



Safer Together

**Safer Foundation
Annual Report
2016**



SAFER TOGETHER

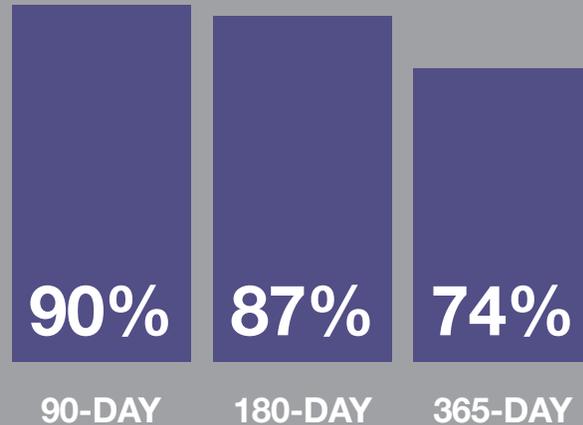
Safer at-a-glance

Clients served, job starts and reduced recidivism are just a few of the measures of success for Safer. Our work also reduces costs for taxpayers. It produces better educated citizens and safer communities. Finally, our work breaks generational poverty and strengthens families.

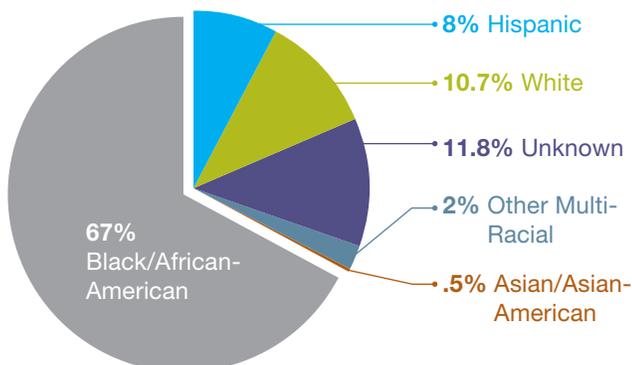
Safer Outcomes



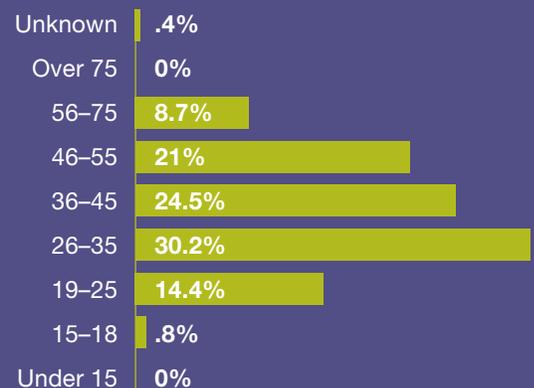
Job Retention Results



Client Race Demographics



Client Age Demographics



Dear friends,

It gives us great pleasure to submit the Safer Foundation Annual Report for FY16! We are very proud of what our team achieved during the year. In the pages to follow you will see the positive impact we are having with our clients demonstrated in numbers and the stories of changed lives. Our theme for this year is Safer Together. We chose Safer Together to highlight the collaborative nature of our work. Our ability to achieve results and impact lives can only be accomplished by working arm in arm with a broad cross section of partners. Our results and impact requires the cooperation, coordination and commitment of the staff, board, service delivery partners, advocacy partners, government & corporate leaders and funders.

Safer Together also speaks to a positive impact of our work that is top of mind to many in our headquarters city—Chicago—the issue of violence. When the people we serve with arrest & convictions records secure private sector employment, their rate of recidivism drops dramatically. No recidivism means that for three years they have not been re-incarcerated because of a violation of the conditions of their release or commission of a new crime. We are literally Safer Together when we partner to ensure people with records receive the support, training, education, job readiness, job placement and retention services they need.

We encourage you to read the story of Safer client alumni Bernard Buckner, who is featured in this year's annual report. Bernard's story is unique and



reflects the fact that every client doesn't follow the same path to success. While Bernard's story isn't the normal case, it demonstrates the great length our team and partners will go to to move our clients, their families and the community to a better life. We have recently updated our tagline from "A Road Back" to "A Road to a Better Future". The Bernard Buckner story provides a perfect example of what we mean by not just helping our clients on the road back to their prior life, but helping them on the road to a better future.

As our state prepares to reduce the prison population over the next 7 years, the demands on Safer Foundation will be greater than ever. We are building on the foundation laid over 45 years and preparing for this demanding future, preparing to serve more people in more and better ways. We are confident we can accomplish great things that benefit everyone involved, because we assemble great teams. We are truly Safer Together!

Sincerely,

Victor Dickson
President and CEO
Safer Foundation

Cecily Mistarz
Chair, Safer Foundation
Board of Directors

CLIENT STORY

Bernard Buckner

Our collective efforts provide clients with pathways to a better future

“I just needed a job,” said Bernard Buckner of his first visit to Safer Foundation in 2015. His story will be familiar to people who know how Safer Foundation can make a difference. Bernard grew up on Chicago’s West Side. He struggled for many years with a substance abuse disorder and ultimately was incarcerated in the Illinois Department of Corrections. Post incarceration, Bernard worked in a variety of jobs over the years.

Now, Bernard works full-time at Roseland Community Hospital in Chicago, one of many health care institutions that are benefiting from Safer’s recent focus on that growing industry. While he describes personal challenges and a criminal history that once characterized his life, now he is not only employed full-time—he just got a promotion and is encouraged about future opportunities as well.

After coming to Safer, Bernard went through our prescreening, worked on his resume and was coached in how to conduct himself in interviews—including how he could respond to questions about his past incarceration. After that, he worked in a seasonal landscaping program through Safer. When Roseland Hospital called, he was more than ready. “After the second interview,” he says, “they asked me ‘When can you start?’ and I said, ‘Whenever you need me to start.’”

Before he started, he received a state waiver that allows people who have been incarcerated to secure employment in the health care field.

For a year, Bernard worked in environmental services for Roseland, where he was responsible for completing a wide range of housekeeping tasks that included cleaning patients’ rooms. The job offered him a chance to engage with a lot of people. “It was very encouraging,” he says. “People were very warm and wanted me to succeed. People relied on me and I relied on them.”

In March of 2017, he was promoted to the position of Patient Transporter. “I transport people who are having surgery in the hospital, but also help out on other floors where people need transporting,” he says. “I get to encourage people and give them hope no matter what they’re facing.”

Now Bernard says his manager is encouraging him to pursue training that will qualify him to be a Certified Nursing Assistant (CNA).

“Bernard is really one of our success stories,” says Nouvelle Lewis, a Senior Recruiter at Roseland Community Hospital. “He is very personable, very engaging, ambitious and great to work with. In fact, all of the candidates that Safer has referred to me have been wonderful employees.”



Bernard, who is active in his church, says that someday he wants to be a motivational speaker who helps people get on the right track. “I know it can be hard,” he says. “But I know it can happen.”

Meanwhile, he shares a positive message with people who are in the position he was in just a couple of years ago.

“Give Safer a chance,” he says. “I am a living example that it works.”

“Give Safer a chance. I am a living example that it works.”

SAFER TOGETHER

Advocacy Partnerships

Building a Broad-Based Coalition & Breaking Barriers

For Safer clients like Bernard Buckner, finding work often means navigating through an array of barriers that can impact people who have been incarcerated. In the last year, Safer's advocacy partnerships have helped reduce barriers and built awareness on systemic, legal and policy levels.

Safer Foundation is building on the success of a 2015 health care forum that engaged health care institutions about hiring practices in this growing field. Now, Safer is opening more opportunities in healthcare through a toolkit that informs employers about how to work with Safer clients (the toolkit was created in partnership with the National Employment Law Project). "Our message to employers is that if we are truly looking to improve our workforce and economy, we have to change the way we serve this population," says Sodiqa Williams, Safer's Vice President of External Affairs. "If there's a skills gap—and there is a big one—we have to look to train people." Meanwhile, in 2016 Safer also launched the Safer Policy Institute, a weekly policy update that provides information on legislative developments.

Safer's advocacy work involves partnering with a range of organizations to build a strong coalition that is making an impact. Partners include the Sargent Shriver Center on National Poverty Law, Cabrini Green Legal Aid, the Office of the Cook County Public Defender and many others.

One key accomplishment this year was the passage of an occupational licensing reform law in Illinois that reduces barriers to hiring 14 occupations in six different fields, including barbering, roofing and funeral services. Safer also produced and distributed a comprehensive report on occupational licensing issues in Illinois.

In October of 2016, Safer Foundation and its Council of Advisors to Reduce Recidivism Through Employment (CARRE) reported on our legislative progress at Safer's 15th annual policy conference. (The keynote speech was delivered by Kim Foxx, who was elected as Cook County State's Attorney in November.) "Through our advocacy work, we are opening up opportunities," says Anthony Lowery, Director of Policy & Advocacy at Safer Foundation. "Our work with the health care industry is showing how this can work—and that Safer clients can be good employees in in a wide variety of living wage jobs."



Opposite page: Kamel Freeman, Special Events & Development Coordinator, Michael Weston, Safer Client, Anthony Lowery, Director, Policy & Advocacy, Asawari Sodhi, Public Policy & Legislative Affairs Coordinator



**Waiver Application
Approval Rate**

Safer Foundation's External Affairs Department has created a toolkit in conjunction with NELP that provides the key resources necessary for healthcare employers to effectively recruit and retain the best qualified workers with records in their community.

SAFER TOGETHER

Safer Demand Skills Collaborativesm

Working together to get companies the skilled workers they need

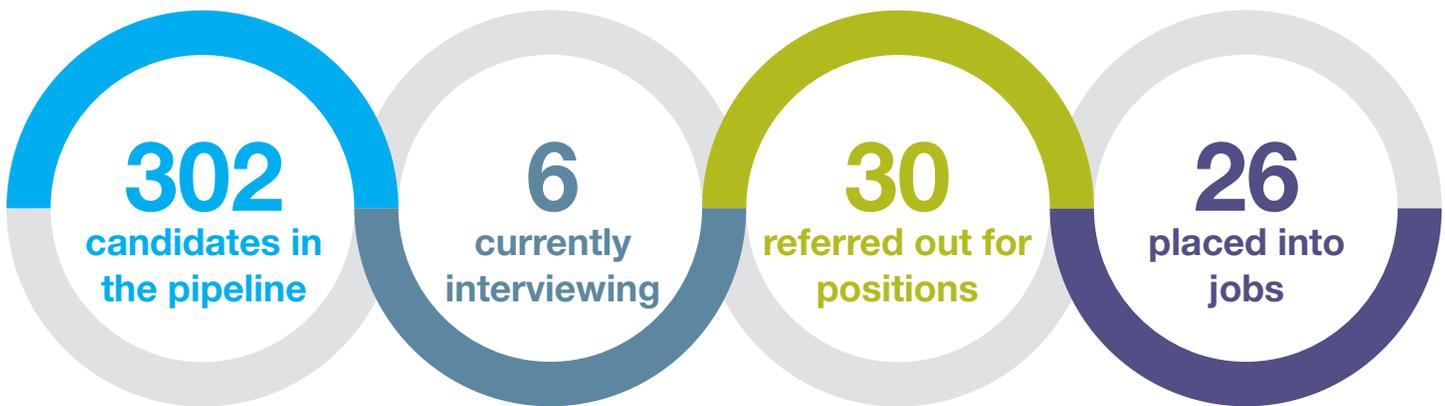
There is a growing need in several industries for skilled workers. Safer Foundation works with clients who are capable of learning key skills and need a living wage job. How do these employers and potential employees come together? In the last year, the Safer Demand Skills Collaborativesm (SDSCsm) has worked to build pathways to work through employer outreach, pre-screening, legal assistance and training referrals. SDSC is an employer-driven approach to high demand, high growth sectors.

SDSCsm is a workforce development strategy that will open the door for Safer clients who seek employment in the Health Care, Advanced Manufacturing, Technology, Transportation and Hospitality industries. Now, through SDSCsm, we are responding to major developments in the Health Care industry—and continuing needs of Safer clients. Health Care is the fastest-growing field in the country, with 3.8 million jobs projected to be added to the sector by 2024, according to the Bureau of Labor Statistics.

SDSCsm is proving to be a highly effective way to reduce recidivism. As of March 2017, Safer clients employed through the program have a 97 percent

retention rate. “The idea behind the program is that it’s a team approach,” says Matthew McFarland, Director of SDSCsm. “We work closely with employers to get them the skilled employees they need.” Through SDSCsm, Safer educates employers about working with its clients—and why they can and do make good employees. Safer is working directly with 11 hospitals in the Chicago area through the health care SDSCsm. (One hospital that recently agreed to join the program is Presence Health, which has 18,500 employees). In addition to providing its array of services to clients and working closely with employers through this program, Safer also teams up with organizations (like City Colleges of Chicago) that can provide training assistance. In 2016, McFarland adds, “every Safer client who applied for a Health Care Waiver was approved.” Like SDSCsm, the waiver helps open doors: when a Safer client applies for a job and gets a waiver, they have overcome a barrier that, in the past, has often kept former offenders from employment.

Opposite page: Rose Gonzales RN, BSN, Lead Account Executive II–Healthcare (SDSC), Cory Felton, Safer Client, Karen DeGrasse, Intensive Case Manager–Healthcare (SDSC), Matthew McFarland, Director, Safer Demand Skills Collaborativesm



FY 2016 year end data

SAFER TOGETHER

Employer Partnerships

Forging strong relationships with employers

Roseland Community Hospital, like many employers in the area, has recognized that Safer clients can learn and apply skills in a variety of job situations. “Since 1972, we’ve worked with hundreds of employers in multiple industries to help individuals get jobs. That’s not new,” says Arthur Bishop, Vice President, Workforce Development & Client Services at Safer. “What we’ve been focusing more in the last couple of years is going to employers in specific sectors and finding out more about what their needs are—in trainings, in credentials and especially when they’ve seen more challenges in finding higher-skilled individuals.”

Through the Safer Demand Skills Collaborativesm (SDSCsm), Safer Foundation is not just focusing on getting individuals a job—but on helping them find jobs with opportunities to move up through promotions and have a career with an employer. In the growing health care field (the largest industry in the Chicago area), that can mean jobs like the ones Safer client Bernard Buckner has filled at Roseland Community Hospital—in environmental services and as a Patient Transporter. It can also lead to many other jobs like Certified Medical Assistant, Certified Nursing Assistant, Patient Care Technician and more. Safer’s job readiness prepares clients for the workforce through intake, orientation, training and supportive services. Meanwhile, Safer’s job

developers focus on specific sectors and develop relationships with employers.

Bishop points to a wide range of companies Safer has worked closely with, including Presence Health, Suncoast Industries (manufacturing), Freedman Seating and many others. “When we talk to employers, we tell them ‘This is what we’ve found over the years—Safer clients have succeeded at jobs with many, many companies. Clearly, they can and do succeed in the workforce.’” The SDSCsm model, Bishop says, offers a great track record of how Safer is forging productive partnerships with employers. Nearly each individual placed through the program is still working for companies where they were placed. “That bodes well in terms of their longevity at these companies,” says Bishop. “They are making a positive impact in the workforce.” Bishop adds that in the coming years Safer will keep building connections with employers, community-based organizations and other institutions that can be partners—and play a key role as Safer clients make their way into the workforce.

Signed agreements with key employer partners:

- **Near North Health Service Corporation**
- **Presence Health**
- **Roseland Community Hospital**
- **Rush Oak Park Hospital**
- **Sinai Health System**



Transportation Services



helps clients reach employers
in remote areas

Healthcare Job Placement



Clinical
positions



Non-clinical
positions

SAFER FOUNDATION Programs

Reconstruction Technology Partners



RTP, a Safer Social Enterprises Venture, is a full-service construction company that provides on-the-job training for workers who have arrest or conviction records. RTP will provide access to a state of the art training facility and tailored instruction for individuals to gain in-demand skills within the construction trade. The goal of RTP is to strengthen communities, provide training and employment to people with criminal records and create unrestricted revenue for Safer.



Adult Transition Centers (ATCs)

Safer is the only community based organization to operate two secured residential transition centers on behalf of the Illinois Department of Corrections. These two centers allow incarcerated individuals to serve the final 18 to 24 months of their sentences in a community-based work-release setting.

The purpose of the centers is to give participants access to education, supportive services and employment training to aid in reintegration. Last year, the centers combined to serve approximately 1,300 clients.

Total Residents Employed: 918

SUPPORTIVE SERVICES USED (FY16 to date)

1071

Substance
abuse
education

202

Substance
abuse
treatment

123

Mentoring

MREN

MREN

MIDWEST RE-ENTRY AND
EMPLOYMENT NETWORK

SAFER FOUNDATION



SAFER
FOUNDATION
A Road to A Better Future

The overall scope of the Midwest Re-entry and Employment Network is to support sub-awardees in providing full-spectrum re-entry services—geared toward education and/or employment—to court involved youth age 17 to 24 and thereby keep them from recidivism or adult convictions.

Program to date

66% have remained in school for 12 months; 40% have been placed in an unsubsidized job, post-secondary education or occupational training. Additional services include: tutoring and academic counseling, HSE and alternative school instruction, college bound activities, work readiness training and career/life skills counseling and mentoring.



Violence Reduction Strategy (VRS)

Safer Foundation is a partner in Chicago's Violence Reduction Strategy (VRS). VRS is a collaborative approach bringing law enforcement, community members and social service agencies together to reduce group/gang related shootings and homicides in the local community.

To date, Safer has had 678 initial contacts and 252 are currently active clients.



Educational Services

Many Safer clients experience educational deficits; over 60% of Safer clients did not graduate from high school. In order to help our clients become more competitive in the job market, Safer provides a series of educational programs.

PACE Institute. As a division of Safer's Educational Services Department, the PACE Institute provides adult literacy and High School Equivalency preparation to Cook County Department of Corrections detainees who voluntarily request to participate to improve upon their educational level.

Youth Empowerment Program (YEP). Safer provides court-involved youth (16–21 years old) the academic tools and job readiness training needed to succeed and become productive members of society.

High School Equivalency (HSE) Certificate Programming. Safer's innovative educational programs increase literacy skills, help clients obtain HSE certificates, and teach basic life

skills. Safer is an official HSE testing site for the State of Illinois. Clients at the ATCs, PACE, Youth Education Program and South Holland Employment and Learning Center can study for and take their HSE Exam.

Served 566 Students

Quad Cities

Safer began serving the Quad Cities area in 1976, when it opened an employment services office in Rock Island, Illinois—followed by an office in Davenport, Iowa, two years later. In 1996, Safer began serving court-involved youth, opening a second office in Davenport, with a similar program serving Rock Island youth starting in 2000. In 2016, Quad Cities Safer served over 340 individuals across following three programs:

YEP

43 served/enrolled

17 HSEs

26 Job Starts

92% Successful follow-up at the one year point

IMPACT

23 served/enrolled

94% Successful follow-up at the six month point

Employment Services

274 served

158 job starts

\$10.44 average wage

Average **78%** retention rate

SAFER TOGETHER

Staff / Appreciative Inquiry

As an organization, we strive to be on the cutting edge of growth and change. In 2016, Safer embarked on a change management initiative utilizing Appreciate Inquiry (AI), an organizational development concept that builds on the positive contributions of all team members to create the best environment for all of our stakeholders. In February of 2016, we conducted our first Annual Appreciative Inquiry Summit for all staff. The Summit is designed to provide a platform for staff to create a shared vision to shape the workplace culture and align with Safer's mission, vision and values. AI also creates an opportunity for team members at all levels to make recommendations to help shape the future of the organization.

As a result of Safer's Appreciative Inquiry initiative, we have greater team collaboration and impact in staff development and recognition, opportunities for upward mobility, funding diversification, organizational communication and living the Safer values.

Opposite page: **Marketer Ash**, Sr. Director, Organizational Development–Human Resources, **Dee White-Smith**, Office Administrator–North Lawndale ATC, **Sophia DeLeon**, Divisional Human Resources Consultant, **Gerard Kwaaning**, Retention Specialist, **Joseph Urban**, Vice President, Chief Financial Officer

Results from the 2016 AI Summit Recommendations

Increased
Staff Training &
Development

Sharpened Our
Mission & Value
Statements

Client Services
Enhancements

Improved
Internal
Communication/
Collaboration



Results from the 2016 AI Summit Recommendations

**Pursuing
Diversification
of Funding**

**Opportunities
for Upward
Mobility**

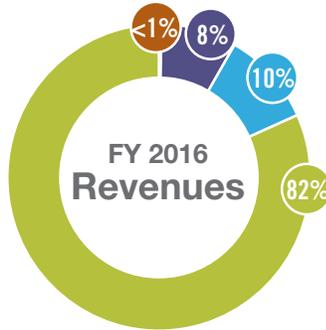
**Staff
Appreciation/
Recognition**

**Exploring
Expansion of
Programs**

Financial Summary

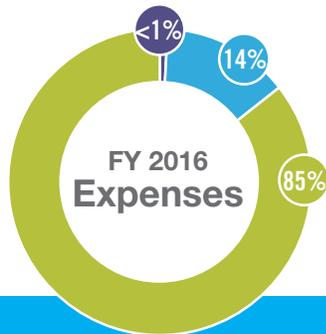
CONSOLIDATED STATEMENTS OF ACTIVITY (2016)

Year ending June 30



REVENUES AND OTHER SUPPORT

● Government Contracts	\$ 18,929,054
● Contributions and Grants	\$ 2,374,114
● Rent/Other Income	\$ 1,868,616
● Investment Income	\$ 2,186
Total Revenue	\$ 23,173,970



EXPENSES

● Program Services	\$ 19,871,023
● General and Administration	\$ 3,162,187
● Fundraising	\$ 137,329
Total Expenses	\$ 23,170,539

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (2016)

Year ending June 30

ASSETS

Cash and Cash equivalents	\$ 2,629,061
Other current assets	\$ 9,937,706
Buildings and land	\$ 1,095,178
Office furniture, fixtures and equipment	\$ 338,536
Deposits and other assets	\$ 138,919
Total Assets	\$ 14,139,400

LIABILITIES AND NET ASSETS

Current Liabilities	\$ 7,246,161
Long-term debt	\$ 737,300
Total liabilities	\$ 7,983,461
Unrestricted net assets	\$ 6,112,918
Temporarily restricted net assets	\$ 31,846
Permanently restricted net assets	\$ 11,175
Total net assets	\$ 6,155,939
Total Liabilities and Net Assets	\$ 14,139,400

SAFER FOUNDATION

Leadership

BOARD OF DIRECTORS

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BMO Financial Group

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Consulting Professionals Inc.

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Joseph Urban
Vice President Chief Financial Officer

Harry Alston
Vice President Strategy and Development

Arthur Bishop
Vice President Workforce Development and Client Services

Jerry Butler
Vice President Community Corrections

Henrietta Mason
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Sodiqa Williams
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Associate Vice President North Lawndale Adult Transition Center

Ervin Robinson
Associate Vice President Crossroads Adult Transition Center

David Gianfrancesco
Associate Vice President Model Development

Emeritus

Diane Williams
President Emeritus

Bernie Curran
Co-Founder

Gus Wilhelmy
Co-Founder

*Executive Committee member

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Safer Foundation
571 W. Jackson Blvd.
Chicago, IL 60661
Tel: (312) 922-2200
saferfoundation.org

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