University of Dayton

From the SelectedWorks of Deidre McVay

August, 2016

BACC to Work Program Grant Proposal

Deidre McVay, University of Dayton

Available at: https://works.bepress.com/deidre_mcvay/5/
1. BACC (Bettering Albuquerque’s Career Criminals)/Deidre McVay
2. Deidre McVay
   5324 Rivers Edge Blvd Dayton, OH 45414
   Phone: (740)-258-2604
3. $1,587,597.66
4. $2,045,939.15
5. January 1, 2017-August 1, 2018
6. The BACC to Work program has been created to increase stability in our neighborhoods and to provide safer communities by contributing sustainable hope, training, and support to men and women who formerly were involved with gangs and/or previously incarcerated by granting them opportunities to redirect their lives and becoming contributing members of the city of Albuquerque by providing job training and placement, mentoring, life skills, and classes that provoke behavior modification.
EXECUTIVE SUMMARY:
Our mission is to strive to proactively foster increased stability in our neighborhoods and to become a catalyst that promotes safer communities by providing sustainable hope, training, and support to men and women who were formerly involved with gangs by granting them opportunities to redirect their lives and become contributing members of the city of Albuquerque, providing job training, mentoring, life skills, and classes that provoke behavior modification. The people and the organizations that will be responsible for the implementation of the project are: the program coordinator, the business recruiter, job trainers, counselors, and mentors. The program coordinator will be in charge of overseeing the operations of the BACC to Work program by meeting with the business recruiter, job trainers, counselors, and mentors to determine project goals and help promote the mission of the organization. The business recruiter will be in charge of contacting and networking with local businesses within Albuquerque to encourage support of and collaboration with the BACC to Work program by allowing participants opportunities to successfully seek employment. The job trainers and counselors will provide training and support for participants, giving them the tools necessary to successfully seek employment and modify their behavior. The mentors will be former gang members who have since successfully found employment and permanently left gang life, making them the ideal support group because they understand the struggle the participants. People are pulled into gangs because the gang offers a perceived benefit, such as protection, love and support, financial opportunities, and a sense of belonging. For the program to succeed and have the largest possible impact, every component, from personnel to local businesses cooperation, is imperative.

IMPACT STATEMENT:
The purpose of this program is to provide a means to lower crime within the city as well as provide former gang members the opportunity to become productive citizens within Albuquerque. Gang life leads to a life of crime or to one’s grave. According to StopAbqGangs.org, gangs have been responsible for 80% of the cities’ crimes. Crime has remained a stable issue within the city of Albuquerque. Gangs have provided an attraction for people by providing an easy source of employment. Unfortunately, vocational training for former gang members or arrangements with employers in the community who will hire formerly incarcerated youth in their fields of interest are rare. Therefore, the need of job-training programs is inevitable. In fact, a recent systematic review of “focused deterrent strategies” targeting gangs and criminally active groups suggests that offering gang members job training, employment, substance abuse treatment, housing assistance, and a variety of other services and opportunities produces large statistically significant reductions in violent crime. However, gangs seem attractive because of a perceived lack of alternatives and opportunities for young people, who become particularly marked at the point of release. It is at this stage that they need help with resettlement, health, and housing needs, support with skills and training, access to employment opportunities, and other forms of assistance that provide attractive alternatives to gang membership. By creating opportunities for former gang members to gain skills and find employment, there is a creation of viable alternatives to violence, as well as opportunities for becoming productive members of society. The program will serve not only the participants, who are given the opportunity of a second chance, but it will also serve the businesses and citizens within Albuquerque by allowing the city a chance to become a safer and more economically prosperous place to live.
OVERARCHING GOAL:
The BACC (Bettering Albuquerque’s Career Criminals) Program aids persons who affiliate themselves with a gang within the city of Albuquerque to gain skills and training to escape the life of a gang member, and enter the workforce.

PROJECT NEED:
Crime has been a growing issue within the city of Albuquerque. The FBI has noticed that gangs have been morphing and multiplying in urban centers and even rural communities. Violent and property crimes have been the cause of the perception of Albuquerque to be undesirable to residents. Gang violence has instilled fear amongst citizens and employers because they believe that gang members are dangerous people and don’t deserve a chance. However, working with job training organizations, temporary employment agencies, and companies within Albuquerque to train participants to have the necessary skills and qualifications needed to successful obtain employment will improve the qualifications of participants, and give them confidence to easily find employment outside of gang affiliation. Gangs successfully gain membership because members do not have support systems that would be there for them, and employment within a gang is less challenging and judgmental. Participants need the necessary skills to be marketable within the workforce in order to not be attracted to join gangs and lead violent lifestyles.

According to Albuquerque’s Police Department, crime and poverty have been stable issues within the city of Albuquerque. Albuquerque’s budgetary document states that violent and property crimes and large homeless populations have been the cause of the perception of Albuquerque to be undesirable to residents, relative to cities of similar size. Gang life leads to a life of crime or to one’s grave. According to StopAbqGangs.org, gangs have been responsible for 80% of the cities’ crimes. FBI investigations have revealed that gangs are entrenching themselves in inner cities, and multiplying due to economic difficulties experienced by young people. People are pulled into gangs because the gang offers a perceived benefit, such as safety/protection, love and support, excitement, financial opportunities, and a sense of belonging. However, by creating opportunities to gain skills and find employment are creating viable alternatives to violence. Multiple studies have determined formerly incarcerated youth who were engaged productively post incarceration were dramatically less likely to reoffend.

Many residents feel that job growth has been too slow. Because of this, gangs have provided an attraction for people by providing an easy source of employment. Thus, gangs seem attractive because they signal a lack of alternatives and opportunities for young people, which become particularly marked at the point of release. It is at this stage, that they need help with resettlement, health, and housing needs, support with skills and training, access to employment opportunities, and other forms of assistance that provide attractive alternatives to gang membership. Mentorships are an important component to rid of the gangs’ familial attractiveness because someone who was once in their situation needs help and support to stay on the path away from gangs. Because of allowing participants to have a mentor, participants are twice as likely to gain employment as those who do not have a mentor.
Unfortunately, vocational training for gang members that are released or arrangements with employers in the community who will hire formerly incarcerated youth in their fields of interest are rare.\textsuperscript{xv} Therefore, the need of job-training programs is inevitable. In fact, a recent systematic review of “focused deterrent strategies” targeting gangs and criminally active groups suggests that offering gang members job training, employment, substance abuse treatment, housing assistance, and a variety of other services and opportunities produces large statistically significant reductions in violent crime.\textsuperscript{xvi} However, only providing job training to a highly violent, gang-involved, criminal population was unlikely to successfully modify behavior.\textsuperscript{xvii} Monthly staff meetings monitored the services delivered and the progress made by offenders. A cognitive-behavioral treatment model was also adopted, which offered an opportunity to address offenders’ antisocial attitudes while teaching new skills to effectively manage their environment.\textsuperscript{xviii} Utilizing the Phoenix Curriculum as a teaching resource for instructors will allow participants to receive cognitive-behavioral theory and motivational interviewing/motivational enhancement. Cognitive-behavioral theory will promote reevaluation of dysfunctional emotions and behaviors to bring about change, motivational interviewing/motivational enhancement will promote change by making the participant aware of problems and consequences of behavior, and motivational interviewing will provide non-confrontational and gently provoke awareness for participants.\textsuperscript{xix} Overall, this program will not only provide a means to lower crime within the city, but also provide gang members the opportunity to be productive citizens within Albuquerque.

**PROJECT OBJECTIVES and ACTIVITIES:**

The objectives for the implementation of this project are: (1) provide 1-on-1 attention to participants that would foster their growth and development toward becoming an employed and productive member of the community, (2) networking with human resource departments of different businesses within the city of Albuquerque to allow BACC to Work program participants to obtain employment, and (3) finding the best interventions and practices that would develop the BACC to Work program to increase business participation in the future.

**Objective #1:** Providing 1-on-1 attention to participants will be achieved by providing job trainers, counselors, and mentors with the appropriate skill set for mentoring former gang members, training participants to gain the necessary skills to become more marketable to employers, and supporting participants through the transition between gang or prison life to a productive civilian life. These are opportunities and services that may have not been available to them, and will serve to help the participants to find a job and a positive support system outside of gangs. **Activity/Output 1:** Job trainers will evaluate BACC to Work participants at the beginning of the program, 6 months into the program, a year into the program, 6 months after completing the program, and whenever the participant needs them to assess their employment skills, and interests, as well as guide participants to the training that will give them necessary tools to become more marketable to an employer. **Activity/Output 2:** The BACC to Work program will go through a three-part consecutive evaluation process; participant success, job-trainer and counselor performance, and overall performance of the program. The initial evaluation will consist of determining the success of the participants in the program. Success of the participants will be determined by whether or not they have gained employment within 6 months of completing the program. Counselors will evaluate
BACC to Work participants at the beginning of the program, 6 months into the program, a year into the program, 6 months after completing the program, and whenever the participant needs them to assess their behavior and background and guide participants to the trainer that will give them to a counselor that will provide a particular participant the necessary tools to modify their behavior. The program itself will be evaluated to determine effectiveness and the program will then be modified to provide the greatest possible assistance to participants. **Activity/Output 3:** Mentors will meet with participants on a weekly basis and whenever the participant needs them to help BACC to Work participants to stay out of gangs and maintain a productive civilian lifestyle, and support the participant throughout the program.

**Objective #2:** Networking with human resource departments within the city of Albuquerque will be achieved by the BACC’s business recruiter contacting and meeting with the human resource departments to promote the goal and mission of the organization, and encourage collaboration between BACC and the employer to allow participants to successfully obtain employment. **Activity/Output 1:** The business recruiter will create a master list of all of the businesses within the city of Albuquerque that he or she will network with to encourage participation in the BACC to Work program. **Activity/Output 2:** The business recruiter will create a strategic networking plan to share with the program coordinator, job trainers, counselors, and mentors that will explain which businesses the business liaison will be meeting with, what topics will be discussed in order to receive feedback and keep the staff up to date. **Activity/Output 3:** The business recruiter will schedule meetings with the human resource departments of the businesses within Albuquerque to discuss the mission and goals of the BACC to Work program, as well as, encourage the businesses to participate.

**Objective #3:** Finding the best practices that would develop the BACC to Work program to increase business participation in the future will be achieved by the program coordinator, business recruiter, job trainers, counselors, human resource departments of participating and non-participating companies, and mentors through joint collaboration. **Activity/Output 1:** The business recruiter will set up a meeting with the participating businesses of the BACC to Work program to evaluate the performance of participants that they employed. **Activity/Output 2:** The collaboration between the participating businesses and the business liaison will consist of determining the program’s strengths and weaknesses, as well as, determining how to improve marketing participants so they would obtain employment in the future. **Activity/Output 3:** The BACC to Work staff will meet at the completion of the program to determine the overall performance of the program, as well as, indicate where improvements can be made for the future.

**WHO WILL BENEFIT FROM PROJECT:**
The program will provide job training and resume building workshops to help participants gain the skills they will need to overcome their past affiliations and conduct and become more marketable to employers. Counseling programs will also be available to allow participants to gain the necessary support and confidence to pursue disaffiliation with a gang and remain strong in their decision if and when they are tempted to return. The program will provide counseling sessions that are tailored to specific genders and will also provide materials in both Spanish and English and instructors that are bilingual, so that participants with language barriers will be more comfortable and successful in the program. Each
participant will have a mentor: a former gang member who overcame their past to find gainful employment and remain disaffiliated with the gang. This mentor will help them throughout the program and help them transition into their new life. By working with a mentor who has a similar background and being able to utilize the mentor’s past experiences and guidance, participants are twice as likely to gain employment as those who do not have a mentor. Providing 1-on-1 attention to participants will be achieved by job trainers, counselors, and mentors through their experience with mentoring former gang members and prisoners, training participants to gain necessary skills to become more marketable to employers, and supporting participants through the transition between gang or prison life to civilian life. These are opportunities that have not been provided to them, and help rid of the attractiveness of gangs, which is the support system.

Crime has been a growing issue within the city of Albuquerque. The FBI has noticed that gangs have been morphing and multiplying in urban centers and even rural communities. Violent crimes and property crimes have caused residents of Albuquerque to have a perspective of the city as an undesirable place. Gang violence has instilled fear amongst citizens and employers because they believe that gang members are dangerous people and don't deserve a chance. However, working with job training organizations, temporary employment agencies, and companies within Albuquerque to train participants to have the necessary skills and qualifications needed to successful obtain employment will improve the qualifications of participants, and give them confidence to easily find employment outside of gang affiliation. Gangs successfully gain membership because members do not have other support systems that would be there for them, and employment within a gang is less challenging and judgmental. Participants need the necessary skills to be marketable within the workforce in order to not be attracted to join gangs and lead violent lifestyles.

Job growth has been a stable issue within the city of Albuquerque. If more people were able to be employed, then the city will benefit because of the potential economic growth. The city could also see decreased gang participation in the future because persons that may have been attracted to gang culture will have more role models that will help them become productive members of society, and avoid gang involvement entirely.

**HOW THE PROJECT WILL WORK/UNFOLD:**
Our mission is to strive to proactively foster increase stability in our neighborhoods and to become a catalyst that promotes safer communities by providing sustainable hope, training, and support to men and women who formerly were involved with gangs and/or previously incarcerated by granting them opportunities to redirect their lives and becoming contributing members of the city of Albuquerque by providing job training and placement, mentoring, life skills, and classes that provoke behavior modification. BACC to Work will consist of a program coordinator, business liaison, job trainers, counselors, and mentors that will work with participants to gain skills necessary to gain employment and counseling to modify their previous behavior when formerly participating in a gang. The people and the organizations that will be responsible for the implementation of the project are: the program coordinator, the business liaison, or the liaison to the Better Business Bureau, Better Business Bureau, local businesses within Albuquerque, job trainers, counselors, and mentors.
The program coordinator will be in charge of overseeing the operations of the BACC to Work program by meeting with the business liaison, job trainers, counselors, and mentors to determine project goals and help promote the mission of the organization. The business liaison will be in charge of contacting and networking with the Better Business Bureau and local businesses within Albuquerque to encourage support and collaboration of the BACC to Work program by allowing participants opportunities to successfully seek employment. The Better Business Bureau will provide a supportive voice to the organization by uniting businesses within Albuquerque to allow participants to obtain employment. The job trainers and counselors will provide training and support for participants by giving them the tools necessary to successfully seek employment and modify their behavior. The mentors will provide support systems for participants who understand the struggle the participants are going through because they were former gang members, but have successfully maintained employment.

Once funding is received, the program will be able to begin, and will end 18 months after the program begins. The program will consist of 1-year job-training and counseling programs that are tailored to the male and female participants. Each participant will be evaluated by the job trainers and counselors at the start of, 6-month mark, 1-year mark of the program, and 6 months after the completion of the program to assess their interview skills, job interests, employment status, and behavior to determine how to effectively help the participant gain employment. The costs involved with this program will consist of salaries for the persons mentioned above, transportation for participants, course materials, and business insurance. The combined salaries will be $290,000, the cost of transportation will be $33,175, the cost of the course materials will be $62,315, and the cost of the business insurance will be $10,000. These values total to $395,490. The program will serve not only the participants, who are given the opportunity of a second chance, but it will also serve the businesses and citizens within Albuquerque by allowing the city a chance to become a safer and more economically prosperous place to live.

**KEY PERSONNEL and STAKEHOLDERS:**
The people and the organizations that will be responsible for the implementation of the project are: the program coordinator, the business liaison, or the liaison to the Better Business Bureau, Better Business Bureau, local businesses within Albuquerque, job trainers, counselors, and mentors. The program coordinator will be in charge of overseeing the operations of the BACC to Work program by meeting with the business recruiter, job trainers, counselors, and mentors to determine project goals and help promote the mission of the organization. The business recruiter will be in charge of contacting and networking with the Better Business Bureau and local businesses within Albuquerque to encourage support and collaboration of the BACC to Work program by allowing participants opportunities to successfully seek employment. The Better Business Bureau will provide a supportive voice to the organization by uniting businesses within Albuquerque to allow participants to obtain employment. The job trainers and counselors will provide training and support for participants by giving them the tools necessary to successfully seek employment and modify their behavior. The mentors will provide support systems for participants who understand the struggle the participants are going through because they were former gang members, but have successfully maintained employment.
BACC TO WORK PROGRAM

Alterning or eliminating gang participation and crime requires strategies that reflect longer-term solutions involving stakeholders from a broad array of sectors including local, state, and federal agencies. Local and state agency involvement as stakeholders will address the problems that gang violence, crime, and limited job growth have caused the city of Albuquerque and the state of New Mexico. The FBI has noticed that gangs have been morphing and multiplying in urban centers and even rural communities. The federal government as a stakeholder will provide financial support from the Department of Labor’s Employment and Training Administration, and the push to address the rapid increase in gang related crimes and unstable job growth and retention. Non-profit organizations, such as churches and counselors, would also be a stakeholder because while gang violence and job growth are issues within the Albuquerque, counseling services should be provided to give participants support systems. Life is a sacred thing that everyone, no matter financial status cherishes; thus, the everyday person would be a stakeholder because they are affected by gang violence and its terror. This program is a chance to allow everyone to be involved with providing a solution.

TIMELINE:
The project period will run from 1 January 2017 to 1 August 2018.

Pre-award period (through 31 December 2016): Project personnel will draft, finalize, and execute memoranda of understanding with partners; project director will work with BACC to Work personnel to develop training and counseling plan as well as a business and participant outreach plan; compensation will be finalized. The counselors will create a counseling program that will center on recognition of behavior and modifying it through the Phoenix Curriculum. The job-trainers will create a job-training program that will focus on resume and cover letter writing, job search tips, and how to conduct oneself in an interview. The business recruiter will travel to different businesses within Albuquerque to discuss the mission of the BACC to Work program and how to help the participants become more marketable to gain employment in the future.

Project Year 1 (1 January-31 December 2017): Once funding is received, the program will be able to begin. Earlier in the year, the job trainers and counselors will begin to work with participants to help them become marketable for future employment. The participants will be interviewed by the job trainers and counselors to assess their skills, interests, and other needs they might have to determine which is the best route to pursue to effectively help them. The interviews will take place at the start of the program, the 6-month mark, and the 1-year mark. The participants will then be paired with a mentor that will support them throughout their participation in the program. The job-training will consist of teaching the participants how to create a resume and cover letter, search for jobs, and how to conduct oneself during an interview. Toward the end of Year 1, the participants are assigned to apply for jobs that were suggested by the business recruiter, and will inform their job-trainer, counselor, and mentor their performance.

Project Year 2 (1 January 2018-31 December 2018): At the half-way mark of Year 2, program participants from Year 1 will be evaluated by the job-trainers, counselors, and
BACC TO WORK PROGRAM

mentors to learn how the participants have performed in the interviews that they have conducted with employers. They are to report whether or not they have been hired by an employer, and how they can become more marketable to an employer if not hired. From the half-way mark of Year 2 to the end of Year 2, the program coordinator will meet with employers the business recruiter met with, as well as the BACC to Work personnel to discuss the strengths and weaknesses of the program, and how to improve the program for the future.

EVALUATION PLAN:
The BACC to Work program will go through a three-part consecutive evaluation process; participant success, job-trainer and counselor performance, and overall performance of the program. The initial evaluation will consist of determining the success of the participants in the program. Success of the participants will be determined by whether or not they have gained employment within 6 months of completing the program.

Measures of success will consist of determining the percentage of people who participate in the program who maintain employment after completing the program. Another form of measure will be the percentage of crime that occurs within the city due to gangs. A final form of measure will be number of jobs that have been obtained within the fiscal year of the program’s inception. The program participants will be evaluated 6 months and 1 year after completion of the program by case managers. If 70% of them obtained and retained employment, and stayed out of the gang, then the goals previously mentioned will be achieved. The goal will also be achieved if 10% of program participants do not re-enter prison 1 year after their release. Therefore, if the number of participants employed increases and the number crimes committed by gang members decreases because of their participation in the program, then it is determined that the program is successful.

The job-trainers, counselors, and mentors will be evaluated on their performance from the year and a half mark of the program to the end of Year 2. Their evaluation will consist of meeting with the Program Director, Business Recruiter, participants, and local businesses within Albuquerque to determine if their training methods have been effective or not. The participants will discuss with the Program Director their job-trainer, counselor, and mentor’s performance, and provide ways that they can improve for the future. The job-trainers will be evaluated on whether or not their methods helped develop the participants to become the types of employees the businesses that collaborated with the program would be more inclined to hire in the future. The counselors and mentors will be evaluated on the measurable effects of their counseling and support for the participants.

The organization, itself, will be evaluated from the year and a half mark to the end of Year 2 by the Program Director, local businesses, and the BACC to Work personnel. During this evaluation process, the organization will be evaluated based on the performance of the job-trainers, counselors, and mentors, as well as, determining the strengths and weaknesses of the program so it can improve the service it will provide for future participants and increase local business collaboration.
Former gang members gain skills and training to escape the life of a gang member, and enter the workforce.

Finding the best practices that would develop the BACC to Work program to increase business participation in the future
- Business recruiter will set up a meeting with the participating businesses of the BACC to Work program to evaluate participant performance when hired.
- Personnel will meet to determine program’s strengths and weaknesses for future improvement

Networking with human resource departments within the city of Albuquerque
- Business recruiter will create a networking master list and share it with personnel
- Business recruiter will schedule meetings with the human resource departments of the businesses within Albuquerque

Providing 1-on-1 attention to participants
- Job trainers and counselors will evaluate BACC to Work participants to assess their interests, skills, and how to help them stay out of gangs
- Mentors will meet with participants to provide support

Finding the best practices that would develop the BACC to Work program to increase business participation in the future
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# BACC TO WORK PROGRAM

**LINE-ITEM BUDGET:**

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Coordinator (FT)</td>
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<td>$22,500</td>
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<tr>
<td>Business Recruiter (FT)</td>
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<tr>
<td>Female Job Trainer (FT)</td>
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<tr>
<td>Male Mentors $19.91/hour (donated)</td>
<td>$174,411.60</td>
<td>$174,411.60</td>
<td>$348,823.20</td>
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<tr>
<td>Female Mentors $19.91/hour (donated)</td>
<td>$174,411.60</td>
<td>$174,411.60</td>
<td>$348,823.20</td>
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**Total Personnel** $611,823.20 $589,323.20 $1,191,146.40

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<th>Benefits</th>
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<td>Employees 28%</td>
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**Total Benefits** $73,640 $73,640 $147,280.00

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<th>Course Materials</th>
<th>Year 1</th>
<th>Year 2</th>
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<tr>
<td>Phoenix Curriculum Course Materials</td>
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<td>$62,315</td>
<td>$124,630.00</td>
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**Total Course Materials** $62,315 $62,315 $124,630.00

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<th>Supplies</th>
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<tr>
<td>Pens (4 boxes of 60 pens)</td>
<td>$16.00</td>
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<td>Boxes of Paper (4 boxes)</td>
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<td>Notebooks (Y1=100 packs of 6 notebooks; Y2=50 packs of 6 notebooks)</td>
<td>$449</td>
<td>$224.50</td>
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**Total Supplies** $532.96 $308.46 $841.42

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<th>Transportation</th>
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<td>Ford Van (Purchase of 1 Van in Y1 and Purchase of Van in Y2)</td>
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<td>$66,350</td>
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<td>Gasoline for Ford Van</td>
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<td>Van Maintenance</td>
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**Total Transportation** $34,102.28 $35,505.56 $69,607.84

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<th>Other</th>
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<td>Business Insurance</td>
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<td>Rental Space (yearly rental space price is calculated as if a space is actually rented out) $9/SF/Year at 1,894 SF</td>
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**Total Other** $27,046.00 $27,046.00 $54,092.00

**Total Direct Costs** $809,459.44 $788,138.22 $1,587,597.66
BACC TO WORK PROGRAM

| Indirect Costs (40% of DC minus Paper, Pens, Notebooks, Gasoline, and Van Maintenance) | $231,274.13 | $227,067.36 | $458,341.49 |
| TOTAL BUDGET | $1,040,733.57 | $1,015,205.58 | $2,045,939.15 |

BUDGET NARRATIVE:
Personnel Salaries:
1. Program Coordinator. The Program Coordinator, Deidre McVay, will devote full-time effort to this project by coordinating and overseeing the day-to-day operations of the BACC to Work program. She will also work with the business liaison, counselors, job trainers, and mentors to ensure that the goal and program’s mission is being achieved. Her base salary is $45,000 for Year 1 and there will be a 50% pay cut in Year 2, which makes the total salary $22,500. Salary increases will be discussed when the Year 3 budget is being created. Subtotal: $67,500

2. Business Recruiter. The Business Recruiter will devote full-time effort to this project by contacting and networking with the Better Business Bureau and local businesses within Albuquerque to encourage support and collaboration by allowing participants opportunities to successfully seek employment. The base salary for the Business Recruiter is $43,000 for Years 1 and 2, and salary increases will be discussed when the Year 3 budget is being created. Subtotal: $86,000

3. Job Trainers. The Job Trainers will devote full-time effort to this project by training the participants to have the necessary skills to successfully seek employment through practice interviews, resume and cover letter workshops, and effective job hunting workshops. There will be a male job trainer and a female job trainer to ensure that our participants are comfortable with the person that is training them. The base salary for the Male and Female Job Trainers, combined, is $70,000 for Years 1 and 2, and salary increases will be discussed when the Year 3 budget is being created. Subtotal: $140,000

4. Counselors. The Counselors will devote full time effort to this project by providing 1-on-1 and group support for participants as they transition from gang or prison life to civilian life. There will be a male counselor and a female counselor to ensure that our participants are comfortable with the person that is helping them. The base salary for the Male and Female Counselors, combined, is $100,000 for Years 1 and 2, and salary increases will be discussed when the Year 3 budget is being created. Subtotal: $200,000

5. Mentors. The Mentors will devote full time effort to this project as volunteers by sharing common experiences that participants can relate to, and how the mentor was able to retain employment. There will be a male mentor and a female mentor to ensure that our participants are comfortable with the person that is helping them. The mentors are unpaid, volunteers. However, their yearly salary was figured to show how much has been saved using Independentsector.org’s Volunteer Salary Calculator for New Mexico, which is $19.91/hour or $348,823.20 per year. Subtotal: $697,646.40

Subtotal Personnel: $1,191,146.40

Fringe Benefits:
BACC TO WORK PROGRAM

Fringe benefits are charged as a direct cost. The benefit rate of 28% is applied to full-time, regular employee wages. This federally-negotiated benefit rate is approved by the U.S. Department of Labor.

Subtotal Fringe Benefits: $147,280

Course Materials:
Utilizing the Phoenix Curriculum as a teaching resource for instructors will allow participants to receive cognitive-behavioral theory and motivational interviewing/motivational enhancement, which will promote participant behavioral change. A quote for the purchase of the yearly purchase of course materials by the Phoenix Curriculum was provided on July 20, 2016 by A.R. Phoenix Resources, Inc in New York, NY, and the cost reflects the vendor’s anticipated price for Fall 2016.

Subtotal Course Materials: $124,630

Supplies:
1. Pens. Black, BIC pens will be provided for employees, mentors, and participants to be able to write notes. Each box contains 60 pens, and 4 boxes will be purchased yearly. Subtotal: $32
2. Paper. Boxes of 5,000 count Staples paper will be provided for the printers that will be used to print out course activities, resumes, and other necessary documents. There will be a yearly purchase of 4 boxes. Subtotal: $135.92
3. Notebooks. Staples notebooks will be provided for employees, mentors, and participants to be able to have a place to record notes. The Staples notebooks come in packs of 6. In Y1, 100 packs of notebooks will be purchased for employees, mentors, and participants, and in Y2 50 packs will be purchased, since the Y2 number will only reflect the need of incoming participants and mentors. Subtotal: $673.50

Subtotal Supplies: $841.42

Transportation:
1. Van. A 2016 Ford Transit 10 passenger van will be purchased yearly to provide transportation for participants to counseling and job training sessions. The total is based from the current market value of the vehicle, as indicated by Ford Motor Company. Subtotal: $66,350
2. Gasoline. Gasoline must be purchased for the 26-gallon tank that the vans have to allow the van to transport participants to their sessions. The total reflects an estimated yearly budget based on the current average gas price, $2.19, for the US for 1 van Y1 and 2 vans Y2. Subtotal: $2,049.84
3. Van Maintenance. Skilled laborers within the city of Albuquerque will provide the necessary maintenance needed to keep the vans operational. An average labor cost for the 2016 Ford Transit 10 passenger van is reflected for 1 van in Y1 and for 2 vans in Y2. The maintenance cost increases by 1.8% to reflect further maintenance to be done as the vehicles gain more mileage. Subtotal: $1,208

Subtotal Transportation: $69,607.84
BACC TO WORK PROGRAM

Other:
1. Rental space. The BACC to Work Program was provided the use of the City of Albuquerque’s Family and Community Services Department’s offices and technology. Therefore, the expense of renting a space, as well as contracting out utilities services has been eliminated. The cost of a commercial rental property within Albuquerque is $9 per square foot for 1,894 square feet, which totals to $17,046 per year. Subtotal: $34,092
2. Business Insurance. Business Insurance is purchased yearly to ensure that the BACC to Work Program is protected from any liability that may be covered if dangerous events occur. Subtotal: $20,000
Subtotal Other: $54,092

Total Direct Costs: $1,587,597.66

Indirect Costs:
The 40% rate is the indirect cost rate that is applied to the modified total direct cost (MTDC) for Fiscal Year 17 (July 1, 2016-June 30, 2017). The MTDC includes salaries and wages (including if volunteers were paid), fringe benefits, as well as purchases of the vans, business insurance, rental space (if not donated) and course materials. The purchase of paper, pens, and notebooks, gasoline for the vans, and maintenance the vans is excluded from the base. Subtotal Indirect Costs: $458,341.49

Project Total: $2,045,939.15

BIOS FOR KEY PERSONNEL:

Project Coordinator:
The program coordinator will be in charge of overseeing the operations of the BACC to Work program by meeting with the business recruiter, job trainers, counselors, and mentors to determine project goals and help promote the organization’s mission. The program coordinator will assess the BACC to Work program at the end of year 1 to determine best interventions that would encourage future business participation through joint collaboration with the BACC to Work personnel. Their collaboration will consist of determining the strengths and weaknesses of the program, as well as, determining how to improve job-training and counseling sessions for future participants.

Business Recruiter:
The business recruiter will be in charge of contacting and networking with the Better Business Bureau and local businesses within Albuquerque to encourage support and collaboration of the BACC to Work program by allowing participants opportunities to gain employment. When networking with human resource departments, the business recruiter will discuss the goal and mission of the organization, as well as, missions of local businesses to help counselors and job trainers provide the necessary training to make participants more marketable. The business recruiter will be uniting businesses within Albuquerque to help give participants a chance to become productive members of society.
**Male and Female Counselors:**
The male and female counselors will be in charge of providing 1-on-1 and group support for the participants as they transition from gang or prison life to civilian life. By utilizing the Phoenix Curriculum as a teaching resource, instructors will allow participants to receive cognitive-behavioral theory and motivational interviewing/motivational enhancement, which will promote participant behavioral change. Each participant will be evaluated by the counselors at the start of, 6-month mark, 1-year mark of the program, and 6 months after the completion of the program to assess their and behavior to determine how to effectively modify their behavior for the future.

**Male and Female Job Trainers:**
Gangs have been attractive for members because of the ease in obtaining employment through loyalty. The male and female job trainers will be in charge of training participants to have the necessary skills to successfully seek employment through practice interviews, resume and cover letter workshops, and job hunting workshops so their skills are judged, not their past. Participants will be evaluated by job trainers at the start of, the 6-month and 1-year mark, as well as, 6 months after the completion of the program to assess their interview skills, job interests, and employment status to help the participant gain employment.

**Male and Female Mentors:**
The male and female mentors will be in charge of providing 1-on-1 support systems for the participants as they go through the transition between gang or prison life to civilian life. They understand the struggle the participants are going through because they were former gang members, but have successfully maintained employment, and stayed out of gangs. The opportunity of providing support systems for participants outside of a gang has not been provided for participants in the past. Because of the mentors’ 1-on-1 support they will provide for participants, they are ridding of the attractiveness of gangs, which are support systems.

July 18, 2016
Ms. Deidre McVay  
Executive Director, BACC to Work  
400 Marquette Avenue NW, Suite #504  
Albuquerque, New Mexico 87102

**Re: Letter of Commitment to provide Mentors the BACC to Work Program within the City of Albuquerque**

Dear Review Committee:

I am writing to express my support for the BACC to Work Program’s grant application to form the organization, and help gang members successfully seek employment within the City of Albuquerque.

Vocational training for gang members that are released or arrangements with employers in the community who will hire formerly incarcerated youth in their fields of interest are rare. However, studies have shown that offering gang members job training, employment, substance abuse treatment, housing assistance, and a variety of other services and opportunities produces large statistically significant reductions in violent crime. Therefore, the mission of the BACC to Work Program is to strive to proactively foster increase stability in our neighborhoods and to become a catalyst that promotes safer communities by providing sustainable hope, training, and support to men and women who formerly were involved with gangs and/or previously incarcerated by granting them opportunities to redirect their lives and becoming contributing members of the city of Albuquerque by providing job training and placement, mentoring, life skills, and classes that provoke behavior modification.

Homeboy Industries provides hope, training, and support to formerly gang-involved and previously incarcerated men and women allowing them to redirect their lives and become contributing members of our community. The BACC to Work Program will provide those services within the City of Albuquerque through their counseling services, job-training, and mentorship programs. It is great to see other cities, such as Albuquerque, wanting to give former gang members an opportunity to get a second chance to change their lives for the better, and become productive members of society. Can we improve the health and safety of our community through jobs and education rather than through suppression and incarceration? With programs, such as BACC to Work, we can!

Homeboy Industries is excited to support this proposal by the BACC to Work Program by providing the following resources: mentors that will come to speak and help participants stay on the path to staying out of gangs, and obtaining permanent employment. We will work collaboratively with BACC to Work to ensure our goals are aligned with the goals of the grant proposal, including efforts to track and report on outcomes. We believe our support and commitment will significantly improve the availability of recycling service in the region and we look forward to working with you on this exciting endeavor.

Sincerely,
BACC TO WORK PROGRAM

Rev. Greg Boyle
Founder, Executive Director, Homeboy Industries

July 18, 2016
Ms. Deidre McVay  
Executive Director, BACC to Work  
400 Marquette Avenue NW, Suite #504  
Albuquerque, New Mexico 87102

Re: Letter of Commitment to provide a location for the BACC to Work Program to help its Career Criminals seek employment

Dear Review Committee:

I am writing to express my support for the BACC to Work Program’s grant application to form the organization, and help gang members successfully seek employment within the City of Albuquerque.

People are pulled into gangs because the gang offers a perceived benefit, such as safety/protection, love and support, excitement, financial opportunities, and a sense of belonging. However, by creating opportunities to gain skills and find employment are creating viable alternatives to violence. Therefore, the mission of the BACC to Work Program is to strive to proactively foster increase stability in our neighborhoods and to become a catalyst that promotes safer communities by providing sustainable hope, training, and support to men and women who formerly were involved with gangs and/or previously incarcerated by granting them opportunities to redirect their lives and becoming contributing members of the city of Albuquerque by providing job training and placement, mentoring, life skills, and classes that provoke behavior modification.

The Department of Family and Community Services provides quality health and social services, housing, recreation and education to improve the quality of life for the entire Albuquerque Community. The BACC to Work Program will provide those services within the City of Albuquerque through utilizing the Phoenix Curriculum as a teaching resource for instructors will allow participants to receive cognitive-behavioral theory and motivational interviewing/motivational enhancement. Cognitive-behavioral theory will promote reevaluation of dysfunctional emotions and behaviors to bring about change, motivational interviewing/motivational enhancement will promote change by making the participant aware of problems and consequences of behavior, and motivational interviewing will provide non-confrontational and gently provoke awareness for participants.

The City of Albuquerque’s Family and Community Services Center is excited to support this proposal by the BACC to Work Program by providing the following resources: office space to provide job-training and counseling services and access to computers and projectors to effectively counsel and train participants. We will work collaboratively with BACC to Work to ensure our goals are aligned with the goals of the grant proposal, including efforts to track and report on outcomes. We believe our support and commitment will significantly improve the availability of recycling service in the region and we look forward to working with you on this exciting endeavor.
BACC TO WORK PROGRAM

Sincerely,
Doug Chaplin
Director, Family Department, City of Albuquerque

1 VanderPyl, Taryn. "Easing Reentry through Employability Skills Training for Incarcerated Youth."
2 Boduszek, Daniel, Katie Dhingra, and Alexander Hirschfield. "Gang Reengagement Intentions among Incarcerated Serious Juvenile Offenders."
4 Boduszek, Daniel, Katie Dhingra, and Alexander Hirschfield. "Gang Reengagement Intentions among Incarcerated Serious Juvenile Offenders."
5 Berry, R. J., & City of Albuquerque. (2015, July 1). “Police Department” in City of Albuquerque Approved Budget [City Budget for Fiscal Year 2016]. Albuquerque, New Mexico.
12 Berry, R. J., & City of Albuquerque. (2015, July 1). City of Albuquerque Approved Budget
13 Boduszek, Daniel, Katie Dhingra, and Alexander Hirschfield. "Gang Reengagement Intentions among Incarcerated Serious Juvenile Offenders."
14 Boduszek, Daniel, Katie Dhingra, and Alexander Hirschfield. "Gang Reengagement Intentions among Incarcerated Serious Juvenile Offenders."
15 VanderPyl, Taryn. "Easing Reentry through Employability Skills Training for Incarcerated Youth."
16 Boduszek, Daniel, Katie Dhingra, and Alexander Hirschfield. "Gang Reengagement Intentions among Incarcerated Serious Juvenile Offenders."
18 Engel, Robin S., Marie Skubak Tillyer, and Nicholas Corsaro. "Reducing Gang Violence Using Focused Deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV)."