

# Interrupting the Cycle of Violence

A PROPOSAL FOR COMMUNITY BASED VIOLENCE PREVENTION PARTNERSHIP

Presented by

**RecycleForce**



**RECYCLE  
FORCE**

A cleaner  
environment.  
A stronger  
workforce.

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**Statement of Problem**

**Violence in Targeted Neighborhoods**

Indianapolis is facing a crisis. Violent crime in Indianapolis – 1,254.7/100,000 residents<sup>1</sup> – is more than 3.5 times higher than violent crimes in the state (365.3/100,000 residents).<sup>2</sup> The recent protests that some have used as a cover for violent acts in our community and throughout the country suggests that we need efforts toward peace and violence reduction more than ever. As of this writing, we are not aware that any of the more than 100 people who RecycleForce or our partner Keys2Work employs has been involved in any of these destructive activities.

RecycleForce predominantly serves 14 Zip Codes where crime, poverty, and community resource and jobs scarcity have created neighborhoods in deep distress with high levels of violence. RecycleForce is located in the IndyEast Promise Zone – with a poverty rate of 47.39% and an unemployment rate of 24.53% – and nearly 40% of its workers reside there. EmployIndy has identified five priority neighborhoods with greater than average unemployment and under-employment<sup>3</sup>, and 45% of RecycleForce workers are from these neighborhoods. Nearly 60% of RecycleForce workers come from six high crime areas identified by IMPD that account for 4.7% of the population, but 27% of homicides and 30% of non-fatal shootings.<sup>4</sup> Nearly 30% of RecycleForce workers live in the city’s Great Places 2020 Neighborhoods in which communities have developed Quality of Life Plans, all of which include local job creation and crime reduction.<sup>5</sup>

Zip Codes
46201
46218
46204
46226
46205
46222
46208
46202
46203
46219
46235
46254
46229
46228

<sup>1</sup> Uniform Crime Statistics, Indianapolis Metropolitan Police Department, 2014: <https://www.ucrdatatool.gov/Search/Crime/Local/RunCrimeOneYearofData.cfm>.

<sup>2</sup> Uniform Crime Report Statistics 2014: <https://www.ucrdatatool.gov/Search/Crime/State/RunCrimeOneYearofData.cfm>.

<sup>3</sup> Orr, S. (20 June 2016). EmployIndy makes push for collaboration under new leaders. *Indiana Business Journal*. <http://www.ibj.com/articles/59088-employindy-makes-push-for-collaboration-under-new-leaders>.

<sup>4</sup> King, R., & Campbell, M. (9 Oct 2014). Mayor Ballard and IMPD to focus on 6 dangerous Indy-area neighborhoods. *Indianapolis Star*. <http://www.indystar.com/story/news/crime/2014/10/09/mayor-ballard-and-impd-to-focus-on-crime-prevention-in-six-indianapolis-area-neighborhoods/16979317/>.

Using FBI data to predict violent crime, 3 neighborhoods in the target area were among the 25 most dangerous neighborhoods in the country in 2018 – #2, East 34<sup>th</sup> Street and Southerland Avenue; #7, North Indianapolis; and #18, Massachusetts Avenue and East 34<sup>th</sup> Street. In these neighborhoods, residents had a 1:13-16 chance of being a victim of violent crime.<sup>6</sup> Overall, Indianapolis is the country's 31<sup>st</sup> most violent city with residents having a 1:77 chance of being a victim of a violent crime. With a crime rate of 55.37 per 1000 residents, Indianapolis has one of the highest crime rates in America compared to all communities of all sizes. Within Indiana, more than 99% of the communities have a lower crime rate than Indianapolis.<sup>7</sup> On a positive note, in 2019, Indianapolis was ranked as the 27<sup>th</sup> most violent city in the country suggesting that the violence reduction efforts in the community are having a positive impact.

### **Issues Contributing to Rate of Violence and Violence Prevention Priorities**

Crime, poverty, and the scarcity of community resources and employment opportunities as well as the presence of drugs and weapons contribute to high levels of violence in the neighborhoods targeted by this initiative. We must also acknowledge the impact that the criminal justice system has on violence in our community – violence begets violence. The social unrest occurring in many cities in response to the death of George Floyd evolved into days of violence in Indianapolis. Moreover, the COVID-19 pandemic has created record unemployment which in turn creates a sense of hopelessness and desperation that often contributes to violent behaviors. We are in the midst of a perfect storm of events in which violence has erupted.

### **Population of Focus**

The population of focus is justice-involved adults referred to RecycleForce and/or Keys2Work

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<sup>5</sup> Total is >100% because areas of focus for these agencies contain some overlap.

<sup>6</sup> Schiller, A. (Nov 2018). The Most Dangerous US Neighborhoods of 2018. [www.neighborhoodscout.com/blog/25-most-dangerous-neighborhoods](http://www.neighborhoodscout.com/blog/25-most-dangerous-neighborhoods).

<sup>7</sup> Schiller, A. (Jan 2020). Most Dangerous Cities – 2020. <https://www.neighborhoodscout.com/in/indianapolis/crime>.

for employment and reentry services and the communities in which those individuals and/or their families reside.

### **Mobilizing Community Residents and Reducing Violent Crime**

Shonna Majors and IVRP outreach workers are mobilizing community residents to reduce violent crime and will serve as liaisons among participants and local service providers, institutions, neighborhood leaders, community coalitions, and residents. IVRP is committed to continuing its mobilization work in the community and has committed to supporting this work through regular attendance at and leadership to the daily circle at RecycleForce.

### **Design and Implementation**

RecycleForce will provide direct services, including employment and behavioral health services, for the population of focus. RecycleForce has a well-established peer mentoring program with mentors trained and supervised by Trusted Mentors. Rev. Charles Neal of Brookside Community Church, formerly a RecycleForce participant who advanced in the organization to Director of Peer Mentoring, provides several hours of service weekly engaged with and training peer mentors. Therefore, RecycleForce peer mentors are well equipped to manage many issues that often precipitate violent behaviors. When issues arise that the peer mentors find difficult to deal with, B4UFALL will be engaged to work directly with the participant to diffuse emotions and bring a different perspective to the situation. This is a key role for B4UFALL and IVRP.

Even before the pandemic and current civil unrest, behavioral health issues – mental health and substance use – were common among those served by RecycleForce. The current climate has exacerbated the impact of behavioral health on all individuals, especially those who struggle with mental health issues, and has had a negative impact on the use of alcohol and other drugs to cope in the current environment. We will expand our onsite behavioral health services to help

participants managed these issues. Ms. Rhonda Battles-Winters, a licensed therapist, will provide both therapeutic intervention and referral to behavioral health services in the community as needed. She has been working with several RecycleForce and Keys2 participants throughout the last few months and has had remarkable success in that short period of time.

B4UFALL will be engaged for direct interventions with and mentoring of high-risk participants, with a focus on out of school youth. Shane Shepard and B4UFALL staff will attend the morning circle at RecycleForce periodically in order to present the availability of violence intervention services in the group setting and also as a way to get to know participants as they interact with them within the morning circle. When appropriate, he will involve IVRP staff in these circle meetings. He will also attend the peer mentor meeting at least twice per month where he will work with RecycleForce peer mentors on how to identify individuals who may be prone to violence, how to diffuse potentially difficult situations, and when to refer a program participant to one-on-one services with B4UFALL. Shepard will be onsite at RecycleForce at least weekly where difficult participants can be sent to him for direct intervention. It is anticipated that Shepard will have 10 hours or more per month of one-on-one intervention. Shepard and B4UFALL will also engage with program participants outside of the worksite, including providing on-call services to participants outside of work.

### **Evidence-based Program and Practices**

Components of the RecycleForce model – transitional employment, occupational skills and safety training, industry-recognized credentialing, case management, mentoring, educational services, support services, employability skills training, job search/job placement assistance, and follow-up – are grounded in evidence-based and -informed practices. A program to which RecycleForce is often compared is Center for Employment Opportunities' (CEO) TJ program in New York City. A recent study of the CEO program suggests that mentoring relationships with ex-

offender peers experience better outcomes.<sup>8</sup> A meta-analysis on accessing adult basic education classes has been deemed a Promising Practice for reducing recidivism and increasing employment and socioeconomic status (job placement outcomes) by the National Institute of Justice,<sup>9</sup> and a second meta-analysis suggests that work readiness activities are a promising intervention.<sup>10</sup> A third meta-analysis of employment strategies provides key takeaways for programs serving formally incarcerated individuals,<sup>11</sup> all of which are robust in the RecycleForce model:

- 1) Experience at both the organizational and staff levels are cited frequently in research reports as a key factor in the success of employment programs.
- 2) A deep understanding of industry needs and the ability to respond as those needs change is necessary for effective sector-based training programs.
- 3) Local employer connections are crucial for success of workforce program – whether made through a trained job developer focused on immediate employment, or the relationships inherent in delivering a training program that meets the needs of local employers.
- 4) Meet participants where they are – mold the program around the participant, not the participant around the program. Understanding participants’ skills and needs helps identify not only the right employment strategy, but also the other kinds of support they will require.
- 5) Provide connections to “next step” programs.

RecycleForce proposes to continue to integrate and expand the work of B4UFALL into its evidence-based reentry program. B4UFALL has been working with RecycleForce clients and the out-of-school youth referred from Keys2 for work experience for nearly a year, so protocols with

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<sup>8</sup> Zweig, J., Yahner, J. & Redcross, C. (October 2010). Recidivism Effects of the Center for Employment Opportunities (CEO) Vary by Prisoners’ Risk of Reoffending. [www.mdrc.org/recidivism-effects-center-employment-opportunities-ceo-program-vary-formerprisoners%E2%80%99-risk](http://www.mdrc.org/recidivism-effects-center-employment-opportunities-ceo-program-vary-formerprisoners%E2%80%99-risk).

<sup>9</sup> Corrections-Based Adult Basic/Secondary Education. [www.crimesolutions.gov/PracticeDetails.aspx?ID=21](http://www.crimesolutions.gov/PracticeDetails.aspx?ID=21).

<sup>10</sup> Sama-Miller, E., Maccarone, et al. (Nov 2016). Assessing the Evidence Base: Strategies That Support Employment for Low-Income Adults. Employment Strategies for Low-Income Adults Evidence Review. [www.acf.hhs.gov/sites/default/files/opre/eser\\_ib\\_summary\\_110116\\_508.pdf](http://www.acf.hhs.gov/sites/default/files/opre/eser_ib_summary_110116_508.pdf).

<sup>11</sup> Maguire, S., Johnson, L.E., & Jessup, A. (8 Feb 2013). Supporting Second Chances: Employment Strategies for Reentry Programs. Public/Private Ventures. [http://ppv.issuelab.org/resource/supporting\\_second\\_chances\\_employment\\_strategies\\_for\\_reentry\\_programs](http://ppv.issuelab.org/resource/supporting_second_chances_employment_strategies_for_reentry_programs).

Trusted Mentors, RecycleForce, and Keys2 staff are already established. Existing evidence from the ETJD study<sup>12</sup> and the review of our peer program by Chad Harrod<sup>13</sup> suggest that our peer model works. But as Harrod's report reveals, peers often struggle with difficult clients and they need support to effectively serve these clients. Trusted Mentors' structured approach and works well for many clients. The faith-based efforts provided by Rev. Neal and Brookside Community Church work for many as well. Yet, RecycleForce management and staff recognize the need for support with some clients beyond what Trusted Mentors, Rev. Neal, and our peer mentors can provide. These efforts are as important for participants in after-works settings and when issues that impact our city and poor neighborhoods arise. Our year-long work with B4UFALL has been positive, and we will use this grant and our lessons learned from the first IVRP to provide a deeper look into the successes and challenges of working with the high risk clients we serve.

### **Implementation Plan**

As described in the section titled Design and Implementation, the existing intervention work of B4UFALL will be maintained and, in some areas, expanded. RecycleForce has various providers onsite regularly to engage participants in their services, and Rhonda Battles-Winters will greatly expand her services to help participants with behavioral health needs. Some agencies that provide services to RecycleForce participants do so outside of the workday, so engaging B4UFALL with program participants in the community will also be incorporated into this component of the RecycleForce program. RecycleForce will work with its current providers to facilitate better connections and working relationships with B4UFALL.

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<sup>12</sup> MDRC. (Nov 2016). Findings from Workforce Investment Act Evaluation: Intensive Services Help People Find Jobs, Earn More. <https://www.mathematica-mpr.com/our-publications-and-findings/projects/wia-gold-standard-evaluation>.

<sup>13</sup> Herrod, C. (2017). An Ethnographic Study of the Peer Mentor Model at RecycleForce: Explaining Successes and Identifying Suggestions for Improvement. Submitted for publication.

## **Key Activities**

Key activities in the RecycleForce program include transitional employment, occupational skills and safety training, industry-recognized credentialing, case management, mentoring, educational services, behavioral health services, other various support services like bus passes, employability skills training, job search/job placement assistance, and follow-up. This initiative will enable RecycleForce to add the following key activities to its standard program:

- Violence prevention group mentoring/counseling/education during certain morning circles.
- Onsite behavioral health services provided at no cost to the participants.
- Additional education/training and support for Peer Mentors specific to violence prevention.
- Weekly onsite access to small group and one-on-one mentoring/counseling/violence intervention services.
- On-call access to B4UFALL for community interventions as needed outside of regular hours.

## **Monitoring/Reporting Key Activities**

RecycleForce staff members Paul Sammons, Production Director, and Andrea Thomas, Case Manager, will be responsible for day-to-day monitoring of the proposed activities to ensure implementation according to the proposed design. Grant Manager, Rhonda Shipley, will work with these staff and Battles-Winters and Shepard to develop clear monitoring and data collection protocols. Shipley will oversee data collection and be responsible for grant reporting.

## **Outcomes**

RecycleForce will measure outcomes in three areas: outreach, employment, and recidivism.

*Outreach* – B4UFALL will provide most of the outreach activities for this initiative, which includes assisting in conflict mediation on the street, offering support for victims' and participants' families, educating program participants on the use of non-violent conflict skills and avoiding situations that involve the risk of violence, and spreading the message of non-violence to participants

and the community. Shepard is highly skilled in violence interruption, so within the parameters of the RecycleForce program and its participants, he will identify and mediate potentially violent conflicts on the street. This may entail talking one-on-one to associates and family members of shooting victims who may perpetuate a cycle of retaliatory violence or engaging with known gang members following violent acts. Rhonda Battles-Winters will reach out to participants referred by RecycleForce staff for behavioral health services and will provide HIPAA compliant information on the services she renders. Outreach provided by RecycleForce staff includes the mentoring activities under the auspices of the peer mentor program and engagement in pro-social activities like education and training programs and transitional work.

Short-term outcomes of outreach include participants developing pro-social bonds, embracing non-violent goals and attitudes, avoiding situations in which involving the risk of violence, and learn non-violent conflict skills. Long-term outcomes are that participants engaged with this initiative do not engage in violent behaviors. Shipley will work with Shepard, Battles-Winters, Thomas, and Sammons to develop a system of monitoring and reporting outreach outcomes, and Shipley will be responsible for all outcomes reporting.

*Employment* – RecycleForce anticipates serving 50 participants in this initiative, and all of them will be engaged in transitional employment or work experience in the recycling facility coupled with occupational skills training, employability skills training, and job placement.

The short-term outcomes of employment include engaging in the transitional job and training provided by RecycleForce. The long-term outcomes are that 70% of participants will secure unsubsidized employment. The case manager and job developers will collect data related to these outcomes and record it in the RecycleForce data management system. Unsubsidized employment will be verified through paycheck stubs and/or direct contact with the employer.

*Recidivism* – The short-term outcome associated with recidivism is that less than 15% of those served will be returned to prison while engaged in the program. The long-term outcome is that less than 25% will be returned to prison within one year of program completion. Data on this outcome will be collected by case management staff from Indiana Department of Correction public records.

## **Capabilities and Competencies**

### **Organization Capabilities**

RecycleForce has a long history of implementing activities within established timelines and to facilitate the timely and effective delivery of services, data collection, and reporting. It has successfully managed federal grants, including 6 from HHS, 3 from US DOL, and 2 from EPA, as well as a multitude of local and foundation grants, including the first IVPR grant, Community Crime Prevention, Community Development Block Grant, Nina Mason Charitable Trust, Kellogg Foundation, Lilly Foundation, Simon Family Foundation, Fairbank Foundation, Clowes Fund, and many others. RecycleForce has completed seven A133 audits, all without findings.

### **Staff Experience and Competencies**

RecycleForce staff is stable, with the President, Chief Financial Officer, Grant Manager being in place since inception and many other key staff with tenures of 7-10 years. Because RecycleForce serves returning citizens deemed moderate- and high-risk to recidivate, staff are experienced in addressing participant issues related to violent crime. A story aired by Fox 59 about RecycleForce captures the history of violence of the participants served by RecycleForce.<sup>14</sup> The expertise of Shane Shepard in addressing violent crime in the community and of Rhonda Battles-Winters in providing behavioral health services to high-risk returning citizens will provide an

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<sup>14</sup> McQuaid, R. (20 Sep 2018). Recycle Force hires high-risk offenders to help them make a living and stay out of trouble. [https://west.exch026.serverdata.net/owa/redirect.aspx?C=Eq-Sp7luiFCTd76gv\\_ejSjLoYu-g6p6eYvTf89EeyORJma9RMs7WCA..&URL=https%3a%2f%2fwww.google.com%2famp%2fs%2ffox59.com%2f2018%2f09%2f20%2frecycle-force-hires-high-risk-offenders-to-help-them-make-a-living-and-stay-out-of-trouble%2famp%2f](https://west.exch026.serverdata.net/owa/redirect.aspx?C=Eq-Sp7luiFCTd76gv_ejSjLoYu-g6p6eYvTf89EeyORJma9RMs7WCA..&URL=https%3a%2f%2fwww.google.com%2famp%2fs%2ffox59.com%2f2018%2f09%2f20%2frecycle-force-hires-high-risk-offenders-to-help-them-make-a-living-and-stay-out-of-trouble%2famp%2f).

even greater level of competency to address violent crime and the issues that contribute to it.

**Ability to Serve the Population of Focus**

RecycleForce, a 501(c)3 nonprofit, has exclusively served justice-involved adults age 18 and over since 2006. Over the last four years, RecycleForce has begun serving increasingly more Opportunity Youth (18-24 year old out-of-school youth) through its partnership with Keys2Work.

**Coalition-building Efforts**

RecycleForce has built strong partnerships with law enforcement and other justice system partners. IMPD and IVRP attend the RecycleForce morning circle regularly. Oversight officials are frequently at RecycleForce to meet with and monitor their charges. Case managers have daily contact with work release, parole, and probation staff who have referred their clients to RecycleForce. When a participant is called before a judge for a technical rule violation, RecycleForce sends a letter to ensure that the judge understands that the participant can return to RecycleForce, and this has helped build a strong collaboration with the courts.

**Collaborative Partners**

Collaborative partners and a brief description of the proposed engagement of each is provided below. Letters of intent that outline their collaborations are attached. Letters of support from City-County Councilors Vop Osili and Zach Adamson are also attached.

Partner	Engagement in this Project
B4UFALL	Various violence prevention intervention services.
Indianapolis Metropolitan Police Department	Periodic visits from IMPD officers to the morning circle.
Trusted Mentors	Regular training/support to peer mentors at weekly peer mentor meetings; help peer leaders deal with issues that arise when helping returning citizens learn how to work, gain credentials, adhere to criminal justice mandates, and avoid violence.
Keys2Work	Referral source of Opportunity Youth to be served.
Rhonda Battles-Winters	Onsite behavioral health services and referral to behavioral health services available in the community

**Plan for Collecting Necessary Data**

RecycleForce staff understand that specific data that measure both activities and results of actions must be collected and reported and that OPHS will set milestones following the award decision to monitor progress, oversee data collection, and disseminate funds. We further understand that unsatisfactory progress may lead to the suspension or revocation of funds.

**Gathering Required Data**

Data	Collection Responsibility	How Collected
Participant earnings while in transitional employment	RecycleForce CFO	Payroll Records
Group Violence Intervention Activities	Shane Shepard, B4UFALL	Circle calendar and B4UFALL reports to RecycleForce
Violence Intervention Activities with Individuals	Shane Shepard, B4UFALL	Case notes and reports to RecycleForce
Behavioral Health Services (HIPAA compliant reports)	Rhonda Battles-Winters	Case notes, service calendar, referral forms
Participant Training	Director of Training	RecycleForce Training Records
Participant Employment	Job Developer and Keys2Work staff	Verified through direct contact with employers and/or paycheck stubs
Recidivism	Case Manager	Gathered from IDOC public records

On the agenda of RecycleForce’s weekly Directors Meeting is an update of the progress toward meeting the objectives of each grant. The Grant Manager develops key milestones with timelines and if any timelines are not fully met, director-level staff develop a plan of action with key assignments to ensure that the project continues to meet its outcomes and objectives.

**Data Systems**

RecycleForce uses Salesforce, a comprehensive client relationship management database to collect program data. Salesforce. Data collected in Salesforce includes basic participant demographics, training completion, case notes (i.e., services, mentoring), and employment outcomes (employer, wages, date of employment). Salesforce can be modified to collect

additional data as may be requested by OPHS, so it is not anticipated that additional data systems will need to be implemented for this project.

**Sharing Data with Public and OPHS**

RecycleForce will host a community facility tour and information session to share program outcomes. Community leaders, including those who have provided letters of support/ collaboration for this project, as well as community residents and OPHS staff will be invited.

**Budget Detail and Narrative**

Budget Item	Detail	Cost
Contract: B4UFALL	Regular engagement with peers and participants – 12 months * \$2,500/month	\$30,000
	Community-based activities	\$7,800
Contract: Mental Health Manager	Regular counseling with participants to decrease violence – 12 months *\$2,500/month	\$30,000
RF Staff – Case Manager	.25 FTE * \$44,000 + 28% fringe	\$14,080
RF Staff – Grant Manager	.10 FTE * \$60,000 + 28% fringe	\$7,680
Space		\$12,000
Project Cost		\$101,560
In-kind contribution by RecycleForce		<\$1,560>
<b>Total Request</b>		<b>\$100,000</b>

**Budget Narrative**

*Contract with B4UFALL* – RecycleForce will develop a services contract with B4UFALL. The cost is based on the usual and customary cost for these services as provided by B4UFALL.

*Contract with Rhonda Battles-Winters* – RecycleForce will develop a contract with Rhonda Battles-Winters to provide onsite behavioral health services and, as needed, referral to behavioral health services in the community for participants needing and desiring such services.

*Staff* – Two RecycleForce staff will be charged to this initiative with the line item cost consisting of wage and fringe benefits. The Case Manager will be responsible for coordinating referrals with criminal justice partners, developing Individual Career Plans with each participant,

monitoring progress through the RecycleForce program, referring participants to services, and data collection. The Grant Manager will develop protocol for and oversee all data collection as well as complete all reports to OPHS. The Production Director will not be charged to this grant, but as part of his ongoing duties he will help coordinate the activities of B4UFALL, engage with peer mentor staff and participants daily, assign Peer Mentors to participants, and work with other RecycleForce staff to make referrals to B4UFALL and Rhonda Battles-Winters.

*Space* – RecycleForce will allocate space in its facility to the activities necessary for the success of this violence prevention program. We have reviewed space allocation on per square foot basis and calculated that the staff and contractors working onsite represent 7% of monthly rent and utilities costs, which equates to \$1,000/month.

**Additional Materials**

**Timeline**

Milestone (Responsibility)	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Develop contract with B4UFALL and Rhonda Battles-Winters (RF President)	*											
Develop data collection protocol (Grant Manager)	*											
Ensure engagement of B4UFALL and IVRP in morning circle (Production Director)	*	*	*	*	*	*	*	*	*	*	*	*
Develop referral protocol for B4UFALL and Rhonda Battles-Winters (Shepard, Rhonda Battles-Winters, Production Director, and RF President)	*											
Identify/refer program participants to engage in violence prevention activities (minimum of 50 identified before end of project period) (Production Director, Case Manager)	*	*	*	*	*	*	*	*	*	*	*	*
Identify/refer program participants to engage in behavioral health services (minimum of 30 identified before end of project period) (Production Director, Case Manager)	*	*	*	*	*	*	*	*	*	*	*	*
Engaged referred participants in transitional jobs within 7 days of referral or as transitional jobs slots are available (Case Manager)	*	*	*	*	*	*	*	*	*	*	*	*
Develop individualized career plan with each participant on first day of program participation (Case Manager)	*	*	*	*	*	*	*	*	*	*	*	*
Engage referred participants in OSHA/RCRA training within 2 days of program entrance (Training Director)	*	*	*	*	*	*	*	*	*	*	*	*
Assign peer mentor to each program participants (Production Director)	*	*	*	*	*	*	*	*	*	*	*	*
Provide opportunity for participants to enter industry-recognized training program within 1 week of OSHA/RCRA training completion (Training Director)		*	*	*	*	*	*	*	*	*	*	*
Ensure B4UFALL participation in Peer Mentor Meeting at least monthly (Production Director)	*	*	*	*	*	*	*	*	*	*	*	*
Monitor program activities and outcomes weekly at Directors Meeting and develop corrective action plan as necessary (Grant Manager)	*	*	*	*	*	*	*	*	*	*	*	*
Develop job placements for program participants (Job Developer/Keys2Work staff)				*	*	*	*	*	*	*	*	*
Ensure all data collection activities are complete and current (Grant Manager)	*	*	*	*	*	*	*	*	*	*	*	*
Complete final report to OPHS and provide interim reports as requested (Grant Manager)												*
Invite stakeholders to post-grant tour and outcomes review. (RF President)												*

**Position Descriptions and Resumes**

The table below outlines the key personnel and their general responsibilities for managing and executing activities. Position descriptions and resumes are attached.

Key Personnel	Responsibilities
Paul Sammons Production Director	General oversight of participants working in warehouse; works with case managers to identify referrals to B4UFALL and behavioral health manager, engages Peer Mentors to serve participants.
Andrea Thomas Case Manager	Liaison with criminal justice partners; develop Individual Career Plans with participants; coordinate community partners delivering individualized services to participants; data collection
Rhonda Battles-Winters Contracted Behavioral Health Manager	As licensed therapist, provides short-term therapy to individuals served by this project who exhibit a need for therapeutic intervention. Makes referral for behavioral health assessment and medication management as needed.
Shane Shepard Contracted Violence Prevention Specialist	Engage and mentor program participants; data collection
Ken Alexander Training Director	Provide occupational safety and skills training.
Andrea Ayietta Job Developer	Develop job opportunities for program participants and prep them to effectively engage with potential employers; post job placement follow-up for job retention; data collection.
Rhonda Shipley Grant Manager	Develop data collection protocol, oversee data collection; complete all reporting.

**Disclosure of Pending Applications**

RecycleForce does not have any pending proposals, grants, sub-grants, or contracts that include requests for funding that support the activities for which funding is being sought through this proposal. It does, however, have both pending proposals and grants that will be leveraged to provide services to program participants. These services include occupational safety and skills training, job preparation and placement assistance, some services provided through community partnerships, and developing/overseeing the work of peer mentors. RecycleForce assures that this proposal includes no duplication of funding from any grants or outstanding proposals.

**Public Dissemination**

RecycleForce acknowledges that its proposal title and its name as the prime organization submitting a proposal under this solicitation will be publicly disseminated.



1234 W. 26th St.  
Indianapolis Indiana 46208  
317-400-7504  
[www.b4ufall.org](http://www.b4ufall.org)

June 8, 2020

Office of Public Health and Safety  
City-County Building  
200 E. Washington St., 2100  
Indianapolis, IN 46204

Subject: Letter of Collaboration for 2020 Community-Based Violence Prevention Partnership

On behalf of B4Ufall Inc, I am pleased to accept the opportunity to continue our work with RecycleForce under the Community-based Violence Prevention Partnership grant. If this grant is awarded, I will provide ongoing support to the RecycleForce program serving justice-involved adults and young adults by providing direct intervention with and mentoring of high-risk participants, with a focus on out of school youth.

Specifically, I will attend the morning circle at RecycleForce periodically to offer B4Ufall Inc's violence intervention services, which will also allow me to get acquainted with program participants as we interact in the morning circle. I will attend peer mentor meeting at least twice per month where I will help the peer mentors learn how to identify individuals who may be prone to violence, how to diffuse potentially difficult situations, and when to refer a program participant to one-on-one services with B4Ufall Inc. I will be onsite at RecycleForce at least weekly to provide one-on-one intervention to program participants who are referred to me by RecycleForce staff, and I will work with Rhonda Battles-Winters and other service providers to encourage program participants to take advantage of the valuable services provided by RecycleForce.

Finally, I will engage with program participants outside of the worksite, including providing after work hours emergency services/intervention. B4Ufall Inc. and RecycleForce will work closely with Shonna Majors and other Indianapolis Violence Reduction personnel. I believe that together, B4Ufall Inc. and RecycleForce have made great strides over the past year in interrupting the cycle of violence in the lives of returning citizens and their families; yet, the work has just begun. I look forward to being able to continue the work of B4Ufall Inc. that will be made possible through full funding of the proposal submitted by RecycleForce.

Sincerely,

Shane Shepherd  
Executive Director, B4Ufall Inc.





June 12, 2020

Office of Public Health and Safety  
City-County Building  
200 E. Washington St., 2100  
Indianapolis, IN 46204

**Subject: Letter of Collaboration for 2020 Community-Based Violence Prevention Partnership**

On behalf of Vision Wealth Group, LLC, we are pleased to provide this letter of collaboration for the above-named initiative. Rhonda Battles-Winters, owner of Vision Wealth Group, LLC, is a Licensed Clinical Addiction Counselor with more than 20 years of experience in encouraging and empowering diverse populations. For the last three plus years, she has served individuals engaged in the employment and training programs operated by RecycleForce and Keys2Work.

Vision Wealth Group, LLC, will contract with RecycleForce, for Rhonda Battles-Winters (and/or other qualified staff) to provide approximately 50 hours of onsite service per month, within a 3 day/week schedule. Services will include –

- Initial assessment
- Psychosocial (Identifies client's environmental history and relevant history and psychiatric past history)
- Individual Treatment Planning
- Individual brief-counseling sessions (up to 2 sessions weekly)
- Client-driven Support Group Meeting, once per week
- Daily client notation for records
- 30-day Reassessment of client progress
- Safety Planning (if needed for a client exhibiting behaviors warranting intervention)
- Relapse Prevention Planning (if needed for a client exhibiting behaviors warranting intervention)
- Off-site Outpatient Individual and Intensive Group (Per client request)

In addition, she will provide HIPPA-compliant documentation as requested, including daily client notation for RecycleForce records, reports for criminal justice oversight, data needed for quarterly grant reports, or similar documentation needs.

The programs at RecycleForce and Keys2Work are making a difference in the lives of those they serve, many of whom – perhaps most – have significant mental health and/or substance use issues. The trauma-informed care and intervention services provided by myself and others connected to these organizations have been able to interrupt the cycle of violence and retribution in which many have fallen victim – even those who perpetrate violence have themselves been victims. By funding the violence prevention work as outlined in the RecycleForce proposal, OPHS is investing in the safety of our community in a way that is reaping great dividends. We are pleased to be a part of their work.

Sincerely,

A handwritten signature in black ink that reads "Rhonda Battles-Winters". The signature is written in a cursive, flowing style.

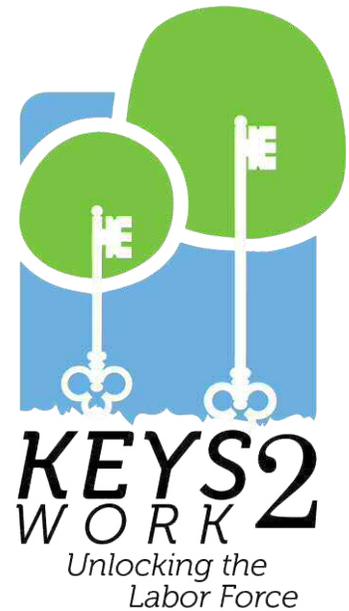
Rhonda Battles-Winters

June 4, 2020

Office of Public Health and Safety  
City-County Building  
200 E. Washington St., 2100  
Indianapolis, IN 46204

Subject: Letter of Collaboration for 2020 Community-Based Violence  
Prevention Partnership

Keys2Work is a staffing and alternative workforce development firm. Keys2 has made a significant social contribution to developing this community's workforce by offering employment training and support services to individuals with multiple barriers to employment, including ex-offenders.



Keys2 has a long-standing collaborative relationship with RecycleForce and is undergoing reorganization to become supporting organization for RecycleForce. Individuals trained by RecycleForce are the primary pipeline of workers for many of our contracts, including those with the Indianapolis Department of Public Works, US Ecology, BYD, Ray's Trash, and others that offer living wage employment.

One of the most difficult barriers to overcome in placing individuals into employment is a history of violence. Such a history is all too common for those we serve. Nearly half of all Opportunity Youth we serve have been victims or perpetrators of violence – generally both. We have been able to engage Shane Shepard of B4UFALL to intervene in several instances and find that he has a unique ability to connect with these youth and help them find ways to manage their lives without violence.

In support of the RecycleForce proposal for Community-Based Violence Prevention Partnership funding, Keys2Work commits to helping identify Opportunity Youth and others who would benefit from violence prevention intervention as they are referred to RecycleForce for its education, training, and transitional jobs program. It is anticipated that a larger percentage of these individuals will live in the communities identified by IMPD as high crime areas.

Sincerely,

A handwritten signature in cursive script that reads "Jannett Keesling".

Jannett Keesling  
President



June 5, 2020

Office of Public Health and Safety  
City-County Building  
200 E. Washington St., 2100  
Indianapolis, IN 46204

Subject: Letter of Collaboration for 2020 Community-Based Violence Prevention Partnership

Since 2003, Trusted Mentors has provided volunteer mentors to at-risk adults, focusing on those who are or at-risk of becoming homeless, including low wage earners and ex-offenders. This secular mentoring program is the only evidenced-based adult mentor training program in the county that includes a specialized training component for mentoring offenders. Trusted Mentors individual mentoring provides encouragement, support, and guidance for developing positive social relationships and successful community reintegration. We use the power of mentoring to help adults establish stable lives by reducing the chaos brought about by poverty, homelessness, under-employment, and the effects of incarceration. Our person-to-person mentoring relationships improve lives by developing life skills and positive social networks that empower people to: remain housed, make a positive contribution to the local community, stay or become employed, advance their education, stay out of jail/prison and improve parenting skills.

Trusted Mentors has been a partner with RecycleForce for several years, providing one-on-one mentoring and group mentoring to RecycleForce participants. Additionally, we have taken on the responsibility of training peer mentors and providing on-going support for their peer mentor program. A congressionally authorized random assignment study in which RecycleForce participated suggests that the peer mentor approach, using successful reentrants to guide newly enrolled participants, played a strong role in RecycleForce achieving its outcomes and the positive return on investment that the study reported.

We work closely with RecycleForce staff, provide regular training and support to peer mentors during their weekly meetings, and help peer leaders deal with issues that arise when helping those returning from prison learn how to work, gain credentials, and adhere to the criminal justice mandates they have been ordered to fulfill by the courts. We will continue this relationship with RecycleForce through the grant period for this initiative.

Sincerely,

A handwritten signature in cursive script that reads 'Jeri Warner'.

Jeri Warner  
Executive Director  
[jwarner@trustedmentors.org](mailto:jwarner@trustedmentors.org)  
(317)457-0988

# Shane E. Shepherd

E: [shaneshepherd2016@yahoo.com](mailto:shaneshepherd2016@yahoo.com) • M: 317-400-7504 • Indianapolis, IN 46254

[Linkedin.com/in/shaneshepherd](https://www.linkedin.com/in/shaneshepherd)

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## Education

General Educational Development Certificate, 2001

## Education Courses/Certificates 2014-2015:

- Foundations of Business, Trauma/PTSD, CPR/First Aid, Personal Growth & Personal Finance, Financial MGMT, Doing Time Right Mind, Restaurant MGMT, Major Appliance Repair, HVAC, Residential Wiring, Your Strategic Future.
- 

## Professional Experience

### B4U FALL

7/2016 - Current

**Founder/Mentor** - Indianapolis, IN

- Founded a mentoring program to help reconstruct behavior of at risk youth
- Built and managed team
- Crafted and implemented Truth and Change curriculum
- Established networks to offer pro-social activities in the community and beyond
- Street Intervention (2017, 2018, 2019)
- Summer Youth Program (2018, 2019)
- Conflict Resolution Course (Summer 2019)

### Grants

- o UNITED Way Social Innovation Grant (2019-2020), UNITED Way
- o Violence Reduction & Technological Innovation (2019-2020), AT&T
- o Community Based Violence Reduction Partnership (2019-2020), Indianapolis Office of Public Health and Safety
- o Community Violence Prevention Grant (2019-2020), Central Indiana Community Foundation
- o Safe Summer Initiative (Summer 2019), Central Indiana Community Foundation

### Indianapolis Public Schools

12/2019 - Current

**George Washington Community High School, Arsenal Tech High School, Urban ACT Academy**

- Teach Truth and Change curriculum
- Life coaching
- Supportive services

### Big HOMIES of America (BHOA)

9/2019 - Current

**Co-Founder & President** - Indianapolis, IN

- Training & Workforce Development
- Youth Mentoring
- Spearheaded Novel Coronavirus COVID-19 Community Engagement Initiative
  - o Developed and implemented community needs assessment
  - o Established database of community resources and asset mapping of community partners
  - o Orchestrated distribution of over 100,000 pounds of food to 6 communities in Indianapolis

### RecycleForce

7/2019 - Current

**Crisis Interventionist (Adult)**, Indianapolis, IN

- Life coaching
- Supportive services
- Front line Intervention

<b>Keys to Work</b>	<b>5/2019 - Current</b>
<b>Facilitator (Adult)</b> , Indianapolis, IN	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Teach Truth and Change curriculum</li> <li><input type="checkbox"/> Life coaching</li> <li><input type="checkbox"/> Supportive services</li> </ul>	
<b>Edna Martin Christian Center</b>	<b>5/2018 - 7/2019</b>
<b>Facilitator (Youth 18 - 24 years old)</b> , Indianapolis, IN	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Teach Truth and Change curriculum</li> <li><input type="checkbox"/> Life coaching</li> <li><input type="checkbox"/> Supportive services</li> </ul>	
<b>Transitions</b>	<b>5/2017 - 1/2018</b>
<b>Mentor</b> - Carmel, IN	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Created and implemented the Truth and Change Mentoring curriculum</li> <li><input type="checkbox"/> Facilitated 3 groups of 10-16 youth</li> <li><input type="checkbox"/> Pre/post assessments of youth</li> </ul>	
<b>Indiana Dept of Public Works</b>	<b>5/2016 - 2/2018</b>
<b>Semi-skilled Laborer</b> - Indianapolis, IN	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Refuse Collection</li> <li><input type="checkbox"/> Cart Replacement</li> <li><input type="checkbox"/> Perform Asphalt Layout</li> </ul>	
<b>Workshops</b>	
Indianapolis and surrounding areas	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Camp Atterbury Job Core 2019-2020</li> <li><input type="checkbox"/> Keynote Speaker Male Mentoring Conference 2019</li> <li><input type="checkbox"/> 2017 Summer Bridge - Indiana Connected by 25</li> <li><input type="checkbox"/> College 101 - Indiana Connected by 25, <i>Ft. Wayne</i></li> <li><input type="checkbox"/> Male Mentoring Conference 2017, 2018, 2019 - Sponsored by Judge Gaither</li> <li><input type="checkbox"/> Positive Support Academy - IPS</li> <li><input type="checkbox"/> The Unity Center at Risk Youth Workshop 2017, <i>Muncie</i></li> </ul>	
<b>Core Qualifications</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> MS Office</li> <li><input type="checkbox"/> Leadership and Team Building</li> <li><input type="checkbox"/> Public Speaking</li> <li><input type="checkbox"/> Strong Neighborhood and Community Contacts</li> </ul>	
<b>Awards and Honors</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Majestic Award for Mentoring - 2019 Community Action of Greater Indianapolis</li> <li><input type="checkbox"/> 2019 Outstanding Male of the Year, Purpose 4 My Pain</li> <li><input type="checkbox"/> Heart of the Father - 2018 Fathers and Families</li> <li><input type="checkbox"/> Named United Way Hero - January 2018 - 100 Heroes Series</li> </ul>	
<b>Other Interests</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Hard Part Publishing, <i>Founder/Author</i>, 7/2016-Current</li> </ul>	

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# RHONDA BATTLES-WINTERS

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Indianapolis, IN 46228 ♦ (317) 200-2593 ♦ rbwatvvg@outlook.com

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## PROFESSIONAL SUMMARY

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Licensed Clinical Addiction Counselor with over 20 years of successful experience in providing encouragement and empowerment to diverse populations. Recognized for performance excellence and contributions to success in the Substance Abuse and Mental Health industry. Strengths in Individual and group therapy, as well as my role as Qualified Behavioral Health Professional backed by training in Addiction and Mental Health Disorders and treatment.

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## SKILLS

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- |   |                              |
|---|------------------------------|
| Professional ethics understanding             | • Group psychotherapy expert |
| • Expertise in crisis intervention techniques | • Patient Assessments        |
| • Biopsychosocial assessments                 | • HIPAA                      |
| • Skilled in intake interviewing              | • Curriculum Development     |
| • Psychotropic medications knowledge          |                              |

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## WORK HISTORY

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**Director of Mental Health and Addiction /Direct Care, 02/2016 to 12/2019**

**Enriching Lives Org.** – Indianapolis, IN

- Led individual and group counseling sessions to meet variety of therapeutic needs for recovering individuals
- Developed professional relationships with referring agencies to improve communication related to intakes and to increase business for facility
- Collaborated with client and physician to determine effective combination of therapy and medical treatments for patients in recovery
- Assessed and treated patients through use of ASAM criteria for those with addictions, making referrals for comorbid conditions as needed
- Developed patient care plans and documented progress toward goals
- Provided counseling and support to clients with drug and alcohol abuse issues, as well as, mental health issues
- Developed individual treatment goals based on history and diagnosis as provided in the DSM-V
- Completed required documentation for continued therapy coverage by insurance companies to meet deadlines
- Facilitated group and individual therapy in outpatient setting
- Provided comprehensive case management services, including creating treatment plans and connecting clients and families to appropriate resources

- Guided clients in effective therapeutic exercises integrated from Cognitive Behavior Therapy and Dialectical Behavior Therapy (DBT)

**Addiction Counselor/Clinician, 01/2008 to 08/2012**

**Rahab Restoration Center – Indianapolis, IN**

- Developed individual treatment goals based on history and diagnosis
- Collected urine samples to test for substance use
- Developed professional relationships with referring agencies to improve communication related to intakes and to increase business for facility
- Developed patient care plans and documented progress toward goals
- Led individual and group counseling sessions to meet variety of therapeutic needs for recovering individuals

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## EDUCATION

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**Bachelor of Arts: Psychology, 1998**

**IUPUI-Indianapolis Campus - Indianapolis, IN**

- Minored in Sociology
- Awarded Dean's List - Purdue University

**Master of Social Work: Social Work, 2002**

**IUPUI-Indianapolis Campus - Indianapolis, IN**

**Rhonda Shipley**  
317-506-2241  
Rhonda.Shipley@att.net

## **Work Experience**

**1/2006 – Present                      Shipley Communications, Inc.**

Project Management • Technical Writing • Grant Proposal Development • Project Evaluation

**Proposal Writing** – Since 2010, secured federal grant funds for various nonprofit agencies in excess of \$18 million from Substance Abuse and Mental Health Service Administration, Administration for Children and Families, and US Department of Labor and well over \$1 million in local, state, and foundation grants.

**Project Management** – Since 2010, provided project management to six federal grants.

**Project Evaluation** – Since 2010, performed project evaluation (or assisted national evaluation team) for local nonprofits on four federal grants and one national foundation award.

**8/2011 – Present                      Program Advisor/Grant Manager • Workforce, Inc. dba RecycleForce**

- Managed all proposal preparation activities and oversaw all data collection company-wide.
- Developed and maintained appropriate relationships in the community, including foundations, criminal justice authorities, other service providers, and potential employers.
- Help develop other nonprofit social enterprise to serve the ex-offender population.

**4/2003 – 8/2011                      Director of Program Development • Choices, Inc.**

- Oversaw all proposal preparation for Choices projects.
- Secured grant funding in excess of \$100 million.
- Provided primary oversight of business ventures under \$200,000 and all justice-related programs.
- Coordinated grant activity with state and local stakeholders and potential collaborators.
- Directed all Council on Accreditation activities for the organization's initial accreditation.

**9/2000 – 4/2003                      Grant Coordinator • State of Indiana, Department of Correction**

- Oversaw and assisted with all proposal preparation for DOC projects.
- Disseminated information about grant opportunities to DOC personnel throughout the state.
- Monitored grant activity throughout DOC system to ensure adherence to contractual agreements.
- Coordinated grant activity with other state agencies and with City of Indianapolis.
- In first year increased annual grant awards from \$3 million to more than \$12 million.

1/1989 – 5/2001                      Associate Professor • Indiana Institute of Technology

8/1995 – 5/2000                      Lecturer, Part Time • Indiana University Purdue University Indianapolis

6/1998 – 8/2000                      Instructor • Indiana University School of Medicine (summer program)

11/1992 – 11/2000                      Technical Writer • Self Employed

2/1989 – 10/1992                      Proposal Development Coordinator • ITT Educational Services, Inc.

1/1988 – 2/1989                      Grant/Youth Specialist • Education and Developmental Services, Inc.

1/1979 – 5/1984                      English Teacher • McKenzie Career Center, MSD of Lawrence Township

## **Education**

- Graduate credit hours in Curriculum and Instruction, Educational Research, and Criminal Justice
- Master of Science in Vocational/Technical and Adult Education with Industrial Cooperative Education Certification • Indiana University • 1982
- Bachelor of Science in English Education • Indiana University • 1977

## **Certifications • Awards • Presentations**

- Excellent in Innovation award from Altarum Institute, awarded to the Behavioral Health Team, 2015
- National Grants Professional Certification from National Grants Professionals Certification Institute, 2010
- Teaching Excellence Recognition Award from IU School of Education, 1998
- Mayor's Volunteer Partnership Award, 1996
- Presenter
  - State Association of Media Professionals Conference, 2007
  - Choices Technical Assistance Center Regional Training, 2006
  - National GAINS Conference, 2006
  - Indiana Systems of Care Conferences, 2004, 2005, 2006
  - Indiana Chapter of the American Correctional Education Association, 2002
  - Survival Skills Education and Development National Conferences in 1997 & 1999
  - Indiana Association of Developmental Educators Conference in 1997 & 1998
  - Women and Work Conference in 1996

# ANDREA AYIETTA

Indianapolis, IN 317-415-3717 [andreaayietta83@gmail.com](mailto:andreaayietta83@gmail.com)

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To obtain entry-level employment with a company that will use the skills and abilities I have to offer while providing room for growth and advancement. My career path has developed a variety of effective tools to help various work environments.

## QUALIFICATION HIGHLIGHTS

- **Exceptional Time Management**
  - **Microsoft Office Suite**
  - **OSHA Trained**
  - **Written and Verbal communication**
  - **Adaptable**
  - **Clerical Training**
  - **Detail Oriented**
  - **Creative & Innovative**
- 

## WORK EXPERIENCE

***RecycleForce; Indianapolis, IN***

**9/2019 – Present**

### **Job Coordinator**

Support social services clients in Job searching and placement. Establishes and maintains working relationships with employers, industry organizations, and public agencies to source job openings and secure employment and vocational training opportunities for clients

***River Valley Resources; Indianapolis, IN***

**01/2019 – 9/2019**

### **RES Coordinator**

Create events in the Case Management System. Print and mail the system generated letters to customers. Schedule coordinate and conduct meetings, orientations, assessments and workshops. Review profile lists each week to determine needed transfers and submit as directed Ensure all waivers and waiver are done according to policy. Remind customers of orientation appointments via email or phone. Evaluate customer's individual needs based on interview and assessments to develop an Individual Reemployment Plans (IRP). Promote all services available through the WorkOne Center and make referrals as appropriate for additional assistance. Deliver Labor Market Information and TORQ results with customer. Record all pertinent data related to all RES programs in the Case Management System. Maintain all excel spreadsheets and/or other documents. Submit the Failed to Participate and Requalification documentation to UI. Correct any service entry or reporting errors. Refer customers to appropriate partner programs for additional services when deemed necessary. Conduct follow up and 45-day program completion review.

***Keys to Work / Recycle Force; Indianapolis, IN***

**10/2018 – 01/2019**

### **Executive Secretary**

Provide high-level administrative support by preparing reports, handling information requests, and performing clerical functions such as preparing correspondence, receiving visitors, arranging conference calls, and scheduling meetings. May also train and supervise lower-level clerical staff.

## EDUCATION

Computer Applications Certification (3.8 GPA)

*Indiana Wesleyan University: (Currently enrolled) Bachelor of Science in Human Service*

Ken Alexander  
10821 Cedar Pine Dr.  
Indianapolis, IN 46235  
317-532-1367 (W) \* 317-340-3141 (Cell)  
[Kalexander@recycleforce.org](mailto:Kalexander@recycleforce.org)

### ***Director Training & Management Operations***

- Functional Strengths** Proficient at managing projects, programs, products and services. Knowledge of a wide range of evaluating tools. Possess superior strength in cost management and evaluating capital expenditure. Skilled at developing proposals and budgets while managing contracts. Excellent in managing staff and developing strategic plans.
- Leadership Abilities** Results-oriented leader adept at risk taking with a keen sense of bottom-line profitability. An inspiring General Manager, who approaches projects with enthusiasm and vision while managing others toward reaching excellence. Ability to work with diverse populations while focusing on goals and objective meeting deadlines with proficiency.
- Personal Qualities** Skilled in a broad-base of accounting tools and technical knowledge in multi-facet business operations. Keen sense of personalities and aptitude needed to reach common objectives within company's mission. Equally able to perform multiple task, sharing with others and a willingness to ask and seek the necessary knowledge and tools needed to meet and/or exceed company goals.
- Additional Attributes** Possess the ability to develop presentations and perform public speaking skills with energy and motivation toward encouraging audiences toward making a good and informed decision. Ability and willingness to work in various areas of the company's structure in order to get the job done. Attentive to details and an extra ordinary willingness to want others to excel in excellence.

### **Education**

- 2012 Indiana Wesleyan University - **Presently Pursuing Master of Business**  
Indiana Wesleyan University- **Presently MDIV**
- 2002 Martin University-**Bachelor of Science, Business Administration Degree**  
**Recipient of "The President's Award"**
- 2000 Fox Valley Technical College - **OSHA 501 Certificates - Appleton Wisconsin.**
- 1997 National Center for Construction Education and Research  
**Presently Certified Electrical, HVAC, Heavy Equipment, & OSHA Facilitator**

### **Construction and Training**

<i>Reference</i>	<i>Trades</i>	<i>Certified License/Code</i>	<i>Expiration</i>
1998	General Contractor	C8194000	2016
1999	Electrical Instructor	(NCCER)	2016
2010	Lead Renovator	R-1-88651008406	N/A
2011	EPA/CFC/HCFC (Proctor)	317532136	N/A
2013	HVAC Instructor	(NCCER)	2016
2013	Heavy Equip Operator	(NCCER)	2016
2013	Core Trades Instructor	(NCCER)	2016
2015	HAZWOPER Trainer	TRNI-2154	N/A

# PAULSAMMONS

Mobile 901-830-8834 E-mail [jcimlas2003@aol.com](mailto:jcimlas2003@aol.com)

## SUMMARY

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Thirty plus years of manufacturing experience with startup, mid-cap, and Fortune 500 Companies, with production volumes up to <400 million units, in union and non-union workshops, with strong emphases on business, financials, safety, quality, teamwork, throughputs, and regulatory compliance.

## EXPERIENCE

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**2019 – Present Workforce, Inc. dba RecycleForce** **Indianapolis, IN**  
**Production Director**

A social enterprise providing comprehensive recycling services employing citizens returning to the community from prison. Responsible for maximizing demanufacturing processes and ensuring staff follow safety and other protocol learned in training. Responsible for coordinating job training and educational activities with employees' work schedules. Work directly with production staff to ensure effective material and worker management.

**2010 – 2019 Drexel Chemical Company** **Memphis, TN**  
**Assistant Plant Manager at Home Plant**

An agricultural manufacturing company. Responsible for the safe, reliable, and cost effective manufacture of a variety of crop protection chemicals (liquid and dry products), while optimizing efficiency and ensuring productivity targets are achieved, using lean staffing parameters. Served as multi-site plant manager at two dedicated operational facilities and backup plant manager as needed. Responsible for special projects, including multi-plant occupancy permit process, plant and tank farm designs (build and operations), along with new product startups and cost saving projects.

**2009 – 2010 Blue Star Environmental Company** **Memphis, TN**  
**General Manager** **Startup Company**

An environmental company providing municipal and industrial cleanup, liquid transfers, and inspection of underground piping. Responsible for all aspects of the business, from sales and operations, to administration, using industrial vacuum trucks and a robotic color CCTV camera truck. A customer base of municipalities, companies, and residential clients. Worked the 2010 BP oil spill in the Gulf of Mexico and the Nashville flood.

**2007 – 2009 Milagro Biofuels of Memphis** **Memphis, TN**  
**Plant Manager** **Startup Company**

An ASTM, 24x7 5 million gallon per year continuous process biodiesel refinery. Managed all aspects of site operations with lean staffing to cover around the clock operations. Responsible for effective and efficient conversion (transesterification) of virgin vegetable oils and animal fats to biodiesel - mono-alkyl esters of long chain fatty acids. Implementation of feedstock conversion pre-treatment process. Worked through plant startup, troubleshooting and resolution of warranty related items, along with establishing operational and maintenance protocols.

Managed first pass ASTM D6751 quality and laboratory testing; gas chromatograph, Pensky-Martens closed cup flashpoint instrument, titration, bench top testing. In-depth regulatory and safety compliance with local, state, and federal agencies.

Procurement of all raw materials, equipment, repair parts, and supplies. Weekly procurement of up to 750,000 lbs. of soybean oil and 100,000 lbs. of methanol. Scheduled production, along with raw materials and finished good shipments.



# ANDREA L. THOMAS

1024 N. Parker Ave. • Indianapolis, IN 46201 • [andreal.thomas@yahoo.com](mailto:andreal.thomas@yahoo.com) • (317) 966-2021

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## PROFESSIONAL EXPERIENCE

### **Employee Assistance Representative**

6/2010 - Current

WorkForce Inc.

Indianapolis, IN

*Workforce Inc. is a non-profit organization that helps ex-offenders transition back into the community through job training and social service assistance.*

- Worked with the local community to coordinator volunteer activities for the participants.
- Built a strong trusting relationship with Marion Co. Probation, Indiana Parole, Marion Co. Community Corrections and Marion County Judges.
- Communicate with client's oversight on their progress, attendance, and other issues personal or professional.
  1. Case Management with emphasis on assist clients with seeking legal aid for driver's license reinstatements, child support modification(s), and other civil matters.
  2. Refer clients for Social Service assistance, including food stamps, housing/rent assistance, utility assistance, and child care.
  3. Support clients with probation, parole, or court compliance.
- Human Resources
  1. Monitor payroll and time system.
  2. Monitors hourly attendance and discipline follow up.
  3. Respond to unemployment claims, including compiling information for the state.
  4. Answer questions from staff regarding payroll, benefits, policy and procedure, form requests, etc.
  5. Schedule and track all completed trainings for employees.
  6. Counsel employees and managers on performance management, career development, skills assessment, and training.

### **Administrative Secretary/Office Supervisor/PRN EKG Tech**

5/2005 – 12/2009

Community Hospital North

Indianapolis, IN

*Community Hospital North is a city leader in healthcare and patient advocacy.*

- Organized the department to operate more efficiently;
- Serves as information and communication manager for the office & department;
- Manage employee files;
- Edit & finalize time cards for 5 different cost centers;
- Assist in updating and developing department policies and procedures;
- Organize and maintain paper & electronic files;
- Distribute information by use of telephone, mail services, Web sites, and e-mail;
- Track Quality Assurance data for monthly reports;
- Publisher, Power Point, Outlook and Access;
- Supervise other clerical and EKG staff;
- Perform outpatient EKG's as needed;
- Performs and coordinates the office's administrative activities;
- In-put patient billing;
- Plan and schedule meeting and appointments

### **Benefit Specialist/Licensed Health Agent**

10/2002 – 5/2005

RMIA Inc.

Indianapolis, IN

*RMIA is a small insurance firm that works closely with Manage Point a Professional Employer Organization (PEO).*

- Managed benefit projects;
- Expanded the companies AFLAC sales and Qualified for AFLAC Honor Society National Reward
- Managed, serviced, and installed individual and group benefit plans
- Gave support to the PEO with clients new hired employees paperwork: Federal W4, I-9, and Indiana Form WH-4, and explanation of benefits
- Assisted the PEO with yearly open enrollment and benefit explanations for their clients
- Aided in maintenance of personnel records in accordance with Federal and State regulation
- Handled travel plans for director and myself
- Planned and scheduled meetings and appointments
- Handled company finances

**Administrative Assistant/Cold Call Sales**

Jacobs Company

*Jacobs Company was a small print brokerage firm*

- Increased the company's sales through cold calling;
- Tracked new and repeat sales;
- Worked under the Office Manager and business owner;
- Advanced skill with MS Word, Intermediate skill with Excel, Power Point, and Access

4/2004 - 5/2005

Carmel, IN

**EDUCATION AND TRAINING**

**BACHELOR OF LIBERAL STUDIES DEGREE –  
BUSINESS & PSYCHOLOGY**

University of St. Francis

Ft. Wayne, IN

**INVOLVEMENT**

- **Secretary for Probation Pilot Program**
- **Secretary for Duvall Pilot Program**
- **Brookside Neighborhood Association Member**
- **Secretary of CHN Care Management Council**
- **Secretary for North Code Stroke Team**
- **Community Hospital North Employee Council, *Vice President***
- **North Navigator Publisher:** Create, edit, and distribute a monthly calendar under the direction of the president of Community Hospital North – Barb Summers
- **University of St. Francis Indianapolis Alumni Council, *Council Member***
- **University of St. Francis Student Government, *President & Council Member***
- **University of St. Francis Student Activities, *Council Member***

## **RECYCLEFORCE QUALIFICATION REQUIREMENTS**

ISO 9001: 2008 SECTION JOB DESCRIPTION	ISO CLAUSE NUMBER	REVISION LEVEL
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**Position Title:** Grant Manager

**Position Location:** Administration

**Job Description:** Development of programming to serve offenders/ex-offenders within RecycleForce. Identification of potential funding opportunities, writing of proposals and grant applications, and monitoring adherence to scope of work in awarded grants, grant reporting.

**Required Qualifications / Certifications:**

1. Customer Service
2. Conflict in the Workplace
3. Prohibited Harassment
4. Demonstrated experience in developing and/or managing programs for at-risk populations
5. Demonstrated experience in proposal development, including local, national, and federal grants, and grant management
6. Advanced computer skills, including Word and Excel

**Position Responsibilities:**

- Works closely with President and other senior staff to develop effective programming for offenders/ex-offenders served by RecycleForce
- Identifies and presents potential funding opportunities
- Ensures effective and timely submission of grant proposal and applications
- Monitors adherence to scope of work in awarded grants
- Manages reporting on assigned grants
- Oversees and/or manages data collection for grants
- Serves as liaison to granting agency staff
- Works closely with executive leadership to develop Board of Directors' understanding of program strengths and challenges, and seeks Board involvement with fundraising activities, including grant identification and development
- Follows and promotes appropriate safety procedures
- Serves as positive role model in the workplace
- Reports to case management staff any issues of workers related to work ethic, general production, personal issues, and any needs for assistance required to succeed at work
- Demonstrates basic active and reflective listening skills and the ability to motivate and encourage others
- Understands that he/she may be assigned other duties and/or alternative work days (i.e., Saturday), and hours (shifts) as dictated by company needs

## RECYCLEFORCE QUALIFICATION REQUIREMENTS

ISO 9001: 2008 SECTION JOB DESCRIPTION	ISO CLAUSE NUMBER	REVISION LEVEL
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**Position Title:** Production Director

**Position Location:** Administration

**Job Description:** Provides leadership and management to electronic waste recycling operations. Provides general oversight and supervision of production operations, establishes operational metrics against which performance is measured, and is ultimately responsible for ensuring metrics are met.

### Required Qualifications / Certifications:

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|--|---|
| <ol style="list-style-type: none"> <li>1. Certified Forklift Operator</li> <li>2. Certified Forklift Operator Trainer</li> <li>3. Personal Protective Equipment</li> <li>4. Warehouse Safety</li> <li>5. Machine Guarding</li> <li>6. Slips, Trips and Falls</li> <li>7. Hazcom / GHS Classification</li> <li>8. Basic First Aid</li> <li>9. Customer Service</li> </ol> | <ol style="list-style-type: none"> <li>10. Conflict in the Workplace</li> <li>11. Lock out / Tag Out / Affected Employees</li> <li>12. Blood Borne Pathogens</li> <li>13. Prohibited Harassment</li> <li>14. SDS / Labels / Pictograms</li> <li>15. Material Handling Aids</li> <li>16. EAP / Fire Prevention</li> <li>17. Five years supervisory experience in manufacturing or logistics</li> </ol> |
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### Position Responsibilities:

- Monitors general warehouse activity, i.e., daily oversight of all product entering and leaving the facility; transportation of items to/from loading docks and between department; spot verification of accuracy of S/R documentation; etc.
- Meets daily with production managers to build daily work plan and helps monitor employee workflow and daily production
- Ensures each department is effectively staffed, working with department supervisors to reassign staff as needed to meet production goals
- Monitors employee workflow, daily production and attendance, and employs appropriate corrective action as necessary
- Oversees operation and maintenance schedule of equipment
- Understands and can articulate production goals
- Ensures properly written reports of accidents and incidents are provided to Industry Certification/Safety Manager
- Follows and promotes appropriate safety procedures
- Balances needs of transitional workers with company need for meeting production goals
- Supports and assists case management staff as necessary on staff issues of work ethic, general production, personal issues, and needs for assistance required to succeed at work
- Demonstrates basic active and reflective listening skills and the ability to motivate and encourage others.
- Serves as positive role model in the workplace
- Understands that he/she may be required to perform other duties and/or assigned alternative work days (i.e., Saturday), and hours (shifts) as dictated by company needs

## **RECYCLEFORCE QUALIFICATION REQUIREMENTS**

ISO 9001: 2008 SECTION JOB DESCRIPTION	ISO CLAUSE NUMBER	REVISION LEVEL
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**Position Title:** Job Coordinator

**Position Location:** Administration

**Job Description:** Assists transitional jobs employees in securing and maintaining unsubsidized employment. Builds employer relationships, especially with Alternative Staffing Organizations, to prioritize the hiring of RecycleForce clients. Works collaboratively with local one stop to secure job placements for clients.

### **Required Qualifications / Certifications:**

1. OSHA Customer Service, Conflict in the Workplace, and Prohibited Harassment completed within first quarter of employment
2. Clear understanding of the US DOL employment quarter system
3. One year experience in job development activities
4. Demonstrated customer services skills
5. Skilled in job preparation strategies and supports for employment
6. Proficient In Microsoft products and electronic client database management

### **Position Responsibilities:**

- Identifies, develops and maintains relationships with potential employers and other community organizations that assist with job development for returning citizens
- Ensures each transitional worker has an updated resume
- Develops unsubsidized job opportunities and matches opportunities with appropriate transitional employees
- Interfaces with employers to help ensure that workers hired from RecycleForce remain employed and in good standing
- Maintains records of verified initial and continued employment
- Works hand-in-hand with Keys to Work job developer
- Works collaboratively with the peer team and production
- Follows and promotes appropriate safety procedures
- Serves as positive role model in the workplace
- Reports to case management staff any issues of workers related to work ethic, general production, personal issues, and any needs for assistance required to succeed at work
- Demonstrates basic active and reflective listening skills and the ability to motivate and encourage others
- Understands that he/she may be assigned other duties and/or alternative work days (i.e., Saturday), and hours (shifts) as dictated by company needs

## RECYCLEFORCE QUALIFICATION REQUIREMENTS

ISO 9001: 2008 SECTION JOB DESCRIPTION	ISO CLAUSE NUMBER	REVISION LEVEL
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**Position Title:** Training Director

**Position Location:** Administration

**Job Description:** Provides industry-based training and certifications in HAZWOPER, Electrical, HVAC, and other training programs. Oversees/completes preventative maintenance and repair of equipment used in the electronic waste recycling operations. Ensures pre-apprenticeship to post apprenticeship training needs are met.

**Required Qualifications / Certifications:**

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Certified Forklift Operator</li> <li>2. Certified Forklift Operator Trainer</li> <li>3. Personal Protective Equipment</li> <li>4. Craft / Electrical Facilitator Certification</li> <li>5. Craft / HVAC Facilitator Certification</li> <li>6. Craft / HAZWOPER Facilitator Certification</li> <li>7. Hazcom / GHS Classification</li> <li>8. Craft / Heavy Equipment Facilitator</li> <li>9. Customer Service</li> </ol> | <ol style="list-style-type: none"> <li>10. Conflict in the Workplace</li> <li>11. Lock out / Tag Out / Affected Employees</li> <li>12. Blood Borne Pathogens</li> <li>13. Prohibited Harassment</li> <li>14. SDS / Labels / Pictograms</li> <li>15. Material Handling Aids</li> <li>16. EAP / Fire Prevention</li> <li>17. Five years supervisory experience in manufacturing or logistics</li> </ol> |
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**Position Responsibilities:**

- Provides craft facilitation and training in all areas offered by RecycleForce, including HAZWOPER and RCRA, to prepare program participants for certification
- Provides craft facilitation and training in HVAC/CFC to prepare program participants for type I – universal certification as technicians
- Provides preventative maintenance training to prepare program participants for certification
- Orders production-related equipment and supplies as necessary
- Approves invoices for equipment, supplies, and equipment repair/maintenance
- Oversees operation, maintenance, and repair of E-Vantage and TTech machines
- Oversees maintenance and repair of forklifts and other equipment
- Understands and can articulate production goals
- Follows and promotes appropriate safety procedures
- Balances needs of transitional workers with company need for meeting production goals
- Supports and assists case management staff as necessary on staff issues of work ethic, general production, personal issues, and needs for assistance required to succeed at work
- Demonstrates basic active and reflective listening skills and the ability to motivate and encourage others.
- Serves as positive role model in the workplace
- Understands that he/she may be required to perform other duties and/or assigned alternative work days (i.e., Saturday), and hours (shifts) as dictated by company needs

## RECYCLEFORCE QUALIFICATION REQUIREMENTS

ISO 9001: 2008 SECTION JOB DESCRIPTION	ISO CLAUSE NUMBER	REVISION LEVEL
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**Position Title:** Employee Assistant Representative / Case Manager

**Position Location:** Administration

**Job Description:** Works closely with other case managers, training staff, and job development staff in the performance of their duties. Completes intake and orientation including working with transitional employee to create a comprehensive employment Plan of Action, monitors progress toward the goals outlined in the plan, interfaces with key relevant agencies, and helps arrange necessary work supports and support services.

**Required Qualifications / Certifications:**

1. Customer Service
2. Conflict in the Workplace
3. Prohibited Harassment
4. Experience in or aptitude for and desire to work in case management, employee assistance, or related activities
5. Maintains professional and ethical codes of conduct, including HIPPA regulations

**Position Responsibilities:**

- Completes intake and orientation including all HR onboarding information and working with transitional employee to create a comprehensive employment Plan of Action, monitor progress toward the goals outlined in the plan, interfaces with key relevant agencies, and helps arrange necessary work supports and support services.
- Serves as liaison to criminal justice oversight for referral, intake, and follow-up, including reporting of attendance and other work-related issues as required/requested.
- Ensures delivery of services to ensure success of transitional employees, including assistance with securing drivers' licenses, troubleshooting attendance issues, and similar assigned duties.
- Assists job developed staff as needed to gather and record data.
- May assisting training staff with scheduling training, data collection, and similar training-related activities.
- Ensures client charts are complete and enters information into database(s).
- Follows and promotes appropriate safety procedures
- Serves as positive role model in the workplace
- Demonstrates basic active and reflective listening skills and the ability to motivate and encourage others
- Understands that he/she may be assigned other duties and/or alternative work days (i.e., Saturday), and hours (shifts) as dictated by company needs

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee Assistant Representative Date