of safeguards against the possible misuse of diagnostic information on clients who are tested at the time of selection into the program. Although not entirely within the control of PREP, diagnostic services probably should be centralized, carefully controlled, and utilized only during the determination of eligibility process.
- Lack of sufficient coordination with the Parole Board. Because Ohio does not require work and home programs as a condition of parole, and because the functions of the Parole Board and Parole Services are separate entities, PREP clients are not being given full advantage of their commitment to participate in the PREP program. With more careful coordination, the Parole Board may be more inclined to view PREP enrollment as a pre-parole function and take greater interest in referral of clients to the program.

4.0 Conclusions

The PREP program may be distinguished by three principle characteristics: 1) its focus on the offender who is the most difficult to employ; 2) its attempt to deal exclusively with the pre-employment and placement needs of the recently released offender or the new probationer; and 3) its efforts to coordinate the services of state level agencies through a service delivery agent at the local level. In addition, the geographic distribution of PREP sites makes it possible to service the ex-offender without displacing him/her from the home community.

Through careful planning, PREP has been able to identify and enroll its intended target group. The cooperative efforts of BVR, APA, BES, and Goodwill Industries have been vital to PREP's success in preparing and placing hundreds of clients who previously had limited access to community-based services following parole. The liabilities of the program, however, rest in its inability to measure whether the PREP strategy can result in more than short-term gains. The exclusive focus on job readiness and immediate placement makes it difficult to test some of the basic premises on which the program is predicated, i.e., immediate employment gratification will significantly decrease the offender's likelihood of returning to the institution. If PREP is able to demonstrate more long-term results, it may represent a unique approach to dealing with the economic stability and community reintegration problems of the ex-offender.

APPENDICES

- A. Exemplary Project Application Form and Letter of Endorsement
- B. The Services Contract between BVR and Goodwill Industries
- C. The Parolee's Commitment Form (to the PREP program)
- D. The Job Readiness Clinic Agenda
- E. The PREP Diploma
- F. The Contract Service Report Form
- G. PREP Job Description Guidelines
- H. Compilation of Yearly Statistics, 1969-1972

FORMAT FOR SUBMISSION OF EXEMPLARY PROJECT RECOMMENDATIONS

I. Project Description

1. Name of Program

Parole Rehabilitation and Employment Program (PREP).
It is also known as "A Plan for Action" paralleling
the initials of Ohio's Adult Parole Authority.

2. Type of Program (ROR, burglary prevention, etc.)

This is a Job Readiness Program for new parolees re-
leased from Ohio's eight penal institutions.

3. Area or community served

This program covers the entire state.

4. Approximate population of area or community served

The population of Ohio is 11,000,000.

5. Administering Agency (give full title and address)

Department of Rehabilitation and Correction
Division of Parole and Community Services
1050 Freeway Drive, N.
Columbus, Ohio 43229 in collaboration with Ohio Bureau
of Vocational Rehabilitation and Bureau of Employment Services

6. Project Director (name and phone number; address only
if different from 5 above)

There is no Project Director per se since this is a
multiple agency project. We have, however, assigned
one man from the Adult Parole Authority to do all the
necessary coordinating.

Mr. J. Michael Rist Telephone: (614) 466-5505
1050 Freeway Drive, N.
Columbus, Ohio 43229
(Adult Parole Authority)

7. Funding agency(s) and grant number (agency name and
address, staff contact and phone number)

The Bureau of Vocational Rehabilitation
517 S. High Street
Columbus, Ohio 43215 Telephone: (614) 466-4575

8. Project Duration (give date project began rather than
the date that LEAA funding, if any, began)

This project began in June of 1969 in Columbus, Ohio,
and continues to this day. (See data attached).

9. Project Operating Costs (Do not include costs of formal
evaluation if one has been performed. See Item 10)

Breakdown of Total Operating Costs, specify time period:

Federal:

(Bureau of Vocational Rehabilitation)

	FY 70	71	72	73	74	75
	\$74,646	\$100,687	\$227,165	\$460,186	\$500,247	\$540,830
*State:	3,000	5,000	8,000	10,000	11,400	13,000
Local:						
Private:						
Total:	\$77,646	\$105,687	\$235,165	\$470,186	\$511,647	\$553,830

Grand Total: \$1,954,161

* State financial inputs consist of Administrative manpower
and research.

Of the above total, indicate how much is

(a) Start-up; one time expenditures:

There is an expenditure of \$541.00 per graduate.

(b) Annual operating costs: \$

An average of \$541.00 is expended on each participant.

(A complete budget breakdown should be included with the
attachments to this form)

See attachments.

10. Evaluation costs (Indicate cost of formal evaluation if
one has been performed)

Approximately \$5,000 per year.

11. Continuation. Has the project been institutionalized or is
it still regarded as experimental in nature? Does its
continuation appear reasonably certain with local funding?

This project began as a pilot with a class of nine in June
of 1969. Since then, it has expanded to include nine cities
throughout the state. The program continues to expand and
ongoing funding seems certain. So far, 2,357 offenders have
participated and so far the Bureau of Vocational Rehabilitation
has spent \$1,903,761 on it.

II. Attachments - Please attach the following:

Attachment A - Program Review Memorandum

This memorandum should contain the following elements:

(1) Project Summary - brief statement of the project's goals, objectives and method of operation.

Please note attached sheet.

(2) Criteria Achievement - explanation of the degree to which the project meets each of the Exemplary Project criteria - goal achievement, replicability, measurability, efficiency and accessibility. Cite specific measures of effectiveness, e.g. crime reduction, cost savings, etc.

Please note attached sheet.

(3) Outstanding Features - indication of the most impressive feature(s) of the project.

See attachment.

(4) Weaknesses - frank statement of those areas of project operation that could be improved. (It is assumed that a project will not be recommended if there are critical program weaknesses).

See attachment.

(5) Degree of Support - indication of the degree of local support, e.g. criminal justice officials, citizen groups, the news media.

See attachment and exhibits.

Attachment B - Endorsements

Each project should have a written endorsement from the appropriate SPA and LEAA Regional Office. Endorsements from other sources may be attached if available.

Copies attached.

Attachment C

For LEAA funded projects, attach a copy of the grant application(s), all annual progress reports, and the most recent quarterly reports. If a formal evaluation has been undertaken, this report should also be attached.

For non-LEAA funded projects attach a complete budget breakdown and such progress and evaluation reports as may be available.

See attachment C.

II.

ATTACHMENT A - Program Review Memorandum

(1) Project Summary

In 1968 the Ohio Adult Parole Authority developed a program which would meet the objectives of business, industry, and government in hiring the hard-core disadvantaged individuals from our parole and probation caseloads. At the same time, employers would be provided with a selection of good employees with pre-employment training, vocational profiles, and skills in personal and job-related problem solving.

Due to a lack of Agency funding, help was requested from the Ohio Bureau of Vocational Rehabilitation (BVR), and joint planning led to the program. Pre-employment training would be conducted at a private rehabilitation facility (approved by the Bureau of Vocational Rehabilitation and the Adult Parole Authority), where an intensive course of instruction dealing with job attendance, work habits, rules and responsibilities of employer and employee, personal hygiene, budgeting of finances and community resources would be taught.

The program takes freshly-released parolees who have poor or non-existent work records and inculcates them with work habits and attitudes leading to job retention and self-sufficiency. In a five-week period classes of ten are given intensive instruction. Among other things, the curriculum covers: (1) communication models to show parolees how to express themselves effectively and to deal with real-life situations, (2) group interactions to cultivate an ability to tolerate peer group criticism, (3) role playing with video replays of mock interviews to allow each individual to observe himself on simulated job interviews, (4) intense personal counseling, (5) job skills: filling out applications, good grooming, manners, use of public transportation, budgeting, employer loyalty, use of community resources, etc.

Three weeks are spent on class work. The remaining two weeks are used for supportive job finding efforts to put graduates in a job. The whole process involves the parole officer, the Bureau of Employment Services, Bureau of Vocational Rehabilitation, Goodwill Industries, and community agencies.

During the five week period, each student is paid \$45 per week. This compensation enables him to provide for himself until his first paycheck.

(2) Criteria Achievement

The goal of this program is to make parolees more employable. It has achieved this goal with considerable success, and the project has been cited by Goodwill Industries as a fine example of what inter-agency coordinating efforts can accomplish.

Since the classes are small by design (10-15), and since the program is applied in nine cities, its replicability is demonstrably easy.

Success is defined as acquiring and holding a job. The success rate for this project exceeds that for similar programs for "normal populations". (See chart attached).

The cost of imprisonment in Ohio is \$5,000 per year exclusive of welfare and capitalization costs. If only 1,000 of the participants in this program (1,000) were to be incarcerated because of reversion to crime, the cost to the state would exceed five million dollars. Our research shows that over 75 percent of the parolees who failed were unemployed.

(3) Outstanding Features

The most impressive feature of this program is that it succeeds in making wage-earners and taxpayers out of nonproducers or underproducers. After graduation, parolees come to recognize some of their strengths as well as their weaknesses. They have self-esteem and a new awareness of the traditional work ethic. They come to realize that inter-personal relationships are essential to a successful life.

Perhaps a second big feature is that for the first time many parolees know what to do when they lose or change jobs.

(4) Weaknesses

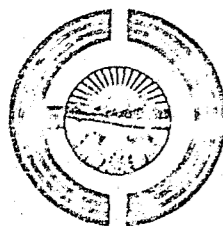
Few allowances are made for individual differences. For example, one student might get maximum benefit from the training in one week while another might require five weeks or more. Still another weakness is that in order to fund the program, the Bureau of Vocational Rehabilitation must have certified physical and psychological evaluations for each man. This requires coordination with penal institutions where processing sometimes flounders.

(5) Degree of Support

The community is very supportive of the program, and it has received a great deal of favorable publicity (see exhibits).

PROGRAM EXPENDITURES
BY YEAR

State Money in Program							(Projected)	
	1970	1971	1972	1973	1974	1975	1976	1977
Pers.	_____	_____	_____	8,000	9,400	11,000	18,364	19,488
Maint.	_____	_____	_____	2,000	2,000	2,000	2,150	2,000
Equip.	_____	_____	_____	_____	_____	_____	917	_____
Sp. Pur.	_____	_____	_____	_____	_____	_____	_____	_____
Total	_____	_____	_____	10,000	11,400	13,000	21,431	21,488
(Bureau of Vocational Rehabilitation)								
Money in Program								
	1970	1971	1972	1973	1974	1975	1976	1977
Pers.	28,180	36,230	80,150	160,848	180,918	211,020	237,122	247,122
Maint.	32,500	46,500	106,750	231,500	247,500	250,000	275,000	300,000
Equip.	13,966	17,957	99,905	67,838	71,829	79,810	87,791	87,791
Sp. Pur.	_____	_____	_____	_____	_____	_____	_____	_____
Total	74,646	100,687	227,165	460,186	500,247	540,830	599,913	634,913
Quantitative Data								
(a) Expenditure per Offender	\$10.71	\$11.51	\$13.00	\$18.50	\$17.90			
(b) Employee/offender ratio	1:926	1:990	1:1000	1:550	1:600			



DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

DAVID C. SWEET, Director

September 23, 1974

Director
Technology Transfer Division
National Institute of Law Enforcement
and Criminal Justice
Law Enforcement Assistance Administration
633 Indiana Avenue, N.W.
Washington, D. C. 20530

Sir:

The Ohio Department of Rehabilitation and Correction (DRC) has asked that this agency furnish an endorsement of a program for consideration by NILECJ as an "exemplary project".

The Parole Rehabilitation Employment Program (PREP) has been extremely successful in the process of rehabilitating parolees since its inception by the DRC and the Ohio Bureau of Vocational Rehabilitation (BVR) in 1969. We are told that this program has trained over 2200 men since it began and that 71% of these persons are still employed.

We consider this program to be one of demonstrated effectiveness with a remarkable rate of success and recommend that it be considered by NILECJ for citation as an "exemplary project".

Very truly yours,

Alphonso C. Montgomery
Alphonso C. Montgomery
Deputy Director

ACM:mrh

APPENDIX B
REHABILITATION SERVICES COMMISSION

INTER-OFFICE COMMUNICATION

Date: May 14, 1974

To: *ef* Cooper Sontag, Acting Administrator
From: Terry D. Etling, Chief, Div. of Research, Planning & Development
Origin: James C. Hite, *JCH* Coordinator, Facility & Program Development
Subject: Goodwill Industries of Akron - Contract Service Plan

CSP 75-35

SUMMARY

The purpose of this contract is to provide job readiness services to clients referred by the Adult Parole Authority.

The contract provides that the Goodwill Industries of Akron will serve 130 clients in FY 75 with a job placement goal of 110.

Total Cost	\$37,356
Cost per Month	\$ 3,113
Cost per Placement	\$ 339
Cost per Client Served	\$ 287

FY 74 CSP

Goal: 114 Placements

Achievement: Through March, 1974 81 graduates - 62 placed, resulting in 38 "26" closures. Mr. Marsden, Acting Area III Supervisor, along with appropriate staff from the Akron office, met with the subject facility staff in negotiating this contract and recommend its approval.

TDE/JCH/ead

Attachment

cc: Mr. Ream
Mr. Herbein
Area III Supervisor
Mr. McKenna(2)
Mr. R. Adams(1)
Mr. Hollern
Mr. Robinson
Mr. Morris
CSP File

Approved June 25, 1974

AGREEMENT

between

OHIO REHABILITATION SERVICES COMMISSION

and

GOODWILL INDUSTRIES OF AKRON, INC.

ADDRESS: 36 S. College Street
 Street
Akron Ohio 44308 (76208421)
City State Zip Phone

REHABILITATION PROGRAM - F.Y. '75

THIS AGREEMENT made and entered into this 1st day of July, 197 4, by and between the Ohio Rehabilitation Services Commission, a state agency, (hereinafter referred to as RSC) and the Goodwill Industries of Akron, Inc., a provider of services hereinafter referred to as Provider.

WITNESSETH:

WHEREAS, Section 3304.11 through 3304.27 of the Revised Code of Ohio generally authorizes the RSC to contract with Public or voluntary agencies or individuals to purchase, in full or in part, rehabilitation services and to cooperate in programs designed to increase the flow of rehabilitation services into the community; and

WHEREAS, Provider is engaged in furnishing such rehabilitation services to clients in the Summit County area, and

WHEREAS, Provider's legal authority for furnishing such services is to be found in Articles of Incorporation, State of Ohio

WHEREAS, RSC wishes to purchase certain of such rehabilitation services from Provider as it is authorized to do by the above mentioned Sections of the Revised Code;

NOW, THEREFORE, in consideration of the mutual undertakings and agreements hereinafter set forth, RSC and Provider agree as follows:

1. Purchase of Services.

- (a) Subject to the terms and conditions set forth in this

agreement RSC agrees to purchase services for and Provider agrees to furnish services to clients (as determined by RSC) during the period beginning July 1, 1974 and running for 12 months ending June 30, 1975.

The following specific services outlined are hereinafter referred to as "purchased services."

(b) Provider shall maintain sufficient staff to deliver the services to be purchased. RSC shall refer or otherwise assure to Provider, consistent with Provider's indication to RSC of Provider's then current staffing capacity, sufficient clients to enable Provider to furnish up to the maximum amounts of services specified to be purchased from Provider. Provider shall notify RSC whenever it is unable to, or going to be unable to provide the required quality or quantity of Purchased Services. Upon such notification RSC shall determine whether such inability will require a modification or cancellation of the contract.

2. Cost and Delivery of Purchased Services.

Subject to the limitations specified in subparagraph 5 (c) hereof, the amounts to be paid for such Purchased Services shall be based on the following criteria:

- (a) RSC's proportionate share of Provider's actual cost for operation of the full service program as specified on Page 4.
- (b) RSC agrees to reimburse Provider for actual operating costs on a basis not to exceed \$ 37,356 (P.4, IV c.) for the period of the contract subject to necessary adjustments after audit of operational costs.
- (c) The adjusted administrative figure (P. 5 II b) will remain in the same ratio to direct costs as the ratio originally approved in the budget (not to exceed 15% of actual audited direct costs).
- (d) Provider shall prepare a staffing pattern (P. 6) and detailed budget supporting the rates of payments specified in 2 (b) which meets the approval of RSC.
- (e) Provider agrees to endeavor to achieve 110 vocational placements during the period of the contract.
- (f) Provider agrees to provide the following service program to 130 clients during the contract period.
- (g) Under the provisions of "Waiver of Statewideness" (Sections 6.4 a of State Plan) RSC agrees to earmark the total budget (P 4, IV c.) for purchase of services from the Provider.

FORMAT PREP IX

FIRST WEEK

Monday

8:30 Registration
 8:45 Welcome & Orientation
 A.P.A.--Roy Vasques
 B.V.R.--Ed Lively, II
 G.W.I.--Steve Hegedeos
 9:30 Tour of facilities
 10:00 Break
 10:15 What is P.R.E.P.
 11:00 Rules
 11:30 Maintenance & Pay Clients
 12:00 Lunch
 1:00 APA Attendance
 1:10 P.R.E.P. Slide Presentation
 1:30 Your Responsibility to P.R.E.P.
 2:00 Break
 2:10 P.R.E.P. Schedule--Emphasis on 3rd week

Tuesday

8:30 Rap Session
 8:50 APA Attendance
 9:00 The Application Blank
 10:00 Break
 10:15 Fill out permanent application blank
 12:00 Lunch
 1:00 APA Attendance
 1:05 1. First Impression
 2. Grooming & Appearance
 3. Eye contact
 4. Posture
 5. Handshake
 6. Nervous habits
 3:00 Drivers License Bureau

Wednesday

8:30 Rap Session
 8:50 APA Attendance
 9:00 Bankruptcy--Trusteeship--Chapter XIII
 10:00 Break
 10:15 Film "Personal Financial Planning"
 11:00 Buying on Credit
 12:00 Lunch
 1:00 APA Attendance
 1:05 Film "In The Company of Men"
 2:00 Break
 2:15 Discussion of Film
 2:45 Registration O.B.E.S.,
 Mrs. Edna Lewis, Interviewer

Thursday

8:30 Rap Session
 8:50 Film "Listen Please"
 9:00 APA Attendance
 9:05 Can You Follow Instructions Test
 10:00 Break
 10:15 Why Work
 11:00 What Does Society Expect of the E
 12:00 Luncheon -- in class
 1:00 APA Attendance
 1:05 Voice & Diction
 Table Manners
 Deodorant & Cleaniness
 Personal Hygiene
 Being Neat & Comfortable
 Individual Interviews with Mary Nell
 PREP Placement Counselor

Friday

8:30 Rap Session
 8:50 APA Attendance
 9:00 Who Am I
 9:30 Job Readiness & Self Evaluation
 10:00 Break
 10:15 Frustration--Anger--Maturity
 11:00 Attitudes
 11:45 Pay Clients
 12:00 Lunch
 1:00 APA Attendance
 1:30 Planned Parenthood

SECOND WEEK

Monday

8:30 Rap Session
 8:50 APA Attendance
 9:00 Parole & Your -- Roy Vasquez
 10:00 Break
 10:15 The Parole Officer -- The Parolee
 11:00 Akron Police Department
 12:00 Lunch
 1:00 APA Attendance
 1:05 Review Objectives of Program
 2:00 Drug Crisis Center

Tuesday

Rap Session
 APA Attendance
 Characteristics of Good Employee
 Break
 Work Goals
 Where To Look & Getting Ready To Look
 Film "Getting A Job Is A Job"
 Lunch
 Make Job Seeking Plan for 3rd and 4th week
 Morley Health Center - Alcoholism

Wednesday

Rap Session
 APA Attendance
 The Interview
 Conducting the Interview the Do's and
 Don'ts
 Break
 The Call Back
 Changing Jobs
 Film "Three Men: Three Women"
 with evaluation
 Ex-Con Applies (the right and wrong way)
 Lunch
 APA Attendance
 Stress Questions and explaining arrest
 Break
 Mock Interviews by Clients, taped and
 critique

Thursday

Rap Session
 APA Attendance
 Review Stress Questions and Do's and
 Don'ts of interviewing
 Mock Interviews by Clients, taped and
 critiqued
 Lunch
 APA Attendance
 Mock Interviews by Clients, taped and
 critiqued
 Review Objectives of Program
 General Review and Program Evaluation

Friday

STUDENT REPORT TO CLASSROOM AT 10:00 AM.
 REGISTRATION CEREMONY 10:30 AM
 PAY CLIENTS

THIRD WEEK

Monday

9:00 Staffing

4th and 5th week

All clients are to report in by phone to
 Mary Nell Davis every day, Monday through
 Friday before 10:00 AM!

Failure to keep appointments or to call in
 each day will result in maintenance being with-
 held! NO EXCEPTIONS.

BUDGET-REHABILITATION AGREEMENT

I Direct Costs (Annual)

a. Salaries \$ 25,275.

b. Fringe Benefits \$ 3,547.

c. Travel \$ 1,250.

d. Supplies \$ 1,545.

e. Total Direct Costs \$ 31,617.

II Indirect Costs (Annual)

a. Occupancy \$ 996.

b. Administrative \$ 4,743.
(Maximum—15% of I e above)

c. Total Indirect Costs \$ 5,739.

III Total Direct and Indirect Annual Costs \$ 37,356.

IV

a. Total 12 month budget (Prorate Item III if less than 12 months) \$ _____

b. Percentage of program cost (IV a) chargeable to agreement, if less than 100% 100 %

c. Total amount chargeable to agreement (b.x a.) \$ _____

V

a. Cost per month \$ 3,113.

b. Number to be placed 110, Cost per placement \$ 339.

c. Number to be served 130, Cost per client served \$ 287.

SUPPLIES DETAIL
(See Item D 1 on definition sheet)

ITEM (CHARGEABLE TO AGREEMENT)	COST (PROJECTED ANNUAL COST)	
10 Video cassetts	\$15.00@	\$150.00
130 Frames for certificates		130.00
Graduation and class expenses @ \$50 per class--11 classes		550.00
Manila folders 300 @ .15 ea (staff 40--clients 2 ea.= 260)		45.00
Pencils, pens, paper clips, staples, etc.		40.00
Paper (2 rms. @ \$2.50 ea.)		5.00
Note pads		25.00
Testing supplies		25.00
3 x 5 cards (650)		5.00
Application forms for employment and classroom		150.00
Xerox copies		150.00
Printing and postage		270.00
TOTAL \$ <u>\$1,545.00</u> (Transfer figure to P 4, I D)		

AGREEMENT SALARIES, FRINGE, AND TRAVEL DETAIL

POSITION TITLE	STAFF NUMBER	ANNUAL SALARY	ANNUAL FRINGE	FULL TIME (F.T.) PART TIME (P.T.) ON STAFF	% OF TIME ON AGREEMENT	AGREEMENT SALARY	AGREEMENT FRINGE	TRAVEL MILES	COST @.10
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
PREP Project Dir.	Joe Browning	9,500	753 Fringe 718 Annuity 1471 *****	FT	100	9,500	1,471	6,000	600
Placement Coordinator	Mary Nell Davis	9,400	745 Fringe 718 Annuity 1463 *****	FT	100	9,400	1,463	6,000	600
50 Secretary	Rickie Johnson	6,000	476 *****	FT	75	4,500	357		
Rehab. Director	Steven K. Hegedus	12,500	991 Fringe 718 Annuity 1790 *****	FT	15	1,875	256	500	50
				Total		25,275	3,547		1,250

OCCUPANCY

1. Total "direct" space in building (see definitions) 89,940 sq. ft.
2. Of 1 above, how much "direct" space will be assigned to agreement 838 sq. ft.
3. Percentage of "total direct space" assigned to agreement (2÷1) = 0.93 %
4. Estimated total costs eligible for inclusion in agreement (use previous year actual costs as basis for this estimate) \$ 107,145.00

Combined	rent	
	heat	21,580
	electricity	17,234
	water	3,161
	sewage	-0-
	janitor service & supplies	43,329
	property insurance	3,600
	telephone	11,897
Combined	security	
	service maintenance contracts	6,245
	licenses-permits	100

5. Portion of occupancy cost chargeable to agreement (3 x 4) \$ 996.00 *

* Transfer to P 4, II a.

Note: The above method commits RSC to pay for use of indirect space in the same proportion that it pays for use of direct space.

*Direct Space includes:

Administration, Rehab., Cafeteria.....	16,650	sq. ft.
Finance & Public Relations.....	14,400	
Store.....	15,250	
Operations.....	16,650	
Contract.....	16,430	
Sorting & Dock.....	10,560	
Total	89,940	sq. ft.

3. Eligibility for Services.

The parties understand and agree that the eligibility or acceptability of individuals to receive the services to be purchased by RSC and furnished by Provider is to be determined in accordance with the eligibility or acceptability standards of RSC and that RSC will determine, according to procedures established by it, (1) whether an individual meets such eligibility or acceptability standards so as to be qualified to receive services (such qualified individuals being herein referred to as "eligible or acceptable clients") and (2) what services should be delivered to such eligible or acceptable clients. It is further understood and agreed that such determination of eligibility or acceptability and request for the delivery of services purchased for an eligible or acceptable client by RSC will be made as follows:

(a) Only those clients for whom an authorization has been received by Provider from RSC will be served under this Agreement, and that the receipt of this authorization constitutes authority for the Provider to service the client under the terms of this Agreement.

Except as otherwise provided herein, and until otherwise informed in writing by RSC, Provider will for all purposes of this Agreement be entitled to rely on RSC's authorization as described in this section, that an individual is an eligible or acceptable client for requested services and will, subject to the limitations on total amount of specified services to be purchased hereunder, be entitled to payment by RSC for requested services rendered to such individual pursuant to the procedures established in Paragraph 5 hereof.

4. Delivery of Rehabilitation Services.

(a) RSC shall retain its legal and administrative authority with respect to:

1. Eligibility or Acceptability
2. "Plan" review and approval
3. Fiscal Authorization
4. Case Closure
5. Audit of Expenditures

(b) Provider will provide a copy of the "Monthly Placement Report" to RSC Area Supervisor (copy to Division of Research, Planning and Development, 4656 Heaton Road, Columbus, Ohio 43229). It is understood that the definition of placement is "suitable employment for a minimum of 30 days."

5. Reimbursement.

(a) Provider agrees to maintain proper accounting and other records to account for the expenditures of all funds provided under this Agreement and to make these records available for review and audit by representatives of RSC during the normal working day for the duration of the Agreement, and for a period of 90 days following final audit.

(b) Provider agrees to provide to RSC, by the end of each month, an estimate of its costs under the Agreement for the past billing period, together with an itemization, in the form and manner prescribed by RSC, giving names of clients served and the service or services provided to each client.

(c) Provider agrees to repay to RSC, upon demand, all funds advanced to it under the terms of the Agreement and not used for purposes chargeable to the Agreement.

(d) RSC agrees to make payment in full for the actual cost of the services provided under the Agreement as indicated, but not to exceed the monthly budget figure. (P. 5 III a)

(e) If, for any reason, a surplus of funds is found to be accumulating, the Provider is responsible for notifying RSC.

6. Disclosures.

(a) The use of disclosures, by either party, or any information concerning eligible or acceptable clients for any purpose not directly connected with the administration of RSC or Provider responsibilities with respect to purchase of services hereunder is prohibited except upon the direct consent of the eligible client or his responsible parent or guardian.

(b) It is agreed by both parties that this Agreement shall be considered confidential and therefore its contents shall not be divulged to any other person or organization by either party without the consent of the other party unless such disclosure is directly related to the improvement, study, or professional aspects of the delivery of services to people.

7. Terms of Agreement.

(a) This Agreement or any part thereof may be CANCELLED thirty days subsequent to receipt of written notice from either party.

(b) This Agreement may be AMENDED in writing by mutual consent of both parties in the same manner as the original agreement was signed.

(c) It is understood and agreed that the entire Agreement of the parties is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof.

(d) Provider certifies that no funds, public or private, are being received for costs of the activities provided within this Agreement other than those funds being furnished by RSC under the terms and conditions of this Agreement.

(e) Periodic program evaluations will be held and shall include appropriate staff representing both parties to this Agreement.

(f) The provisions of "The Ohio Standards for Rehabilitation Facilities-1970" shall be observed by the facility.

(g) The facility person responsible for the location of fiscal records is Terry Thompson, Finance Director.

IN WITNESS WHEREOF, The Ohio Rehabilitation Services Commission and the Goodwill Industries of Akron, Inc. have executed this Agreement to be effective for the period indicated in 1 (a) (P. 2).

BY *David P. Boldt*
Facility Executive

TITLE Executive Director

DATE July 1, 1974

BY *Cooper*
Acting Administrator
Ohio Rehabilitation Services Commission

DATE 6-25-74

CONTINUED

1 OF 2

APPENDIX C

TO: A.P.A. WORK TRAINING SELECTION COMMITTEE

As part of my selection for Work Training and job placement, I agree to give my full cooperation and energies to make this program successful. Failure to complete the program will result in my dismissal.

By signing this document, I agree to attend the eighty-hour training session at the time and place designated.

Sign _____
PAROLEE'S NAME DATE

APPENDIX D
JOB READINESS CLINIC

Monday

7:30 - 8:30 a.m.	Registration
8:30 - 9:30 a.m.	Welcome Introduction and General Orientation
9:30 - 9:45 a.m.	Coffee Break
9:45 - 10:30 a.m.	Plant Tour and Observation of Workers at Work
10:30 - 11:30 a.m.	Work and The Worker 1. Types of Work 2. Purpose of Work 3. Work Demands
11:30 - 12:00 Noon	Lunch
12:00 - 1:00 p.m.	Job Searching Techniques
1:00 - 2:15 p.m.	Film - "Why Do People Work"
2:15 - 2:30 p.m.	Coffee Break
2:30 - 3:30 p.m.	Group Discussion of Film
3:30 - 4:00 p.m.	An Employer Speaks
4:00 - 4:30 p.m.	Group Discussion

Tuesday

7:30 - 9:30 a.m.	Where To Look For a Job 1. Classified Ad Section (newspaper) 2. Bureau of Employment Services 3. Employment offices of Industry and Business 4. Private Employment Agencies
9:30 - 9:45 a.m.	Coffee Break
9:45 - 11:30 a.m.	How to Answer Advertisements 1. Types of Advertisements 2. How to Respond 3. Preparing a Resume
11:30 - 12:00 Noon	Lunch

Tuesday

12:00 - 1:00 p.m.
1:00 - 2:15 p.m.
2:15 - 2:30 p.m.
2:30 - 4:30 p.m.

Film - "Your Job Application"
Discussion of Film and Practice
Filling out Application
Coffee Break
The Job Interview
1. Preparing for Interview:
a. Information applicant
should have
b. Personal cleanliness
and grooming
c. Arriving on time

Wednesday

7:30 - 8:30 a.m.
8:30 - 9:30 a.m.
9:30 - 9:45 a.m.
9:45 - 11:00 a.m.
11:00 - 11:30 a.m.
11:30 - 12:00 Noon
12:00 - 12:30 p.m.
12:30 - 4:30 p.m.

Film - "Job Interview Tips"
Group Discussion of Film
Coffee Break
Role Playing - Job Interview
Group Discussion and Criticism
Lunch
Group Discussion - continued
Work Assignment

Thursday

7:30 - 9:30 a.m.
9:30 - 9:45 a.m.
9:45 - 10:30 a.m.
10:30 - 11:30 a.m.
11:30 - 12:00 Noon
12:00 - 1:00 p.m.
1:00 - 2:15 p.m.
2:15 - 2:30 p.m.

Group Discussion of Work
Assignment
Coffee Break
Community Skills
Social Skills
1. Film
2. Group Discussion
Lunch
Your Paycheck: It's Terminology
Money Budgeting
Coffee Break

Thursday

2:30 - 3:30 p.m. Group Discussion (Budgeting)
3:30 - 4:30 p.m. Film "Occupations"

Friday

7:30 - 9:30 a.m. Work Assignment
9:30 - 9:45 a.m. Coffee Break
9:45 - 11:30 a.m. Work Assignment
11:30 - 12:00 Noon Lunch
12:00 - 2:15 p.m. Film "What Do You Do If?"
(followed by group discussion)
2:15 - 2:30 p.m. Coffee Break
2:30 - 4:30 p.m. Role Playing - "Common Job
Problems"
(followed by group discussion)

Monday

Field - Job Interviews With Parole Officer

Tuesday

7:30 - 9:30 a.m. Group Discussion
re: Field Experience
9:45 - 11:30 a.m. Group Discussion - continued
11:30 - 12:00 Noon Lunch
12:00 - 1:00 p.m. Interpersonal Skills
1:00 - 2:15 p.m. Role Playing
(involving Situational Problems)
2:15 - 2:30 p.m. Coffee Break
2:30 - 4:30 p.m. Group Discussion

Wednesday

7:30 - 9:30 a.m. Work Problem Clinic
9:30 - 9:45 a.m. Coffee Break
9:45 - 11:30 a.m. General Information Test
11:30 - 12:00 Noon Lunch
12:00 - 1:00 p.m. Protecting Your Job
1:00 - 2:15 p.m. Film and Group Discussion
2:15 - 2:30 p.m. Coffee Break
2:30 - 4:30 p.m. Group Discussion - continued

Thursday

7:30 - 9:30 a.m. Recap - Job Interviews
Role Playing
9:30 - 9:45 a.m. Coffee Break
9:45 - 11:30 a.m. Continuation of Recap
11:30 - 12:00 Noon Lunch

Thursday

12:00 - 1:30 p.m.

Recap - How to Get Along on
The Job

1:30 - 2:15 p.m.

Role Playing (job situations
and how to deal with them)

2:15 - 2:30 p.m.

Coffee Break

2:30 - 4:30 p.m.

Continuation of Role Playing

Friday

7:30 - 9:30 a.m.

Recap - Filling out Application

9:30 - 9:45 a.m.

Coffee Break

9:45 - 11:30 a.m.

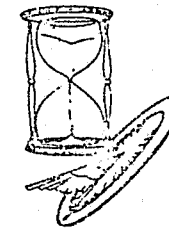
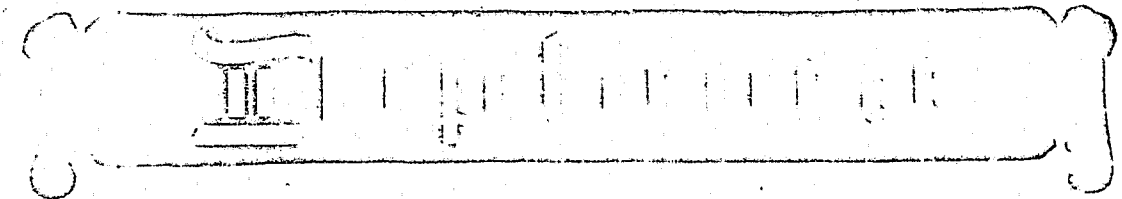
Group Discussion - How has the
program helped you?

11:30 - 12:00 Noon

Lunch

Clinic Adjourned

APPENDIX E



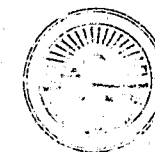
P R E P

This is to certify that

has successfully completed the required training
and in consideration thereof on this the _____
day of _____ 19__ A. D. the undersigned
hereby award this certification in
Job Readiness Training

Agency Instructor

Ohio Bureau of Vocational Rehabilitation



Ohio Bureau of Employment Services

Ohio Division of Corrections

Training Agency

OHIO REHABILITATION SERVICES COMMISSION

Total number to be placed per year _____ Contracting Agency _____

Total number to be served per year _____ Contract number _____

For the month of _____ 19 _____

Total number placed per this report _____	year-to-date (including this report) _____	Balance of goal _____
Total number served per this report _____	year-to-date (including this report) _____	Balance of goal _____

Client name	Employer & address	Starting date	Pay rate	Job title	Job type 1, 2 or 3
<div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 20%;"> <p>RSC-345 Rev. 8-74</p> </div> <div style="width: 40%; text-align: center;"> <p>62</p> </div> </div>					

62

The RSC-345 Contract Service Report form is a management tool for overview of services and placements under a Rehabilitation Services Commission contract service agreement. The form is completed monthly by the contract holding facility. The form is completed in triplicate with one copy sent to the appropriate RSC Area Supervisor, one copy sent to the Division of Research, Planning and Development Area Facility Coordinator, RSC Central Office, 4656 Heaton Road, Columbus 43229, and one copy kept by the facility for its records. In the case of a PREP contract, a copy should be sent to the Program Specialist, Public Offender.

With the form the facility can review monthly its overall service and placement efforts. The facility can review the quality and quantity of placements. The appropriate Area Supervisor and Facility Coordinator can review the placements to see whether the facility is on target in meeting its goals and where further assistance is needed.

One person should be designated at each facility to complete the monthly report. The form will be completed at the end of each calendar report month and include under Monthly Placement Activity only those clients who have been on the job for 60 days and were not previously reported.

Total number placed per this report refers to the number of clients placed in employment for 60 days, who were not previously reported.

Total number served per this report refers to the number of new referrals from RSC for that month, who were not previously reported.

Job type refers to location and to job activity. Type 1 means employment in competitive labor; type 2 means sheltered shop employment regardless of the level of job activity; type 3 employment means homemaker, unpaid family worker or other homebound activity.

Contract performance goals and actual cost

Total contract cost _____

Anticipated cost per client placed _____

Actual cost per client placed per month (RSC Finance)

[illegible]

Anticipated cost per client served _____

Actual cost per client served per month

[illegible]

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APPENDIX G

PREP Job Description Guidelines

PREP DIRECTOR is responsible to the contracting agency director or designated representative in fulfilling the duties of class instruction, coordination of supportive agencies, supervision of Job Placement Coordinator and assigned secretarial staff. The Project Director designs daily agenda in keeping with program guidelines, initiates, coordinates, or participates in related activities pertaining to prep program as indicated in the guidelines, and assumes general responsibility for causing a meaningful and productive program, in consultation with designated BVR representatives.

JOB PLACEMENT COUNSELOR with assistance and direction from the Project Director, arranges for necessary job placement and follow-up. Acts as assistant to Project Director during class orientation, coordinates job placement activity with APA, CBES, BVR, and other coordinating agencies, and performs other related tasks as assigned to promote the effectiveness of the prep program.

SECRETARY reports to Project Director for direction of various clerical duties which include typing of correspondence, progress and placement reports, case record filing, telephone handling, and miscellaneous duties such as participation in the prep class when helpful or necessary to Project Director, and assumes other duties as assigned.

APPENDIX H
Compilation of Yearly Statistics, 1969-1972
for PREP's 12-Month Client Followup

1969	Akron	Canton	Cincinnati	Cleveland	Columbus	Dayton	Lima	Toledo	Youngs-town	Total
N =	0	0	0	0	46	0	0	0	0	46
Final Release					27					27
Returned					12					12
Parole Violation Recommission					4					4
					8					8
Parole Violation Absent Leave					3					3
Jail					1					1
Extension of Parole					0					0
Maximum Expiration of Sentence					2					2
Satisfactory Adjustment					1					1
Miscellaneous					0					0
N % *					65					65
Final Release					59					59
Returned					26					26
Parole Violation Recommission					9					9
					17					17
Parole Violation Absent Leave					7					7
Jail					2					2
Extension of Parole					0					0
Maximum Expiration of Sentence					4					4
Satisfactory Adjustment					2					2
Miscellaneous					0					0

* N% = successful client population is composed of the percentages of those in the categories of final release, maximum expiration of sentence and satisfactory adjustment.

Compilation of Yearly Statistics, 1969-1972
for PREP's 12-Month Client Followup

1970	Akron	Canton	Cincinnati	Cleveland	Columbus	Dayton	Lima	Toledo	Youngstown	Total
N =	0	0	90	0	105	0	0	0	0	195
Final Release			50		71					121
Returned			5		20					25
Parole Violation			2		4					6
Recommission			3		16					19
Parole Violation Absent Leave			10		4					14
Jail			7		0					7
Extension of Parole			10		5					15
Maximum Expiration of Sentence			4		4					8
Satisfactory Adjustment			1		1					2
Miscellaneous			3		0					3
N % *			61		72					67
Final Release			56		68					62
Returned			6		19					13
Parole Violation			2		4					3
Recommission			3		15					10
Parole Violation Absent Leave			11		4					7
Jail			8		0					4
Extension of Parole			11		5					8
Maximum Expiration of Sentence			4		4					4
Satisfactory Adjustment			1		1					1
Miscellaneous			3		0					2

* N = successful client population is composed of the percentages of those in the categories of final release, maximum expiration of sentence and satisfactory adjustment.

Compilation of Yearly Statistics, 1969-1972
for PREP's 12-Month Client Followup

1971	Akron	Canton	Cincinnati	Cleveland	Columbus	Dayton	Lima	Toledo	Youngstown	Total
N =	0	27	122	0	135	0	0	0	0	287
Final Release		13	80		93					186
Returned		3	6		15					24
Parole Violation		1	0		3					4
Recommission		2	6		12					20
Parole Violation Absent Leave		2	12		7					21
Jail		3	8		0					11
Extension of Parole		0	10		12					22
Maximum Expiration of Sentence		0	0		1					1
Satisfactory Adjustment		0	0		2					2
Miscellaneous		6	6		5					20
N % *		48	66		71					69
Final Release		48	66		69					65
Returned		10	5		11					8
Parole Violation		3	0		2					1
Recommission		7	5		9					7
Parole Violation Absent Leave		7	10		5					7
Jail		11	7		0					4
Extension of Parole		0	8		9					8
Maximum Expiration of Sentence		0	0		1					1
Satisfactory Adjustment		0	0		1					1
Miscellaneous		22	5		4					7

* N = successful client population is composed of the percentages of those in the categories of final release, maximum expiration of sentence and satisfactory adjustment.

Compilation of Yearly Statistics, 1969-1972
for PREP's 12-Month Client Followup

1972	Akron	Canton	Cincinnati	Cleveland	Columbus	Dayton	Lima	Toledo	Youngstown	Total
N =	0	139	105	91	133	89	58	109	110	834
Final Release		79	57	53	95	60	34	58	49	485
Returned		10	14	8	14	10	6	12	6	80
Parole Violation		3	2	7	0	1	0	2	3	18
Recommission		7	12	1	14	9	6	10	3	62
Parole Violation Absent Leave		8	8	6	2	0	1	6	5	36
Jail		6	8	0	6	1	2	5	10	38
Extension of Parole		10	11	3	5	1	2	2	5	40
Maximum Expiration of Sentence		3	2	10	0	3	0	11	5	34
Satisfactory Adjustment		16	0	2	2	4	8	1	25	58
Miscellaneous		7	5	9	8	10	5	14	5	63
N s *		71	56	71	73	74	72	64	72	69
Final Release		57	54	58	71	67	59	53	45	58
Returned		7	13	9	11	11	10	11	5	9
Parole Violation		2	2	8	0	1	0	2	3	2
Recommission		5	11	1	11	10	10	9	3	7
Parole Violation Absent Leave		6	8	7	2	0	2	6	5	4
Jail		4	8	0	5	1	3	5	9	5
Extension of Parole		7	10	3	5	1	3	2	5	5
Maximum Expiration of Sentence		2	2	11	0	3	0	10	5	4
Satisfactory Adjustment		12	0	2	2	4	14	1	23	7
Miscellaneous		5	5	10	6	11	9	13	5	8

* N s = successful client population is composed of the percentages of those in the categories of final release, maximum expiration of sentence and satisfactory adjustment.

END