“Since its inception, Workforce, Inc. has robustly grown its recycling activities. It has grown from two workers and 600,000 lbs. of processed materials in its first year to over two million lbs. of processed materials and a crew of 35 workers. Having firmly established its reputation in the recycling of e-waste, Workforce, Inc. is looking to expand its recycling operations into other materials such as cardboard, plastic, aluminum cans, newspaper and office paper. It is hoped that the Chancellor A. Keesling Eastside Community Recycling Center will open in the Fall of 2009. Once this center is established, Workforce, Inc. will be the most comprehensive recycler in the State of Indiana—recycling everything from televisions to cardboard, from laptops to aluminum cans.”

Thomas Gray, vice president, Workforce, Inc.
from our board chair

Workforce, Inc. began as an effort to provide workforce development services to “the hardest to serve clients.” The beginning model derived from work that Gregg Keesling and Tom Orr had done together at Keys to Work, Inc.—a for-profit temporary employment service coupled with job search and placement. All of us had a commitment to that mission, and it naturally drove us to consider participants recently released from incarceration.

The next stage of service model development was a matter of serendipity—the owner of the building where we were situated had accumulated, via another tenant, a huge stash of electronic waste with no apparent means of disposal. These two components and a “learning by doing” approach toward “de-manufacturing” the waste yielded a business model that had promise.

The final component that laid the foundation for our current operations was a former colleague, who over a two year tenure, implemented a character development model in which we assisted our participants to reintegrate into their families and civil society generally using the workplace as a context for gaining earnings as well as practical life skills. This means strengthening their spirit toward self-respect and community service.

The lessons learned from these developments are deep, practical, successful and inspiring. We see men and women beginning to hope for a better future, demonstrating new survival skills in a very complex transition from prison to productive citizenship. We see passionate commitment from previous participants for the welfare of those that come after them and the same commitment among those who remain as team leaders and supervisors.

Our model is sound and can be extended in new dimensions. Already we are applying the learning by doing approach to develop innovative ways to de-manufacture abandoned houses—a new promising venture for Workforce, Inc. Our commitment to these participants remains the same—to prepare them for successful, contributing citizenship.

Dr. David Weinschrott, board chair
Research Director
ProDev Associates, Ltd.
Welcome to Workforce, Inc. It is an exciting time in the field of reentry. The reentry industry is taking a fresh look at itself and trying to understand why so many people are violating parole and probation. New ideas include transitional jobs and social enterprise. Workforce, Inc. is playing an important role in helping to bring these efforts to fruition. Our organization can make a difference for taxpayers, our region’s economy and for our people by developing and implementing solutions to very complex issues.

But instead of getting lost in the complexities, we have to focus on evidenced-based practices and what we know works. Work works, or in the words of sociologist William Julius Wilson, “Work organizes life.” Helping engage recently released offenders with transitional employment and a strong blend of wraparound support services offers the best hope to reduce the spiraling epidemic of recidivism. A recently released study by the Indiana Department of Correction bears this out. Those who become employed immediately upon release and earn at least $5,000 in the first six months after release are 40% less likely to be returned to prison.

Yet housing, mental health, family and community issues all need to be resolved too, and must be resolved while adhering to reentry mandates and paying various user fees to probation, parole and work release.

Workforce, Inc. intends to be a major voice in reentry debates and to work aggressively on brokering new solutions to old problems. Our board represents a cross-section of some of the most innovative thinkers in our field, and we have a role to play in bringing about the needed changes. If you had not heard of Workforce, Inc. before you read this report, you will certainly hear more about us in the months and years to come. Workforce, Inc. is a force to reckoned with as we fight to reduce the scourge of recidivism in our community.

Gregg Keesling, president
2006 Workforce, Inc. (WFI) was chosen to participate in the Transitional Jobs Initiative Project sponsored by the National League of Cities, National Transitional Jobs Network, Center for Employment Opportunities and the Transitional Work Cooperation. Former Indianapolis Mayor Bart Peterson called for the project to promote work among ex-offenders.

Received a grant from the Annie E. Casey Foundation to research and launch the electronic recycling social enterprise. Purdue Technical Assistance Program (TAP) provided technical assistance to design the recycling facility. Thomas Gray was hired to lead the initiative.

2007 Partnered with Sagamore Institute and awarded one of two Special Improvement Project grants from 500 applicants by the Office of Child Support Enforcement. Focused on systemic changes, the program provides immediate employment for non-custodial parents, redirects welfare cost recovery to families, provides the opportunity to set realistic child support orders for those in prison, provides assistance to manage arrears upon release, and brings mothers and fathers together for the betterment of their children.

The Indiana Department of Environmental Management instituted a registration process for electronic recycling facilities. WFI was the first registered facility in the state and has passed two recent inspections.

2008 Awarded a Job Opportunities for Low Income Individuals grant through the Administration for Children and Families, one of eleven funded from nearly 500 applicants. WFI provides transitional jobs, support services and permanent job placement to low-income workers with an emphasis on formerly incarcerated non-custodial parents. Neva Hagedorn was hired to lead the effort.

Awarded a Marion County Community Crime Prevention grant and federal beneficiary choice funding through the Indianapolis Private Industry Council. Mayor Gregory Ballard helps WFI increase electronic recycling efforts by expanding tox drop collections to include televisions.

2009 WFI began a television recycling pilot project with funding from the Efroymson Fund. Pilot began with two employees and quickly proved successful. To date over 9,000 televisions have been safely recycled and the program is poised to grow.

Applied for a Community Economic Development grant through the Office of Community Service to purchase a machine to aid in economic and environmentally safe disposal of CRTs from televisions and computer monitors and to employ 84 additional ex-offenders.
RecycleForce was developed as the first WFI program and has enjoyed rapid growth and sustainable support. This proven model of transitional jobs increases positive outcomes for those coming home from incarceration. RecycleForce operates a “worker incubator” wherein ex-offenders have the opportunity to earn income immediately after release from incarceration in an environment that provides 1) the flexibility and support to manage what are often overwhelming and conflicting reentry mandates, 2) a robust employee assistance program that actively promotes and rewards taking responsibility for one’s self and family, and 3) the opportunity for those with little or no work history to develop the skills and documented work history necessary to move into full-time, unsubsidized employment in private sector jobs that pay living wages.

WFI has employed over 100 formerly incarcerated individuals in this past year through the RecycleForce program.

“The event hosted by Knights of Columbus on East Post Road is an example of the Knights of Columbus’ commitment to help keep the environment green while also helping to support the mission of Workforce, Inc.—getting formerly incarcerated individuals back to work. It’s a win-win for all concerned.”

Steve Day, Recycle Event Coordinator for the Knights of Columbus
WFI is in midst of designing a customized training program that includes inviting WFI employees who perform at an agreed upon level of competence and qualifications (eligibility) to be funneled from their six months of transitional employment with RecycleForce into customized training for construction. During customized training, candidates learn about construction while earning wages for deconstructing houses. Materials from the deconstructed houses are sold for reuse. The goals of this project are to increase the labor force necessary to meet the demands of the labor market in the recognized growth industry of construction, increase employment opportunities for ex-offenders, and increase certifications and transferable skills of this untapped labor force. WFI has invited leaders from the fields of community and economic development, the construction industry, the labor industry, the local workforce investment board, and the area training community to come together in developing this sustainable model. The first pilot phase of the project was completed in August, 2009.

“I thought WFI was my last resort and it ended up being something totally different. This job gives me purpose. I look forward to working with guys who struggle with the same struggles I am facing. Each day brings different challenges and chances to improve. It’s the people here who help keep me committed. I see myself as a role model and I like that. It’s important to me.”

Danny Willis, program participant
financial snapshot

Revenues
From FY 2008 to 2009, revenues increased 47% ($729K to $1.1 million) while expenses increased 50% ($783K to $1.2 million).
However, from the first half to the second half of FY 2009 revenues were up 59% with expenses going up only 7%.
In FY 2008 revenues covered 93% of expenses. In FY 2009 revenues covered 91% of expenses.
In the first half of FY 2009 revenues were 72% of expenses but improved to 108% of expenses over the second half of the year.

Funding Sources
Total funding
$1,068,889
Federal 43.1% $461,014
Fee for Service 31.8% $339,401
Private/Philanthropic 17.6% $188,083
Contractual 4.1% $  43,582
Private/Donations 2.5% $  26,656
State 0.9% $  10,150

Liabilities
At the end of FY 2008 current liabilities were 2.6 times current assets. At the end of the first half of FY 2009 it was up to 12.5 times, but it dropped to 3.6 by the end of the second half.Total liabilities increased 23% ($598K to $735K) from FY 2008 to FY 2009.
workforce, inc.
Consolidated Budget Projections
July 1, 2009–June 30, 2010

Revenue
RecyleForce, LLC $453,769
JOLI Grant 203,577
Crime Prevention 296,000
Apollo 13 79,000
Pullium Year 2 Funding 50,000
Probation JAG Project 85,000
CDBG 200,000
ATR 25,000
Duvall Contract 50,000
Catholic Campaign for Human Development 30,000
Private Donations 50,000

Total Revenues $1,522,346

Expenses
Accounting $9,600
Audit 19,000
Board Meetings 2,500
Commissions 12,000
Computer Support 1,965
Consulting 6,000
CRT Disposal 141,843
Dues and Subscriptions 1,000
Equipment Maintenance & Repair 26,800
Freight & Shipping 16,000
Insurance 18,888
Interest Expense 5,000
Legal Counsel 2,500
Marketing 5,553
Office Supplies 4,000
Payroll:
  Staff 404,773
  Fringe (28.36%) 114,794
  Participant Wages 531,601
  FICA, FUTA, SUTA, Workers Comp (21.3%) 113,231
Postage & Delivery 300
Printing 1,000
Public Relations 3,000
Rent 33,000
Special Events 1,000
Telephone 4,430
Tools & Materials 13,368
Travel 3,500
Truck Fuel 5,700
Work Supports 20,000

Total Expenses $1,522,346
partnerships

Workforce, Inc. could not accomplish the extraordinary results without the support, resources, and strategic alliances offered through our public and private partnerships.

National Transitional Jobs Network
Social Venture Network
Indianapolis Private Industry Council
United States Department of Labor – Beneficiary Choice
United States Department of Health and Human Services – Job Opportunities for Low Income Individuals (JOLI)
State of Indiana Office of Faith-Based Initiatives
Indiana Department of Workforce Development
City of Indianapolis – Community Development Block Grant
Trusted Mentors, Inc.
John Boner Center
Keys to Work, Inc.
PACE / OAR
CAFÉ
Choices, Inc.
Management 2000
Indianapolis Archdiocese
Global Peace Initiatives
Shipley Communications
Federal Office of Child Support Enforcement
Center for Law and Social Policy (CLASP)
Sagamore Institute for Policy Research
Indianapolis Tox Drop Program
City of Indianapolis – Department of Public Works
Indiana Department of Environmental Management
Indiana Office of Pollution Prevention and Technical Assistance (OPPTA)
Purdue University Technical Assistance Program (TAP)
Indianapolis Mayor’s Reentry Task Force
Indianapolis Mayor’s Office of Sustainability
Marion County Leadership in Action Program
Indiana Recycling Coalition
Independent Colleges of Indiana
Indiana State University
TREES – Terre Haute
Marion County Probation
King Park Community Development Association
Local Initiative Support Corporation (LISC)
Marion County Community Corrections
Indiana Department of Correction
Indiana Department of Child Services
Indiana Family and Social Services Administration
Marion County Child Support Offices
Indiana Legal Services
Clifford Rubenstein, Attorney at Law
Pilgrim Missionary Baptist Church
Second Baptist Church
Second Starts
Key Bank
National City Bank
Old National Bank
Doug Dale Communications
Labor News
MAC Experience
St. Luke’s United Methodist Church
Knights of Columbus
Pollution Solution
East Tenth Street Neighborhood Association
East Tenth Street Civic Association
AIM Program
Tabbert Hahn Earnest and Weddle
DePauw University
Thomas P. Miller and Associates
Vandagriff and Associates
Indiana University Purdue University Indianapolis (IUPUI)
Earlham College
Wabash College
Franklin College
Ivy Tech State College
Computer Genius
DAO Recycling
Canadian Recycling
E-Mine
E-Tech
Mitsui Corporation
Totall Metal
MediaTech
Omni Source
Keep Indianapolis Beautiful (KIB)
St. Luke Catholic Church
St. Luke’s Catholic Social Action Committee

A special thank you to the following foundations for their philanthropic support:

Nina Mason Pulliam Charitable Trust
Clowes Fund
Richard M. Fairbanks Foundation
Catholic Campaign for Human Development
Annie E. Casey Foundation
governing board

Dr. David Weinschrott (Chair) (10/10)  
Research Director, ProDev Associates, Ltd.

Mr. Gary J. Meyer (10/10)  
President, Square One, Inc.

Mr. Gregg Keesling (10/15)  
President, Workforce, Inc.

Mr. Tom Steffes (1/14)  
Director of Computing Services  
Earlham College

Mr. Roy L. Vanderford (10/10)  
Senior Vice President  
Workforce Strategies

Ms. Lori Wright (04/16)  
President, Wright Business Solutions Group

Mr. Barato Britt (8/11)  
President/CEO, Indiana Chapter of the  
Black Alliance for Educational Options

Mr. Jon Kessen, C.P.M. (1/12)  
Inventory Control and Sourcing Manager  
Degremont Technologies Infilco

Mr. Earl Morgan (12/13)  
Director of Safety and Security  
Indianapolis Children’s Museum

Mr. George Pillow (1/14)  
President and CEO  
Pillow Express Delivery, Inc.

Mr. Clifford Rubenstein (5/14)  
Attorney at Law

Mr. Lee Foley (10/10)  
Supervisor (retired)  
Workforce, Inc.

Mr. James Smith (1/15)  
Operations Manager  
Workforce, Inc.

2 vacancies on board as of September, 2009
human capital development

While earning and learning at WFI, participants work diligently to develop a renewed sense of inner-self. Entering WFI as ex-offenders, they move past the transitional jobs and into the marketplace seeing themselves in a whole new way. They begin to see themselves as taxpayers, fathers, civic citizens, and employees. They realize they are team leaders, mentors, and community leaders. These changes are fostered by WFI through dedicated human resources, cultivation of participant’s inner strengths, and modeling of professionalism. Providing a mutually respectful environment is one of the primary resources WFI offers.

Human resources can include assistance with managing court reentry mandates, assistance with child support and visitation, assistance addressing social service needs such as housing or transportation, and linking participants with post-secondary educational opportunities. Services are delivered on a case-by-case basis to address each participant’s unique needs, strengths, and circumstances.

As the director of human capital development, I work arm in arm with our employee assistance representative, the operations team, and our community partners to provide ample opportunities for this personal growth to take place. It is a gift and a challenge to be a small part of the miraculous transformation that takes place with participants on their journeys home.

Neva Hagedorn
director of human capital development