

THE TRANSITION FROM PRISON TO EMPLOYMENT:  
AN ASSESSMENT OF COMMUNITY-BASED  
ASSISTANCE PROGRAMS

-Universe Identification and Sample Selection-

Supported Under Grant No. 76NI-99-0083

from the

National Institute of Law Enforcement  
and Criminal Justice  
Law Enforcement Assistance Administration  
U.S. Department of Justice

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National Institute of Law Enforcement  
and Criminal Justice

Law Enforcement Assistance Administration

U.S. Department of Justice

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## UNIVERSE IDENTIFICATION AND SAMPLE SELECTION

### I. Introduction

As part of its National Evaluation Program, the Law Enforcement Assistance Administration has commissioned a study of community-based programs which provide employment services to prison releasees. An important aspect of this study is to identify the universe of such programs. Universe identification permits assessment of the range of activities provided by employment services programs and assists in selecting a sample of programs for more detailed analysis through site visits.

This paper describes:

- the procedures used to identify the universe of relevant programs;
- the characteristics of these programs; and
- major features of the program sample selected for site visit analysis.

### II. Universe Identification Procedures

A variety of organizations were surveyed to obtain information on the identity of programs which might provide employment services to prison releasees. These organizations included:

- LEAA's regional offices;
- State Planning Agencies funded by LEAA;
- the corrections departments of States; and
- national and State organizations concerned with ex-offender problems.

Each organization was sent a letter which described the study and asked for assistance in identifying relevant employment services programs. A form

was enclosed for recording information on each program's name, street address, city and State, contact person and telephone number. Appendix A provides a copy of this letter, along with the enclosed form and study description.

One hundred twenty-four organizations were surveyed. After approximately one month, the list of non-respondents was reviewed and selected telephone follow-up calls were made to obtain a widespread geographic distribution of programs. The response rate for the combined mail/telephone survey was 67%.

In addition to programs identified through this survey, a number of employment services programs were identified through Lazar's review of relevant literature, from interviews with Labor Department officials, through an earlier ex-offender program survey conducted by the American Bar Association and from other sources.

All programs identified were asked to complete and return a two-page questionnaire. This questionnaire requested such information as:

- program age;
- number of clients served;
- eligibility requirements;
- socio-demographic characteristics of clients;
- services provided;
- staff-client contact;
- program success criteria;
- staff size and type;
- funding source and level;
- numbers of prison releasees served; and
- nature of contact with prison officials and/or parole officials.



Appendix B provides a copy of this questionnaire, along with the cover letter sent to employment services programs. This letter also requested copies of any readily available program descriptions.

More than five hundred programs were surveyed, and approximately 50% responded to the mail inquiry. In addition, selected telephone follow-up calls were made. A total of 257 programs returned completed questionnaires; other programs provided descriptive information but did not complete the questionnaires. Appendix C lists the programs which returned completed questionnaires.

### III. Analysis of Program Universe

The programs identified reflect a wide variation in structure, service delivery, and relationship with the community. Some programs are associated with parole departments, others are adjuncts of the State Employment Service, while still others are part of a prime sponsor's Comprehensive Employment and Training Program. Some programs attempt to provide as many employment services as possible in-house, others rely almost totally on referrals to other community employment services programs, and many provide some services in-house while referring clients to existing community agencies for other needed services.

This variation in program operations is reflected in Tables 1-20, which summarize the data obtained from the 257 programs which returned completed questionnaires. It should be emphasized that the data presented in Tables 1-20 are based on self-reported information provided by the programs. No efforts were made during this stage of the study to verify any of these data.

Highlights of the survey findings, as reported in Tables 1-20, include:

- Employment services programs are located in all regions of the country. The fewest questionnaire responses (16 each) were received from the Kansas City and Denver regions, while the Philadelphia region provided the most (42 responses).

- Approximately half the programs had been in operation four years or more.
- Forty-four percent of the programs served fewer than 300 clients during the past year.
- The most common limitations on client eligibility for programs are that only ex-offenders are served (reported by 46% of the programs) and clients must be older than a certain age, usually 18 years (reported by 39% of the programs).
- The most common services provided directly by the programs are job placement, job development, follow-up counseling after employment and vocational counseling. The most common services provided by referral are skills training, on-the-job training and education. The services least likely to be provided (either directly or by referral) are transitional employment/supported work, vocational testing and on-the-job training.
- Only six percent of the programs reported charging any fees for their services.
- Almost 80% of the programs reported that staff-client contact occurred at least once a week, with 29% of the programs reporting daily client contact.
- Fifty-five percent of the programs reported that the average length of client contact with the program was one to six months, and an additional 26 percent of the programs reported an average length of client contact of seven to twelve months.
- The most common success criteria used by programs are successful job placement (reported by 79% of the programs) and successful reintegration into the community (reported by 58% of the programs).
- Programs reported a wide range of variation in the estimated percentage of successful clients; most programs reported that between 26% and 75% of their clients were successful.
- Sixty percent of the programs have fewer than ten persons on their staff.
- Seventy-five percent of the programs are staffed primarily by full-time paid professionals.
- Most programs have some ex-offenders on their staff.
- Thirty-six percent of the programs have annual budgets of less than \$100,000, and an additional 23% of the programs have budgets between \$100,000 and \$300,000.

- The major funding source for most programs (51%) is the Federal Government, followed by the State government (21%).
- The number of prison releasees served over the past year varied considerably across programs: 21% served less than 50 releasees, 25% served 50-199 releasees, 16% served 200-499 releasees, 16% served more than 500 releasees and 22% did not answer the question.
- The most common way that prison releasees come to the programs is through referral by probation and parole officers; the next most common way is through referral by prison officials.
- Approximately two-thirds of the programs reported having contacts with clients before their release from prison. A similar percentage reported having contacts with prison staff and parole officials before a client's release.
- Twenty-nine percent of the programs reported having contact with prison staff after a client's release from prison, and 76% reported having contact with parole officials during that time.

#### IV. Sample Selection and Characteristics of Program Sample

After analysis of the program universe and consideration of the major issues raised in the literature on employment services programs, a sample of programs was selected for more detailed analysis. This sample of fifteen programs reflects the range of variation in the program universe along such dimensions as type of services provided, number of clients served, geographic location, funding source, etc. The programs in the sample are:

- Impact Manpower Services, Baltimore, Maryland;
- Offender Aid and Restoration, Fairfax, Virginia;
- Parole Rehabilitation and Employment Project (PREP), Columbus, Ohio;
- Clearinghouse for Ex-Offenders, Louisville, Kentucky;
- Employ-Ex, Denver, Colorado;
- Ex-Offender Skills Bank, Alameda County, California;
- Project MORE, New Haven, Connecticut;

- Law Offender Services Division, Boston, Massachusetts;
- Community Correctional Services Program of the 16th Judicial Circuit, Geneva, Illinois;
- Operation DARE, Chicago, Illinois;
- Vocational Alternatives Program, Decatur, Illinois;
- Helping Industry Recruit Ex-Offenders (H.I.R.E.), Inc. Minneapolis, Minnesota;
- Project Newgate, Minneapolis, Minnesota;
- Assistance to Offenders, Inc., Atlanta, Georgia; and
- Institute of General Mechanical and Electrical Science, Philadelphia, Pennsylvania.

Tables 21-40 summarize the major characteristics of the sampled programs. Comparison with the universe characteristics presented in Tables 1-20 indicates that the sample adequately reflects the variation in the program universe. Each of the fifteen programs in the sample was studied in detail, through on-site analysis, during Lazar's study of the transition from prison to employment.

TABLES

Table 1. Regional Distribution of Programs

LEAA Regional Office	Programs in Region	
	Number	Percent
I. Boston, Mass.	28	11%
II. New York, N.Y.	26	10
III. Philadelphia, Pa.	42	16
IV. Atlanta, Ga.	32	12
V. Chicago, Ill.	28	11
VI. Dallas Tex.	22	9
VII. Kansas City, Kans.	16	6
VIII. Denver, Colo.	16	6
IX. San Francisco, Calif.	30	12
X. Seattle, Wash.	17	7
Total	257	100%

Table 2. Length of Program Operation

Length of Operation	Programs	
	Number	Percent
Less than one year	32	12%
One to three years	94	37
Four to six years	69	27
More than six years	61	24
No response	1	0
Total	257	100%

Table 3. Client Size of Programs

No. of Clients Served Over Past Year	Programs	
	Number	Percent
Less than 100	43	17%
100 to 299	69	27
300 to 499	33	13
500 to 999	34	13
More than 999	43	17
No response	35	14
Total	<u>257</u>	<u>100%</u>

Table 4. Client Limitations Reported by Programs

NOTE: A program may have more than one limitation on clients who can be served.

Limitation	No. of Programs	% of Programs Reporting Limitation
Only serve ex-offenders	117	46%
Only serve persons recently released from prison	30	12
Only serve clients older than a certain age	101	39
Only serve clients younger than a certain age	14	5
Only serve males	25	10
Only serve females	8	3
Only serve people on probation or parole	30	12
Only serve residents of the same county where the program is located	50	20
Only serve persons released from correctional facilities in same county where program is located	17	7
Only serve persons released from correctional facilities in same state where program is located	31	12
Do not serve persons convicted of:		
Homicide	8	3
Rape or other sex crimes	13	5
Serious assault	19	7
Armed robbery	7	3
Only serve persons whose previous incarceration was less than a certain number of years	6	2
Other	123	48



Table 5. Selected Characteristics of Programs' Clients

Characteristics	Programs	
	No.	% of Total
At least 25% of clients are:		
18-24 years old	184	72%
25-30 years old	160	63
31-40 years old	60	23
Over 40 years	10	4
At least 10% of clients are female	124	48%
At least 50% of clients are:		
White	92	36%
Black	105	41
Chicano	5	2
Other	3	1
At least 50% of clients were last incarcerated for:		
Less than six months	38	15%
Six months to two years	89	35
More than two years	53	21

Table 6. Services Provided

Service	Service Provided Directly		Service Provided By Referral		Service Not Provided	
	No. of Programs	% of Total	No. of Programs	% of Total	No. of Programs	% of Total
Vocational testing	91	35%	143	56%	28	11%
Vocational counseling	206	80	80	31	7	3
Work orientation/work adjustment training	145	56	106	41	21	8
Education	71	27	171	67	18	7
Skills training	65	25	181	71	21	8
On-the-job training	64	25	179	70	25	10
Transitional employment/supported work	76	30	110	43	54	21
Job development	210	82	72	28	10	4
Job placement	228	89	76	30	4	2
Follow-up counseling after employment	212	82	44	17	11	4
Other follow-up assistance after employment	179	70	43	17	18	7
Other	128	50	52	20	0	0

Table 7. Existence of Client Fees for Program Services

Existence of Fees	Programs	
	No.	Percent
Fees charged	15	6%
Fees not charged	219	85
No response	23	9
Total	257	100%

Table 8. Frequency of Contact Between Program Staff and Clients

Frequency of Contact	Programs	
	No.	Percent
Daily	74	29%
Several times a week	66	26
Once a week	59	23
Less often than once a week	49	19
No response	9	4
Total	257	100%

Table 9. Average Length of Client Contact with Program

Average Length of Client Contact	Programs	
	No.	Percent
Less than one month	5	2%
One to six months	140	55
Seven to twelve months	68	26
More than twelve months	34	13
No response	10	4
Total	257	100%

Table 10. Success Criteria Used By Programs

NOTE: A program may have more than one success criterion.

Criterion	No. of Programs	% of Programs Reporting Use of Criterion
Successful job placement	202	79%
Successfully employed for fixed time period	124	48
Completion of individualized employability plan	112	44
Successful reintegration into community (based on subjective staff judgment)	149	58
No recidivism	29	11
Free of drug or alcohol use	5	2
Entrance to or completion of vocational or academic training program	10	4
Other	26	10
No response	8	3

Table 11. Percentage of Successful Clients Reported By Programs

Percentage of Successful Clients	Programs	
	No.	Percent
0-10%	5	2%
11-25%	18	7
26-50%	58	23
51-75%	79	31
76-90%	47	18
91-100%	17	7
No response	33	13
Total	257	100%

Table 12. Staff Size

Staff Size	Programs	
	No.	Percent
0-10 persons	153	60%
11-20 persons	50	19
21-40 persons	23	9
More than 40 persons	28	11
No response	3	1
Total	257	100%

Table 13. Staff Composition

Staff Composition	Programs	
	No.	Percent
Primarily full-time paid professionals	194	75%
Primarily volunteers	29	11
Primarily full-time paid paraprofessionals	11	4
Other	17	7
No response	6	2
Total	257	100%

Table 14. Percentage of Ex-Offenders on Staff

Percentage of Ex-Offenders on Staff	Programs	
	No.	Percent
50% or more	32	12%
20-49%	45	18
1-19%	75	29
None	98	38
No response	7	3
Total	<u>257</u>	<u>100%</u>

Table 15. Size of Annual Budget

Budget Size	Programs	
	No.	Percent
Less than \$50,000	56	22%
\$50,000 to \$99,999	37	14
\$100,000 to \$299,999	61	24
\$300,000 to \$499,999	19	7
More than \$500,000	46	18
No response	38	15
Total	<u>257</u>	<u>100%</u>

Table 16. Major Funding Source

Major Funding Source	Programs	
	No.	Percent
Federal government	132	51%
State government	53	21
Local government	12	5
Private	24	9
No response	36	14
Total	257	100%

Table 17. Number of Prison Releasees Served Over Past Year

No. of Releasees	Programs	
	No.	Percent
Less than 50	53	21%
50 to 99	30	12
100 to 199	36	14
200 to 299	20	8
300 to 499	20	8
More than 500	42	16
No response	56	22
Total	257	100%

Table 18. Most Common Way That Recent Prison Releasees Come to Program

Client's Major Program Identification Method	Programs	
	No.	Percent
Referred by prison officials	46	18%
Referred by probation or parole officer	73	28
Referred by family or friends	6	2
Referred by other community agencies	10	4
Through program outreach efforts (e.g., recruitment, advertising)	31	12
Other	37	14
Multiple responses	32	13
No response	22	9
Total	257	100%



Table 19. Programs' Contacts Before Clients' Release from Prison

Type of Contact	Programs	
	Number	Percent
With client:		
Yes	168	65%
No	58	23
No response	31	12
Total	<u>257</u>	<u>100%</u>
With prison staff:		
Yes	168	65%
No	48	19
No response	41	16
Total	<u>257</u>	<u>100%</u>
With parole officials:		
Yes	164	64%
No	54	21
No response	39	15
Total	<u>257</u>	<u>100%</u>

Table 20. Programs' Contacts After Clients' Release from Prison

Type of Contact	Programs	
	Number	Percent
With prison staff:		
Yes	75	29%
No	114	45
No response	68	27
Total	<u>257</u>	<u>100%</u>
With parole officials:		
Yes.	196	76%
No	26	10
No response	35	14
Total	<u>257</u>	<u>100%</u>

Table 21. Regional Distribution of Sample Programs

LEAA Regional Office	Programs in Region	
	Number	Percent
I. Boston, Mass.	2	13%
II. New York, N.Y.	0	0
III. Philadelphia, Pa.	3	20
IV. Atlanta, Ga.	2	13
V. Chicago, Ill.	6	40
VI. Dallas Tex.	0	0
VII. Kansas City, Kans.	0	0
VIII. Denver, Colo.	1	7
IX. San Francisco, Calif.	1	7
X. Seattle, Wash.	0	0
Total	15	100%

Table 22. Length of Operation of Sample Programs

Length of Operation	Programs	
	Number	Percent
Less than one year	1	7%
One to three years	6	40
Four to six years	5	33
More than six years	3	20
No response	0	0
Total	15	100%

Table 23. Client Size of Sample Programs

No. of Clients Served Over Past Year	Programs	
	Number	Percent
Less than 100	1	7%
100 to 299	2	13
300 to 499	1	7
500 to 999	7	47
More than 999	3	20
No response	1	7
Total	<u>15</u>	<u>100%</u>

Table 24. Client Limitations Reported by Sample Programs

NOTE: A program may have more than one limitation on clients who can be served.

Limitation	No. of Programs	% of Programs Reporting Limitation
Only serve ex-offenders	12	80%
Only serve persons recently released from prison	0	0
Only serve clients older than a certain age	8	53
Only serve clients younger than a certain age	1	7
Only serve males	0	0
Only serve females	0	0
Only serve people on probation or parole	1	7
Only serve residents of the same county or city where the program is located.	6	40
Only serve persons released from correctional facilities in same county where program is located	0	0
Only serve persons released from correctional facilities in same state where program is located	0	0
Do not serve persons convicted of:		
Homicide	0	0
Rape or other sex crimes	0	0
Serious assault	0	0
Armed robbery	0	0
Only serve persons whose previous incarceration was less than a certain number of years	0	0
Other	3	20

Table 25. Selected Characteristics of Sample Programs' Clients

Characteristics	Programs	
	No.	% of Total
At least 25% of clients are:		
18-24 years old	12	80%
25-30 years old	6	40
31-40 years old	0	0
Over 40 years	0	0
At least 10% of clients are female	3	20
At least 50% of clients are:		
White	7	47
Black	5	33
Chicano	0	0
Other	0	0
At least 50% of clients were last incarcerated for:		
Less than six months	2	13
Six months to two years	6	40
More than two years	2	13

Table 26. Services Provided by Sample Programs

Service	Service Provided Directly		Service Provided By Referral		Service Not Provided	
	No. of Programs	% of Total	No. of Programs	% of Total	No. of Programs	% of Total
Vocational testing	7	47%	7	50%	2	14%
Vocational counseling	14	93	2	14	0	0
Work orientation/work adjustment training	11	73	4	29	1	7
Education	4	27	9	64	4	29
Skills training	4	27	9	64	3	21
On-the-job training	3	20	11	79	2	14
Transitional employment/supported work	9	60	5	36	3	21
Job development	15	100	2	14	0	0
Job placement	14	93	2	14	0	0
Follow-up counseling after employment	14	93	1	7	1	7
Other follow-up assistance after employment	11	73	3	21	2	14
Other	11	73	1	7	0	0

Table 27. Existence of Client Fees for Services at Sample Programs

Existence of Fees	Programs	
	No.	Percent
Fees charged	0	0%
Fees not charged	14	93
No response	1	7
Total	15	100%

Table 28. Frequency of Contact Between Staff and Clients at Sample Programs

Frequency of Contact	Programs	
	No.	Percent
Daily	4	27%
Several times a week	7	47
Once a week	3	20
Less often than once a week	1	7
No response	0	0
Total	15	100%

Table 29. Average Length of Client Contact with Sample Program

Average Length of Client Contact	Programs	
	No.	Percent
Less than one month	0	0%
One to six months	10	67
Seven to twelve months	5	33
More than twelve months	0	0
No response	0	0
Total	15	100%



Table 30. Success Criteria Used By Sample Programs

NOTE: A program may have more than one success criterion.

Criterion	No. of Programs	% of Programs Reporting Use of Criterion
Successful job placement	10	67%
Successfully employed for fixed time period	7	47
Completion of individualized employability plan.	5	33
Successful reintegration into community (based on subjective staff judgment)	4	27
No recidivism	0	0
Free of drug or alcohol use	0	0
Entrance to or completion of vocational or academic training program	0	0
Other	10	67
No response	0	0

Table 31. Percentage of Successful Clients Reported By Sample Programs

Percentage of Successful Clients	Programs	
	No.	Percent
0-10%	0	0%
11-25%	2	13
26-50%	4	27
51-75%	5	33
76-90%	2	13
91-100%	0	0
No response	2	13
Total	15	100%

Table 32. Staff Size of Sample Programs

Staff Size	Programs	
	No.	Percent
0-10 persons	6	40%
11-20 persons	3	20
21-40 persons	5	33
More than 40 persons	1	7
No response	0	0
Total	15	100%

Table 33. Staff Composition of Sample Programs

Staff Composition	Programs	
	No.	Percent
Primarily full-time paid professionals	11	73%
Primarily volunteers	1	7
Primarily full-time paid paraprofessionals	0	0
Other	3	20
No response	0	0
Total	15	100%

Table 34. Percentage of Ex-Offenders on Staff of Sample Programs

Percentage of Ex-Offenders on Staff	Programs	
	No.	Percent
50% or more	1	7%
20-49%	8	53
1-19%	5	33
None	1	7
No response	0	0
Total	15	100%

Table 35. Size of Annual Budget of Sample Programs

Budget Size	Programs	
	No.	Percent
Less than \$50,000	1	7%
\$50,000 to \$99,999	3	20
\$100,000 to \$299,999	7	47
\$300,000 to \$499,999	3	20
More than \$500,000	1	7
No response	0	0
Total	15	100%

Table 36. Major Funding Source of Sample Programs

Major Funding Source	Programs	
	No.	Percent
Federal government	5	33%
State government	4	27
Local government	2	13
Private	1	7
No response	3	20
Total	15	100%

Table 37. Number of Prison Releasees Served Over Past Year by Sample Programs

No. of Releasees	Programs	
	No.	Percent
Less than 50	1	7%
50 to 99	2	13
100 to 199	2	13
200 to 299	3	20
300 to 499	0	0
More than 500	5	33
No response	2	13
Total	15	100%

Table 38. Most Common Way That Recent Prison Releasees Come to Sample Programs

Client's Major Program Identification Method	Programs	
	No.	Percent
Referred by prison officials	1	7%
Referred by probation or parole officer	6	40
Referred by family or friends	0	0
Referred by other community agencies	0	0
Through program outreach efforts (e.g., recruit- ment, advertising)	2	13
Other	2	13
Multiple responses	4	27
No response	0	0
Total	15	100%

Table 39. Sample Programs' Contacts Before Clients' Release from Prison

Type of Contact	Programs	
	Number	Percent
With client:		
Yes	12	80%
No	3	20
No response	0	0
Total	15	100%
With prison staff:		
Yes	11	73%
No	2	13
No response	2	13
Total	15	100%
With parole officials:		
Yes	14	93%
No	1	7
No response	0	0
Total	15	100%

Table 40. Sample Programs' Contacts After Clients' Release from Prison

Type of Contact	Programs	
	Number	Percent
With prison staff:		
Yes	5	33%
No	7	47
No response	3	20
Total	<u>15</u>	<u>100%</u>
With parole officials:		
Yes.	14	93%
No	1	7
No response	0	0
Total	<u>15</u>	<u>100%</u>

APPENDIX A

LETTER USED TO IDENTIFY EMPLOYMENT SERVICES PROGRAM



## THE LAZAR INSTITUTE

Mary A. Toborg  
*Associate Director*

The Lazar Institute has been awarded a grant by the Law Enforcement Assistance Administration to conduct a "state of knowledge" assessment of employment service programs which assist persons being released from prisons. This analysis, described in more detail in the enclosed summary, will consider the variety of employment services available to releasees: job placement assistance, vocational training, counseling on such job-related topics as completing application forms correctly, and other types of vocational adjustment aid.

An important initial task is identifying all programs which provide employment services to prison releasees. Since this information is crucial, we are soliciting the help of a number of knowledgeable individuals in identifying these programs. Your perspective is an especially important one, since your position facilitates an awareness of programs in many different areas. Consequently, we are asking you to take a few minutes to share your knowledge of such programs with us, by completing the enclosed form and returning it in the envelope provided. Since we are required to complete the analysis in a timely manner, we would appreciate receiving your response at an early date--if possible, within the next few days. Also, we would appreciate your referring our request to other individuals in your organization who may know of additional employment programs serving prison releasees.

The information you and others provide will enable us to contact individual employment service programs and obtain knowledge about the specific types of service provided, the scope of operations, the characteristics of clients and so on. Your assistance will help insure that our analysis includes all relevant programs which provide employment services for prison releasees. This, in turn, will enable the analysis to be of the broadest possible usefulness to corrections officials, employment services program practitioners and others concerned with improving the vocational adjustment of persons being released from prisons.

Thank you very much for your assistance. I look forward to your reply.

Sincerely,

Mary A. Toborg  
Associate Director

## THE TRANSITION FROM PRISON TO EMPLOYMENT: An Assessment of Community-Based Assistance Programs

### PURPOSE

Although many community-based programs provide employment services to persons being released from prison, little systematic information is presently available about the range and effectiveness of these services. To improve this situation, LEAA's National Institute of Law Enforcement and Criminal Justice has commissioned a study of programs which assist persons in making the transition from prison to employment. The study, being conducted by The Lazar Institute, will analyze the current state of knowledge, consider the additional information which could be provided through further evaluation and assess the cost and value of obtaining the additional information.

An important goal of the study is to identify major issues and discuss the existing state of knowledge concerning them. Such issues may include:

- To what extent do the various employment service programs for prison releasees promote vocational adjustment?
- To what extent is vocational adjustment associated with reduced criminal recidivism?
- What other factors affect vocational adjustment and reduced recidivism?
- Do certain types of employment services appear more effective than others?
- Do certain types of prison releasees seem to be more successful program participants than others?
- Do the more successful programs share characteristics which the less successful programs lack?
- What are the overall cost-benefit effects of employment service programs for prison releasees?

This list of possible issues will be modified as the study progresses. In all cases Lazar's task is not to provide definitive answers to these issues but rather to discuss the extent to which they have already been addressed and to suggest techniques for obtaining more complete answers than now exist. These techniques could be incorporated into a later evaluation study, if such analysis is needed.

### APPROACH

The analysis of employment programs assisting prison releasees is being conducted in six phases:

#### *1. Assessment of relevant literature and work in progress.*

In order to benefit from past studies of employment services for persons being released from prison, Lazar will review the existing research findings concerning these programs. This will include assessing the results of efforts to evaluate them, identifying pertinent conclusions from closely related evaluation studies and considering the extent to which underlying assumptions and hypotheses of the programs have been articulated and tested.

#### *2. Descriptions of employment services programs.*

It is important to understand the actual operations of employment programs serving prison releasees, to ensure that any recommended analyses could realistically be implemented. Consequently, after the universe of employment service programs has been identified and briefly surveyed, Lazar will visit a sample of programs to observe their operations and community linkages. Especially important will be the exploration of the relationship of pre-release and post-release services, possible impact measurement points and potential effectiveness measures for use in evaluation.

3. *Development of analytical frameworks for assessing employment services programs for prison releasees.*

Employment services projects will be categorized along important variables, and analytical frameworks will be developed for the major project types. These frameworks will identify the assumptions and hypotheses underlying the operations of the project type and leading from expenditure of funds to specific interventions to immediate outcomes to long-term impact. Possible measures for testing the hypotheses will be proposed. The frameworks will also indicate external conditions which may affect the programs' abilities to achieve their goals.

4. *Assessment of whether additional evaluation is needed.*

The analytical frameworks will be compared with the findings from the literature review to assess the extent to which the identified hypotheses have been tested, the availability of data which could be used to develop the measures proposed for testing the hypotheses and whether additional evaluation seems needed to fill important gaps in the present state of knowledge.

5. *Evaluation design for overall employment services program.*

If significant unmet evaluation needs exist, appropriate analyses will be designed to fill these gaps. A range of evaluation alternatives will be considered, along with the probable benefits and costs of each one. Consideration will be given to methods of analyzing program operations, client outcomes and external community factors as well as techniques for integrating these separate streams of analysis.

6. *Evaluation design for an individual employment services project.*

In addition to developing an evaluation design for the overall employment services program, if needed, Lazar will prepare an evaluation framework which could be used to assess an individual project. This evaluation design would be of value to a project interested in self-evaluation of its activities and impact.

Mary A. Toborg, Principal Investigator  
The Lazar Institute

ADULT EX-OFFENDER EMPLOYMENT PROGRAMS

Program Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Contact Person \_\_\_\_\_ Phone Number \_\_\_\_\_

\*\*\*\*\*

Program Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Contact Person \_\_\_\_\_ Phone Number \_\_\_\_\_

\*\*\*\*\*

Program Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Contact Person \_\_\_\_\_ Phone Number \_\_\_\_\_

\*\*\*\*\*

Program Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Contact Person \_\_\_\_\_ Phone Number \_\_\_\_\_

\*\*\*\*\*

Program Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Contact Person \_\_\_\_\_ Phone Number \_\_\_\_\_

\*\*\*\*\*

Program Name \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Contact Person \_\_\_\_\_ Phone Number \_\_\_\_\_

For additional programs, please use the back of this page, or another sheet of paper.  
Thank you very much for your assistance.

\*\*\*\*\*

Information provided by:

Name \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone \_\_\_\_\_  
Date \_\_\_\_\_

THE TRANSITION FROM PRISON  
TO EMPLOYMENT PROJECT

Mary A. Toborg, Principal Investigator  
The Lazar Institute

APPENDIX B

LETTER USED TO OBTAIN DATA ON EMPLOYMENT SERVICES PROGRAMS

## THE LAZAR INSTITUTE

Mary A. Toborg  
*Associate Director*

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The Lazar Institute has been awarded a grant by the Law Enforcement Assistance Administration to conduct a "state of knowledge" assessment of employment service programs which assist adults being released from prisons. This analysis, described in more detail in the enclosed summary, will consider the variety of employment services available to releasees: job placement assistance, vocational training, counseling on job-related topics and other types of vocational adjustment aid.

An important initial task of the analysis is to describe the full range of employment services programs which exist. Since your program has been identified to us as one which serves prison releasees, we are asking you to provide selected information about your services. This information, requested in the enclosed questionnaire will be analyzed in conjunction with responses from other programs, so that the employment services now available to prison releasees can be assessed on a nationwide basis.

In addition to completing the enclosed questionnaire, we would appreciate your forwarding any available information which describes your program's goals and operations. Such material will enable us to become more knowledgeable about the range of activities conducted by programs which assist persons in making a transition from prison to employment. This, in turn, will allow our study to be of the broadest possible usefulness.

We would appreciate receiving your response within the next few days, so that information on your program can be appropriately assimilated into our analysis. Information on various employment services programs forms an integral part of our overall study, which will be made available to corrections officials, employment services program practitioners and others concerned with improving the prison releasee's vocational adjustment. You may find several parts of the study of particular interest, including the discussion of the activities of similar programs, identification of major gaps in knowledge, and suggestions for further analysis of employment services programs.

Thank you very much for your assistance. I look forward to your reply.

Sincerely,

Mary A. Toborg  
Associate Director

Program Name \_\_\_\_\_  
 Street Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
 Director \_\_\_\_\_ Telephone ( ) \_\_\_\_\_

1. How long has your program been in operation?

- ☐ a. Less than one year  
☐ b. One to three years  
☐ c. Four to six years  
☐ d. More than six years

2. How many clients has your program served over the past year? \_\_\_\_\_ clients.

3. Does your program have any of the following limitations on clients who can be served? (Please check as many as apply)

- ☐ Only serve ex-offenders  
☐ Only serve persons recently released from prison  
☐ Only serve clients older than \_\_\_\_\_ years  
☐ Only serve clients younger than \_\_\_\_\_ years  
☐ Only serve males  
☐ Only serve females  
☐ Only serve people on probation or parole  
☐ Only serve residents of this county  
☐ Only serve persons released from correctional facilities in this county  
☐ Only serve persons released from correctional facilities in this state  
☐ Do not serve persons convicted of:  
☐ homicide  
☐ rape or other sex crimes  
☐ serious assault  
☐ armed robbery  
☐ Only serve persons who have served less than \_\_\_\_\_ years in previous incarceration  
☐ Other (Please specify) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

4. Please estimate the age distribution of your clients:

18-24 years	%
25-30 years	%
31-40 years	%
Older than 40 years	%
Total	100%

5. Please estimate the distribution of male and female clients:

Male	%
Female	%
Total	100%

6. Please estimate the racial distribution of your clients:

White	%
Black	%
Chicano	%
Other (Specify)	%
Total	100%

7. Please estimate the distribution of the length of clients' last incarceration:

Less than six months	%
Six months to two years	%
Longer than two years	%
Total	100%

8. Please indicate whether your program provides the following services: (Check applicable boxes)

SERVICE	Provided Directly	Provided by Referral	Not Provided
a. Vocational Testing			
b. Vocational Counseling			
c. Work Orientation/Work Adjustment Training			
d. Education			
e. Skills Training			
f. On-the-Job Training			
g. Transitional Employment/Supported Work			
h. Job Development			
i. Job Placement			
j. Follow-up Counseling After Employment			
k. Other Follow-up Assistance After Employment			
l. Other (e.g., residential services, stipends--please specify)			

9. Does your program charge clients any fees for these services? ☐ Yes ☐ No

10. What is the average frequency of contact between program staff and clients?

- ☐ a. Daily  
☐ b. Several times a week  
☐ c. Once a week  
☐ d. Less often than once a week

11. What is the average length of time that clients maintain contact with the program?

- ☐ a. Less than one month  
☐ b. One to six months  
☐ c. Seven to twelve months  
☐ d. More than twelve months

12. Does your program have any criteria for success? (Please check as many boxes as apply.)

- ☐ a. Successful job placement  
☐ b. Successfully employed for fixed time period  
☐ c. Completion of individualized employability plan (e.g., education, training, etc.)  
☐ d. Successful re-integration into community (based on subjective staff judgement)  
☐ e. Other (Please describe) \_\_\_\_\_

13. What percentage of clients are considered successful?

- ☐ a. 0-10%      ☐ d. 51-75%  
☐ b. 11-25%    ☐ e. 76-90%  
☐ c. 26-50%    ☐ f. 91-100%

14. What is the size of your staff?

- ☐ a. 0-10 persons  
☐ b. 11-20 persons  
☐ c. 21-40 persons  
☐ d. More than 40 persons

15. Please check the one box which best describes your staff:

- ☐ a. Primarily full-time paid professionals  
☐ b. Primarily volunteers  
☐ c. Other (Describe) \_\_\_\_\_

16. How many of your staff are ex-offenders?

- ☐ a. Most (50% or more)  
☐ b. Some (20-49%)  
☐ c. Few (Less than 20%)  
☐ d. None

17. What is your program's annual budget?

\$ \_\_\_\_\_

18. What is the major source of funds for your program? (Check one box only.)

- ☐ a. Federal Government  
☐ b. State Government  
☐ c. Local Government  
☐ d. Private

\*\*\*\*\*THE FOLLOWING QUESTIONS APPLY ONLY TO PRISON RELEASEES\*\*\*\*\*

19. How many prison releasees has your program served over the past year? \_\_\_\_\_ releasees.

20. Which one of the following is the most common way that recent prison releasees come to your program? (Check one box only)

- ☐ a. Referred by prison officials  
☐ b. Referred by probation or parole officer  
☐ c. Referred by family or friends  
☐ d. Referred by other community agencies  
☐ e. Through program outreach efforts (e.g., recruitment, advertising, etc.)  
☐ f. Other (Please specify) \_\_\_\_\_

21. Does your program usually have any contact with clients before their release?

- ☐ Yes      ☐ No

22. Before clients are released, does your program have any contact with:

- a. the prison staff? ☐ Yes      ☐ No  
b. parole officials? ☐ Yes      ☐ No

23. After clients are released, does your program usually have any contact with:

- a. the prison staff? ☐ Yes      ☐ No  
b. parole officials? ☐ Yes      ☐ No

24. Please describe any other significant features of your program.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

THANK YOU VERY MUCH FOR YOUR HELP.

Information provided by:

Name \_\_\_\_\_

Position \_\_\_\_\_

Date \_\_\_\_\_

THE TRANSITION FROM PRISON TO  
EMPLOYMENT PROJECT

Mary A. Toborg, Principal Investigator  
The Lazar Institute



APPENDIX C

LIST OF EMPLOYMENT SERVICES PROGRAMS  
WHICH RETURNED COMPLETED QUESTIONNAIRES

LIST OF EMPLOYMENT SERVICES PROGRAMS  
WHICH RETURNED COMPLETED QUESTIONNAIRES

Community Acceptance Program  
2121 Eighth Avenue, North  
Birmingham, Alabama 35203

CETA Ex-Offender Program  
500 St. Francis Street  
Mobile, Alabama 36601

New Start Center  
207 East Fourth Street  
Anchorage, Alaska 99501

Alaska Jaycees Criminal  
Justice Program  
Box 1615  
Juneau, Alaska 99802

S.E.R. Jobs for Progress, Inc.  
5170 West Bethany Home Road  
Glendale, Arizona 85301

Arizona Department of Corrections  
Community Treatment Centers  
1601 West Jefferson  
Phoenix, Arizona 85007

Arizona Model Ex-Offender Program  
P.O. Box 6123  
Phoenix, Arizona 85026

Maricopa County Skill Center  
4118 East Wood Street  
Phoenix, Arizona 85040

Vocational Rehabilitation Department  
of Economic Security  
2949 West Osborn Road  
Phoenix, Arizona 85017

Pima Community College Ex-Offender  
Project  
2202 West Anklam Road  
Tucson, Arizona 85709

M-2 Sponsors, Inc.  
799 Fletcher Lane  
Suite 103  
Hayward, California 94544

Project Chance  
California State University  
at Long Beach  
1250 Bellflower Boulevard  
Long Beach, California 90840

Career Planning Center's Transitional  
Opportunities Program  
1623 South La Cienaga Boulevard  
Los Angeles, California 90035

Contact  
161 West Venice Boulevard  
Los Angeles, California 90066

Midway Center  
4969 Sunset Boulevard  
Los Angeles, California 90027

Alameda County Ex-Offender Skills Bank  
1925 Brush Street  
Oakland, California 94612

Bay Area Construction Opportunity Program  
367 Second Street  
Oakland, California 94607

Seventh Step Foundation of L.A. Area  
8780 Van Nuys  
Panorama City, California 91405

Indian Halfway House, Inc.  
930 Alhambra Boulevard  
Suite 240  
Sacramento, California 95816

Sacramento Resource Council, Inc.  
2322 J Street  
Sacramento, California 95816

Womanpower  
818 Nineteenth Street  
Sacramento, California 95814

Women in Transition  
926 J Street  
Sacramento, California 95814

Project J.O.V.E.  
San Diego  
California

Delancey Street Foundation  
2563 Divisadero Street  
San Francisco, California 94115

Forum Project West  
1187 Franklin Street  
San Francisco, California 94109

Parole and Pre-Release Employment  
Project  
c/o California EDD  
2948 Sixteenth Street  
San Francisco, California 94103

Unified Corrections Project  
Employment Clearinghouse  
501 Poli Street  
Ventura, California 93001

People Who Care  
1980 Dahlia  
Denver, Colorado 80220

Intensive Probation & Parole  
Supervision  
2815 Fairfax Street  
Denver, Colorado 80207

Employ-Ex, Inc.  
1117 Cherokee Street  
Denver, Colorado 80204

Decisions, Inc.  
23 Amity Road  
Bethany, Connecticut 06525

Prison Store, Inc.  
48 Wintonbury Mall  
Bloomfield, Connecticut 06002

Interchange Aftercare Re-Entry Program  
80 Main Street  
Danbury, Connecticut 06810

Team Offender Program  
256 Main Street  
Derby, Connecticut 06418

Catholic Family Service  
Correction Program  
244 Main Street  
Hartford, Connecticut 06103

Connecticut Prison Association  
Aetna Employment Project  
340 Capitol Avenue  
Hartford, Connecticut 06492

Poor People Federation  
1229 Albany Avenue  
Hartford, Connecticut 06112

Project F.I.R.E. (Facilitating Integration  
and Re-Entry Experience)  
340 Capitol Avenue  
Hartford, Connecticut 06115

Corrections Liaison Program  
35 Court Street  
New Britain, Connecticut 06051

Project M.O.R.E. (Model Offender  
Reintegration Experience)  
611 Congress Avenue  
New Haven, Connecticut 06519

Urban League of Greater New Haven  
420 Winthrop Avenue  
New Haven, Connecticut 06511

Community Return  
First Congregational Church  
Latham Park  
Stanford, Connecticut 06901

Project BRIDGE  
c/o Catholic Family Services  
132 Grove Street  
Torrington, Connecticut 06790

Project Masterkey, Inc.  
245 Post Road East  
Westport, Connecticut 06880

Adult Re-Direction  
215 North Elm Street  
Waterbury, Connecticut 06706

Community Services Corporation  
201 Possum Park Road  
Newark, Delaware 19711

Newark Project 70001  
33 Prestbury Square  
Newark, Delaware 19713

Delaware O.I.C. (Opportunities  
Industrialization Center)  
813 West Street  
Wilmington, Delaware 19801

Employment Services  
205 W. 14th Street  
Wilmington, Delaware 19801

Project H.E.L.D., Inc.  
P.O. Box #1441  
Wilmington, Delaware 19899

Arizona Corrections Project  
c/o The BLK Group, Inc.  
1730 M Street, N.W.  
Washington, D.C. 20036

Bureau of Rehabilitation of the  
National Capital Area  
666 11th Street, N.W.  
Suite 1100  
Washington, D.C. 20001

D.C. Bureau of Rehabilitation  
Services  
Public Offender Program  
122 C Street, N.W.  
Washington, D.C. 20001

District of Columbia  
Dept. of Manpower - Job  
Planning Branch  
500 C Street, N.W.  
Washington, D.C. 20001

Friends of the Superior Court  
613 G Street, N.W.  
Washington, D.C. 20001

Human Resources Development Institute  
AFL-CIO  
511 Florida Avenue, N.W.  
Washington, D.C. 20001

Human Resources Development Institute  
AFL-CIO  
815 16th Street, N.W.  
Washington, D.C. 20006

Offender Rehabilitation Public  
Defenders Service  
601 Indiana Avenue, N.W.  
Washington, D.C. 20004

One America Vista Volunteer for Female  
Ex-Offenders  
1750 Pennsylvania Avenue, N.W.  
Washington, D.C. 20006

Project Start/American University  
Massachusetts & Nebrasks Aves., N.W.  
Washington, D.C. 20016

Shaw III Bureau of Rehabilitation  
2019 19th Street, N.W.  
Washington, D.C. 20009

North Central Manpower Center  
6444 N.W. 7th Avenue  
Miami, Florida 33150

Transition, Inc.  
1150 S.W. 22nd Street  
Miami, Florida 33129

Multi-Occupational Cooperative Work-Study  
Project  
Box 7  
Florida A & M University  
Tallahassee, Florida 32307

Hillsborough/Tampa Comprehensive Employment  
Program  
112 E. Cass Street  
Tampa, Florida 33602

Manpower Occupational Training (CETA)  
1235 15th Street  
West Palm Beach, Florida 33401

Assistance to Offenders, Inc.  
848 Peachtree Street, N.E.  
Atlanta, Georgia 30308

Atlanta MEP  
Atlanta, Georgia

Georgia Restitution Program  
Ga. Dept. of Corrections  
800 Peachtree Street  
Room 321  
Atlanta, Georgia 30308

Manpower Training for Ex-Offenders  
360 Nelson Street, S.W.  
Atlanta, Georgia 30313

State of Idaho  
Department of Correction  
Division of Probation & Parole  
P.O. Box 8478  
Boise, Idaho 83707

Casa Nuestra (Our House)  
1926 N. Humboldt Blvd.  
Chicago, Illinois 60647

Chicago's Parolee Employment Program  
121 No. LaSalle Street  
Chicago, Illinois 60602

Operation DARE  
343 South Dearborn Street  
Chicago, Illinois 60604

PACE Institute  
2600 S. California  
Chicago, Illinois 60608

Vocational Alternatives Program  
142 West Wood Street  
Decatur, Illinois 62523

Community Correctional Services for  
the 16th Judicial Circuit  
P.O. Box 143  
Geneva, Illinois 60134

State of Illinois Correctional Career  
Counseling Program  
School District 428  
Box 400 Stateville Correctional Center  
Lockport, Illinois 60441

Safer Foundation  
Operation DARE  
Rock Island Branch  
718 24th Street  
Rock Island, Illinois 61201

HOPE (Help Offenders Procure Employment)  
401 S. Main Street  
Rockford, Illinois 61101

Northern Illinois Federation for Offenders  
304 N. Main Street  
Rockford, Illinois 61101

Community Resource Development  
100 No. Senate, Room 804  
Indianapolis, Indiana 46204

Public Action in Correctional Effort  
1505 N. Delaware  
Indianapolis, Indiana 46202

PACT Community Resource Center  
Prisoner and Community Together, Inc.  
431 Willard Avenue  
P.O. Box 177  
Michigan City, Indiana 46360

CETA (Correctional Training Program for  
Ex-Offenders)  
401 Topeka Avenue  
Topeka, Kansas 66603

Comprehensive Employment & Training  
535 Kansas - Suite 900  
Topeka, Kansas 66603

Inmate Placement System  
811 Kansas  
Topeka, Kansas 66612

7th Step Foundation of Topeka, Inc.  
220½ W. 6  
Topeka, Kansas 66601

Pre-Release Program  
P.O. Box 128  
Eddyville, Kentucky 42445

Operation RESTORE  
Bureau of Rehabilitation Services  
Kentucky State Reformatory  
P.O. Box 188  
LaGrange, Kentucky 40031

Action-Jobs Program  
1015 W. Chestnut Street  
Louisville, Kentucky 40203

Blackburn Correctional Complex  
Pre-Release Program  
3111 Spurr Road  
Lexington, Kentucky 40511

Clearinghouse for Ex-Offenders  
Court Square Bldg. #208  
107 Cheapside  
Lexington, Kentucky 40507

Louisville Clearinghouse for Ex-Offenders  
429 West Walnut  
Louisville, Kentucky 40202

Project PROVE  
429 West Walnut Street  
Louisville, Kentucky 40202

Volunteers of America  
Box 1600  
Lexington, Kentucky 40501

Clearinghouse for Ex-Offenders  
405 York Street  
Newport, Kentucky 41071

Community Correction & Rehabilitation  
Center, Inc.  
P.O. Box 3593  
Baton Rouge, Louisiana 70821

Community Service Center, Inc.  
4000 Magazine Street  
New Orleans, Louisiana 70115

Vocational Rehabilitation Services  
32 Winthrop Street  
Augusta, Maine 04330

Pathways Vocational Rehabilitation  
Center/ Pathways, Inc.  
66 Oxford Street  
Lewiston, Maine 04240

Maine Correctional Center  
119 Mallison Street  
South Windham, Maine 04082

Manpower Training Division  
c/o Maine State Prison  
Thomaston, Maine 04861

Division of Vocational Rehabilitation  
Correctional Program  
920 Greenmount Avenue  
Baltimore, Maryland 21202

Impact Manpower Services  
100 W. 23rd Street  
5th Floor  
Baltimore, Maryland 21218

Institutional Training Project  
2701 W. Patapsco Avenue  
Baltimore, Maryland 21230

Maryland Model Ex-Offender Program  
2506 N. Charles  
Baltimore, Maryland 21218

Prisoner's Aid Association of Maryland  
109 Old Town Bank Building  
321 Fallsway  
Baltimore, Maryland 21202

Project F.O.U.N.D.  
10 E. Fayette Street  
Baltimore, Maryland 21202

Veterans Administration Outpatient  
Drug Clinic  
Federal Building  
31 Hopkins Plaza  
Baltimore, Maryland 21202

Ex-Offender Program of the National  
Alliance of Businessmen  
141 Baltimore Street  
Cumberland, Maryland 21502

The National Alliance of Businessmen  
138 East Antietam Street  
Suite 208  
Hagerstown, Maryland 21740

Washington County Manpower (Md.)  
County Office Building  
33 W. Washington Street  
Hagerstown, Maryland 21740

Model Inmate Employment Project  
14311 Water Street  
Upper Marlboro, Maryland 20870

Boston Offender Service Project  
79 Chandler Street  
Boston, Massachusetts 02117

Law Offender Service Division  
Charles F. Hurley Building  
Government Center  
Boston, Massachusetts 02114

Massachusetts Parole Board  
100 Cambridge Street  
Boston, Massachusetts 02202

Self-Development Group, Inc.  
14 Somerset Street  
Boston, Massachusetts 02108

Transitional Employment Enterprises  
11 Beacon Street  
Boston, Massachusetts 02108

Twin Cities Area Chamber of Commerce  
Title I Vocational Education and Job  
Development Programs  
777-B Riverview Drive  
P.O. Box 1208  
Benton Harbor, Michigan 49022

Michigan Department of Commerce  
Community Services Unit  
1200 Sixth Street - Mezzanine  
Detroit, Michigan 48226

Project Transition  
100 Parsons Street  
Detroit, Michigan 48201

Ex-Offenders Contact Center  
334 Rumsey S.W.  
Grand Rapids, Michigan 49503

Employment and Training Services  
Douglass Community Assoc.  
231 E. Ransom Street  
Kalamazoo, Michigan 49007

Amicus, Inc.  
1009 Nicollet Avenue  
Minneapolis, Minnesota 55403

Project H.I.R.E.  
1009 Nicollet Mall  
Minneapolis, Minnesota 55403

Project Newgate  
430 Oak Grove  
Minneapolis, Minnesota 55403

NAB Ex-Offender Program  
733 North State Street  
Suite 3  
Jackson, Mississippi 39201

Humas Resources Development Institute  
AFL-CIO  
1615 Convent Avenue  
Pascagoula, Mississippi 39567

Missouri Division of Correction  
Community Service Center  
703 Broadway  
Cape Girardeau, Missouri 63701

Missouri Division of Correction  
Community Service Center  
512 Cherry  
P.O. Box 434  
Columbia, Missouri 65201

Missouri Model Ex-Offender Program  
911 Missouri Boulevard  
P.O. Box 236  
Jefferson City, Missouri 65101

Heart of America Job Therapy  
907½ N. Seventh Street  
Kansas City, Missouri 66101

Missouri Division of Correction  
Community Service Center  
4612 Troost  
Kansas City, Missouri 64110

Missouri Division of Correction  
Community Service Center  
4100 Page Boulevard  
St. Louis, Missouri 63113

Missouri Division of Correction  
Community Service Center  
320 E. Pershing  
Springfield, Missouri 65804

Rehabilitation Resource Agent Program  
Box 1884  
Billings, Montana 59103

Providence Resocialization Center  
920 4th Avenue North  
Great Falls, Montana 59401

CETA Concentrated Employment Program  
529 North Warren  
Helena, Montana 59601

Parolee Opportunity Program  
P.O. Box 1728  
Helena, Montana 59601

Rehabilitation Resource Agent Program  
127 E. Main - Suite 303  
Missoula, Montana 59801

Rehabilitation Resource Agent Program  
R. 226 Power Block  
Helena, Montana 59601

Houses of Hope  
1601 Euclid  
Lincoln, Nebraska 68502

Lincoln CETA  
129 No. 10th Street  
Lincoln, Nebraska 68508

Comprehensive Employment and Training  
Agency  
2002 Burt Street  
Omaha, Nebraska 68102

Seventh Step Foundation  
5351 North 30th Street  
Omaha, Nebraska 68111

Bureau of Vocational Rehabilitation  
1160 E. Williams Street  
Room 119  
Carson City, Nevada 89710

Work Release Program  
2531 N. Carson  
Carson City, Nevada 89701

Las Vegas/Clark County Consortia  
300 Las Vegas Boulevard North  
Las Vegas, Nevada 89101

Nevada State Rehabilitation Learning Center  
628 Belrose  
Las Vegas, Nevada 89106

Parole and Probation Outreach Office  
Bureau of Vocational Rehabilitation  
State Mail Room Complex Room 201  
215 E. Bonanza Road  
Las Vegas, Nevada 89158

Bureau of Vocational Rehabilitation  
1050 Motley Lane  
Reno, Nevada 89502

Nevada Employment Security Department  
70 W. Taylor Street  
Reno, Nevada 89509

Community Corrections Center - Shea Farm  
Iron Works Road  
Concord, New Hampshire 03301

Housing Opportunities, Inc.  
201 Main Street  
Tilton, New Hampshire 03276

Atlantic City Manpower Service Admn.  
CETA  
2001 Atlantic Avenue  
Atlantic City, New Jersey 08401

Continuing Adult Education  
Glassboro State College  
Glassboro, New Jersey 08028

Job Bank Project  
Bergen County Probation Department  
133 River Street  
Hackensack, New Jersey 07601

Hudson County Vocational Center  
111 Storms Avenue  
Jersey City, New Jersey 07306

Garden State School District  
1901 N. Olden Avenue  
Trenton, New Jersey 08616

Morrow Projects of the N.J. Association  
on Correction  
21 No. Clinton Avenue  
Trenton, New Jersey 08901

New Jersey Association for Ex-Offenders  
Employment Service  
1901 N. Olden Avenue  
Trenton, New Jersey 08618

PROBE Prisoner Rehabilitation, Inc.  
66 1 Chenango Street  
Binghamton, New York 13901

B.U.I.L.D.  
19 East Utica Street  
Buffalo, New York 14209

Corrections Association of New York  
135 East 15th Street  
New York, N.Y. 10003

The Fortune Society  
29 E. 22nd Street  
New York, New York 10010

Independence House  
503 W. 27th Street  
New York, N.Y. 10001

Women's Prison Association and  
Hopper Home  
110 Second Avenue  
New York, N.Y. 10003

Long Island Friends of Fortune  
382 Main Street  
Port Washington, N.Y. 11050

Bridge Volunteers/Associates, Inc.  
750 West Main Street  
Rochester, New York 14611

C.A.R.E.E.R.S. of Syracuse and Onondaga  
County, Inc.  
408 South Avenue  
Syracuse, N.Y. 13204

Human Resources Development Institute  
309 South Franklin Street  
Room 405  
Syracuse, N.Y. 13202

Project Re-Entry  
309 South Franklin Street  
Syracuse, N.Y. 13202

Street Time, Inc.  
P.O. Box 234  
Utica, N.Y. 13501

Advanced Opportunity Program  
20 Church Street  
White Plains, N.Y. 10601



Division of Adult Probation and Parole  
118 Court Arcade Building  
Charlotte, N.C. 28202

Civision of Adult Probation and Parole  
Pre-Release and Aftercare Services  
1332 Baxter Street  
2nd Floor  
Charlotte, N.C. 28204

Division of Adult Probation and Parole  
831 West Morgan Street  
Raleigh, N.C. 27603

Division of Adult Probation and Parole  
Pre-Release and Aftercare Services  
831 West Morgan Street  
Raleigh, N.C. 27603

North Dakota Model Ex-Offender Program  
Governor's Office  
State Capitol  
Bismarck, N.D. 58505

Parolee Rehabilitation Employment  
Program  
1050 Freeway Drive North  
Columbus, Ohio 43229

Talbert House Ex-Offender Services  
Project  
1632 Central Parkway  
Cincinnati, Ohio 45210

Parole Officer Aide Program  
1050 Freeway Drive North  
Columbus, Ohio 43229

Mahoning County Residential Treatment  
Center  
1764 Market Street  
Youngstown, Ohio 44507

Council of Resocialization for  
Ex-Offenders, Inc.  
505 N.E. 46th  
Oklahoma City, Oklahoma 73105

Oklahoma Department of Corrections  
Community Treatment Program  
3400 N. Eastern  
Oklahoma City, Oklahoma 73111

Oklahoma Halfway House, Inc.  
517 S.W. 2nd  
Oklahoma City, Oklahoma 73125

Oklahoma Volunteers in Corrections  
5500 N. Western, Suite 100-A  
Oklahoma City, Oklahoma 73118

On-the-Bricks, Inc.  
524 South Boulder, Suite 318  
Tulsa, Oklahoma 74103

Tulsa Area Manpower Authority, Inc.  
608 E. Apache  
Tulsa, Oklahoma 74106

Camp Adair Project  
330 N.W. 9th Street  
Corvallis, Oregon 97330

Job Therapy of Oregon, Inc.  
1535 N.E. 17th Street  
Portland, Oregon 97232

Burglary Offender Project  
2575 Center Street, N.E.  
Salem, Oregon 97310

Oregon Model Ex-Offender Program  
2575 Center Street, N.E.  
Salem, Oregon 97310

Community Services Division/Community  
Service Centers  
P.O. Box 598  
Camp Hill, Pennsylvania 10711

Public Offender Program  
Labor and Industry Building  
Seventh and Forster Streets  
Harrisburg, Pennsylvania 17121

Institute of General, Mechanical and  
Electrical Science  
1315 Walnut Street  
Philadelphia, Pennsylvania 19107

Intensive Parole Unit  
State Office Building  
1400 Spring Garden Avenue  
Philadelphia, Pennsylvania 19130

Philadelphia Adult Probation  
Vocational Counseling and Job Referral Unit  
1 North 13th Street  
Philadelphia, Pennsylvania 19107

Female Offenders Program of Western  
Pennsylvania  
906 Fifth Avenue  
Pittsburgh, Pennsylvania 15219

Goodwill Industries of Pittsburgh, Inc.  
2600 E. Carson Street  
Pittsburgh, Pennsylvania 15203

Urban Talent Development, Inc.  
5604 Baum Boulevard  
Pittsburgh, Pennsylvania 15206

OIC's of America, Inc.  
Project INCITE  
100 W. Coulter Street  
Philadelphia, Pennsylvania 19144

Employment Placement for Correctional  
Services  
Vocational Program  
Centro Gubernamental  
Buzon #3  
Mayaguez, Puerto Rico 00708

Puerto Rico Model Ex-Offender Program  
Ave. Ramon B. Lopez  
Esquina Lealtad - Edif. M & N  
Rio Piedras, Puerto Rico 00928

Intensive Treatment Center for Parolees  
Administration of Correction  
Call Box 71308 - G.P.O.  
San Juan, Puerto Rico 00936

Alston Wilkes Society  
P.O. Box 363  
221 Devine Street  
Columbia, S.C. 29202

Economic Development Pilot Program  
4444 Broad River Road  
Columbia, South Carolina 29210

Midlands Community Action Agency  
2000 Washington Street  
Columbia, South Carolina 29204

Public Offender Project  
Watkins Pre-Release Center  
4546 Broad River Road  
Columbia, South Carolina 29210

Tennessee Model Ex-Offender Program  
618 Doctors Building  
Nashville, Tennessee 37203

Development Assistance for  
Rehabilitation, Inc.  
1711-A East First Street  
Austin, Texas 78702

HEART Model Ex-Offender Program  
210 Barton Springs Road  
TDCA/YSD - 3rd Floor  
Austin, Texas 78704

State Bar of Texas Comprehensive Offender  
Manpower Program  
Job Placement Office  
115 W. 5th Street  
Austin, Texas 78711

Volunteers in Parole Project  
P.O. Box 12487  
Austin, Texas 78711

Reality House  
405 E. Washington  
Brownsville, Texas 78520

Community Treatment Center  
3401 Gaston Avenue  
Dallas, Texas 75246

Seventh Step Foundation of Texas, Inc.  
P.O. Box 10681  
Dallas, Texas 75247

Way Back House, Inc.  
526 Liberty  
Dallas, Texas 75204

El Paso County Pre-Trial Diversion  
Project P.I.V.O.T.  
1714 E. Yandell  
El Paso, Texas 79902

Forth Worth Center for Ex-Offenders, Inc.  
2106 Evans Avenue  
Fort Worth, Texas 76104

Tarrant County Model Ex-Offender Program  
100 W. Weatherford Street  
Fort Worth, Texas 76102

Williamson Burnet County Opportunities, Inc.  
Comprehensive Employment and Training  
Program  
P.O. Box 740  
Georgetown, Texas 78626

New Directions Club, Inc.  
3520 Montrose - Suite 100  
Houston, Texas 77006

Permian Place CPC  
Box 4753  
415 N. Texas Street  
Odessa, Texas 79760

Community Corrections Center  
1865 West North Temple  
Salt Lake City, Utah 84116

Job Service Public Offender Program  
1234 South Main Street  
Salt Lake City, Utah 84111

Utah State Board of Education  
Division of Rehabilitation Services  
South Salt Lake District  
Probation Division  
5138 So. State Street  
Salt Lake, Utah 84107

Utah State Board of Education  
Division of Rehabilitation Services  
South Salt Lake District  
Parole Division  
5138 South State Street  
Salt Lake, Utah 84107

Utah State Board of Education  
Division of Rehabilitation Services  
South Salt Lake District  
Prison Division  
5138 South State Street  
Salt Lake, Utah 84107

Vermont Job Service  
Vermont D.E.S.  
Box 648 - 347 North Main Street  
Barre, Vermont 05641

Vermont Job Service  
Vermont D.E.S.  
108 Gage Street  
Bennington, Vermont 05201

Vermont Job Service  
Vermont D.E.S.  
59 - 63 Pearl Street  
Burlington, Vermont 05477

Vermont Job Service  
Vermont D.E.S.  
25 Main Street  
Springfield, Vermont 05156

Vermont Job Service  
Vermont D.E.S.  
5 North Main Street  
White River Junction, Vermont 05001

St. Albans D.E.S.  
86 N. Main Street  
St. Albans, Vermont 05478

Work Out  
Room 305-A  
39 - 43 Pearl Street  
Burlington, Vermont 05401

CETA Ex-Offender Program  
Pleasant Street  
Morrisville, Vermont 95661

Orleans County Council of Social Agencies  
Box 36, St. Johnsbury  
10 Main Street  
Newport, Vermont 05855

Vermont Model Ex-Offender Program  
77 Hegeman Avenue  
Fort Ethan Allen  
Box 185  
Winoski, Vermont 05404

Offender Aid and Restoration (O.A.R.)  
414 Fourth Street  
Charlottesville, Virginia 22901

Offender Aid and Restoration  
10405 Main Street  
Fairfax, Virginia 22030

Offender Aid and Restoration  
2402 Orcutt Avenue  
P.O. Box 463  
Newport News, Virginia 23607

Offender Aid and Restoration of Richmond, Inc.  
The Mosque - Room 304  
6 North Laurel Street  
Richmond, Virginia 23227

Henrico - Chesterfield - Hanover Manpower  
Planning Council  
5655 South Laburnam Avenue  
Richmond, Virginia 23231

Project AID - SIR, Inc.  
312 East Clay Street  
Richmond, Virginia 23219

Adult Probation and Parole  
Job Development Program  
410 United Pacific Building  
1000 Second Avenue  
Seattle, Washington 98104

Futures Clear  
4116 S.W. 100th Street  
Seattle, Washington 98146

Interaction  
1370 Stewart Street  
Seattle, Washington 98109

Job Therapy  
205 Smith Tower Building  
Seattle, Washington 98104

Operational Emergency Center:  
Action for Adult Offenders  
2214 So. Jackson  
Seattle, Washington 98144

P.I.V.O.T.  
1700 N.E. 150th Street  
Seattle, Washington 98155

Tacoma Work/Training Release  
P.O. Box 1038  
Steilacoom, Washington 98388

Tacoma Metro National Alliance of  
Businessmen  
302 Broadway Terrace Building  
Tacoma, Washington 98402

Clark County Department of Community  
Based Corrections  
703 W. 15th Street  
Vancouver, Washington 98660

Pre-Hab  
510 W. 11th Street  
Vancouver, Washington 98660

West Virginia Work Incentive Program  
362 N. MacCorkle Avenue, S.E.  
Charleston, West Virginia 25304

**END**