

WHITE HOUSE
FAITH-BASED
AND
COMMUNITY
INITIATIVES

COMPASSION
IN ACTION

ROUNDTABLE

*Improving Prisoner
Re-Entry Services
Through Faith and
Community-Based
Partnerships*

Program Overview

March 22, 2007



IMPROVING PRISONER RE-ENTRY SERVICES THROUGH FAITH AND COMMUNITY-BASED PARTNERSHIPS

COMPASSION
IN ACTION
ROUNDTABLE

MARCH 22, 2007

- 10:00am – 10:10am** **Welcome and Introduction**
Jay F. Hein, Deputy Assistant to the President and Director
White House Office of Faith-Based and Community Initiatives
- 10:10am – 10:20am** **The Need for Prisoner Re-Entry Strategies**
Robert J. Portman, Director
Office of Management and Budget
- 10:20am – 10:30am** **Remarks on Ready4Work and the President's Re-Entry Initiative**
Elaine L. Chao, Secretary
U.S. Department of Labor
- 10:30am – 10:40am** *Beyond the Wall* **Video Presentation**
- 10:40am – 10:50am** **Introduction of Keynote Speaker**
Brent Orrell, Acting Deputy Director
White House Office of Faith-Based and Community Initiatives
- 10:50am – 11:10am** **Mentoring, Employment and Recidivism: Results from Ready4Work**
Frederick A. Davie, President
Public/Private Ventures
- 11:10am – 11:55am** **Panel: Building Effective Mentoring Programs for Adult Ex-Offenders**
Moderator: Byron Johnson, Ph.D., Co-Director
Baylor University Institute for Studies of Religion
- Panelist:* Yalanda L. McFadgon, Executive Director
Memphis Second Chance
- Panelist:* Kathy Lambert, Executive Director
Connections to Success
- Panelist:* Douglas Burris, Chief U.S. Probation Officer
Eastern District of Missouri
- 11:55am** **Wrap-Up**
Moderated by Jay F. Hein

IMPROVING PRISONER RE-ENTRY SERVICES THROUGH FAITH AND COMMUNITY-BASED PARTNERSHIPS

America is the land of second chance, and when the gates of the prison open, the path ahead should lead to a better life."

—PRESIDENT GEORGE W. BUSH,
JANUARY 20, 2004

A CRITICAL NEED FOR RE-ENTRY SERVICES

Each year more than 650,000 inmates are released from Federal and State prisons to be reunited with their communities and families. The return of these ex-prisoners threatens the fragile cohesion of many already-troubled neighborhoods. In fact, in the absence of intervention, a majority of ex-prisoners relapse back into criminal activity. According to the U.S. Department of Justice Bureau of Justice Statistics (BJS), two out of three returning inmates will be re-arrested for new crimes within three years of their release from prison and more than half will be re-incarcerated.

Released prisoners face myriad challenges that contribute to their return to criminal activity, re-arrest and re-incarceration. Some of these challenges include joblessness, substance abuse,

mental health problems, low levels of educational attainment, lack of stable housing and poor family connections.

Joblessness among ex-prisoners has been linked to recidivism rates. Data from 1997 show that nearly one-third of adult prisoners were unemployed in the month prior to their arrest—compared with 7 percent unemployment in the general population.¹ Post-incarceration, employment rates plummet even further. Unemployment rates of ex-prisoners are estimated to be between 25 and 40 percent. Prisoners also demonstrate low levels of educational attainment—some 40 percent of adult state prisoners are functionally illiterate² and more than half of state parole entrants have not graduated from high school.³

Conversely, research shows that ex-offenders who find stable employment and develop social bonds have significantly lower recidivism rates.⁴

¹ Joan Petersilia, *When Prisoners Come Home: Parole and Prisoner Reentry* (Oxford: Oxford University Press, 2003) 40.

² Petersilia, 32 (citing Gwen Rubinstein, *Getting to Work: How TANF Can Support Ex-Offender Parents in the Transition to Self-Sufficiency* (Washington, D.C.: Legal Action Center, 2001)).

³ Petersilia, 32.

⁴ John H. Laub and Robert H. Sampson. "Understanding Desistance from Crime" in *Crime and Justice*, M. Tonry and Norval Morris, eds. (Chicago: University of Chicago Press, 2001) 13, 19, 20.

PRESIDENT GEORGE W. BUSH'S RESPONSE

Faith-based and community organizations (FBCOs) are among the most trusted and influential institutions in the urban neighborhoods to which the majority of released inmates will return. Local FBCOs have many resources from which to draw in working with ex-offenders, including buildings, volunteers and a tradition of outreach and service.

The President's Faith-Based and Community Initiative has implemented two innovative re-entry programs—the Prisoner Re-Entry Initiative and Ready4Work—that draw on the unique strengths of FBCOs. These programs rely on faith-based and community partners to deliver a wide range of social services to ex-prisoners, providing direct links into the communities to which these men and women are returning.

READY4WORK

In 2003, the President's Faith-Based and Community Initiative launched Ready4Work, a three-year pilot program utilizing FBCOs to address the needs of ex-prisoners. This \$25 million program was jointly funded by the

U.S. Department of Labor (DOL), the U.S. Department of Justice, Public/Private Ventures—a Philadelphia-based research and demonstration non-profit—and a consortium of private foundations.

Ready4Work placed faith-based and community organizations at the center of social service delivery to ex-offenders. It emphasized employment-focused programs that incorporate mentoring, job training, job placement, case management and other comprehensive transitional services. The following organizations were chosen to provide services to adult ex-offenders in eleven cities:

- Allen Temple Housing and Economic Development Corp – Oakland, California
- America Works Detroit – Detroit, Michigan
- City of Memphis Second Chance Ex-Felon Program – Memphis, Tennessee
- East of the River Clergy Police and Community Partnership – Washington, DC
- Exodus Transitional Community – East Harlem, New York
- Holy Cathedral/Word of Hope Ministries – Milwaukee, Wisconsin
- Operation New Hope – Jacksonville, Florida
- SAFER Foundation – Chicago, Illinois
- Search for Common Ground – Philadelphia, Pennsylvania
- Union Rescue Mission – Los Angeles, California
- Wheeler Avenue Baptist Church and InnerChange Freedom Initiative – Houston, Texas

Participants. Participant eligibility for Ready4Work was determined based on three factors: (1) age of the ex-offender; (2) presenting offense; and (3) length of time pre- or post-release. Ex-prisoners between the ages of 18 and 34 who had most recently been incarcerated for a nonviolent felony offense and were no more than 90 days pre or post-release were eligible to enroll in the program.

Once individuals entered the program, they were eligible for up to one year's worth of services. The typical program trajectory began with a week or two of training in "soft skills" such as résumé writing and workplace etiquette to prepare participants for their job search. Participants were also matched with mentors in one-to-one and/or group mentoring relationships. Upon completion of their initial employment training, most participants began searching for work, though some continued with more advanced training related to specific industries. Case managers and job placement specialists helped participants find jobs and supported them while they were working.

Participant Demographics. African American males constituted the majority of Ready4Work enrollees. The general returning ex-offender population is approximately 90 percent male.⁵ Rates of enrollment for males in Ready4Work tracked that figure closely constituting 81 percent of the program's participants. Seventy-eight percent of Ready4Work participants were African American, 8 percent were White non-Hispanic and 5 percent were Hispanic. The average age of a Ready4Work participant was 26 years old—eight years younger than the average age of ex-offenders released from prison.⁶ In sum, the program served a predominantly male population that was on average younger, more heavily minority than the overall population of those returning from prison, and made up exclusively of individuals with non-violent presenting offenses.

Education and Work History. Two of the most significant challenges faced by ex-prisoners are lack of education and the absence of meaningful work history. At enrollment, 39 percent of Ready4Work participants had not finished high school or obtained their GEDs. More than half had held a full-time job for one year or longer prior to entering prison, 31 percent had held a full-time job for less than one year and approximately 16 percent had never held a full-time job.

⁵ U.S. Department of Justice, Bureau of Justice Statistics, *Trends in State Parole, 1990–2000* (Washington, DC: Bureau of Justice Statistics, 2001) 9.

⁶ *Trends in State Parole*, 9.

Criminal History. Ready4Work targeted individuals returning from prison with a high probability of recidivating for enrollment. Ex-prisoners with extensive criminal backgrounds—those most likely to return to prison—participated in the program. Half of Ready4Work participants had been arrested five or more times. Less than 10 percent had been arrested only once (see Table 2). More than 55 percent had most recently been incarcerated for a drug or property offense. As a result of these criminal records, the majority of participants had spent more than two years in prison, and almost 25 percent had spent five or more years behind bars. Participants averaged 17 years of age at the time of their first arrest.

Results. The Ready4Work pilot program formally ended August 31, 2006. The data collected from the program, which were found reliable by an independent third party, indicate promising results. A total of 4,482 formerly incarcerated individuals enrolled in Ready4Work. Of these participants, 97 percent received comprehensive case management services, 86 percent received employment services and 63 percent received mentoring services.

Table 1: Comparison of Persons Entering Parole in 1999 with R4W Participants

	Persons Entering State Parole in 1999 ¹	Ready4Work Participants ²
<i>Average age</i>	34 years old	26 years old
<i>Race/ethnicity</i>		
White non-Hispanic	35%	8%
African American non-Hispanic	47%	78%
Hispanic	16%	5%
Other	1%	9%
<i>Gender</i>		
Male	90%	81%
Female	10%	19%

¹ Source: Hughes et al. 2001.

² Source: R4W sites' management information systems.

Table 2: Criminal History of Ready4Work Participants

Presenting Offense	Number of Arrests
Drug 44%	1 9%
Property 14%	2 to 4 41%
Other 42%	5 or more 50%

Source: R4W sites' management information systems and participant questionnaires.

Ready4Work sites placed 2,543 participants (57 percent) into jobs, with 63 percent of those placed retaining their job for three consecutive months after placement. On average, program costs were approximately \$4,500 per participant, compared with average costs of \$25,000 to \$40,000 per year for incarceration.

Recidivism. Recidivism is defined in Ready4Work as returning to an instate prison as a result of a conviction for a new offense. This is a common measure used by other studies and programs assessing recidivism rates. This definition excludes those returning to prison for violating their probation or parole conditions, as well as those incarcerated in local jails.

Data analysis on Ready4Work prepared by Public/Private Ventures shows that only 2.5 percent of Ready4Work participants have been re-incarcerated in state institutions within 6 months of release, and 6.9 percent were re-incarcerated at the one-year post-release mark. Though these statistics are promising, it is important to note that a random-assignment study has not been performed, so no strict control group existed for the sake of comparison.

The recidivism outcomes from Ready4Work were compared against the universally accepted recidivism benchmarks from the BJS re-incarceration study, "Recidivism of Prisoners

Table 3: Ready4Work Recidivism Rates and Bureau of Justice Statistics Benchmarks

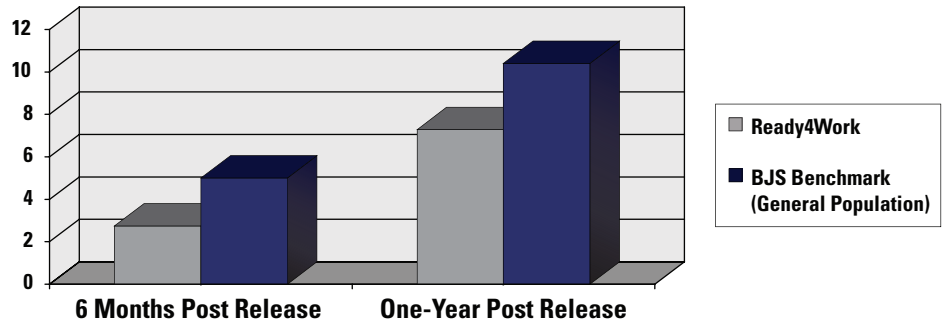
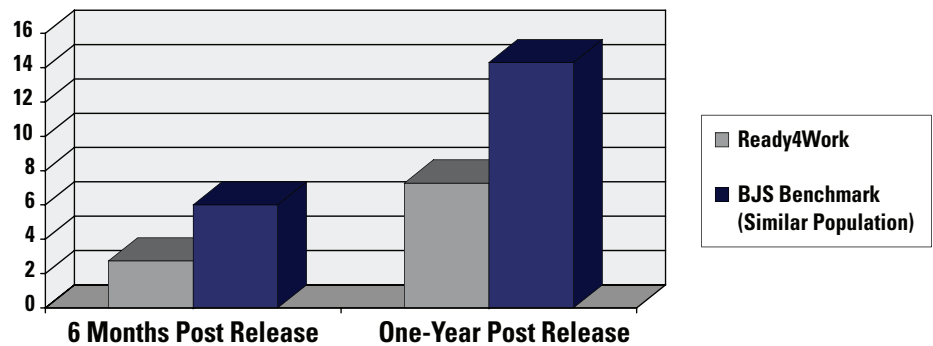


Table 4: Ready4Work Recidivism Rates and Bureau of Justice Statistics Benchmarks for African American Male Non-Violent Offenders between the Ages of 18 and 34



Released in 1994.⁷ Ready4Work recidivism rates are half than the national re-incarceration rate at six-months and 44 percent lower than the national rate of re-incarceration one-year after release.

Ready4Work recidivism statistics are of particular significance given the fact that the program's population was at a

statistically higher risk for recidivating than the general ex-prisoner population represented by the BJS statistic, due largely to age, race and type of offense. When compared against a subset of the 1994 BJS study that includes only African American male inmates between the ages of 18 and 34 released after serving time for nonviolent offenses, the 2.5 percent recidivism rate for Ready4Work participants at 6 months is 58 percent lower than the BJS Benchmark figure. The 6.9

⁷ U.S. Department of Justice, Bureau of Justice Statistics, *Recidivism of Prisoners Released in 1994* (Washington, DC: Bureau of Justice Statistics, 2002), 3. This study represents the most comprehensive, reputable, widely-used and recent data regarding recidivism.

percent Ready4Work recidivism rate at the one-year post-release mark was 52 percent lower than this BJS subset at the one-year post-release mark.

Mentoring as a Component of Ready4Work. Over 60 percent of Ready4Work participants received mentoring as part of their services. Participants who met with a mentor at least once showed stronger outcomes than those who did not participate in mentoring in a number of ways:

- Mentored participants remained in the program longer than unmentored participants (10.2 months versus 7.2 months).
- Mentored participants were twice as likely to obtain a job. After the first encounter, an additional month of meetings between the participant and mentor increased the former's

likelihood of finding a job by 53 percent.

- Meeting with a mentor increased a participant's odds of getting a job the next month by 73 percent over participants who did not take advantage of mentoring. An additional month of meetings increased a participant's odds of finding a job by another 7 percent.
- Those who met with a mentor were 56 percent more likely to remain employed for three months than those who did not. An additional month of meetings with a mentor increased the participant's odds of remaining employed three months by 24 percent.

A complete analysis of mentoring outcomes can be found in *Mentoring Ex-Prisoners in the Ready4Work Re-entry Initiative*, contained in your

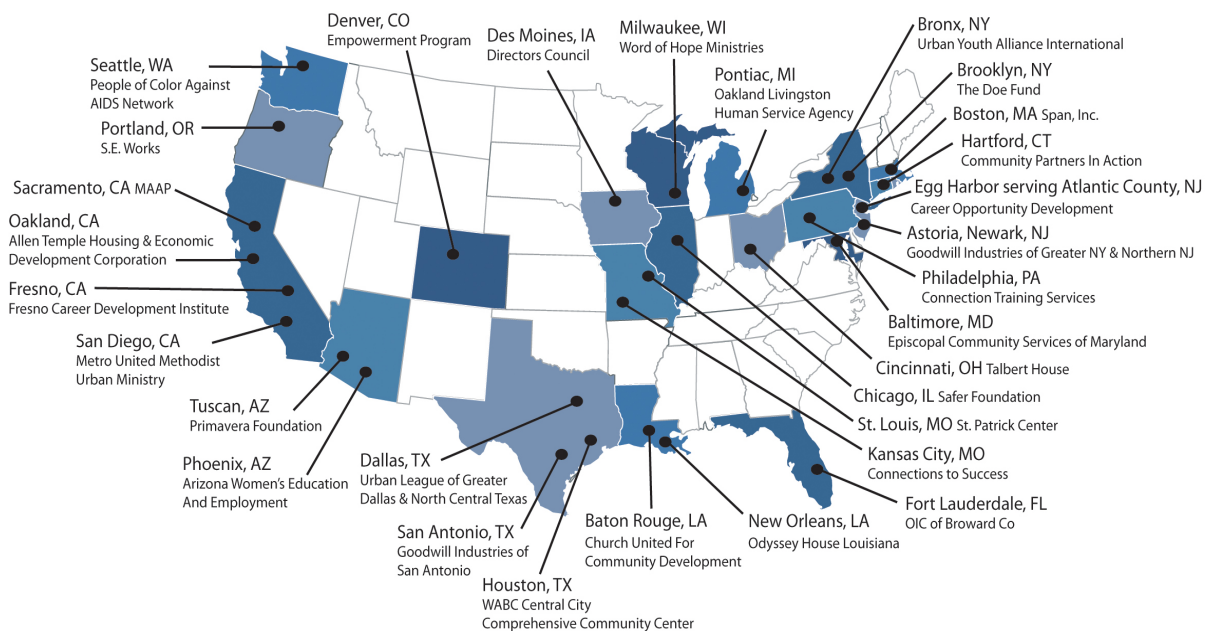
conference packet, or online at www.ppv.org.

THE PRESIDENT'S PRISONER RE-ENTRY INITIATIVE

President Bush announced his Prisoner Re-Entry Initiative (PRI) in the 2004 State of the Union address. Expanding on the elements of Ready4Work, PRI assists returning offenders by linking them to faith-based and community institutions that help them find work and avoid a relapse into a life of criminal activity. This four-year program provides services to 6,250 ex-prisoners annually.

The development of the program was a collaborative process that brought together a team of federal and national partners designed to ensure ex-offenders have access to those

Prisoner Reentry Initiative (PRI) Grants



services necessary to successfully integrate into their communities through employment.

In November 2005, DOL awarded PRI grants to 30 faith-based and community organizations in urban areas across the country. Each site is working to reduce recidivism by helping return nonviolent prisoners through an employment-centered program that incorporates mentoring, job placement, job training and other holistic transitional services.

Working in collaboration with DOL, the Department of Justice made PRI awards in September 2006 to State Departments of Corrections and State Criminal Justice Administering Agencies to provide pre-release services to prisoners who will be served by the DOL grantees.

Grant Locations. The 30 DOL grants awarded under the President's Prisoner Re-Entry Initiative grant competition are designed to serve urban centers and areas of high need (see PRI Grantee Site Map on previous page).

Participants. To be eligible to participate in PRI, an ex-offender must be 18 years of age or older and have a nonviolent or non-sex-related presenting offense. Participants should be enrolled in the program within 180 days after their release from prison or a halfway house. Up to 10 percent of individuals served can be enrolled more than 180 days from their prison release date.

Early Results. PRI sites began serving program participants in the spring of 2006 and early results are promising. As of March 16, 2007, 6,046 PRI participants have been enrolled in the program and 3,086 participants have been placed into jobs.

OTHER GOVERNMENT AND COMMUNITY EFFORTS TO REDUCE RECIDIVISM

U.S. DEPARTMENT OF JUSTICE ANTI-GANG INITIATIVE

The U.S. Department of Justice's anti-gang initiative provides pre- and post-release services and supervision for gang members returning to their communities after a period of incarceration in state, local or other correctional facilities. The program advances the President's vision for expanded choice by offering ex-offenders the option of selecting one of many faith-based and community providers.

Faith-based and community organizations partner with criminal justice, law enforcement, treatment and other service agencies to provide vouchers for offenders to obtain treatment and services in their communities. Probation/parole officers, working closely with law enforcement agencies, prosecutors, treatment and service providers, FBCOs, mentors and others within the community provide intensive supervision of the ex-offenders.

Six sites were awarded Anti-Gang Initiative grants during the fall of 2006: Cleveland, Ohio; Dallas/Ft. Worth, Texas; East Los Angeles, California; Milwaukee, Wisconsin; Tampa, Florida; and the "222 Corridor" between Lancaster and Easton, Pennsylvania. Each site is using the funding to target 100 gang members who have a history of violence and pose a risk to their communities. Participants must be

enrolled within six months of release from incarceration.

Services provided through the program include mentoring, risk/needs assessment, treatment services—including substance abuse, mental health, and anger management—cognitive restructuring, motivational interviewing, socialization skill development and domestic violence rehabilitation. Program services offered to participants include job skills development, education, employment, housing, language skills and child care resources.

DEPARTMENT OF LABOR AT-RISK AND ADJUDICATED YOUTH GRANT

Latino Coalition. The Department of Labor awarded a three-year, \$10 million grant to The Latino Coalition for Faith & Community Initiatives to help 1,200 Latino at-risk and adjudicated youth. The Reclamando Nuestro Futuro (RNF) project provides capacity building and support to 22 sub-grantees in 6 cities (Dallas, Denver, Houston, Los Angeles, Phoenix and San Diego) that provide direct services in the areas of skills training, community service, subsidized and unsubsidized work experience and internships, job preparation, college preparation, GED preparation, basic and remedial education, language proficiency, substance abuse services and mentoring.

According to results reported by the Latino Coalition, the service efforts and capacity building activities of the RNF project have produced the following results:

- A total of 2,191 at-risk and adjudicated youth have been served;
- Seven hundred twenty-six at-risk or adjudicated youth either entered the workforce for the first time, entered the military, entered and/or completed long term occupational training or entered full time post secondary school;
- One hundred forty at-risk or adjudicated youth received their high school diploma, G.E.D. and (or) a certificate;
- Forty-one percent of sub-grantees have acquired additional funding averaging \$244,400 over the next five years due to technical assistance and coaching; and
- Twenty-two sub-grantees implemented database tracking and reporting systems to support and expand their programs.

Sub-grantees have focused on targeting Latino youth, as 82% of project participants are Hispanic. Through the RNF project, 17.8% of participants have recidivated over a two and a half year period. Recidivism is defined here as either revocation of probation or parole resulting in incarceration or conviction of a crime committed after entering the project.

BIOGRAPHIES

COMPASSION IN ACTION ROUNDTABLE

■ DOUGLAS BURRIS

*Chief U.S. Probation Officer
Eastern District of Missouri*

Douglas Burris is the Chief U.S. Probation Officer for the Eastern District of Missouri U.S. Probation Office, a position he has held for six years. His duties include the oversight of a district that supervises 1,900 federal offenders and conducts more than 1,000 Court-ordered investigations annually. Despite having one of the most challenging caseloads in the federal system, he has been successful at instituting many innovative programs to significantly lower recidivism in Eastern Missouri. Burris is responsible for his district's concentration on engaging faith and community-based organizations in offender employment and re-entry programs and some of his most successful strategies have been replicated throughout the country. His focus on employment services for ex-offenders on supervision has resulted in a decline in unemployment rates for this subgroup by more than two-thirds, to a lower rate than the unemployment rate for the general population for the last two years. Under his leadership, the rate of those failing supervision and returning to prison has dropped from 40% higher than the system average to 20% lower.

In 1985 Burris became a state probation officer in Kansas. He entered the private sector in 1988, where he managed hospital-based psychiatric and chemical dependency treatment programs. In 1995 he was appointed as a U.S. Probation Officer in Northern Oklahoma and promoted to Chief Probation Officer in Eastern Missouri in 2000. He has served as an adjunct instructor at two universities.

Burris received an M.A. in Human Relations from the University of Oklahoma and a B.A. in Social Work from the University of Kansas.

■ ELAINE L. CHAO

*Secretary
U.S. Department of Labor*

Elaine L. Chao is the Nation's 24th Secretary of Labor and the first Asian American woman appointed to a President's cabinet in U.S. history. Arriving at the age of eight from Asia speaking no English, Secretary Chao's experience transitioning to a new country inspired her to dedicate most of her professional life to ensuring that workers have access to opportunity and the chance to build better lives.

Secretary Chao has been dedicated to carrying out the Department's mission of promoting and protecting the health, safety, retirement security and competitiveness of the nation's workforce.

Secretary Chao is a strong believer in the importance of education and training to improving the economic opportunities of young people. And she is deeply committed to helping people obtain the education and job skills they need to participate fully in the 21st century economy. Under her leadership, the Department of Labor has created a number of programs benefiting America's workers, particularly youth, veterans and seniors in traditionally underserved communities. The Department's Workforce Innovation in Regional Economic Development (WIRED) initiative is a major component of the President's American Competitiveness Initiative. And the Department's Job Corps, the nation's largest and most comprehensive residential education and job training program, benefits some 62,000 at-promise youth each year.

Secretary Chao is a visionary leader in reducing recidivism and helping offenders transition from prison to work. Under her direction, the Department of Labor funds and manages many programs aimed at reducing recidivism by attaching ex-offenders to the labor market, including Ready4Work and the President's

Prisoner Reentry Initiative. The Secretary is committed to coordinating the nation's workforce agencies with correctional institutions and faith-based and community organizations to implement new and innovative re-entry approaches that will help men and women returning from incarceration.

Secretary Chao's career has spanned the public, private and non-profit sectors. She has served as President and Chief Executive Officer of United Way of America and as Director of the Peace Corps. Her government service also includes serving as Deputy Secretary at the U.S. Department of Transportation and as Chairman of the Federal Maritime Commission. She has also worked in the private sector as Vice President of Syndications at BankAmerica Capital Markets Group and a banker with Citicorp.

Secretary Chao received her M.B.A. from the Harvard Business School and her undergraduate degree in economics from Mount Holyoke College. Active in many volunteer activities, Secretary Chao has received numerous awards for her professional accomplishments and community service. She is the recipient of 28 honorary doctoral degrees.

■ FREDERICK A. DAVIE

President

Public/Private Ventures

Frederick A. Davie joined Public/Private Ventures (P/PV) in 2001 and became president on June 1, 2006. He brings a wealth of public and private sector experience; a deep knowledge of community development and organizing, housing and youth employment issues; and a strong commitment to improving the nation's social policies.

Mr. Davie began his professional career in 1982 as assistant to the executive director of the New York City Mission Society. He went on to become an executive, first at the Brooklyn Ecumenical Cooperatives and then the Presbytery of New York City. In 1991, he joined the public sector, first as special assistant to the president of the New York City Board of Education, then as chief of staff to the deputy mayor for Community and Public Affairs, and finally as deputy borough president in the Office of the Manhattan Borough President.

Mr. Davie served as the Program Officer for Faith-Based Community Development at the Ford Foundation, managing a portfolio of nearly \$20 million in grants to programs in the U.S. and southern Africa. During his tenure at the Ford Foundation, Mr. Davie developed a nationally-recognized juvenile violence reduction program.

He holds a Master of Divinity degree from Yale University and received his B.A. in political science from Greensboro College in North Carolina, where he was elected the first African American President of the Student Government Association.

■ **JAY F. HEIN**

*Deputy Assistant to the President and Director
White House Office of Faith-Based and Community
Initiatives*

Jay F. Hein was named Deputy Assistant to the President and Director of the Office of Faith-Based and Community Initiatives on August 3, 2006. He is the founding president of the Sagamore Institute for Policy Research, an international public policy research firm headquartered in Indianapolis, Indiana. Mr. Hein also served as Vice President and Chief Executive Officer of the Foundation for American Renewal, a public charity established by Ambassador Daniel R. Coats. Prior to the Sagamore Institute, he was Executive Director of Civil Society Programs at Hudson Institute, including the Welfare Policy Center, the Faith in Communities Initiative, community-based healthcare reform and the Director of Hudson's field office in Madison, Wisconsin, where he conducted hands-on research and analysis in support of the State's welfare reforms. He also served in Wisconsin State government as a policy director. In both of these roles, Mr. Hein helped design and implement Wisconsin's ground-breaking welfare replacement program.

■ **BYRON JOHNSON, PH.D.**

*Professor of Sociology and Co-Director
of the Institute for Studies of Religion
Baylor University*

Byron Johnson is a Professor of Sociology and Co-Director of the Institute for Studies of Religion (ISR) and director of the Program on Prosocial Behavior at Baylor University. He is also a Senior Fellow at the Witherspoon Institute in Princeton, New Jersey. Dr. Johnson's research focuses on quantifying the effectiveness of faith-based organizations in confronting various social problems. His most recent publications have examined the efficacy of the "faith factor" in reducing crime and delinquency among at-risk youth in urban communities and several studies examining the impact of faith-based programs on recidivism reduction and prisoner re-entry. Dr. Johnson has also written on strategic efforts to reduce family violence and directs the National Domestic Violence Fatality Review Initiative. He is particularly interested in the role of religion in contemporary China and along with other ISR colleagues, is completing a series of groundbreaking empirical studies on this subject. Together with ISR economists, he will soon be launching several major studies exploring the connections between faith and factors related to work and the workplace.

■ KATHY LAMBERT

Co-Founder and Director

Connections to Success

Kathy Lambert is the Co-Founder and Director of Connections to Success, a faith-based organization that uses a holistic rehabilitative approach to provide a pathway for individuals and families to realize their personal and professional potential.

Connections to Success has served 20,000 people since 1998 and strives to achieve the goal of "breaking the cycle of poverty one family at a time." Connections to Success aims to empower determined individuals with a plan and resources to achieve economic self-sufficiency. Services provided include a faith-based mentoring program in collaboration with local congregations and civic organizations; Dress for Success Midwest, providing interview clothing; the Professional Women's Group, an innovative job-retention program, moving low-income women toward self-reliance by addressing their social and economic needs in relation to work, home and community; Wheels for Success, a transportation program where vehicles are awarded to individuals; Wheels of Hope, a 8' x 40' mobile unit providing services and programs in low-income communities; and Pathways to Success, a holistic transition program for men and women coming out of incarceration and returning to the community.

Ms. Lambert is an active board member of several community organizations, the former President of Dress for Success Worldwide, a member of the 2001 St. Louis FOCUS Leadership Class and recipient of the 2005 ATHENA Award. She received training through the National Institute of Corrections as an Offender Workforce Development Specialist. She participated with the Mid-Atlantic Regional Community Policing Institute in the development of a collaborative effort for an Ex-Offender Re-Entry Curriculum.

Ms. Lambert has over 20 years of experience in the areas of public speaking, training and consulting and a degree in Social Work from Ball State University.

■ YALANDA L. MCFADGON

Executive Director

Second Chance/Ready4Work for the City of Memphis

Yalanda McFadgon is currently Executive Director of the Second Chance/Ready4Work Program for the City of Memphis. Ms. McFadgon joined the City of Memphis in 1984 as a Police Service Technician (PST) for the Division of Police Services. After several months as a PST, she returned to the Police Training Academy and graduated as a patrolman. Ms. McFadgon worked as a Police Officer for more than a decade and was assigned to various units, including Uniform Patrol, Crime Prevention, Public Housing, Vice Squad and the Mayor's Dignitary Protection Team. In 1994, she was promoted to the rank of Sergeant and put in charge of the Mayor's Dignitary Protection Team.

In 2000, Ms. McFadgon began work with Youth Opportunity Services as a Workforce Development Specialist. She was later promoted to Special Program Coordinator and then Project Coordinator for the City of Memphis Ex-Felon Program. Under the visionary leadership of Mayor Willie Herenton, Ms. McFadgon's mandate was to design, develop and implement the program, which accepted its first applicants in January 2001. Since its inception, the program has placed over 830 participants in jobs and has had nine graduation ceremonies.

On October 29, 2003, Public Private Ventures and the Department of Labor awarded the City of Memphis Second Chance program a \$1,050,000 grant. The program expanded to become Second Chance/Ready4Work and Ms. McFadgon became its Executive Director. The federal grant enabled the program to include mentoring and expansion of the job-training component.

Ms. McFadgon has a Bachelor of Science in Sociology from Lemoyne Owen College and her Masters in Human Resource Management from Webster University. She is a member of the American Counseling Association and a Motivational Speaker.

■ **BRENT ORRELL**

Acting Deputy Director

White House Office of Faith-Based and Community Initiatives

Brent Orrell currently serves as Acting Deputy Director of the White House Office of Faith-Based and Community Initiatives. He is on detail from the Administration for Children and Families (ACF) in the U.S. Department of Health and Human Services (HHS) where he is the Deputy Assistant Secretary for Policy and External Relations. Before joining ACF, he was the Director of the Center for Faith-Based and Community Initiatives at the U.S. Department of Labor (DOL). Prior to his service at DOL, he worked in both the United States Senate and the U.S. House of Representatives for 14 years.

In his work at DOL, Mr. Orrell focused on several key aspects of the implementation of the President's Faith-Based and Community Initiative. Working with the Employment and Training Administration, he was responsible for designing the Initiative's first mini-grants program to fund small faith-based and community organizations that provide job development services to poor and under-served communities. He was the principle author of the Ready4Work, a three-year, \$25 million demonstration project to faith-based and community groups assisting men and women who are returning from prison. Ready4Work was the basis for the President's four-year, \$300 million request to Congress for a comprehensive prisoner re-entry program that was announced in the January 2004 State of the Union Address. Finally, Mr. Orrell designed and implemented Touching Lives and Communities, a technical assistance program encouraging state and local workforce

development officials to partner with faith-based and community organizations in the delivery of formula grant-funded job development programs.

From 1987 to 2001, Mr. Orrell worked for members of the House and the Senate in a variety of policy-related positions. Most recently he served as Legislative Director to Senator Sam Brownback. From 1998 to 2000 he was Administrative Assistant to Congressman Gil Gutknecht.

From 1996 to 1998, Mr. Orrell served as Legislative Director to Senator Dan Coats where he helped promote the Project for American Renewal, an omnibus legislative package designed to highlight and support the work of religious and community organizations. He also oversaw the creation of REAL Life, a separate faith-based and community package more narrowly tailored to the economic, social and educational problems of urban areas.

From 1989 to 1996, Mr. Orrell served as Deputy Legislative Director to Senator Sam Nunn where he handled health care, welfare, judiciary and other domestic policy issues.

■ ROBERT J. PORTMAN

Director

Office of Management and Budget

On April 18, 2006, President George W. Bush nominated Rob Portman to be the 35th Director of the Office of Management and Budget. He was confirmed by the U.S. Senate on May 26, 2006 and three days later, he was officially sworn into office by Chief of Staff Josh Bolten.

Director Portman first served in the President's cabinet as the United States Trade Representative. In that position, he worked to expand export opportunities for American farmers, manufacturers and service providers and rebuild the bipartisan consensus for trade. Previously he served as a

Representative of the Second District of Ohio in the United States Congress.

During his time in Congress, Director Portman served as the Chairman of the House Republican Leadership and was the liaison between the House Leadership and the White House. He was also an effective legislator who was known for reaching across the aisle to achieve results. He served as a Member of the House Ways and Means Committee, and as Vice Chairman of the House Budget Committee.

Director Portman's specific legislative successes include authoring the law to curtail unfunded federal mandates; the first comprehensive reform of the Internal Revenue Service in 50 years -- adding over 50 new taxpayer rights; four laws to reduce substance abuse and its consequences through prevention and education; and three laws to encourage people to save more for retirement.

Prior to his service in Congress, Director Portman was an associate in the Washington law firm of Patton Boggs from 1984-1986. He worked as an associate and then a partner at the law firm of Graydon, Head and Ritchey from 1986-1989 and 1991-1993 in Cincinnati. He served in the first Bush White House from 1989-1991 as Associate Counsel to the President and later as Director of the White House Office of Legislative Affairs.